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THE EFFECT OF PROFESSIONALISM ON EMPLOYEE PERFORMANCE WITH WORK PROCEDURES AS AN INTERVENING VARIABLE AT THE BINJAI CIVIL REGISTRY OFFICE

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Abstract

The achievement of organizational goals is only possible because of the efforts of the individuals in the organization, in other words individual performance is related in line with organizational performance in government organizations, if the resources of the government apparatus are good, then the performance of government or bureaucratic institutions will be good too. The performance of government apparatus resources will be good if they have high skills and competencies. This study aims to see the effect of professionalism on employee performance with work procedures as an intervening variable, this type of research is associative quantitative and this research was conducted at the Binjai Civil Registry Service, Jl. Jambi no 3 Binjai. The population of this study was 50 employees and technical the sample used is a saturated sample. This research model uses path analysis, and the measurement tool uses Smart PLS 3.3.3. The results of this study are as follows: Professionalism has a not significant positive effect on employee performance with an original sample value of 0.135 and a P value of 0.067. Professionalism has a positive and significant effect on work procedures with an original sample value of 0.591 and a P value of 0.000. Work procedures have a positive and significant effect on employee performance with an original sample value of 0.799 and a P value of 0.000. Professionalism has a positive and significant effect on Employee Performance through Work Procedures with an original sample value of 0.472 and P values of 0.000.

Keywords: *Motivation, Work Discipline, Employee Performance*

INTRODUCTION

In this modern era of globalization, all companies are required to have quality human resources (HR), with the aim of being able to compete and be able to maintain their company through existing problems including changes in the future. To become a company that is coveted by employees or job seekers (HR) is very important for the survival of the company.

The achievement of organizational goals is only possible because of the efforts of the individuals in the organization, in other words individual performance is related in line with organizational performance in government organizations, if the resources of the government apparatus are good, then the performance of government or bureaucratic institutions will be good too. The performance of government apparatus resources will be good if they have high skills and competencies.

Because by having high skills and competencies, every individual in a government institution can carry out every task and responsibility very well and finish it on time. When the tasks and responsibilities have been completed in a timely manner, it can be said that the employee's performance at the government agency is good. Regional governments carry out government affairs under their authority which is the delegation of authority from the central government to regional governments. The central government regulates foreign policy,

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defence, national monetary and fiscal security. The big challenge faced by the government, especially local governments, is to display professional government apparatus resources in providing services to the community, community empowerment,

Professionalism is needed in an organization because everyone is required to work professionally. If professionalism is not found in an organizational field, what will happen is unrest within the organization and results in work that is expected to be completed being neglected or abandoned due to a lack of concern for the work. According to (Sutarjo 2008: 58) reveals that professionalism is a skill possessed by someone related to the knowledge and skills they have. An individual who holds a certain position or position is required to have high professionalism so that the implementation of his work can run effectively. Work procedures are sequences that have been made in carrying out a job where there are stages by stages that must be passed so that it is clear that there are rules that must be obeyed by people who will carry out work procedures in the field of tasks they have done and make a job easy to understand. and understood. With the existence of standard operating procedures for work in an organization or company, evaluation and improvement of the quality of work can be carried out better over time.

Good performance is a step towards achieving organizational goals. Therefore, performance is also a determining tool in achieving organizational goals, so efforts need to be made to improve employee performance. Every company in carrying out its activities must have goals to be achieved, to achieve or realize these goals every company must be good at choosing strategies, especially human resource planning which in essence is focused on certain steps taken by management.

For the availability of permanent workers to occupy positions and at the right time in order to achieve the goals and various targets set. They view work as something noble so that the human resource factor in work performance cannot be ignored. The phenomenon that occurs at the Binjai City Civil Registry Service is the lack of professional work of employees who do not follow work procedures and do whatever they want at work so that employee performance is considered not good because they do not follow work procedures.

LITERATURE REVIEW

Professionalism

Work activity is usually associated with income in the form of money. In order to create a level of professionalism in carrying out the mission of the institution, the basic requirements are the availability of reliable human resources, well-programmed work and the time available to carry out the program as well as the existence of adequate financial support and supporting facilities. Professionalism according to Sedarmayanti (2010) is a pillar that will place the bureaucracy as an effective engine for the government and as a parameter of the ability of the apparatus to work well.

Measures of professionalism are competence, effectiveness and efficiency as well as being responsible. Another view, such as Siagian (2000) states that what is meant by professionalism is reliability in carrying out tasks so that they are carried out with high

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quality, at the right time, carefully, and with procedures that are easy for customers to understand and follow.

Professionalism Indicator

Indicators of professionalism are ability, quality, facilities, infrastructure, number of human resources and information technology (Siagian 2009):

1. Ability is a skill or potential to master a skill that is innate or is the result of training or practice and is used to do something that is realized through his actions.
2. Quality is a dynamic condition associated with products, services, people, processes, and environment that meet or exceed expectations.
3. Facilities and infrastructure are a set of tools that are used in an activity process, both tools are auxiliary equipment and main equipment, both of which function to realize the goals to be achieved.
4. The number of human resources is a potential that exists within a person that can be used to support an organization or company in accordance with the skills or abilities possessed.
5. Information technology is a set of tools that help you work with information and perform tasks related to information processing.
6. Reliability is the consistency of a series of measurements or a series of measuring devices. It can be similar measurements from the same measuring instrument will give the same results.

Work procedures

According to Insani (2010) Standard Operating Procedures (SOP) are documents that contain a series of written instructions that are standardized regarding various processes of organizing office administration which contain how to do work, time of implementation, place of implementation and actors who play a role in activities. A method above contains rules or guidelines for carrying out work activities in order to achieve an organizational goal. According to Mulyadi (2009) what is meant by procedure is "a clerical activity, usually involving several people in a department or more, which is made to ensure uniform handling of corporate transactions that occur repeatedly."

Standard Operational Procedure (SOP) Indicators

According to Insani (2010), among others, the following: Standard Operational Procedure Indicators include:

a. Task analysis is a systematic collection of information and determination of all elements involved in the implementation of specific tasks.
b. Task research is an outline of information data collected from task analysis, presented in an organized form that identifies and explains the contents of a particular task or position. Assignment research should be structured by function or position, not individually. It is a general document if there are a number of personnel having the same function and

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identifying individuals and qualification requirements for them and ensuring that they understand and agree to the defined authorities and responsibilities.

c. Job specifications contain detailed records of workers' abilities for specific tasks
d. Task assessment, in the form of a procedure for classifying and determining the quality of tasks to assign a set of monetary values for each task
e. specific in relation to other tasks
f. Measurement of work and determination of task standards is a procedure for determining the time needed to complete each task and determining the measurement used to calculate the level of work implementation.

Employee Performance

Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. According to Sutrisno (2016) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." According to Mangkunegara (2017) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Fahmi (2017) "Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements."

Performance Indicator

Performance indicators according to Mangkunegara (2017) include the following:

1. Quality of work is how well an employee does what he should do.
2. The quantity of work is how long an employee works in one day. The quantity of this work can be seen from the work speed of each employee respectively.
3. Implementation of the task is how far from the employee is able to do his job accurately or without errors.
4. Responsibility for work is awareness of the obligations of employees to carry out the work given by the company.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variable is Professionalism (X), while the endogenous variable is Employee Performance (Y) and the Intervening Variable, Work Procedure (Z). This research was conducted at the Binjai City Civil Registry Service at Jl. Jambi No. 3 Binjai. The time of this research was carried out from March 2023 to December 2023. According to Sugiyono (2017), the population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then it is concluded that the population used is 50 employees. According to Sugiyono (2017), samples are part

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of the number and characteristics possessed by the population. The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 50 employees.

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software which, according to Gozali (2014) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. . The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data. Meanwhile, according to (Latan and Ghozali, 2014),

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

   a. Convergent Validity

      At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

   b. Discriminant Validity

      This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross loading value of each variable statement item to the variable

itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

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This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Fit models

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Measurement Model Testing (Outer Model)

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their indicators. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity aims to measure the suitability between indicators of variable measurement results and theoretical concepts that explain the presence of indicators from the variable test. Convergent validity relates to the principle that indicators from a construct should be highly correlated. The convergent validity test can be evaluated in two stages, namely by looking at the outer loadings and average variance extracted (AVE).

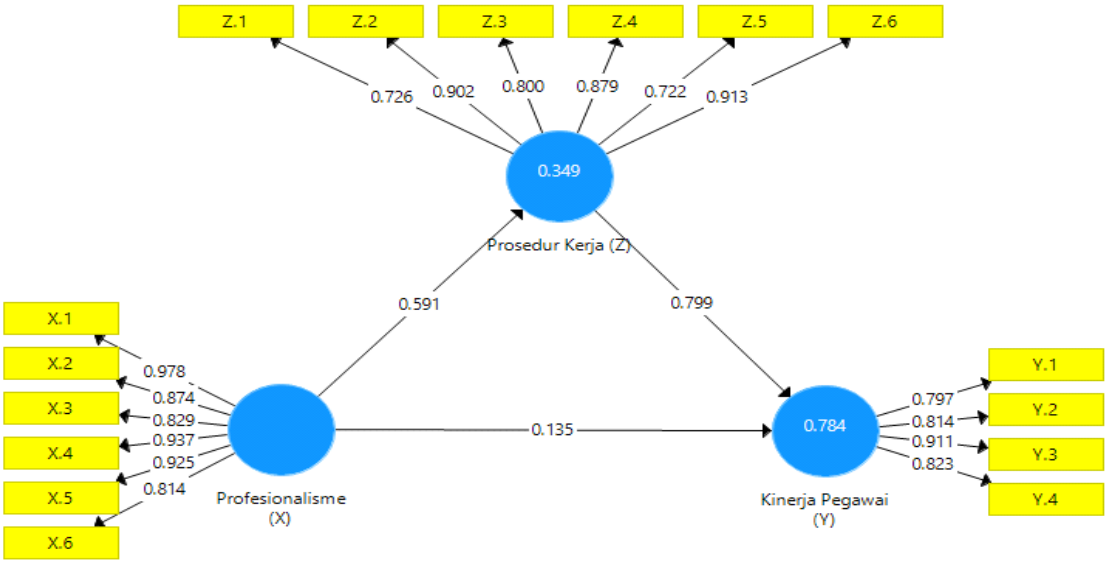

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. In this study there are equations, and the equation consists of two substructures for substructure 1:

$Z = b1X + b2Z + e1$

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Z = 0.591 + e1

For substructure 2

Y = b3X + b4Z + e2

Y = 0.135 + 0.799 + e2

Table 1. Outer Loadings

	Employee Performance (Y)	Professionalism (X)	Work Procedure (Z)
X.1		0.978	
X.2		0.874	
X.3		0.829	
X.4		0.937	
X.5		0.925	
X.6		0.814	
Y. 1	0.797		
Y.2	0.814		
Y.3	0.911		
Y.4	0.823		
Z. 1			0.726
Z. 2			0.902
Z. 3			0.800
Z. 4			0.879
Z. 5			0.722
Z. 6			0.913

Source: Smart PLS 3.3.3

It can be seen in table 1 above that all indicators have a positive relationship to each latent variable and the loading factor for each indicator is greater than 0.6 and is said to be quite high. These results indicate that the use of each of these indicators is stated to be able to measure latent variables appropriately.

Discriminant Validity

Discriminant validity is the level of differentiation of an indicator in measuring the instrument constructs. To test discriminant validity, it can be done by examining cross loading, namely the correlation coefficient of the indicator to the associated construct (loading) compared to the correlation coefficient to other constructs (cross loading). The value of the indicator correlation coefficient must be greater for the association construct than for other constructs, this larger value indicates the suitability of an indicator to explain the association construct compared to explaining other constructs.

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Table 2. Cross Loading Value

	Employee Performance (Y)	Professionalism (X)	Work Procedure (Z)
X.1	0.584	0.978	0.576
X.2	0.487	0.874	0.515
X.3	0.520	0.829	0.474
X.4	0.490	0.937	0.468
X.5	0.574	0.925	0.526
X.6	0.580	0.814	0.586
Y. 1	0.797	0.440	0.703
Y.2	0.814	0.417	0.706
Y.3	0.911	0.537	0.861
Y.4	0.823	0.641	0.655
Z. 1	0.618	0.600	0.726
Z. 2	0.814	0.511	0.902
Z. 3	0.658	0.154	0.800
Z. 4	0.731	0.618	0.879
Z. 5	0.666	0.354	0.722
Z. 6	0.843	0.574	0.913

Source: Smart PLS 3.3.3

From Table 2 above it can be seen that the correlation between construct X and its indicators is higher than that of the other constructs. This also applies to the Z and Y constructs with each indicator. This shows that latent constructs predict indicators in their blocks better than other constructs.

Composite Reliability and AVE

Composite Reliability is done by looking at the output of the view latent variable coefficients. From this output, the criteria are seen from two things, namely composite reliability and Cronbach's alpha. Composite reliability and Cronbach's alpha values are declared reliable and valid if the value is > 0.70. If a construct meets these two criteria, it can be said that the construct is reliable or has consistency in the research instrument. The Average Variance Extracted (AVE) that is often used is a minimum of 0.50. Measuring reliability can be done by looking at the Cronbach's Alpha, Composite Reliability and AVE values and the results can be seen in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	**0.857**	**0.904**	**0.701**

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Professionalism (X)	**0.949**	**0.960**	**0.801**
Work Procedure (Z)	**0.906**	**0.928**	**0.684**

Source: Smart PLS 3.3.3

Based on table 3, the results show the value of Cronbach's alpha and composite reliability of each variable > 0.70, meanwhile for the AVE value of all variables > 0.50, therefore all variables have met all reliable criteria and are also valid so that they can be continued for evaluation structural models.

Evaluation of the Structural Model (Inner Model)

Coefficient of determination (R2) The coefficient of determination essentially measures how far the model's ability to explain endogenous variation. The construct is called the R-square value. Structural model (inner model) is a structural model to predict the causality relationship between latent variables.

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.784	0.775
Work Procedure (Z)	0.349	0.335

Source: Smart PLS 3.3.3

It can be seen in table 4 above that there is an R square value of the Employee Performance variable of 0.784 if the percent value is 78.4, meaning that the effect of Professionalism and Work Procedures on Employee Performance is 78.4%, the rest is in other variables. The R square value of Work Procedures is 0.349 if the percentage value is 34.9%, it means that the influence of professionalism is 34.95 and the rest is in other variables.

Hypothesis test

The following is the result of the evaluation of the structural model of the hypothesis testing that has been carried out using the PLS method obtained from the SmartPLS 3.0 Bootstrapping Report presented in the table below:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Professionalism (X) -> Employee Performance (Y)	0.135	1,835	**0.067**

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Professionalism (X) -> Work Procedure (Z)	0.591	6,479	**0.000**
Work Procedure (Z) -> Employee Performance (Y)	0.799	12,053	**0.000**

Source: Smart PLS 3.3.3

It can be seen in table 5 above that the direct value of the variables has significant and insignificant values. This will be explained as follows:

1. Professionalism has no significant positive effect on employee performance with an original sample value of 0.135 and a P value of 0.067 meaning that not all employees work professionally and there are only a few employees who work professionally so that employee performance for the organization is only small.
2. Professionalism has a positive and significant effect on work procedures with an original sample value of 0.591 and a P value of 0.000 meaning that if professionalism increases, work procedures will also increase; if it decreases, work procedures also decrease.
3. Work procedures have a positive and significant effect on employee performance with an original sample value of 0.799 and a P value of 0.000 meaning that if work procedures increase, employee performance will also increase and if it decreases, employee performance will also decrease.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Professionalism (X) -> Work Procedures (Z) -> Employee Performance (Y)	0.472	7,341	**0.000**

Source: Smart PLS 3.3.3

In table 6 above, there is an indirect hypothesis value with a sig value of less than 0.05. The explanation is as follows: Professionalism has a positive and significant effect on Employee Performance through Work Procedures with an original sample value of 0.472 and P values of 0.000, meaning that the work procedure variable is a variable intervening and being able to influence Professionalism and Employee Performance variables indirectly and significantly so as to make regular work procedures and employee performance increase due to professionalism in working which employees work professionally, these employees always follow the work procedures given so that their performance increases well.

CLOSING

Conclusion

1. Professionalism has no significant positive effect on the performance of Binjai Civil Registry Office employees.

2. Professionalism has a positive and significant effect on the Work Procedures of the Binjai City Civil Registry Service
3. Work procedures have a positive and significant effect on the performance of Binjai Civil Registry Office employees.
4. Professionalism has a positive and significant effect on Employee Performance through the Work Procedures of the Binjai City Civil Registry Service

Suggestion

1. Organizations must require employees to work professionally because they have been rewarded so that employees are obliged to do the work as ordered.
2. Organizations must make work procedures for employees fairly, not burdening employees and not harming the organization, this is useful for balancing work and organizational goals, procedures are also made to discipline employees and make employees know what to do.
3. Employees are obliged to improve their performance if the organization meets the needs of employees, do not make poor performance cause organizational losses.

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