

Work Motivation as a Bridge Between Professionalism and Employee Performance

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ABSTRAK

Penelitian ini dilakukan di Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya dengan tujuan menganalisis pengaruh profesionalisme terhadap kinerja pegawai dengan motivasi sebagai variabel mediasi. Populasi dalam penelitian ini adalah pegawai Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya Surabaya, Jawa Timur, Indonesia dengan jumlah total 75 pegawai. Teknik pengambilan sampel menggunakan teknik total sampling. Analisis data menggunakan Structural Equation Modeling (SEM) Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa profesionalisme berpengaruh terhadap kinerja pegawai dan motivasi kerja, motivasi kerja berpengaruh terhadap kinerja pegawai, profesionalisme berpengaruh terhadap kinerja pegawai melalui motivasi kerja.

Kata Kunci: profesionalisme, motivasi, kinerja pegawai.

ABSTRACT

This research was conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency. The aim was to analyze the influence of professionalism on employee performance, with work motivation as a mediating variable. The population in this study was 75 employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia. The sampling technique used total sampling. Data analysis used Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results showed that professionalism influences employee performance and work motivation, work motivation influences employee performance, and professionalism influences employee performance through work motivation.

Keywords: professionalism, motivation, employee performance.

INTRODUCTION

In today's increasingly complex and dynamic era of globalization, employee performance is a critical element supporting an organization's success. Employee performance is not merely an individual contribution, but rather a fundamental

foundation for a company's competitiveness and sustainability. With Technological advancements, global competition, and shifts in consumer demands, organizations need to understand and address the factors that influence employee performance.

Employees at the Surabaya City Public Housing, Settlement Areas, and Land Agency play a crucial role in the development and management of housing, settlements, and land in the city. As a government agency involved in vital aspects of urban development, employee performance is a determining factor in the success and effectiveness of housing and land programs.

Employee performance encompasses various dimensions, such as productivity levels, innovation capabilities, adherence to ethical standards, and contribution to achieving organizational goals. In this context, research that identifies the factors influencing employee performance becomes increasingly crucial. In-depth analysis of these variables can provide a comprehensive perspective, providing valuable information that can assist organizations in designing effective and targeted human resource management strategies.

Mangkunegara (2020) states that performance, often referred to as work achievement, refers to an employee's accomplishments in carrying out their duties. This performance is measured based on work results that encompass both quality and quantity. This means that an employee is considered to have good performance if they can achieve expected quality standards and produce output in sufficient quantities in accordance with their assigned responsibilities. Meanwhile, Gibson (2019) states that employee performance, often referred to as employee performance, encompasses the results of tasks performed by employees related to organizational goals, as well as involving aspects of efficiency and other performance.

To gain a deeper understanding, we can interpret employee performance not only from the perspective of daily tasks, but also in the context of how those tasks support the achievement of overall organizational goals. Therefore, employees are considered to be performing well if they are able to carry out their tasks efficiently and effectively, and are able to make a meaningful contribution to achieving organizational goals.

Several recent empirical studies have

shown that there are several factors that have an impact on employee performance, including the level of professionalism (Prabayanthi and Widhiyani, 2018; Ferawati et al, 2020; Ichsan et al, 2022; Parameswari et al, 2020; Sarinah, 2020) and work motivation (Amalia and Fakhri, 2016; Ghaffari, et. al., 2017; Suparman, et.al, 2021; Priyatno, 2022; Kuswati, 2020; Pratama, 2020; Dharma, 2018).

According to Siagian (2018), professionalism refers to a person's ability and reliability in executing tasks on time, with a high level of quality, cost efficiency, and in accordance with established procedures. A similar understanding is provided by Sedarmayanti (2017), who describes professionalism as an attitude in carrying out work that requires skills acquired through specialized training and education, and is carried out as a source of income. A person who demonstrates professionalism in their work has an intrinsic drive to engage themselves professionally. This professionalism is reflected in an employee's efforts to work with high ethical standards, uphold their competencies, and commit to achieving standards set by the organization. A professional employee also has good self-awareness of the work environment and their role within it.

Robbins (2018) defines work motivation as the desire or readiness to exert high levels of effort to achieve organizational goals. This motivation is fueled by the belief that the effort will bring benefits, not only to the organization's success but also to fulfill individual needs and aspirations. Therefore, the role of work motivation is not only limited to motivating employees to work hard, but also to creating a strong connection between organizational goals and employees' personal interests. In this essence, work motivation is not merely an external driving mechanism, but also an internal driver that encourages employees to contribute positively and creatively.

Previous studies provide initial insights, but research gaps remain, creating opportunities for more in-depth research contributions. For example, Muliaty's (2021) research found that

professionalism has no effect on employee performance. The research results of Hartawati (2019), Hidayat (2020) and Pragiwani, et al (2020) prove that work motivation does not affect employee performance.

Considering the differences or inconsistencies in the research results of several previous researchers involving the variables of professionalism, work motivation, and employee performance, additional research is needed to delve deeper into this relationship. Therefore, this study was conducted with the aim of analyzing the influence of professionalism on employee performance, with work motivation as an intervening variable.

Mangkunegara (2020) states that performance refers to the overall achievement of an employee in terms of both the quality and quantity of work produced when carrying out their assigned responsibilities. This definition highlights that performance is not only about how much work is completed, but also about how well the work meets established standards. Similarly, Rivai (2015) defines employee performance as the observable and concrete behaviors demonstrated by individuals as a direct result of their work activities. These behaviors are expected to be consistent with the roles, duties, and responsibilities attached to their position within the organization. Thus, employee performance can be understood as a multidimensional concept that reflects the degree to which employees successfully fulfill their tasks in alignment with organizational expectations.

According to Mathis and Jackson (2019), performance can be understood in its simplest form as the actions employees choose to carry out or, conversely, fail to perform in the course of their work. In line with this, Dessler (2015) explains that employee performance, often referred to as work achievement, represents the level of accomplishment that an organization expects its employees to attain. Furthermore, Gibson et al. (2019) emphasize that employee performance serves as an evaluative measure, allowing organizations to assess and compare the

outcomes of task execution and the fulfillment of responsibilities that have been formally assigned. Collectively, these perspectives highlight performance as both a behavioral manifestation and a measurable indicator of how well employees meet organizational standards and contribute to achieving broader goals.

Kasmir (2016) explains that there are several fundamental factors which play a crucial role in determining the level of employee performance within an organization. These factors serve as benchmarks that can influence whether an employee is able to achieve optimal work results or, conversely, experiences obstacles in fulfilling their responsibilities. In other words, the achievement of employee performance is not only influenced by individual abilities, but also by external conditions and organizational support. Therefore, Kasmir (2016) identifies a number of key aspects that shape and determine employee performance achievement in an organizational context, which are outlined as follows:

1. Ability and Expertise. The ability or skill a person possesses in a job. The more ability and expertise they possess, the more likely they are to complete the job correctly.
2. Knowledge. Knowledge of the job. Someone with good knowledge of the job will produce good work results, and vice versa.
3. Job Design. job design that will facilitate employees in achieving their goals.
4. Personality. A person's personality or character. Each person has a different personality or character.
5. Work Motivation. The drive for someone to do their job. If they have a strong internal or external drive, employees will be stimulated to do something well.
6. Leadership. The behavior of a leader in organizing, managing, and directing subordinates to carry out assigned tasks and responsibilities.
7. Organizational Culture. The customs or norms that apply and are shared by an organization or company. These customs govern what is generally accepted and applicable.

8. Job Satisfaction. The feeling of joy or happiness, or a feeling of liking, experienced before and after performing a task.
9. Work Environment. The atmosphere or condition of the workplace. The work environment can include the room, layout, facilities and infrastructure, and working relationships with coworkers.
10. Loyalty. Employees' commitment to remaining employed and supporting the company where they work.
11. Commitment. Employee compliance with company policies and regulations.
12. Work Discipline. Employees' efforts to carry out their work activities diligently. Work discipline, in this case, can be in the form of punctuality, for example, always arriving at work on time.

Professionalism can be defined as a person's ability and skill in performing work according to their respective fields and levels. Professionalism concerns the match between the capabilities possessed by the bureaucracy and the requirements of the task. A good match between these capabilities and the requirements of the task is a prerequisite for the formation of a professional apparatus. This means that the expertise and abilities of the apparatus reflect the direction and goals an organization wishes to achieve (Kurniawan, 2018).

Oerip and Uetomo (2017) define professionalism as behaviors, qualities, and methods that are characteristic of a profession. A person is considered professional if their work meets the technical or ethical standards of that profession. Meanwhile, according to Harefa (2015), professionalism is an attitude that can be considered representative of professionalism, namely, high competence, strict supervision of work behavior, and a reward system that symbolizes work performance, or the provision or provision of services oriented towards the public interest.

Lubis (2015) provides several characteristics of a professional. A professional will possess several of these characteristics, including:

1. High competence in a particular field and expertise in operating specific equipment required to perform their work.
2. Intelligence and knowledge in analyzing problems and sensitivity in reading situations, quickly, carefully, and precisely making the best decisions based on these sensitivities.
3. Future-oriented, enabling them to anticipate environmental developments that unfold before them.
4. Independent, based on personal abilities and beliefs, open-mindedness, and respect for the opinions of others, yet meticulous in selecting alternative solutions to problems that best benefit them and their personal development.

Employee professionalism is largely determined by their level of competence, as reflected in their daily behavior within the organization. High levels of competence will lead to faster achievement of pre-planned organizational goals. Conversely, low levels of competence will likely result in slower achievement of organizational goals and even deviate from the original plan.

The first step that must be taken for someone to achieve professional status is to have sufficient intellectual capacity, namely the ability to easily comprehend, understand, study, and explain a phenomenon. This means that the level, degree, quality, and quantity of professionalism in Indonesia can be seen from the number and high quality of the existing intellectual community to support that professionalism (Maskun, 2017).

Several previous researchers have conducted research on the influence of professionalism on employee performance, including Prabayanthi and Widhiyani (2018), Ferawati et al. (2020), Ichsan et al. (2022), Parameswari et al. (2020), and Sarinah (2020). Their research findings demonstrate that professionalism influences employee performance. Therefore, the following hypothesis can be formulated:

H1: Professionalism influences employee performance.

Flippo (2018) explains that motivation can be understood as a managerial skill that involves

the ability to direct, encourage, and guide employees, as well as the organization as a whole, to work more effectively. Through effective motivation, both the personal aspirations of employees and the broader organizational goals can be achieved in a balanced and harmonious manner. Supporting this perspective, Siagian (2018) describes motivation as an internal driving force that resides within individuals, which stimulates them to give their best effort and contribute optimally to the success of the organization in reaching its predetermined objectives. Meanwhile, Handoko (2019) emphasizes that motivation represents an intrinsic force or psychological factor inherent in every individual, which functions to generate energy, encourage effort, and regulate behavior so that individuals are directed towards actions that are purposeful and consistent with the tasks assigned to them. Taken together, these views highlight that motivation is not only an internal impulse but also a dynamic process that plays a central role in aligning individual effort with organizational achievement.

Drawing from the perspectives of these experts, it can be concluded that motivation in the workplace should not be seen merely as a simple impulse or momentary drive, but rather as a comprehensive psychological process that continuously stimulates individuals to take action, maintain their level of effort, and demonstrate consistency in accomplishing their responsibilities. In this sense, work motivation encompasses the internal energy that pushes employees to contribute in the most effective way possible, to carry out their tasks with a sense of responsibility and commitment, and to remain persistent even when facing challenges. Therefore, work motivation can be understood as an internal force that not only directs employees to perform their duties optimally but also aligns their personal satisfaction with the broader achievement of organizational objectives, creating a balance between individual fulfillment and collective success.

Siagian (2018) identifies several key

factors that play a significant role in shaping employee work motivation, which can be described as follows:

1. **Salary.** For employees, salary is an important factor in meeting their own and their families' needs. Salary, in addition to fulfilling basic needs for each employee, is also intended to motivate employees to work with enthusiasm.
2. **Work Achievement/Success.** The starting point for an individual's career development is their performance in carrying out the tasks entrusted to them. Without satisfactory work performance, it is difficult for an employee to be considered for promotion to a higher position or job in the future when proposed by their superiors. Therefore, achievements in work will foster a positive attitude. Someone who has a desire to achieve as a need can drive them to achieve their goals.
3. **The Work Itself.** The work itself is a motivating factor for employees to perform at high levels. Work or tasks that provide a sense of accomplishment, are sufficiently interesting, and provide challenges for employees are motivating factors, as their presence is crucial for the motivation to perform at high levels.
4. **Recognition/Awards.** Recognition of achievement is a powerful work motivation tool, even surpassing the satisfaction derived from compensation.
5. **Success at work.** Success at work can motivate employees to be more enthusiastic in carrying out the tasks assigned by the company. This success can at least instill a sense of pride in employees, believing they have successfully fulfilled their responsibilities. This will also increase the company's confidence in the capabilities of its employees, which will encourage them to retain them and encourage them to stay with their company.

Several previous researchers have conducted research on professionalism and work motivation, including Ahadi et al. (2023) and Soetari et al. (2021). Their research findings demonstrate that professionalism influences work

motivation. Therefore, the following hypothesis can be formulated:

H2: Professionalism influences work motivation.:

A number of prior scholars have examined the relationship between work motivation and employee performance, among them Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). The findings of these studies consistently highlight that work motivation plays a significant role in shaping employee performance. In other words, higher levels of motivation tend to encourage employees to work more effectively, demonstrate stronger commitment, and achieve better results in fulfilling their organizational responsibilities. Then the hypothesis can be made:

H3: Work motivation influences employee performance.

As explained above, Several previous researchers have conducted research on the influence of professionalism on employee performance, including Prabayanthi and Widhiyani (2018), Ferawati et al. (2020), Ichsan et al. (2022), Parameswari et al. (2020), and Sarinah (2020). Their research findings demonstrate that professionalism influences employee performance. Likewise, Several previous researchers have conducted research on professionalism and work motivation, including Ahadi et al. (2023) and Soetari et al. (2021). Their research findings demonstrate that professionalism influences work motivation. Meanwhile several previous researchers have conducted research on the influence of motivation on employee performance such as Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). These studies demonstrate that work motivation influences employee performance. Therefore, the following hypothesis can be formulated:

H4: Professionalism influences employee performance through work motivation.

Based on the above hypothesis, a research framework can be created as follows:

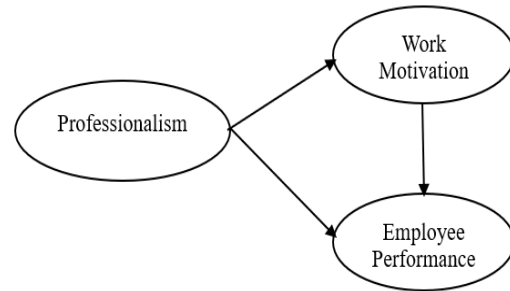


Figure 1. Conceptual Framework

METHODS

The approach used in this study is quantitative. This method is a scientific process that applies systematic procedures in collecting, processing, and analyzing data. Quantitative research aims to measure and examine phenomena by breaking them into parts and analyzing their relationships objectively. It focuses on numerical data, provides tools for hypothesis testing, supports generalizations, and produces findings that can be empirically validated. Through this approach, researchers are able to draw more accurate conclusions regarding the relationships among variables studied.

According to Sugiyono (2019), a population can essentially be understood as the entire collection of elements or objects that researchers wish to study or about which they intend to draw conclusions. A population does not only refer to groups of individuals, but may also include objects, documents, or even abstract concepts, depending on the focus of the research being conducted. In this sense, the population serves as the overall source of data from which a researcher can obtain information that is relevant to the problem under investigation. By defining the population clearly, researchers are able to ensure that the scope of their study is well-structured and that the results obtained are representative of the phenomenon being examined. The population in this study was all 75 permanent employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia.

The data in this study were analyzed statistically using the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS)

technique as the main tool. SEM-PLS was selected because it is effective for analyzing complex relationships between variables, testing direct and indirect effects, and assessing both measurement and structural models simultaneously. This method is also advantageous in handling small sample sizes and data that may not meet normality assumptions, making it appropriate for hypothesis testing of relationships among latent constructs. Thus, applying SEM-PLS allows the study to produce more accurate, reliable, and comprehensive results regarding the variables examined.

RESULTS

Discriminant Validity

Discriminant validity testing is evaluated by observing the Average Variance Extracted (AVE) value for each indicator. A good requirement is that the AVE value must be less than 0.5 (Ghozali, 2018).

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Professionalism	0.784
Work Motivation	0.777
Employee Performance	0.751

The data in Table 1 above confirms that the AVE values for the professionalism, work motivation, and employee performance variables are > 0.5. Therefore, it can be said that each variable has good discriminant validity.

Composite Reliability

Composite Reliability is one of the measures employed to test the consistency and reliability of the indicators that form a variable. This test is used to ensure that the indicators within a construct are able to consistently represent the variable being measured. According to Ghozali (2018), a variable can be considered reliable if it achieves a composite reliability value greater than 0.6. This threshold indicates that the construct has adequate internal consistency, meaning the indicators used are stable and dependable in measuring the same underlying concept. Therefore, Composite Reliability plays an important role in validating the quality of the measurement model before proceeding to the

structural analysis. In this study, the Composite Reliability values of each variable were calculated, and the results are presented in the following table as evidence that the constructs employed meet the required reliability standards:

Table 2. Composite Reliability

Variable	Composite Reliability
Professionalism	0.916
Work Motivation	0.913
Employee Performance	0.937

Referring to table 2 above, it can be seen that the Composite Reliability value of all variables in this study is greater than 0.6 so it can be stated that the indicators in all variables are reliable.

Cronbach Alpha

The reliability test that has been assessed through composite reliability can be further reinforced by examining the Cronbach’s Alpha coefficient as an additional indicator of internal consistency. Cronbach’s Alpha serves as a widely recognized measure to evaluate the extent to which a set of items reliably reflects the underlying construct. According to Eisingerich and Rubera (2010), a variable can be considered reliable or meet the criteria for internal consistency if it achieves a Cronbach’s Alpha value greater than 0.7. This threshold indicates that the items within the variable are sufficiently correlated and consistently measure the same construct. To provide a clearer understanding, the table below presents the Cronbach’s Alpha values obtained for each variable in this study, thereby supporting the overall reliability of the measurement model.

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Professionalism	0.862
Work Motivation	0.856
Employee Performance	0.915

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of

reliability.

Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 4. Hypothesis Test Results

Hypothesis	Influence	T-statistics	P-Values	Results
H1	Professionalisme → Employee Performance	2.878	0.004	Accepted
H2	Professionalism → Work Motivation	6.065	0.000	Accepted
H3	Work Motivation → Employee Performance	4.729	0.000	Accepted
H4	Professionalism → Work Motivation → Employee Performance	4.095	0.000	Accepted

Based on the data results in table 4 above, it can be seen that the four hypotheses proposed in this study are as follows:

1. The influence of professionalism on employee performance has a P value of 0.004 or less than 0.05. This means that professionalism variable has an influence on employee performance.
2. The influence of professionalism on work motivation has a P value of 0.000 or less than 0.05. This means that the professionalism variable has an influence on work motivation.
3. The influence of work motivation on employee performance has a P value of 0.000, or less than 0.05. This means that the work motivation variable has an influence on employee performance.
4. The influence of professionalism on employee performance through work motivation has a P value of 0.000 or less than 0.05. This means that the professionalism variable influences employee performance through work motivation.

DISCUSSION

1. Based on the results of the hypothesis testing, it can be concluded that professionalism influences employee performance. The relationship between the two variables is

positive, indicating a direct correlation. These results confirm that changes in professionalism will be followed by changes in employee performance in the same direction. A positive professionalism within the organization will lead to high employee performance. Conversely, a lack of professionalism will result in low employee performance.

The research findings that professionalism influences employee performance align with the theory of transformational professionalism, which emphasizes the role of employees who are dedicated to their profession, possess independence, and believe in their profession. Employees who are professional will perform better, resulting in high performance.

Professionalism among employees will enable them to overcome challenges in carrying out their duties. Obstacles can be overcome through professionalism. Problems within an organization can be resolved through professionalism. Professionalism helps employees improve their performance.

The results of this study are in line with the results of research conducted by Prabayanthi and Widhiyani, (2018), Ferawati et al (2020), Ichsan et al (2022), Parameswari et al (2020), Sarinah (2020). The results of their research prove that professionalism has an effect on employee performance.

2. Hypothesis testing indicates that professionalism influences employee work motivation. The relationship between the two variables is positive. These results confirm that changes in the professionalism variable will have a direct impact on changes in the work motivation variable. If professionalism is functioning well, it will result in increased employee motivation. However, if professionalism is poor, motivation will decrease.

The research findings indicating the influence of professionalism on work motivation are relevant to existing theory. Professionalism theory, which emphasizes dedication to the profession, independence, and confidence in the profession, can support employee productivity. High professionalism has a significant impact on employee work motivation. Employees who demonstrate professionalism tend to be more engaged and motivated. Employees who are dedicated, independent, and confident in their profession can increase work motivation. Professionalism that provides clear direction

and fosters a strong work attitude can foster work motivation. Professionalism rooted in a belief in one's profession can enhance work motivation.

The results of this study align with those of several previous researchers, including Ahadi et al. (2023) and Soetari et al. (2021). Their research demonstrated that professionalism influences work motivation.

3. Based on the results of the hypothesis testing, it can be stated that work motivation influences employee performance. The direction of the two variables is directly proportional, as can be seen from the positive sign, meaning changes in work motivation impact employee performance. High work motivation will be followed by high employee performance. Conversely, low motivation will result in poor employee performance.

Employees who feel engaged and motivated have high work quality, high work quantity, adequate job knowledge and skills, high creativity, and a sense of discipline. The drive to achieve goals, self-motivation and organizational support, and responsibility have been proven to be effective motivators in improving performance. Intrinsic factors such as job satisfaction, recognition, and responsibility can have a more sustainable impact on employee motivation and performance than financial incentives alone.

The results of this study align with those of Amalia and Fakhri (2016), Ghaffari et al. (2017), Suparman et al. (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018), which demonstrated that work motivation influences employee performance.

4. Based on the hypothesis test, it can be stated that professionalism influences employee performance through motivation. The relationship between these three variables is positive. These results confirm that whether an employee's work motivation is strong or weak, it will support the influence of professionalism on employee performance in a directly proportional direction. This means that if work motivation increases, the influence of professionalism on employee performance will also increase.

The results of this study align with the theory that employee performance is influenced by the level of professionalism within an organization. Professionalism encompasses dedication,

independence, and confidence in one's profession. Good employee professionalism within an organization can contribute to the achievement of organizational goals. In the context of professionalism, the implementation of professional work demonstrated by dedication, independence, and confidence that supports employee work motivation can provide a positive boost to employee performance.

Case studies and empirical research show that leaders who are able to understand the needs and expectations of employees, and provide appropriate support and recognition, can create sustainable motivation. Research on the influence of professionalism on employee performance has been conducted by several previous researchers, including Prabayanthi and Widhiyani (2018), Ferawati et al (2020), Ichsan et al (2022), Parameswari et al (2020), and Sarinah (2020). Their research findings demonstrate that professionalism influences employee performance.

Meanwhile, research on work motivation on employee performance has been conducted by several previous researchers, including Amalia and Fakhri (2016), Ghaffari et al (2017), Suparman et al (2021), Priyatno (2022), Kuswati (2020), Pratama (2020), and Dharma (2018). The results of this study demonstrate that work motivation influences employee performance.

CONSLUSION

Based on the findings of this research conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency, it can be concluded that professionalism plays an essential role in shaping both employee motivation and performance. The results indicate that professionalism has a direct influence on employee performance, demonstrating that employees who uphold high standards of professional conduct are more likely to deliver quality outcomes in their work. In addition, professionalism also positively affects work motivation, suggesting that employees with a strong sense of professionalism are more driven and motivated to contribute to organizational success.

Furthermore, the study reveals that work motivation significantly influences employee performance. Motivated employees tend to show higher levels of productivity, stronger commitment, and consistency in completing their

responsibilities. Finally, the research highlights the mediating role of work motivation in the relationship between professionalism and employee performance. This means that professionalism not only directly enhances employee performance but also indirectly strengthens it by increasing employee motivation.

Overall, these findings emphasize the importance of fostering professionalism and building motivation among employees as strategic efforts to improve performance within the Surabaya City Public Housing, Settlement Areas, and Land Agency.

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