OPEN ACCESS

The Effect Of Human Resource Quality And Work Professionalism On Employee Performance
(Study On University Educational Personnel 17 August 1945 Semarang)

Muhammad Adnan Wazan [1], Suparmi[2], Galuh Juniarto[3]
[1-3] Universitas 17 Agustus 1945 Semarang
Email : wazanadnan5@gmail.com , suparmi.untag@yahoo.com , galuhjuniarto3066@gmail.com

Corresponding email: suparmi.untag@yahoo.com

Abstract . This research aims to determine the influence of the quality of Human Resources and work professionalism on the performance of educational staff at the University of 17 August 1945 Semarang. The population used was all educational staff (tendik) at the University of 17 August 1945 Semarang with a total of 140 people, the sample size used was 104 respondents, with a sampling technique using proportionate random sampling. The data source used is primary data, with data collection methods using questionnaires. The data analysis technique used is multiple linear regression analysis. The results of the hypothesis test showed that the quality of human resources had a positive and significant effect on employee performance, and work professionalism had a positive and significant effect on employee performance. The coefficient of determination value is 0.463, meaning that the quality of Human Resources and work professionalism can explain variations in employee performance variables by 46.3 percent, so it still needs to be followed up with further research, especially related to individual aspects and employee performance

Keywords : Quality of Human Resources, Work Professionalism, and Employee Performance

INTRODUCTION

Human Resources have a strategic position and are the most dominant compared to other resources, considering how sophisticated the technology and management that is applied is, what will drive it is the human resources in the organization (Imelda et al., 2022). This shows that HR is one of the most important things in an organization because its role cannot be replaced by other resources, so that the existence of HR is very determining and has an influence in achieving organizational goals (Nasution et al., 2023). This shows that the role of HR is very important, so that every organization requires management, regulation and utilization of HR so that each work unit in the organization can carry out its functions well and optimally. An organization is a formal, structured and coordinated association system of groups of people who work together to achieve certain goals (Hasibuan, 2017). Organizations can be grouped into formal and informal organizations. One example of a formal organization is an organization operating in the field of education, including both state and private universities. Therefore, every university will need better human resource management (Widodo *et al*., 2019). Higher education institutions will depend on the performance of the human resources they have, including depending on the educational staff owned by the higher education institutions. Article 1 number 5 of the Law. Number 20 of 2003 concerning the National Education System, educational staff are members of the community who dedicate themselves

and are appointed to support the implementation of education. Educational staff are supporting staff for academic activities who must have optimal performance. This is because educational staff as human resources have a crucial role in educational institutions, especially at universities. In Law Number 20 of 2003 Article 39 paragraph (1) states that the crucial role of educational staff includes the implementation of administration, management, development, supervision and technical services to support the educational process in educational units, providing services to universities, both services to students and services to each lecturer. Therefore, teaching staff must be able to produce optimal performance so that they can have an impact on the success of the organization (Musdalifah et al., 2021).(Musdalifah *et al.*, 2021). Employee performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Employee performance becomes capital for the organization to achieve its goals, so employee performance becomes something that must be paid attention to by organizational leaders. This also applies to universities, where one of the challenges faced is developing employees to be more in line with the criteria required by universities. The performance of educational staff in higher education is very important, especially in efforts to increase effectiveness and efficiency in providing work results for the organization. Employee performance can be behavior that is able to provide certain work results through specified requirements (Sudirman *et al*., 2020). The performance of educational staff in higher education must be improved, considering that teaching staff are employees who must provide optimal service to lecturers, students and others who are involved in higher education activities. The role of educational staff is very important in determining services to students, lecturers and the community which includes the Tridharma activities of higher education, so that the performance of employees in the educational staff must be optimal because they can be part of determining the success of higher education. There are many factors that influence employee performance, including the quality of Human Resources and work professionalism (Pirantika *et al*., 2023).

Quality of Human Resources (HR) is the level of knowledge, skills and abilities possessed by a person or HR and can be used to produce professional services

(Gerhana et al., 2019). HR can be said to have quality if the HR has the ability to carry out the responsibilities and responsibilities assigned to them. This capability can be achieved if human resources have sufficient intellectual qualities, education, mastery of their field, ability, work enthusiasm, organizational planning abilities and experience to carry out the

duties and responsibilities they carry out. Therefore, every employee in an organization must have high quality, because if employees do not have good quality, it will affect the resulting performance so that it can have an impact on the organization.(Aisyah *et al*., 2017). The next factor that can influence employee performance is work professionalism, namely positioning oneself as someone who understands and comprehends job duties and responsibilities, building relationships and working relationships with other teams, and always being focused and consistent with the targets and goals of the organization.

(Hasibuan, 2017). Every employee must have a professional work attitude in order to optimize the energy, knowledge, skills, time, competence, effectiveness, efficiency, responsibility and resources they have in accordance with the field they are working in. Work professionalism is often associated with the work results achieved by employees. In terms of performance aspects, one of them is the professional aspect, where the professional aspect is that individuals can complete work well and provide optimal results. Employees who have high professionalism can automatically produce good quality performance (Tanjung *et al*., 2020).

Employee performance in this research will be carried out using the object of Educational Personnel at the University of 17 August 1945 (UNTAG) Semarang. UNTAG Semarang as one of the private universities in the city of Semarang strives to prioritize the implementation of transparent and accountable higher education governance, develops the quality and quantity as well as the welfare of lecturers and educational staff, and strives to produce graduates who are professional, tough, have a nationalist spirit and noble character. As one of the universities that implements the Tridharma of Higher Education, UNTAG Semarang always strives to provide good and professional services, especially to students and the community through qualified and professional educational staff.

The problem that arises in improving the performance of educational staff at UNTAG Semarang is the presence of teaching staff or the presence of employees who appear to arrive late for work every day. This can be seen in the following table:

Table 1. Absence Data for University Education Staff 17 August 1945 Semarang

No	Month	Number of working days	Absence Rate	Delay Rate
1	January	26 days	1,22%	14,45%
2	February	24 days	1,12%	12,72%
3	March	26 days	2,15%	17,43%
4	April	18 days	2,86%	18,56%
5	May	24 days	1,73%	15,67%
6	June	21 days	1,91%	16,93%

Source: Untag Semarang, 2023.

Table 1 can see that the greatest absenteeism rate occurred in April with an absenteeism rate of 2.86, and a tardiness rate of 18.56%. This happens because many educational staff

reason that this month coincides with the month of Ramadan, so they often come in late because they are late or fell asleep after sahur. This shows that there is still a lack of professionalism in the work of educational staff at Untag Semarang. Based on the description above, it shows that there is an inconsistency in the results, which is shown by the differences in research results regarding the quality of Human Resources and work professionalism on employee performance, which shows a positive and significant influence with a positive but not significant influence, and there are still problems in UNTAG Semarang, especially in terms of delays in the arrival of educational staff, passion or work enthusiasm in providing services, as well as attitudes and behavior of educational staff in providing services to students.

METHOD

The population as a whole of the subjects studied is all the elements in the research (Arikunto, 2019). The population used is all employees who work as Education Personnel (Tendik) at the University of 17 August 1945 (Untag) Semarang with a total of 140 people, who are divided as follows:

Table 2: Study Population

No	Information	Number of employees
1	University education staff	49
2	Faculty of Law education staff	30
3	educational staff at the Faculty of Economics and Business	21
4	ISIP Faculty educational staff	16
5	Faculty of Engineering educational staff	16
6	educational staff at the Faculty of Agricultural Technology	4
7	educational staff at the Faculty of Language and Culture	4
	Total	140

Source: Untag Semarang, 2023.

The sample can be interpreted as part or representative of the population studied (Arikunto, 2019). Samples taken from the population must be truly representative, meaning they can represent the total population. The sample in the study was determined using the following Slovin Formula:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{140}{1 + 140\,(0{,}05)^2}$$

n = 103,7 respondents were rounded up to 104 respondents

Information :

n   =   Total Samples
N   =   Total Population
e   =   Maximum error limit tolerated in the sample (5%).

The sampling technique used in this research is proportionate random sampling, which is a technique used if the research population has members/elements that are not homogeneous and are also proportionally stratified. (Sugiyono, 2019). The sample proportions are as follows:

Table 3: Research Sample Proportion

No	Employee Type	Population	Proportion	Sample
1	University education staff	49	(49/140) x 104	36
2	Faculty of Law education staff	30	(30/140) x 104	22
3	educational staff at the Faculty of Economics and Business	21	(21/140) x 104	16
4	ISIP Faculty educational staff	16	(16/140) x 104	12
5	Faculty of Engineering educational staff	16	(16/140) x 104	12
6	educational staff at the Faculty of Agricultural Technology	4	(4/140) x 104	3
7	educational staff at the Faculty of Language and Culture	4	(4/140) x 104	3
	Total	140		104

Source: Untag Semarang, 2023

The names of the sample in this study are known for certain, therefore the sample will first be determined by drawing a lottery where each member of the population in each educational staff working at the University and Faculty at UNTAG Semarang is given a lottery number, then randomly selected like a social gathering. Once selected, the researcher will provide a Google form in the form of a research questionnaire which must be filled out by the selected respondents

RESULTS AND DISCUSSION

Analysis of the research results will present various results of data analysis used in this research, and from the analysis of the results of multiple linear regression which shows the magnitude of the influence of the variable quality of Human Resources and work professionalism on employee performance, the results of the goodness of fit test which consists of the coefficient of determination and test F statistics, as well as hypothesis test results, each of which can be explained as follows:

1. **Multiple Linear Regression Analysis**

Regression analysis is used to determine the effect of the independent variable on the dependent variable (Ghozali, 2016). Multiple linear regression analysis in this research was used to describe how much influence the quality of Human Resources and work professionalism has on employee performance. Data processing was carried out using SPSS version 25.0 software. The results of this linear regression analysis are presented in the following table:

Table 4: Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,293	2,054		3,064	0,003
	Kualitas SDM	0,444	0,084	0,454	5,285	0,000
	Profesionalisme	0,424	0,113	0,321	3,742	0,000

a. Dependent Variable: Kinerja Pegawai

Source: Untag Semarang, 2023.

The resulting multiple linear regression equation model can be written as follows:

$$Y = 6{,}293 + 0{,}444\ X_1 + 0{,}424\ X_2 + e$$

Based on the linear regression equation model, it can be interpreted as follows

1. The constant value is 6.293 and is positive, meaning that before being influenced by the variables of Human Resources quality and work professionalism or if both variables have a value of zero, then employee performance will be positive..

2. The regression coefficient value for the Human Resources quality variable (b1) = 0.444 and is positive. This means that the quality of Human Resources has a positive effect on employee performance, and shows a unidirectional influence between the quality of Human Resources on employee performance. This result means that if the quality value of Human Resources increases, the performance produced by employees will be higher, assuming that work professionalism is constant.

3. The regression coefficient value for the work professionalism variable (b2) = 0.424 and is positive. This means that work professionalism has a positive effect on employee performance, and shows a unidirectional influence between work professionalism and employee performance. This result means that if the value of work professionalism increases, the performance produced by employees will be higher, assuming the quality of Human Resources is constant..

1. Uji *Goodness of Fit*

The accuracy of the sample regression function in estimating the actual value can be measured from the model feasibility test. In this research, the feasibility test of the model used is as follows:

1. Coefficient of Determination

The coefficient of determination is used to determine how far the independent variable is able to explain variations in the dependent variable. The coefficient of determination is at 0 and 1, if the coefficient of determination value is close to zero, it means that the ability of the Human Resources quality variable and work professionalism to explain variations in employee performance variables is very limited. If the coefficient of determination value is close to one, it means that the quality of Human Resources and work professionalism are able to provide almost

all the information needed to explain variations in employee performance variables. The results of the coefficient of determination are as follows:

Table 5: Coefficient of Determination Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,680[a]	0,463	0,452	1,35884

a. Predictors: (Constant), Profesionalisme, Kualitas SDM

b. Dependent Variable: Kinerja Pegawai

Source: Untag Semarang, 2023

Table 5 shows that the analysis results show that the value of the coefficient of determination as seen from the R Square value is 0.463. This can be concluded if the quality of Human Resources and work professionalism can explain variations in employee performance variables by 46.3% (0.463 x 100), while the remaining 53.7% (100 - 46.3) variations in employee performance can be explained by variables others outside the model that were not researched or not included in the model, for example use of information technology, competence, achievement motivation, work ethic, and other variables.

2. **F Statistical Test**

The F statistical test was carried out to determine the regression model as a tool for predicting the dependent variable (employee performance) from the quality of Human Resources and work professionalism. If the significance value obtained is smaller than n0.05, then the nfit regression model can be used to predict the dependent variable, and vice versa. The results of the F statistical test can be seen as follows

Table 6: F Statistical Test Results

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160,548	2	80,274	43,475	,000[b]
	Residual	186,491	101	1,846		
	Total	347,038	103			
a. Dependent Variable: Kinerja Pegawai						
b. Predictors: (Constant), Profesionalisme, Kualitas SDM						

Source:Untag Semarang, 2023

Table 6 shows that from the results of the F statistical test, a significance value of 0.000 is obtained and is smaller than 0.05. These results can be concluded if the resulting regression model is fit and significant, so that the regression model is suitable for use in this research

2.   Hypothesis Testing

In this research, hypothesis testing uses the t statistical test, which is used to evaluate the influence of the quality of Human Resources and work professionalism on employee performance separately. The process of testing this hypothesis involves a comparison between the calculated t value and the t value contained in the distribution table. When the calculated t value is greater than the t value contained in the table, and the significance is less than 0.05, then the result is rejection of the null hypothesis (Ho) and acceptance of the alternative hypothesis (Ha). Conversely, if the calculated t value is smaller than the t value in the table and the significance is greater than 0.05, then the conclusion is acceptance of the null hypothesis (Ho) and rejection of the alternative hypothesis (Ha). The number of samples used was 104 respondents, the t table value can be obtained using the formula, df = n – 1 – k, so that df = 104 – 1 – 2 = 101, with a significance level of $\square$ = 0.05, so that the t table value = 1,984. The results of the t hypothesis test can be seen in the following table:

Tabel 7 Hasil Uji Hipotesis

	Model	t	Sig.
1	(Constant)	3,064	0,003
	Kualitas SDM	5,285	0,000
	Profesionalisme	3,742	0,000
a. Dependent Variable: Kinerja Pegawai			

Source: Untag Semarang, 2023

Based on the results of hypothesis testing using the t statistical test in table 7, the influence of each variable of Human Resources quality and work professionalism on employee performance can be partially explained as follows:

1.   **The Influence of Human Resource Quality on Employee Performance**

The calculated t value of the influence of the quality of Human Resources on employee performance is 5.285 with a significance value of 0.000. Based on these results, it shows that the calculated t value is greater than the t table value, namely 5.285 > 1.984, and the significance value is smaller than 0.05, namely 0.000 < 0.05. The decision taken is to accept the alternative hypothesis (Ha), meaning that the quality of Human Resources has a positive and significant effect on employee performance. These results indicate that hypothesis one which states that the quality of Human Resources has a positive and significant effect on employee performance is statistically acceptable. These results show that the quality of Human Resources will be a factor that has a very important role in improving the performance produced by educational staff at the University of 17 August 1945 Semarang. These results indicate that quality human resources or educational staff

can be an important actor in the success of the 17 August 1945 University of Semarang, because with high quality human resources or employees, they will be able to produce high performance so that it will be easy to achieve the goals of the 17 August University 1945 Semarang. Based on observations, the respondent has a bachelor's degree, which means he has had a good higher education. These conditions make the educational staff at the University of 17 August 1945 Semarang at least have good quality, and have good abilities at work, and have a high level of responsibility so that they can work more optimally. Employees who are able to work more optimally will have an impact on improving their performance.

These results also show that the quality of Human Resources is getting better as measured by indicators of creativity, formal education, understanding their field, abilities, work enthusiasm and carrying out tasks which can be taken into consideration to assess the level of human resource quality possessed by Untag Semarang. Based on the results of the descriptive analysis, it shows that the majority of educational staff gave an agreeing response to the statement submitted. This means that the quality of the educational staff owned by Untag Semarang is good, meaning they have creativity, an appropriate educational background, understand their field of work, have the ability to work, have high enthusiasm, and can carry out their duties well, thus having an impact on improving employee performance at Untag Semarang. These results have supported the research results Gerhana *et al*., (2019), Atika & Mafra (2020), Djemma & Muktamar (2022), Imelda *et al*., (2022), Pirmanto & Komaria (2022), Siregar & Panjaitan (2022), and Pirantika *et al*., (2023) which states that the quality of human resources has a positive and significant effect on employee performance.

2. **The Influence of Work Professionalism on Employee Performance**

The calculated t value of the influence of work professionalism on employee performance is 3.742 with a significance value of 0.000. Based on these results, it shows that the calculated t value is greater than the t table value, namely 3.742 > 1.984, and the significance value is smaller than 0.05, namely 0.000 < 0.05. The decision taken is to accept the alternative hypothesis (Ha), meaning that work professionalism has a positive and significant effect on employee performance. These results indicate that hypothesis two which states that work professionalism has a positive and significant effect on employee performance is statistically

acceptable. These results show that the work professionalism possessed by employees can be a factor that has an important role in improving the performance produced by educational staff at the University of 17 August 1945 Semarang. This indicates the importance of maintaining a high level of professionalism in the work environment, especially for all education staff at Untag Semarang to achieve better results and support the overall success of the organization. Therefore, Untag Semarang educational staff must have a high spirit of work professionalism, to obtain optimal work results. Besides most of the respondents having a bachelor's degree, they also have quite a long working experience. This condition shows that the education staff at Untag Semarang have high work professionalism because from their education and work experience they already have competence and experience in work. Therefore, work professionalism will be high, in order to support optimal employee performance.

These results also show that work professionalism is getting better as measured by indicators of competence, effectiveness, efficiency and responsibility which can be taken into consideration for assessing the work professionalism of educational staff at Untag Semarang. Based on the results of the descriptive analysis, it shows that the majority of educational staff gave an affirmative response to the statement submitted. This means that the education staff at Untag Semarang have optimal competence at work, have high effectiveness and efficiency at work, and have high responsibility for the work tasks that have been assigned, thus having a significant positive impact on employee performance. These results have supported the research results Gerhana *et al*., (2019), Atika & Mafra (2020), Djemma & Muktamar (2022), Imelda *et al*., (2022), Pirmanto & Komaria (2022), and Pirantika *et al*., (2023) which states that work professionalism has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research regarding the influence of the quality of Human Resources and work professionalism on employee performance, especially educational staff at the University of 17 August 1945 Semarang in the previous chapter, the conclusions that can be drawn are as follows:

1. The quality of Human Resources has a positive and significant effect on employee performance. This can be seen from the calculated t value which is greater than the t table

and the significant value is smaller than 0.05. These results mean that with the higher quality of Human Resources possessed by the University of 17 August 1945 Semarang, the performance produced by the educational staff at Untag Semarang will be higher.

2. Work professionalism has a positive and significant effect on employee performance. This can be seen from the calculated t value which is greater than the t table and the significant value is smaller than 0.05. These results mean that the higher the level of work professionalism possessed by the University of 17 August 1945 Semarang Education Staff in carrying out their work, the higher the resulting performance will be.

REFERENCES

Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan. Indikator)*. Zanafa Publishing.

Aisyah, M. F., Utami, W., Sunardi, & Sudarsih. (2017). Kualitas Sumber Daya Manusia, Profesionalisme Kerja, dan Komitmen Sebagai Faktor Pendukung Peningkatan Kinerja Karyawan PDAM Kabupaten Jember. *E-Journal Ekonomi Bisnis Dan Akuntansi*, *IV*(1), 131–135.

Arikunto, S. (2019). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.

Atika, K., & Mafra, N. U. (2020). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme Kerja terhadap Kinerja Karyawan Pada PT. PLN (Persero) Pelaksana Pembangkit Bukit Asam Tanjung Enim. *Jurnal Media Wahana Ekonomika*, *17*(4), 355–366.

Busro, M. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Prenadamedia Group.

Djemma, S. A., & Muktamar, A. (2022). Pengaruh Kualitas Sumber Daya Manusia, Profesionalisme Kerja dan Disiplin Kerja Sebagai Faktor Peningkatan Pegawai Dinas Pekerjaan Umum dan Pertanahan Kabupaten Wajo. *PRECISE: Journal of Economic*, *1*(2), 51–64.

Edison, E., Komariyah, I., & Anwar, Y. (2018). *Manajemen Sumber Daya Manusia*. Alfabeta.

Fahmi, I. (2017). *Manajemen Sumber Daya Manusia*. Alfabeta.

Gerhana, W., Rezti, & Wasis. (2019). Pengaruh Kualitas Sumber Daya Manusia dan Profesionalisme terhadap Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening (Studi Kasus pada Karyawan Dinas Pendidikan Hulu Sungai Selatan). *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, *3*(1), 49–57.

Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23* (Cetakan VI). Badan Penerbit Universitas Diponegoro.

Hamali, A. Y. (2018). *Pemahaman Sumber Daya Manusia*. CAPS (Center for Academic Publishing Service).

Hasi, L., Razak, M., & Khalik, A. (2022). Pengaruh Kemampuan Manajerial, Kualitas Sumber Daya Manusia dan Sarana Prasarana terhadap Kinerja Pengelolaan BUMDes Se Kecamatan Tanete Riaja Kabupaten Barru. *Jurnal Magister Manajemen Nobel Indonesia*, *3*(4), 725–739.

Hasibuan, M. S. . (2017). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.

Imelda, S., Yusuf, M., Basri, A., Andriyansyah, F., Simanjutak, M. A., Wati, W. W., & Rahmadian, G. (2022). Kualitas Sumber Daya Manusia, Profesionalisme Kerja, dan Komitmen Sebagai Faktor Pendukung Peningkatan Kinerja Karyawan. *Proceedings Economic, Social Science, Computer, Agriculture And Fisheries (ESCAF 1st)*, *1*(1), 47–60.

Indriantoro, N., & Supomo, B. (2016). *Metodologi Penelitian Bisnis Untuk Akuntansi & Manajemen* (Edisi Pert). BPFE-Yogyakarta.

Mangkunegara, A. A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.

Muhayati, J. (2016). *Pengaruh Profesionalisme Auditor, Komitmen Organisasi, dan Job Stress terhadap Kinerja Auditor Internal Pada Otoritas Jasa Keuangan (OJK)*. Universitas Islam Negeri Syarif Hidayatullah Jakarta.

Muliaty. (2021). Profesionalisme, Komitmen Organisasi, Kepuasan Kerja terhadap Kinerja Karyawan PDAM Tirta Kencana Samarinda. *Jurnal Administrasi Bisnis (JAB)*, *11*(2), 69–76.

Musdalifah, Chaerat, M., & Syahri, N. A. (2021). Pengaruh Motivasi Kerja terhadap Kinerja Tenaga Kependidikan di Jurusan Manajemen Pendidikan Islam. *Edu-Leadership*, *1*(1), 31–39.

Nasution, M. S., Hutabarat, Y., & Hanum, R. (2023). Pengaruh Kualitas Sumber Daya Manusia dan Pengembangan Teknologi terhadap Kinerja Pegawai Negeri Sipil Pada Badan Pengelolaan Keuangan, Pendapatan dan Aset Daerah Kabupaten Tapanuli Tengah. *Profit: Jurnal Manajemen, Bisnis Dan Akuntansi*, *1*(4), 214–223.

Pasolong, H. (2020). *Kepemimpinan Birokrasi*. Alfabeta.

Pirantika, D., Wardhani, R. K., & Fajariah, N. (2023). Pengaruh Kualitas Sumber Daya Manusia, Profesionalisme Kerja dan Komitmen terhadap Kinerja Karyawan PT. Amerta Bangun Persada di Kediri. *Jurma: Jurnal Riset Manajemen*, *1*(1), 01–09.

Pirmanto, H., & Komaria, N. (2022). Kualitas Sumber Daya Manusia, Profesionalisme Kerja dan Komitmen Sebagai Penunjang Peningkatan Kinerja Karyawan PDAM Kota Pontianak. *Proceeding Seminar Nasional Bisnis Seri VI*, *1*(1), 241–245.

Rahmawathi, N. P. D., & Supartha, W. G. (2018). The Effect of Compensation on Employee Performance Mediated by Organizational Commitments. *The International Journal of Humanities & Social Studies*, *6*(9), 286–295.

Rivai, V. (2014). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. PT. Raja Grafindo Persada.

Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Refika Aditama.

Sigalingging, H., & Pakpahan, M. E. (2021). The Effect of Training and Work Environtment on Employee Performance with Motivation as an Intervening Variable at PT. Intraco Agroindustry. *South East Asia Journal of Contemporary Business, Economics and Law*, *24*(6), 130–139.

Siregar, M., & Panjaitan, D. T. M. R. (2022). Pengaruh Kualitas Sumber Daya Manusia dan Disiplin Kerja terhadap Kinerja Pegawai Di Universitas Darma Agung Medan. *Jurnal Darma Agung*, *30*(3), 381–393.

Sudirman, Asrin, & Rokhmat, J. (2020). Faktor Penentu Kinerja Tenaga Kependidikan di Perguruan Tinggi. *Jurnal Ilmu Sosial Dan Pendidikan*, *4*(4), 577–582.

Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.

Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Kencana Media Group.

Suwatno, & Priansa, D. J. (2016). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Alfabeta.

Tamrin, A. S., Rumapea, P., & Mambo, R. (2017). Pengaruh Profesionalisme Kerja Pegawai terhadap Tingkat Kepuasan Pelanggan Pada Kantor PT. Taspen Cabang Manado. *Jurnal Administrasi Publik UNSRAT*, *1*(1), 1–9.

Tanjung, A. J., Imran, M. A., Dalimunthe, W. S., Lubis, S. H., & Syahputra, U. (2020). Pengaruh Profesionalisme, Karakteristik Pekerjaan dan Komitmen Organisasi terhadap Kinerja Pegawai di Dinas Sosial Kabupaten Labuhanbatu Utara. *Jurnal Riset Akuntansi Multiparadigma*, *7*(2), 179–187.

Widodo, D. B., Imron, A., & Arifin, I. (2019). Hubungan Motivasi Kerja dengan Kinerja Tenaga Kependidikan. *JAMP: Jurnal Adminitrasi Dan Manajemen Pendidikan*, *2*(1), 10–16.

Widodo, E. S. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Pustaka Pelajar.