

The Effect of Career Development, Work Professionalism, Work Motivation, and Interpersonal Communication on Employee Performance in Hospitals. Metropolitan Medical Center South Jakarta

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ABSTRACT

This study aims to determine the effect of Career Development, Work Professionalism, Work Motivation, and Interpersonal Communication on the Performance of Employment at RS. Metropolitan Medical Center South Jakarta. The data of this study used primary data in the form of questionnaires to 85 employees of RS. Metropolitan Medical Center South Jakarta. Data analysis techniques using multiple linear regression analysis and using the program SPSS 24.00 . The results showed an influence between Career Development (X1), Employee Performance (Y) of 0.295 and an influence of 29.5%. Similarly, the variable Work Professionalism (X2) on Employee Performance (Y) of 0.294 and has an influence of 29.4%. Then for the variable Work Motivation (X3) on Employee Performance (Y) of 0.158 and has an influence of 15.8%. Then on variables Interpersonal Communication on Employee Performance (Y) of 0.123 and has an influence of 12.3%. Partially or simultaneously have a strong influence among the three variables, the most significant is the Career Development of 0.000 .

Keywords: Career Development, Work Professionalism, Work Motivation, and Interpersonal Communication, Employee Performance.

INTRODUCTION

An agency is established because it has a goal to be achieved. In achieving its goals, each agency is influenced by the behavior and attitudes of the people in the agency. Therefore, success in achieving goals depends on the reliability and ability of employees in operating the human resource work units in the agency, because agency goals can be achieved only because of the efforts of the actors in each agency . According to Hasibuan (2013: 10) human resource management is the science and art of managing the relationship between roles and workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society .

A company can run according to expectations if there are people in it with the same goal, namely the desire to provide the best results to the company and provide increased profits and development in a better direction. In managing human resources,

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management is needed that is able to manage resources in a systematic, planned and efficient manner provide optimal contributions in efforts to achieve company goals.

Every company will always try to improve the performance of its employees. With the hope that the organization's goals will be achieved. Employee performance is so important, because employee performance is about doing work and the results achieved from that work (Wibowo, 2014:2). According to Marwansyah (2012:208) career development is self-development activities undertaken by someone to realize their personal career plans. Apart from that, another factor that influences employee performance is work professionalism . Professionalism concerns the match between the capabilities of the bureaucracy and the needs of the task, which is a requirement for the formation of a professional apparatus. This means that the expertise and abilities of officers reflect the direction of the goals an organization wants to achieve (Kurniawan, 2015: 74)

Basically motivation can encourage employees to work hard so they can achieve their goals. This will improve employee performance so that it will influence the achievement of Wahjosimidjo 's company goals in Surbakti and Suharnomo (2013). Communication also plays an important role in improving employee performance, especially interpersonal communication. Interpersonal communication is the process of exchanging information between people that can be known in return or direct communication (Suranto, 2011).

This research highlights several key issues surrounding employee performance in hospitals. Metropolitan Medical Center South Jakarta. Research questions include the positive and significant impact of career development, work professionalism, work motivation, and interpersonal communication on employee performance at the hospital. By identifying these aspects, the research objective is to analyze the relationship between career development, work professionalism, work motivation, and interpersonal communication on hospital employee performance. Metropolitan Medical Center South Jakarta. The aim of this study aims to provide in-depth insight into these factors and their contribution to the work environment in these healthcare organizations.

RESEARCH METHODS

The population in this study was 475 employees. The sampling method used is *probability sampling* with a sampling technique using *simple random sampling*. So, the sample size was 85 respondents. The data collection technique in this research uses primary data by distributing numbers or questionnaires for respondents to fill in.

In this research there are four independent variables , namely career development, work professionalism, work motivation, interpersonal communication and one dependent variable - namely employee performance. The data analysis method used in this research is multiple regression with the help of the SPSS version 24.00 program. Before carrying out multiple regression analysis and hypotheses, validity and reliability testing, descriptive statistics and classical assumptions are first carried out.

RESULTS AND DISCUSSION

Test Research Instruments

The research instrument tests used were validity tests and reliability tests. The validity of a research result is largely determined by the measuring instrument used. If the measuring instrument used is invalid and/or unreliable *then* the results of the research carried out cannot describe the actual situation. The results of the validity and reliability tests will be explained in the following discussion.

1. Validity Test

According to Sugiyono (2012: 188), the validity test is useful for finding out whether the data from the questions in the questionnaire should be discarded or replaced because the data is considered irrelevant. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire in table 1.

Table 1. Validity Test Results

No	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item-Cronbach's Alpha if Item Deleted
P1X1	36.96	16,558	,662	,867
P2X1	37.02	16,738	,652	,868
P3X1	36.99	15,797	,683	,865
P4X1	36.96	16,201	,668	,866
P5X1	36.98	16,142	,712	,863
P6X1	36.96	18,534	,383	,884
P7X1	36.96	17,368	,492	,879
P8X1	36.92	15,338	,766	,858
P9X1	36.94	16,866	,579	,873
P10X1	36.82	17,385	,488	,879
P1X2	29.32	10,315	,707	,863
P2X2	29.40	9,838	,768	,856
P3X2	29.33	10,533	,681	,866
P4X2	29.31	10,905	,556	,878
P5X2	29.34	10,680	,591	,875
P6X2	29.42	9,890	,721	,861
P7X2	29.34	10,037	,694	,864
P8X2	29.25	11,212	,488	,884
P1X3	38.31	13,096	,555	,820
P2X3	38.25	12,712	,617	,814
P3X3	38.19	11,940	,678	,806
P4X3	38.28	12,467	,597	,815
P5X3	38.16	12,258	,590	,815
P6X3	38.21	13,431	,403	,833
P7X3	38.29	12,901	,436	,831
P8X3	38.14	12,218	,572	,817
P9X3	38.22	12,414	,577	,817
P10X3	38.18	13,528	,301	,844
P1X4	38.78	20,604	,628	,907
P2X4	38.72	19,515	,822	,896
P3X4	38.78	19,223	,797	,897
P4X4	38.72	19,300	,780	,898
P5X4	38.68	19,267	,750	,899
P6X4	38.80	19,852	,666	,904
P7X4	38.69	19,001	,718	,901
P8X4	38.76	19,349	,720	,901
P9X4	38.69	20,382	,591	,909
P10X4	38.69	21,834	,344	,922
P1Y	39.01	10,940	,575	,853
P2Y	38.86	10,337	,750	,839
P3Y	38.91	10,277	,666	,845
P4Y	39.19	10,559	,669	,845
P5Y	39.24	11,087	,578	,853
P6Y	39.11	10,524	,594	,852

P7Y	39.04	10,534	,589	,852
P8Y	39.02	10,476	,660	,846
P9Y	39.12	11,367	,429	,864
P10Y	39.01	11,964	,280	,874

Source: SPSS 24 Data Processing Results (2020)

From the results of table 1 above, it can be explained that the output from data processing input into SPSS states that all the questionnaire items submitted have a *Corrected Item Total Correlation value* that is greater when compared to the r_{table} , namely the 85th sample is 0.211, which means that the overall $r_{count} > r_{table}$.

2. Reliability Test

Reliability is a scale or instrument for measuring the data produced *reliable* or trusted if the instrument consistently produces the same results every time a measurement is carried out (ferdidand, 2013:218). 1) If the *Cronbach Alpha value* is > 0.7 then reliability can be good and can be used as a research measuring tool 2) If the value *Cronbach Alpha* < 0.7 means reliability can be said to be not good and cannot be relied upon as a research measuring tool in table 2 below.

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Alpha	Information
1	Development (X1)	0.882	0.6	Reliable
2	Work Professionalism (X2)	0.883	0.6	Reliable
3	Work Motivation (X3)	0.837	0.6	Reliable
4	Interpersonal Communication (X4)	0.912	0.6	Reliable
5	Employee Performance (Y)	0.866	0.6	Reliable

Source: SPSS 24 Data Processing Results (2020)

It can be concluded that this research is said to be reliable. What is shown in the *Cronbach's alpha value* for all variables has a value level above sufficient, namely 0.6. This means that all variable values are said to be good and acceptable because they are above the adequate level shown in the Reliability statistics output, where all *Cronbach's alpha values* for all variables are above a good number, namely 0.7.

Descriptive Statistical Test

Descriptive statistics in this research aim to determine the maximum, minimum, average (*mean*) and standard deviation values of the research data. The results of descriptive statistical tests can be explained in Table 3 below.

Table 3. Descriptive Statistical Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Career development	85	4.02	4.22	4.11	41.06
Work Professionalism	85	4.11	4.28	4.19	33.53
Work motivation	85	4.16	4.33	4.25	42.47
Interpersonal Communication	85	4.24	4.36	4.30	43.04
Employee performance	85	4.15	4.53	4.34	43.39
Valid (listwise)	N 85				

Source: SPSS 24 Data Processing Results (2020)

Based on the results of descriptive statistical tests in Table 3 above, it shows that the career development variable has a minimum value of 4.02 and a maximum value of 4.22, with a mean value of 4.11. Meanwhile, the work professionalism variable has a minimum value of 4.11 and a maximum value of 4.28, with a mean value of 4.19. Furthermore, the work motivation variable has a minimum value of 4.16 and a maximum value of 4.33, with a mean value of 4.25. Meanwhile, the interpersonal communication variable has a minimum value of 4.24 and a maximum value of 4.36. The employee performance variable has a minimum value of 4.15 and a maximum value of 4.53 with a mean value of 4.34.

Classic assumption test

Assumptions are required in multiple linear regression. The aim is to obtain estimator values or coefficient values α and β that cannot be obtained so that they become the best values. A good regression model must be free from deviation problems from classical assumptions. In this research, the classical assumption tests used are: normality test, multicollinearity test, and heteroscedasticity test.

1. Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. Data normality testing in this research will be carried out using the Kolmogorov-Smirnov test. Decision making in the Kolmogorov-Smirnov test is obtained from the Sig value. Kolmogorov-Smirnov test, where if the sig value. Greater ($>$) 0.05 then the data distribution is declared normal (Ghozali, 2013: 165). The results of the normwality test can be seen from table 4. As follows:

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
	N	85
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.25819203
Most Extreme Differences	Absolute	,067
	Positive	,061
	Negative	-.067
	Kolmogorov-Smirnov Z	,067
	Asymp. Sig. (2-tailed)	,200 ^c

Source: SPSS 24 Data Processing Results (2020)

- Looking at the results from the table above, the value of Asymp. Sig. (2-Tailed) is 0.200. In formulating the hypothesis in this research; if Sig $<$ 0.05 then Ho is rejected and if Sig $>$ 0.05 then Ho is accepted.
- Looking at the results from the table above, the value of Asymp. Sig. (2-Tailed) is 0.200. In formulating the hypothesis in this research; if Sig $<$ 0.05 then Ho is rejected and if Sig $>$ 0.05 then Ho is accepted.

2. Multicollinearity Test

The multicollinearity test aims to test whether the regression model determines whether there is a correlation between the independent variables. According to Priyatno (2009:147-148) the way to detect multicollinearity in a regression model is as follows:

- a. The size of the inflation factor/VIF variable is the guideline for a regression model that is free of multicollinearity, namely a VI value of 10
- b. The guideline tolerance for a regression mode that is free from multicollinearity is a tolerance value of 0.1

Table 5. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
1	Career development	,741	1,350
	Work Professionalism	,715	1,399
	Work motivation	,977	1,024
	Interpersonal Communication	,972	1,029

Source: SPSS 24 Data Processing Results (2020)

The results of table 5 for the *tolerance values* for each variable are; variable (X_1) = 0.741. (X_2) = 0.715. (X_3)= 0.977 and (X_4)= 0.972. The overall Tolerance variable value obtained is greater than (0.10).

Then the results of *the variance inflation factor* (VIF) for each variable are;

- a. The calculated VIF value for the career development variable is 1,350, which is smaller than 10.
- b. Then the VIF for the work professionalism variable is 1,399, which is also below 10.
- c. Then for the work motivation variable, the VIF value is also below number 10, namely 1.024.
- d. And the VIF value for interpersonal communication also got a result of 1.029.

So the results of *the variance inflation factor* (VIF) are below the number 10 for all each variable.

3. Heteroscedasticity Test

A good regression model means that heteroscedasticity does not occur (Ghozali, 2011). The basic criteria for decision making are: a) If there is a certain pattern, such as the dots forming a certain regular pattern, wavy, widening and then narrowing) then heteroscedasticity occurs. b) If there is no clear pattern, such as the dots spread out above and below the number 0 on the Y axis, then heteroscedasticity does not occur. c) If there is a clear pattern, such as dots spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

Table 6. Heteroscedasticity Test Results

No.	Variable	Sig.	Conclusion
1.	Career development	0.529	Heteroscedacity does not occur
2.	Work Professionalism	0.967	Heteroscedacity does not occur
3.	Interpersonal Communication	0.948	Heteroscedacity does not occur
4.	Employee performance	0.826	Heteroscedacity does not occur

Source: SPSS 24 Data Processing Results (2020)

The results shown in table 6 above, can be explained that the correlation between career development variables and *Unstandardized Residuals* The significant value is more than 0 . 05 which is 0529.

Whereas The correlation between the work professionalism variable and *the Unstandardized Residual* produces a significant number also more than 0 . 05 , namely at 0.967. then the work motivation avariable is 0.948. And the correlation between the interpersonal communication variable and the *Unstandardized Residual* also provides significance figures more than 0 . 05 , namely at the number level 0.826.

Based on these results, the correlation between all independent variables with significant residuals is more than α (0.05) , it is concluded that there is no heteroscedasticity problem .

Multiple Regression Test

Employee performance in the regression equation model according to Setiawan and Kusriani (2010:61) is as follows:

$$Y = a + b^1x^1+b^2x^2+b^3x^3+ b^4x^4+ e$$

Table 7. Multiple Regression Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	4,793	2,326		2,060	,043
Career development	,295	,072	,384	4,065	,000
Work Professionalism	,294	,091	,310	3,226	,002
Work motivation	,158	,075	,174	2,112	,038
Interpersonal Communication	.123	,061	,165	2,005	,048

a. Dependent Variable: Employee Performance
Source: SPSS 24 Data Processing Results (2020)

The results shown in table 7 *output coefficients* . Then the linear regression equation is $Y = 4.793 + 0.295 X_1 + 0.294 X_2 + 0.158 X_3 + 0.123$

1. Constant = 4,793, meaning that if the independent variables X_1 ,
2. Career Development is 0.295, so every 1 point increase in Career Development will affect Employee Performance by 0.295
3. Work Professionalism is 0.294, so every 1 point increase in Work Professionalism will affect Employee Performance by 0.294
4. Work Motivation is 0.158, so for every 1 point increase in Work Motivation the employee's performance value is 0.158.
5. Interpersonal Communication is 0.123, so for every 1 point increase in Interpersonal Communication, the employee performance value is 0.123.

Hypothesis test

1. Test the hypothesis with the t test

(Priyatno, 2009:83) The examiner uses a significance level of 0.1 with $d = 2(nk)$. (Priyarno 2014:146). Significant level 0.1 . The conditions for partial hypothesis testing (t test) are:

- a. If $t_{count} > t_{table}$ and $sig < 0.05$ then H_0 is rejected, meaning that career development, work professionalism, work motivation and interpersonal communication have a positive and significant effect on employee performance.
- b. If $t_{count} < t_{table}$ and $sig > 0.05$ then H_0 is accepted, meaning that career development, work professionalism, work motivation and interpersonal communication have a positive and significant effect on employee performance.

Table 8. Hypothesis Results

Coefficients ^a			
Model		Hypothesis	
		t	Sig.
1	Career development	4,065	,000
	Work Professionalism	3,226	,002
	Work motivation	2,112	,038
	Interpersonal Communication	2,005	,048

a. Dependent Variable: Employee Performance
 Source: SPSS 24 Data Processing Results (2020)

In table 8 the results of the hypothesis above are
 Sig value < 0.05

- 1) Value 0.000 ($0.000 < 0.05$). Career Development has a positive and significant effect
- 2) Value 0.002 ($0.002 < 0.05$). Work Professionalism has a positive and significant effect
- 3) Value 0.038 ($0.038 < 0.05$). Work motivation has an influence positive and significant
- 4) Value 0.048 ($0.048 < 0.05$). Interpersonal Communication has a positive and significant effect

2. Coefficient of Determination Test

, the determining coefficient is used to find out how much the variables $X_1, X_2,$

Table 9. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,686 ^a	,471	,444	1,289

Source: SPSS output. Data processed 2020

In table 9, the results of the coefficient of determination test above are Column R, which is 0.686, which means that the relationship between variables is still far from the strong criteria because it is still far from the number 1. Meanwhile, in the Adjusted R Square, the value is 0.444, which is interpreted as being converted into a percentage of 44.4%. Which means that the influence on performance that is influenced by the variables examined in this study is only 44.4 % while the remaining is 55.6%

Discussion

1. There is a Positive and Significant Influence of Career Development on Employee Performance

Career development has a positive and significant effect on employee performance. According to Veithzal Rivai and Sangat (2012) one of the factors that influences employee performance is good career development, career development is the effort made by individuals to improve individual performance achieved in order to achieve their career, formally and sustainably with a focus on improvement and addition. a worker's abilities. Based on the results of the multiple linear regression test, namely:

$$Y = 4.793 + 0.295 X_1 + 0.294 X_2 + 0.158 X_3 + 0.123$$

The career development variable (X_1) is 0.295, which means that if career development increases, employee performance will increase by 0.295 or 29.5%, assuming the values of other independent variables remain constant. The results of hypothesis testing in the analysis found that the level was significant ($0.000 < 0.05$), which means that career development has a positive and significant effect on employee performance. Based on the descriptive results of career development, the highest score is in the tenth statement "with a score of 4.22 and the lowest assessment is in the second statement with a score of 4.02

The results of this research also strengthen the results of previous research conducted by Renaldy Massie, Bernhardt Tewal, Greis Sendow (2015), it is known that career development (X) has a positive and significant effect on employee performance (Y), meaning that the better the career development and employee performance, the higher the performance. the employee.

2. There is a positive and significant influence of work professionalism on employee performance

Work professionalism has a positive and significant effect on employee performance. According to (Hampton 2014). One dimension of dedicated professionalism in the profession is reflected in professional dedication by using the knowledge and skills they possess. The public will use all their knowledge and skills to meet work demands. Apart from that, they will also continue to try to improve their knowledge and skills to make their performance even better. Based on the results of the multiple linear regression test, namely:

$$Y = 4.793 + 0.295 X_1 + 0.294 X_2 + 0.158 X_3 + 0.123$$

The work professionalism variable (X_2) is 0.294, which means that if work professionalism increases, employee performance will increase by 0.294 or 29.4%, assuming the values of other independent variables remain constant. The results of hypothesis testing in the analysis found that the level was significant ($0.002 < 0.05$), which means that work professionalism has a positive and significant effect on employee performance. Based on the descriptive results of work professionalism, the highest score is in the eighth statement with a score of 4.28 and the lowest score is in the sixth statement with a score of 4.11

The results of this research also strengthen the results of previous research conducted by Merisa Fajar Aisyah, Wiji Utami Sunardi, Sudarsih (2015) which stated that professionalism had a positive effect on performance, showing the results that professionalism had a positive and significant effect on employee performance. This is in line with research by Fjuanti (2014) which also shows that professionalism has a positive and significant effect on performance. Several other studies also reveal that professionalism influences nurse performance (Cohen and Kol 2014). This means that the better the employee's career development and performance, the more the employee's performance will increase.

3. There is a positive and significant influence of work motivation on employee performance

Work motivation has a positive and significant effect on employee performance. According to Krietner and Kinicki and Wibowo (2012): 389-390 more specifically, it explains that motivation can influence performance although not the only factor that shapes performance. This can be seen because of the relationship model between motivation and performance Based on the results of the multiple linear regression test, namely:

$$Y = 4.793 + 0.295 X_1 + 0.294 X_2 + 0.158 X_3 + 0.123$$

The Work Motivation variable (X_3) is 0.158, which means that if work motivation increases, employee performance will increase by 0.158 or 15.8%, assuming the value of the other independent variables remains constant. The results of hypothesis testing in the analysis found that the level was significant ($0.038 < 0.05$), which means that work motivation has a positive and significant effect on employee performance. Based on the descriptive results of work motivation, the highest score is in the eighth statement with a score of 4.33 and the lowest score is in the first statement with a score of 4.16.

The results of this research also strengthen the results of previous research conducted by Endang Mahpudin, Pupung Purnamasari (2018) and Heny Sidanti (2014), it is known that work motivation (X) has a positive and significant effect on employee performance (Y), meaning that the better the work motivation and employee performance, the better the employee's work motivation and performance. the employee's performance increases.

4. There is a Positive and Significant Influence of Interpersonal Communication on Employee Performance

Career development has a positive and significant effect on employee performance at the Metropolitan Medical Center Hospital, South Jakarta. According to Robbert L. Mathis and Jhon H. Jackson (2006:36) they state that one of the factors that influences individual performance is the individual's ability to do work which consists of talents, interests and personality factors. In this case, interpersonal communication can be classified as a form of ability possessed by individuals. This can be seen because of the relationship model between interpersonal communication and performance Based on the results of the multiple linear regression test, namely:

$$Y = 4.793 + 0.295 X_1 + 0.294 X_2 + 0.158 X_3 + 0.123$$

The Interpersonal Communication variable (X_4) is 0.123, which means that if Interpersonal Communication increases, employee performance will increase by 0.123 or 12.3%, assuming the values of other independent variables remain constant. The results of hypothesis testing in the analysis found that the level was significant ($0.048 < 0.05$), which means that interpersonal communication has a positive and significant effect on employee performance. Based on the descriptive results of interpersonal communication, the highest score is in the tenth statement "with a score of 4.36 and the lowest score is in the sixth statement with a score of 4.24

The results of this research also strengthen the results of previous research conducted by Yuniar Sari Ratna Putri, Ratih Hurriyah, Rini Andari (2014), it can be concluded that interpersonal communication has a positive effect on employee performance. This means that the better interpersonal communication and employee performance will increase.

CONCLUSION

Based on the results of research and discussion, the author concludes that there is a positive influence between Career Development, Work Professionalism, Work Motivation, and Interpersonal Communication with Employee Performance in Hospitals. Metropolitan Medical Center South Jakarta. Suggestions that can be given based on these findings are the need to increase career development with clearer planning, maintain work professionalism by increasing employee perceptions of work, increase work motivation to improve employee performance, and increase interpersonal communication so that relationships between employees can be improved, all of which It is hoped that it can improve employee performance at the hospital. MMC South Jakarta.

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