



**THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT,
AND PROFESSIONALISM ON EMPLOYEE PERFORMANCE AT DARUL
HASANAH FOUNDATION, SEMARANG CITY**

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Abstract

The purpose of this study is to analyze the influence of work motivation, work environment and professionalism on employee performance at Yayasan Darul Hasanah Semarang Regency. All employees were involved as respondents with a total of 65 people. In this study using quantitative survey method and the type of primary data used in the form of questionnaires distributed with saturated sample technique, as well as secondary data sourced from interviews, journals and books. The software used is IBM SPSS 26 using the multiple linear analysis method. The results of this study indicate that work motivation has a positive and significant effect on employee performance with a significance value of 0.000 <0.05 with t value of 5.795 > 0.678 t table. The work environment has a positive and significant effect on employee performance with a significance value of 0.014 <0.05, and a t value of 2.530 > 0.678 t table. Professionalism has a positive and significant effect on employee performance with a significance value of 0.019 <0.05, with t value 2.416 > 0.678 t table. Work motivation, work environment, and professionalism variables have a positive and significant influence on employee performance with a value of f count 28.545 > f table 2.746.

Keywords: Work Motivation, Work Environment, Professionalism, Employee Performance



INTRODUCTION

In the professional world, management is undoubtedly required across all professions. It is essential in all institutions, whether private, governmental, non-governmental organizations, or foundations. In other words, management is involved in every aspect of life, and managerial skills play a crucial role in the operation of any institution or organization (Sutaat, 2024). To achieve an organization's goals and carry out its activities, supporting factors that are interrelated and mutually influential are necessary. Among these, human resources are one of the most critical factors in driving other components within the organization (Muh. Ryan Hidayat Muhsini et al., 2024). Before an organization can operate effectively, it must take the first step of defining its goals, as human resource management plays a vital role in realizing the organization's vision and mission (Sutaat, 2024). The importance of human resources in achieving organizational success lies in the ability to harness their full potential—energy, time, and capabilities, both physical and non-physical—to optimally support the organization's objectives (Hariyanto et al., 2023).

Performance (work achievement) results from an individual's success in fulfilling duties, based on their experience, knowledge, and accuracy in meeting organizational targets (Azulaidin & Rosmika, 2021). According to Desi (2020), human resources that perform well make it easier for an organization to achieve its vision, mission, and goals. Employees are the main assets of an organization and have a strategic role in ensuring its success. They require motivation to perform at their best; when motivation is provided, employees tend to work harder and with greater enthusiasm, which in turn helps the organization achieve its goals (Ningsih et al., 2021). Essentially, a positive and supportive work environment allows employees to enjoy their work and can significantly enhance performance and work spirit (Kusmana & Ferdiana, 2024). According to (Achmad Mutahir et al., 2021), individuals or groups performing their duties without a conducive work environment tend to have very low performance levels.

Another important factor in improving performance is employee professionalism. According to (Fachmi et al., 2021), work professionalism refers to an individual's ability to complete tasks properly and on time. It is a key factor in task execution, as professional behavior directly impacts work outcomes. In performing their duties, each employee must demonstrate a professional attitude to achieve or even exceed institutional goals. Professionalism reflects knowledge, skills, and talents in the job, high standards, and strong motivation to achieve goals and advance one's career (Ichsan & Nasution, 2022).



Darul Hasanah Foundation in Semarang City is a private educational institution that focuses on improving both academic and non-academic education quality. The foundation oversees MTs Darul Hasanah, SD Islam Darul Falah, and TK Darul Hasanah, all located at Jalan Wolter Monginsidi No. 53, Banjardowo, Genuk District, Semarang City. The foundation employs 65 staff members, who are expected to provide optimal service to achieve the institution's goals. Based on preliminary performance study data collected by the researcher, 99 respondents answered "strongly agree," 188 answered "agree," 176 answered "neutral," and 37 answered "disagree." These results translate to 18.8% strongly agree, 37.6% agree, 35.2% neutral, and 7.4% disagree. The average score across respondents was 73.96%, indicating that several performance indicators have not yet been fully met. In addition to the survey, the researcher also conducted interviews regarding the research variables: work motivation, work environment, and professionalism, which serve as the basis for this study.

A study by (Riyanti et al., 2020) titled *"The Influence of Work Motivation, Work Environment, and Professionalism on Employee Performance at the Ministry of Religious Affairs Office of South Lampung Regency"* found that motivation had a positive and significant effect on employee performance. This contrasts with a study by (Nopianti & Anwar, 2022) titled *"The Influence of Work Motivation and Compensation on Employee Performance at the Kh. Moh. Sirodj Cijantung Ciamis Foundation,"* which concluded that work motivation did not affect employee performance. These findings are supported by interviews conducted by the researcher on Wednesday, December 18, 2024. AK (08:00–08:27 WIB), a staff member at Darul Hasanah Foundation, stated:

"...motivation is given, but only in the form of encouragement, not material incentives, because we don't have the budget for that. All foundation income is used for the benefit of the institution, not the individuals managing it. So, it hasn't reached individual welfare."

Another interview with DSP (10:05–10:25 WIB) on the same day revealed: "...I've never received a reward because there hasn't been any notable achievement. I do receive motivation from superiors during coordination meetings, held once every month or two."

These interviews suggest that employee motivation remains relatively low. Motivation typically comes from superiors or foundation leaders during meetings, with no material rewards provided. As a result, the researcher concludes that employee work motivation is still lacking and requires further analysis.



A study by (Estiana et al., 2023), *"The Effect of Work Environment and Work Discipline on Employee Performance,"* found that the work environment had a positive and significant effect on performance. Conversely, a study by (Pramestya et al., 2023) titled *"The Influence of Motivation, Work Environment, and Compensation on Employee Performance"* found that the work environment had a negative and insignificant effect. These differing results are supported by interviews conducted by the researcher on Wednesday, December 18, 2024 (09:00–09:15 WIB), with SY, a staff member at the foundation:

"...the number of buildings is very limited and needs expansion because we have a large number of students. At the foundation (outside of the kindergarten), particularly among elementary students, there is still a habit of improper waste disposal. As for the area in front of the foundation, which used to be disorderly with street vendors, it's now better organized, although still not ideal. For the kindergarten, we have 230 students but only 4 classrooms, whereas we should ideally have 8."

Another interview with KA (09:31–09:55 WIB) revealed: "...although facilities are not yet fully complete, I personally feel comfortable working here. We are currently adding new buildings so that classes are no longer overcrowded. For now, some classes meant to be four have been merged into three."

Based on these interviews, it can be concluded that the work environment at Darul Hasanah Foundation lacks sufficient facilities and has space constraints, especially regarding classroom availability. Therefore, the researcher considers the work environment to be inadequate and in need of further analysis.

A study by (Faturahman et al., 2024) titled *"The Influence of Competence and Professionalism on Employee Performance at the Department of Education, Youth, and Sports of Bima City"* concluded that professionalism has a significant effect on employee performance. This contradicts a study by Muliaty (2021) titled *"Professionalism, Organizational Commitment, and Job Satisfaction on Employee Performance at PDAM Tirta Kencana Samarinda,"* which found that professionalism did not have a significant effect on employee performance.

Several of these studies are supported by interviews conducted by the researcher on Wednesday, December 18, 2024 (08:00–08:27 WIB). AK, an employee of the foundation, stated:

"...I think the main challenge is coordination among employees across departments, because we're not yet able to fully focus one hundred percent on managing the Foundation. The use of the prayer room and the field is still alternating between the elementary school and the MTs. We coordinate usage by



alternating times—either different hours or different days.” RM, another employee interviewed on the same day (08:31–08:55 WIB), said: “...the situation becomes less conducive during pick-up time for kindergarten students due to a lack of security staff to manage parking and road traffic. We have over a thousand students, so having only two security guards is not enough. In addition, the number of cleaning staff, especially for the elementary and MTs areas, is also insufficient.”

Based on these interviews, the researcher considers that employee professionalism remains relatively low and therefore requires further analysis.

Based on the background described above, the researcher is interested in conducting a deeper study on employee performance at the Darul Hasanah Foundation, with a research title: **“The Influence of Work Motivation, Work Environment, and Professionalism on Employee Performance at Darul Hasanah Foundation, Semarang City.”**

Due to the above problems, it is not feasible for the researcher to examine all issues comprehensively because of time constraints and the researcher’s limitations. Therefore, the researcher limits the scope of the study to several aspects in order to avoid an overly broad research problem. The researcher will examine several variables that influence employee performance at Darul Hasanah Foundation, Semarang City. This research focuses on the independent variables: work motivation, work environment, and professionalism, with employee performance as the dependent variable. The study will be conducted on employees of the Darul Hasanah Foundation. Employee performance is selected as the focus because it serves as a key indicator of an organization's success in achieving its goals.

Based on the scope of the problem, the researcher formulates the following research questions:

- Do work motivation, work environment, and professionalism have a positive and significant effect on employee performance?
- Does work motivation have a positive and significant effect on employee performance?
- Does the work environment have a positive and significant effect on employee performance?
- Does professionalism have a positive and significant effect on employee performance?

The objectives of this study are to determine the effect of work motivation, work environment, and professionalism on employee performance; to identify



the influence of employee work motivation at Darul Hasanah Foundation, Semarang City; to examine the influence of the work environment on employees at the foundation; and to analyze the effect of professionalism on employee performance at Darul Hasanah.

Theoretically, the benefits of this research are expected to contribute to the development of Human Resource Management science, as a part of Office Administration studies, particularly regarding the effect of work motivation, work environment, and professionalism on employee performance. Practically, the study is expected to serve as a recommendation and source of information for educational foundations to pay more attention to employee motivation, work environment, and professionalism in order to improve employee performance.

RESEARCH METHOD

This study uses a quantitative approach model, and to test the causal relationship between the variables studied using the explanatory survey method. The quantitative approach is used to examine data from selected populations or samples, which are then collected using certain instruments and analyzed to test the hypothesis previously formulated by researcher Sugiyono, (2015). This study involved all employees at the Darul Hasanah Foundation in Semarang City, totaling 65 employees. So, this study uses the Saturated Sampling Technique. Saturated Sampling determines that the entire population will be the research sample Sugiyono (2015). The measurement of questionnaire data uses a Likert scale of 1-5 and then the data will be processed using IBM SPSS 26 software.

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Table 1.

Descriptive Analysis of Respondent Identity

Characteristics	Category	Amount	%	Total
Gender	Male	27	41	
	Female	38	59	100%
Gender	25-30 years	15	23.1	
	31-40 years	30	46.2	
	41-50 years	11	16.9	



	>51 years	9	13.8	100%
Level of Education	Junior High School	2	3.1	
	Senior High School	7	10.8	
	Diploma	1	1.5	
	Undergraduate	55	84.6	100%
Working Hours	1-5 years	10	15.4	
	6-10 years	20	30.8	
	11-15 years	25	38.5	
	>16 years	10	15.4	100%

Source: Processed by researchers using SPSS 26 (2025)

Based on Table 1 above, it is concluded that the majority of respondents are female, with a total of 38 people. The average age of employees at the Darul Hasanah Foundation is mostly 31-40 years old, with a total of 30 people. Then the majority of employees' last education is at the undergraduate/master's level, with a total of 55 people. And the majority of employees' length of service is 11-15 years, with as many as 25 people.

Table 2.
Descriptive analysis of respondent data

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Work Motivation	65	46	66	56.58	4.253
Work Environment	65	54	73	62.48	3.865
Professionalism	65	49	62	55.15	2.791
Professionalism	65	52	65	58.75	2.634
Valid N (Listwise)	65				

Source: Processed by researchers using SPSS 26 (2025)

Based on Table 2, it can be concluded that the work motivation variable has a minimum value of 46, a maximum value of 66, with an average value of 56.58 and a standard deviation of 4,253. The work environment variable has a minimum value of 54, a maximum value of 73, with an average value of 62.48,



and a standard deviation of 3,865. The professionalism variable has a minimum value of 49, with a maximum value of 62, and an average of 55.15, and a standard deviation of 2,791. Then the employee performance variable has a minimum value of 52, a maximum value of 65, an average value of 58.75, then a standard deviation of 2,634.

Table 3.

Descriptive statistical analysis of work motivation variables

No	Indicator	Mean	Criteria
1	Physiological Needs	3.59	Good
2	Need for Safety	3.45	Good
3	Social Needs	3.48	Good
4	Need for Appreciation	3.57	Good
5	Self-Actualization Needs	3.60	Good

Source: Processed by researchers using SPSS 26 (2025)

From the results of table 3 above, it is concluded that all work motivation indicators already have good criteria. Although all indicators include good criteria, the Foundation must maximize the need for employee safety such as providing adequate health equipment, ensuring that equipment and supplies are truly safe to use, and providing information on work safety provided to Foundation employees, because the average score for this indicator is the lowest.

Table 4.

Descriptive statistical analysis of work environment variables

No	Indicator	Mean	Criteria
1	Sufficient lighting	3.56	Good
2	Cleanliness and comfort of the workplace	3,48	Good
3	Completeness of facilities and tools	3.22	Moderate
4	Work environment safety	3,48	Good
5	Relationship between employees	3.58	Good
6	Employee relationship with superiors	3.48	Good

Source: Processed by researchers using SPSS 26 (2025)

Based on table 4, it is known that almost all indicators in the work environment have good criteria, and one has moderate criteria, namely the



completeness of work facilities and equipment. With this, the Foundation must improve and complete the work space facilities for employees so that employees can work comfortably and work is maximized.

Table 5.
Descriptive statistical analysis of professionalism variables

No.	Indicators	Mean	Criteria
1	Ability	3.42	Good
2	Facilities and Infrastructure	3.48	Good
3	Number of Human Resources	3.37	Moderate
4	Information Technology	3.56	Good
5	Reliability	3.53	Good

Based on table 5 above, it can be concluded that the indicators on the professionalism variable have good criteria on average, but the number of human resources has the lowest indicator. With this, the Foundation must increase the number of employees. In this condition, it can have a negative impact on productivity and personnel workload. Lack of employees makes it difficult to carry out tasks effectively, and coordination between employees is disrupted.

Table 6.
Descriptive Statistical Analysis of Employee Performance Variables

No.	Indicator	Mean	Criteria
1	Quantity	3.51	Good
2	Quantity	3.45	Good
3	Punctuality	3.44	Good
4	Effectiveness	3.45	Good
5	Independence	3.41	Good

Source: Processed by researchers using SPSS 26 (2025)

In Table 6 of employee performance variables, all indicators achieve good criteria. Although all indicators show good criteria, employees need to develop high sensitivity to their work, as well as demonstrate initiative and innovative ideas to improve performance at the foundation. This is very important, especially considering that the current employee independence score is relatively low. By increasing sensitivity, initiative, and creativity, it is hoped that employees



can contribute more effectively to achieving the foundation's goals and creating a more productive work environment.

Hypothesis Test

Multiple Linear Analysis Test

Table 7. Multiple Linear Regression Test Results

Table with 5 columns: Model, Unstandardized Coefficients (B, Std. Error), Standardized Coefficients (Beta), t, and Sig. Rows include (Constant), Work Motivation, Work Environment, and Professionalism.

a. Dependent Variable: Employee Performance

Source: Processed by researchers using SPSS 26 (2025)

The multiple linear regression equation is:

Y = a + b1x1 + b2x2 + b3x3

Y = 18.955+ 0.329 x1 + 0.156x2 + 0.270x3

From the results of table 7 output and the multiple linear equation, it can be concluded that the constant value of 18.955 indicates that if the variables of work motivation (X1), work environment (X2), and professionalism (X3) are 0, then the employee performance is 18.955 with the assumption that other variables outside those used by researchers that are obtained affect employee performance are considered constant.

The regression coefficient value on the work motivation variable shows a value of 0.329, which means that for every 1 unit increase in the work motivation variable, there will be an increase in performance at the Darul Hasanah Foundation in Semarang City, with the assumption of a fixed value. The regression coefficient value on the work environment variable shows a value of 0.156, which means that for every 1 unit increase in the work environment variable, there will be an increase in performance at the Darul Hasanah Foundation in Semarang City, assuming a fixed value. The regression coefficient value on the professionalism variable shows a value of 0.207, which means that for every 1 unit increase in the professionalism variable, there will be an increase



in performance at the Darul Hasanah Foundation in Semarang City, assuming a fixed value.

Determination Coefficient Test

Table 8.
Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	0.584	0.564	1.740

a. Predictors: (Constant), Professionalism, Work Environment, Work Motivation

Source: Processed by researchers using SPSS 26 (2025)

Based on the results of Table 8 above, the R Square value is 0.584, which means that the variables of work motivation, work environment, and professionalism contribute 58% to the employee performance variable. Meanwhile, the remaining 42% is influenced by other factors not included in this study. The R Square value of the independent variable is included in the moderate category in describing the dependent variable.

T Statistical Test (partial)

Based on the results of the t statistical test with a significance level (a) of 0.05 or 5% and the specified t table value is $Df = n-k-1$, which means $65-3-1 = 61$, and the value is determined in the t table with a significance level of 0.05 showing a value of 0.67853.

Table 9.
Results of the T Statistical Test (Partial)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.955	4.931		3.844	.000
1 Work Motivation	.329	.057	.531	5.795	.000
Work Environment	.156	.062	.229	2.530	.014



Professionalism	.207	.086	.219	2.416	.019
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a. Dependent Variable: Employee Performance

Source: Processed by researchers through SPSS 26 (2025)

From table 9 above, the sig. value is obtained on the influence of Work Motivation (X1) on Employee Performance (Y) which is 0.000 <0.05, then t count 5.795 > t table 0.67853 which means that partially there is an influence of work motivation (X2) on employee performance (Y). Then the sig. value on the work environment (X2) on employee performance (Y) is 0.014 <0.05, and t count 2.530 > t table 0.067853, which means that partially there is an influence between work environment variables and employee performance. Furthermore, the sig value of professionalism (X3) on employee performance (Y) is 0.019 <0.05, then t count 2.416 > t table 0.067853, meaning that partially professionalism (X3) partially influences employee performance (Y).

F Statistical Test (Simultaneous)

Based on the results of the f statistical test with a significance value of 5% or 0.05, while the f table value is determined by the formula $f_{table} = f(k; n-k) = f(2; 10) = 4.10$, namely = $f(3; 62)$ and the value is determined to show f table 2.746.

Table 10.

Results of the F Statistical Test (Simultaneous)

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	259.334	3	86.445	28.545	.000 ^b	
Residual	184.727	61	3.028			
Total	444.062	64				

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Professionalism, Work Environment, Work Motivation

Source: Processed by researchers through SPSS 26 (2025)

From table 10 above, the significance value of the influence of work motivation (X1), work environment (X2) and Professionalism (X3) on employee performance (Y) is 0.000 <0.05, then the calculated F value is 28.545 > f table 2.746 which means that simultaneously there is a positive and significant influence



between work motivation (X1), work environment (X2), professionalism (X3) on employee performance (Y).

The Influence of Work Motivation (X1) on Employee Performance (Y)

From the results of the statistical test (partial) of the work motivation variable (X1) on employee performance (Y) produces a sig. value of 0.000 which is smaller than 0.05. For t count 5.795 is greater than t table 0.67853. The test produces a positive value indicating a unidirectional relationship between the work motivation variable (X1) and employee performance (Y). The conclusion is that work motivation has a positive and significant effect on employee performance at the Darul Hasanah Foundation, Semarang City. The higher the employee's work motivation, the higher their performance. The results of this study are also in line with research conducted by Hapdayani et al., (2023) entitled The Effect of Work Motivation and Quality of Work Life on the Performance of Employees of the Regional House of Representatives Secretariat in Penajam Paser Utara Regency, with the results of work motivation showing a positive and significant effect on employee performance.

The Effect of Work Environment (X2) on Employee Performance (Y)

From the results of the statistical test (partial) of the work environment variable (X2) on employee performance (Y) produces a sig. value of 0.014, which is smaller than 0.05. For t count 2,530 is greater than t table 0.67853. The test produces a positive value indicating a unidirectional relationship between the work environment variable (X2) and employee performance (Y). The conclusion is that the work environment has a positive and significant influence on employee performance at the Darul Hasanah Foundation, Semarang City. The more conducive and high-quality the employee's work environment, the higher their performance will be. The results of this study are also in line with research conducted by Bhayangkara & Hasanudin (2023) entitled The Influence of Work Discipline, Work Motivation, and Work Environment on Employees' Performance. Based on the results of the study, the work environment has a positive and significant influence on employee performance.

The Influence of Professionalism (X3) on Employee Performance (Y)

From the results of the statistical test (partial) the professionalism variable (X3) on employee performance (Y) produces a sig. value of 0.019, which is smaller than 0.05. For t count 2,416 is greater than t table 0.67853. The test produces a positive value indicating a unidirectional relationship between the professional variable (X3) and employee performance (Y). The conclusion is that professionalism has a positive and significant influence on employee



performance at the Darul Hasanah Foundation in Semarang City; the higher the employee's professionalism, the higher the performance produced. The results of this study are in line with research conducted by Hendri & Sinulingga (2020) entitled The Influence of Human Resource Quality and Work Professionalism on Employee Performance at PT. Salim Ivomas Pratama Tbk Lubuk Pakam. This study partially shows a positive and significant influence on employee performance.

The Influence of Work Motivation (X1), Work Environment (X2), and Professionalism (X3) on Employee Performance (Y)

The results of the statistical test f (simultaneous) have a positive and significant influence on the results, showing a significance value of 0.000, which is smaller than 0.05, and from the calculated f value, it is at 28.545, which is greater than the f table 2.746. It can be concluded that work motivation, work environment, and professionalism have a positive and significant influence on employee performance. This study is in line with the study conducted by Pranata et al., (2024) entitled The Influence of Motivation, Work Environment and Work Professionalism on Employee Performance at the Office of the Regional Development Planning Agency of West Tulang Bawang Regency, this study resulted in a positive and significant influence on employee performance on the variables of work motivation, work environment, and professionalism. Which means that the higher the employee's work motivation, the higher the comfort, conduciveness, and completeness of the work environment facilities, and the higher the employee's professionalism, the higher the performance produced by employees at the Darul Hasanah Foundation, Semarang City

CONCLUSION

Based on the research that has been conducted at the Darul Hasanah Foundation in Semarang City by collecting data and conducting several tests, work motivation has a positive and significant influence on employee performance with a sig. value of $0.000 < 0.05$, and a calculated t of $5.795 > t$ table 0.67853. The work environment variable has a positive and significant influence on employee performance with a sig. value of $0.014 < 0.05$ and a calculated t value of $2.530 > 0.67853$ t table. The professionalism variable also has a positive and significant influence on employee performance with a sig. result of $0.019 < 0.05$ and a calculated t value of $2.416 > t$ table 0.67853. The results of the statistical test show a significance value of 0.000, which is smaller than 0.05, and from the calculated f value it is at 28.545, which is greater than the f table of 2.746



explaining that the higher the work motivation, quality of the work environment, and level of employee professionalism, the higher the performance produced. This study provides input for related agencies, namely the Darul Hasanah Foundation, Semarang City, to improve employee safety, such as providing adequate health equipment, ensuring that equipment and supplies are truly safe to use, and providing information on work safety provided to Foundation employees. Then improve and complete the workspace facilities for employees so that employees can work comfortably and work becomes more effective and optimal. The agency also increases the number of human resources so that there is no shortage of employees, which will result in the tasks handled by employees being difficult to run effectively, and coordination between employees is disrupted.

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