



Effect of Professionalism and Work Discipline on Performance of Spers Tni Hq Personnel Through Organizational Commitmen

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ABSTRACT

This study aims to: 1) find out and analyze the effect of professionalism and work discipline on organizational commitment, 2) find out and analyze the effect of professionalism and work discipline on personnel performance, 3) find out and analyze the effect of organizational commitment on personnel performance, 4) find out and analyze the effect of professionalism and work discipline on personnel performance through organizational commitment. The research was conducted on the TNI Headquarters Personnel Staff, with a research sample of 57 respondents. The sampling technique used is a simple random sampling technique. The data analysis method used descriptive analysis and path analysis.

The results showed that: 1) there was an influence of professionalism and work discipline on organizational commitment, 2) there was an influence of professionalism and work discipline on personnel performance, 3) there was an influence of organizational commitment on personnel performance, 4) there was an influence of professionalism and work discipline on performance. personnel through organizational commitment. The organizational commitment variable can provide an increase in professionalism and work discipline to increase personnel performance

Keywords: Professionalism, Work Discipline, Organizational Commitment, Personnel Performance

INTRODUCTION

Human resources are one of the most important factors that cannot even be separated from organizations, both institutions, and companies. Various forms that can be done for the development of human resources are how to improve the ability of employees with professionalism and work competence. In addition, human resources are the most important thing in building an organization because those who manage all affairs are the employees themselves and are supported by adequate facilities. Therefore, these human resources are required to be disciplined in work where that discipline will create a condition that is formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty, peace, order, and order in a job.

The role of human resources is very important in organizations because they are the main driver of all organizational activities or activities in achieving their goals, both to gain profits and to maintain the survival of the organization. The success or failure of an organization in maintaining its existence of the organization starts from the human itself in maintaining the organization. In increasing the effectiveness and efficiency to the maximum, especially the workforce that is owned for the present and the future, the organization must be more competitive.

The problem of labor is one of the serious problems to get attention. Because the success of an organization depends on the good and bad of the workforce in doing their work. In essence, organizational activities are joint efforts between these employees which are directed both at organizational growth and employee welfare. An employee carrying out work at an agency

or organization has a very basic problem where one employee will not have the same level of performance achievement.

Performance can increase if it is supported by good relations between fellow employees, or between superiors and subordinates. Performance is the result of work in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to them.

The factor that affects performance is professionalism. Professionalism must be owned by every employee who works in a company or agency because professionalism is a trait (ability, skill, way of implementing something) that is found and carried out by a professional. Professionalism is reliability in carrying out tasks so that they are carried out with high quality, right time, carefully, and with procedures that are easy to understand and follow by employees." The influence of professionalism on performance is supported by previous research that professionalism has a positive and significant effect on employee performance.

Several factors that can affect employee performance include professionalism and work discipline. An exemplary leader can affect employee performance because employees will follow the character of a leader. This is supported by research conducted by Sunarsi (2018) which states that work discipline has a positive effect on employee performance. A good leader is a leader who can manage, direct, influence, and can motivate his employees to achieve the desired goals of the organization.

Work discipline in carrying out tasks at work also needs to be considered by superiors or leaders because discipline in carrying out tasks will affect performance. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. The influence of work discipline on employee



performance is supported by the results of previous studies, discipline has a positive and significant effect on performance.

In addition to work discipline, organizational commitment also plays an important role in influencing the performance of personnel. Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization to achieve goals (Steers & Porter, 2011). According to Kaswan (2017), organizational commitment is a measure of employee willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to make an effort to get the job done, and a desire to continue working there. Kreitner and Kinicki (in Kaswan 2017) state that organizational commitment reflects how individuals identify with the organization and are bound by its goals.

Mowday (2001) argues that organizational commitment is the identification of a person's relatively strong involvement in the organization and is willing to strive for the achievement of organizational goals. Luthans (2006) defines organizational commitment as a strong desire to become a member of a particular organization. Organizational commitment is also a desire to achieve a high level of expertise on behalf of the organization, a certain belief, and acceptance of the values and goals of the organization. According to Sianipar (2014), organizational commitment is an employee's decision to continue his membership in the organization by wholeheartedly accepting the goals of the organization and making the best contribution to the progress of the organization. Kreitner (2004) states that organizational commitment is the degree to which an employee identifies with the organization and wants to continue to actively take part in it.

Mathis and Jackson (in Sopiah, 2008) also state that organizational commitment is the degree to which employees believe and are willing to accept the goals of the organization and will stay or will not leave the organization. Based on various opinions that have been expressed by experts, it can be concluded that organizational commitment is the willingness of employees to prioritize the organization over personal interests and make a major contribution to achieving the realization of organizational goals.

The phenomenon behind the research of the TNI Headquarters Personnel Staff, hereinafter referred to as Spers TNI based on the results of field observations and information obtained is related to professionalism and work discipline on the performance of the TNI Headquarters Personnel Staff personnel. work motivation; not all personnel have a high level of work discipline; not all personnel have competence in their field; Personnel work motivation is not yet optimal, so it needs further improvement; not yet optimal implementation of education and training; not yet optimal supervision carried out; and the lack of

a reward and punishment system for personnel, besides that organizational commitment is also not maximized.

LITERATURE REVIEW

Employee Performance

The results of work that can be achieved by a person or group of people in an organization, under their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and under morals and ethics. The characteristics of people who have high performance are as follows (Mangkunegara, 2002:68):

- a. Have a high personal responsibility.
- b. Dare to take and bear the risks faced.
- c. Have realistic goals.
- d. Have a comprehensive work plan and strive to realize its goals.
- e. Utilizing concrete feedback in all work activities he does.
- f. Look for opportunities to realize the plans that have been programmed.

Hasim (2019) explains that performance comes from the word "job performance" or "actual performance" which is defined as work performance or actual achievement achieved by someone (Sikula & Meggison, 1981). Likewise, the understanding of performance according to Mangkunegara (2000: 67), comes from the word "job performance" namely work performance or actual achievement achieved by someone who is defined as performance (work achievement) is the result in quality and quantity by an employee in carrying out his duties under his responsibilities.

Robbins (2006) explains that there are six indicators to measure employee performance individually, namely:

- a. Quality. The quality of work is measured by the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees.
- b. Quantity. Represents the resulting amount expressed in terms such as the number of units, and the number of completed activity cycles.
- c. Punctuality. It is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities.
- d. Effectiveness. The level of use of organizational resources (manpower, money, technology, raw materials) is maximized to increase the results of each unit in the use of resources.
- e. Independence. This is the level of an employee who will be able to carry out his work function. Work commitment. Is a level where employees commit to work with the agency and employee responsibilities to the office.

Professionalism

In simple terms, professionalism is defined as the behavior, methods, and qualities that characterize a profession. A



person is said to be professional if his work has the characteristics of technical or ethical standards of a profession (Oerip and Uetomo, 2000). The term professional applies to all officers from the top to the bottom.

According to Kurniawan (2005), professionalism can be interpreted: As a person's abilities and skills in doing work according to their respective fields and levels. Professionalism concerns the compatibility between the abilities possessed by the bureaucracy and the needs of the task, the fulfillment of the match between abilities and task needs is a condition for the formation of a professional apparatus. This means that the expertise and capabilities of the apparatus reflect the direction and goals to be achieved by an organization.

According to Harefa (2005), that professionalism is primarily a matter of attitude. Several things can be considered to represent an attitude of professionalism, namely, high skills, providing services that are oriented to the public interest, strict supervision of work behavior, and a system of remuneration which is a symbol of work performance.

According to Siagian (2014), professionalism is measured by its speed in carrying out functions and refers to simplified procedures. According to this opinion, the professional concept within the apparatus is seen in terms of:

- a. Creativity. The ability of the apparatus to face obstacles in providing services to the public by innovating. This needs to be taken to end the public's skewed assessment of the public bureaucracy which is considered rigid in its work. The formation of a creative apparatus can only occur if: there is a conducive climate that can encourage government officials to seek new ideas and new concepts and apply them innovatively; the leader's willing to empower subordinates, among others, through participation in decision-making regarding work.
- b. Innovation. Its manifestation is in the form of desire and determination to seek, find and use new ways, and new work methods, in carrying out their duties. The most basic obstacle to innovative behavior is a sense of satisfaction with the work that has been achieved.
- c. Responsivity. With the ability of the apparatus to anticipate and deal with new aspirations, new developments, new demands, and new knowledge, the bureaucracy must respond quickly so as not to be left behind in carrying out its duties and functions.

Work Discipline

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages performance passion, work spirit, and the realization of agency, employee, and community goals. Therefore, every leader always tries to make his subordinates have good discipline. A leader is said to be effective in his leadership if his subordinates are well-disciplined. Maintaining and improving good discipline is a difficult thing because many factors influence it.

According to Sinambela (2016), work discipline is the Awareness and willingness of employees to obey all organizational regulations and applicable social norms. Thus, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the rules of the game that have been set. Discipline must be upheld in an organization. That is, without the support of good employee discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals.

According to Hasibun (2015), discipline is The key to the success of an organization in achieving its goals. Discipline is an important function in an organization because the better the discipline of employees, the higher the work performance that can be achieved. Conversely, without discipline, it is difficult for an organization to achieve optimal results. Discipline must be applied in an organization because it will have an impact on employee performance, thus affecting the success and success of an agency.

Sutrisno (2016) explains that discipline is an attitude of willingness and willingness of a person to obey the norms of the regulations that apply around him. The indicators of work discipline according to Hasibuan (2015) are:

- a. Attendance at work. This is a basic indicator to measure discipline and usually, employees who have low work discipline are accustomed to being late for work.
- b. Compliance with work regulations. Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the company.
- c. Adherence to work standards. Employees who always complete the tasks assigned to them under procedures and responsibilities for work results can also be said to have good work discipline.
- d. High level of alertness. Employees who have high vigilance will always be careful, calculating, and thorough in their work, and always use things effectively and efficiently.
- e. Work ethically. Some employees may act disrespectfully to customers or engage in inappropriate behavior, so work ethically as a form of employee discipline.

Organizational Commitment

According to Moorhead and Griffin (2013), nowadays, for virtually all practitioners and scholars The concept of organizational commitment has been defined and measured in different ways. According to Cherrington (2000), organizational commitment is a personal value, which is sometimes referred to as an attitude of loyalty to the company. Robbins (2003) suggests that organizational commitment is an attitude that reflects feelings of liking or disliking the organization where they work.

Organizational commitment is the attitude of employees who are interested in the goals, values, and goals of the organization which is indicated by the individual's acceptance of



the values and goals of the organization and a desire to be affiliated with the organization and a willingness to work hard for the organization to make individuals feel at home and still want to stay in the organization for the sake of achievement of organizational goals and sustainability. Organizational commitment is expressed by the scale of organizational commitment.

Aspects of commitment proposed by Schultz and Schultz (1993) are (1) acceptance of the values and goals of the organization, (2) willingness to strive for the sake of the organization, and (3) having a desire to be affiliated with the organization. Meyer and Allen (1991) suggest three models of organizational commitment which are reflected in three main points, namely:

- a. Affective Commitment, is the desire to work for the company because they agree with the goals of the organization and there is a desire to run them.
- b. Continuance Commitment, is the desire to keep working for the company because they don't want to lose their job.
- c. Normative Commitment, is the desire to work for the company because of pressure from other parties.

RESEARCH METHOD

Research Time

This research was carried out starting in November 2021. This research was carried out in stages: observation or interviews, distributing questionnaires, and analyzing research data.

Research Sites

This research was conducted at the TNI Headquarters Personnel Staff Section.

Population and Sample

According to Sugiyono (2014), in general, the population is intended as a generalization area consisting of objects/subjects that have certain qualities and characteristics. Furthermore, Creswell (2013:151) states "a population is a group of individuals who have the same characteristic," meaning that a population is a group of individuals who have similar

characteristics. The population in this study was the personnel of the TNI Headquarters Personnel Staff, amounting to 132 people. Based on Yamane's formula, the number of respondents in this study was 57 respondents regardless of strata.

Data Collection Technique

This type of research is a type of quantitative research. According to Creswell J (1994), the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed using mathematics-based methods, especially statistics. Statistical-based methods must be supported by the use of appropriate data analysis tools, research designs, and data collection instruments. Nurdin and Hartati (2019) said that the sample is a small part taken from members. The data source in this study is primary data. Primary data is data collected directly by researchers to answer problems or research objectives. The research was carried out systematically by taking data in the field directly to respondents by filling out questionnaires. In this study, the data source is the personnel of the TNI Headquarters Personnel Staff.

Analysis Model

Descriptive Analysis

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004) in Baroroh (2008). In this study, the data presentation uses a data analysis table of the average value and frequency distribution.

Path Analysis

Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variable affects the dependent variable not only directly but also indirectly. Retherford, (1993) in Narimawati, et al (2020). This study examines the effect of the mediating variable using path analysis.

Research Design

This study using an explanatory approach, namely research that explains the relationship between research variables and testing hypotheses that have been formulated previously. For more details, the research design is shown in the image below.

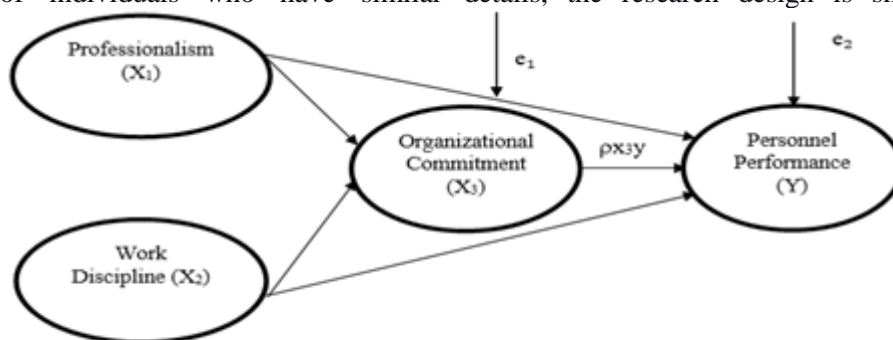


Figure 1. Research Design



RESEARCH RESULTS AND DISCUSSION

1. Analysis of the Effect of Professionalism and Work Discipline on Organizational Commitment

Table 1. Results of the Simultaneous Test of Professionalism and Work Discipline Towards Organizational Commitment

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .741 ^a | .548 | .532 | 4.94083 |

a. Predictors: (Constant), X2, X1

Source: Processed primary data, 2022

Table 1 shows the value of R2 (R Square) of 0.548. This R2 value is used in calculating the coefficient value of e1. The e1 coefficient is a variant of organizational commitment that is not explained by professionalism and work discipline. Size:

$$e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,532)} = \sqrt{0,468} = 0,684. \text{ So the coefficient } e_1 = 0.684$$

Table 2. Organizational Commitment Regression Analysis Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 11.036 | 3.726 | | 2.962 | .005 |
| X1 | .577 | .233 | .427 | 2.759 | .001 |
| X2 | .806 | .160 | .843 | 5.050 | .000 |

a. Dependent Variable: Y

Source: Processed primary data, 2022

Based on Table 2, it can be seen that the regression equation is as follows:

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0,577X_1 + 0,806X_2 + 0,684e_1 \dots\dots\dots (1)$$

The equation shows that:

- Every time there is an increase of 1 professionalism, it will be followed by an increase in organizational commitment of 0.577.

- Every time there is an increase in 1 unit of work discipline, it will be followed by an increase in organizational commitment of 0.806.

So from equation (1) it can be seen that if the professionalism is the organizational commitment will increase. Likewise, with increased work discipline, organizational commitment will increase. Based on equations (1) and (2), a path analysis model is obtained as follows:

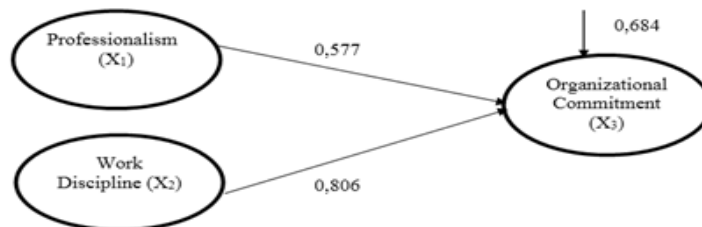


Figure 2. Equation of Substructure 1

2. Analysis of the Effect of Professionalism and Work Discipline on Personnel Performance

The results of the regression analysis of the effect of professionalism and work discipline on personnel performance can be seen in Table 3 below:

Table 3. Results of the Simultaneous Test of Professionalism and Work Discipline on Personnel Performance

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .807 ^a | .651 | .638 | 2.67418 |

a. Predictors: (Constant), X2, X1

Source: Processed primary data, 2022



Table 3 shows the value of R² (R Square) of 0.682. This R² value is used in calculating the e₂ coefficient value. The e₂ coefficient is a variant of personnel performance that is not

explained by professionalism, work discipline and work discipline. The size:

$$e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,651)} = \sqrt{0,349} = 0,590.$$

So the coefficient e₁=0.590

Table 4. Regression Analysis of Personnel Performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| | 1 (Constant) | 5.420 | 2.017 | | |
| X1 | .569 | .126 | .897 | 2.341 | .006 |
| X2 | .567 | .086 | .964 | 6.565 | .000 |

a. Dependent Variable: X₃

Source: Processed primary data, 2022

Based on Table 4, it can be seen that the regression equation is as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0,569X_1 + 0,567X_2 + 0,590e_2 \dots\dots\dots (2)$$

The equation shows that:

- Every time there is an increase in 1 unit of professionalism, it will be followed by an increase in personnel performance of 0.569.

- Every time there is an increase in 1 unit of organizational commitment, it will be followed by an increase in personnel performance of 0.567.

So from equation (2) it can be seen that if professionalism increases, the performance of personnel will increase. If work discipline increases, the performance of personnel will also increase.

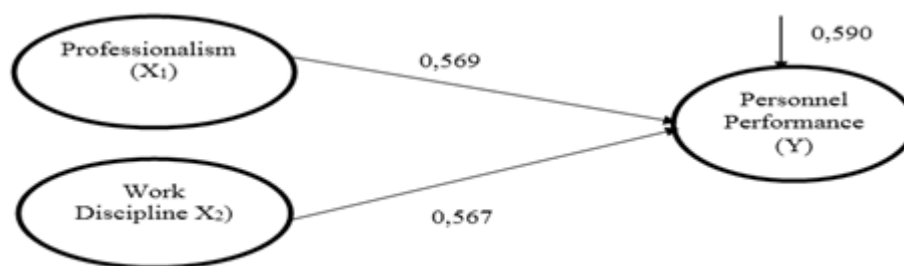


Figure 3. Equation of Substructure 2

3. Analysis of the Effect of Organizational Commitment on Personnel Performance

The results of the regression analysis of the effect of organizational commitment on personnel performance can be

seen in Table 14 below: Based on equations (1) and (2), a path analysis model is obtained as follows:

Table 5. Analysis of Organizational Commitment Regression on Personnel Performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| | 1 (Constant) | 8.554 | 3.413 | | |
| X3 | 1.276 | .136 | .785 | 9.405 | .000 |

a. Dependent Variable: Y

Source: Processed primary data, 2022



Based on Table 5, it can be seen that the regression equation is as follows:

$$Y = b_3X_3 + e_2$$

$$Y = 1,276X_2 + 0,590e_2 \dots\dots\dots (3)$$

The equation shows that:

Every time there is an increase in 1 unit of organizational commitment, it will be followed by an increase in personnel performance of 1,276

4. Analysis of the Effect of Professionalism and Work Discipline on Personnel Performance Through Organizational Commitment

Based on the equation (1), (2) and (3) obtained a path analysis model as follows:

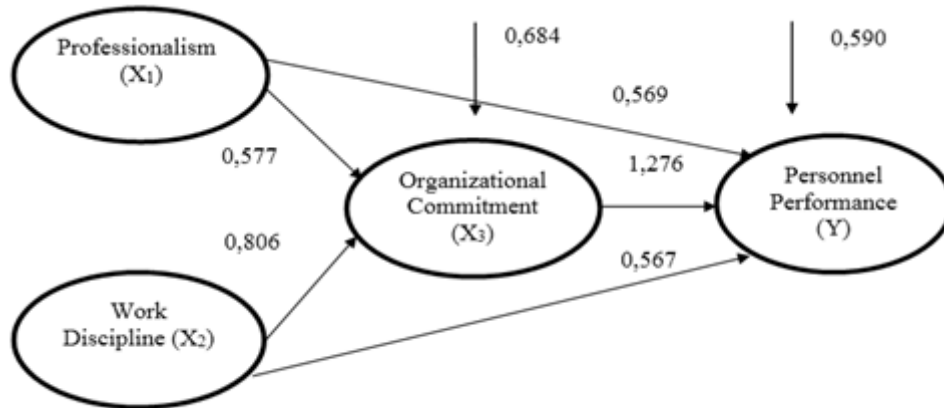


Figure 4. Path Analysis Model

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,577 \times 1,276 = 0,736$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,806 \times 1,276 = 1,028$$

In the professionalism variable, the indirect influence value is obtained from the path coefficient value x_3x_1 multiplied by the path coefficient value yx_3 . The multiplication result shows that the value of the coefficient of indirect influence is greater than the value of the coefficient of direct influence. In the work discipline variable, the indirect influence value is obtained from the path coefficient value x_3x_2 multiplied by the path coefficient value yx_3 . The multiplication result shows that the value of the coefficient of indirect influence is greater than the value of the coefficient of direct influence. This shows that organizational commitment can mediate, namely professionalism and work discipline in influencing personnel performance.

Discussion

1.The Influence of Professionalism and Work Discipline on the Organizational Commitment of the TNI Headquarters Personnel Staff

Based on the analysis of the description of the professionalism variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that creativity, innovation, and responsiveness make up the professionalism variable. The indicator that gives the greatest contribution to the formation of the professionalism variable is responsibility, the TNI Headquarters Spers Staff works with full responsibility and soldiers' complaints are responded to by the TNI Headquarters Spers Staff. Based on the analysis of the description of the work discipline variable, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff strongly agree that attendance at work, adherence to work regulations, adherence to work standards, high level of vigilance, ethical work form work discipline variables. The indicator that gives the greatest value to the formation of the work discipline

variable is compliance with work regulations, that the TNI Headquarters Spers Staff obeys the rules and the TNI Headquarters Spers Staff obeys the leadership. Based on the analysis of the description of the organizational commitment variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that affective commitment, continuance commitment, and normative commitment. Form the organizational commitment variable. The indicator that gives the biggest contribution to the formation of the organizational commitment variable is normative commitment, TNI Headquarters Spers Staff personnel are proud to be part of their organization and TNI Headquarters Spers Staff personnel are happy in doing their jobs.

Based on the results of the path analysis, it shows that professionalism and work discipline have an impact on increasing organizational commitment. The results of the study are in line with the research conducted by Asgaruddin (2021).

2. The Influence of Professionalism and Work Discipline on the Performance of TNI Headquarters Personnel Staff

Based on the analysis of the description of the professionalism variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that creativity, innovation, and responsiveness make up the professionalism variable. The indicator that gives the greatest contribution to the formation of the professionalism variable is responsibility, the TNI Headquarters Spers Staff works with full responsibility and soldiers' complaints are responded to by the TNI Headquarters Spers Staff. Based on the analysis of the description of the work discipline variable, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff strongly agree that attendance at work, adherence to work



regulations, adherence to work standards, high level of vigilance, ethical work form work discipline variables. The indicator that gives the greatest value to the formation of the work discipline variable is compliance with work regulations, that the TNI Headquarters Spers Staff obeys the rules and the TNI Headquarters Spers Staff obeys the leadership. Based on the analysis of the description of personnel performance variables, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff stated that they tended to strongly agree that quality, quantity, timeliness, effectiveness, and independence formed personnel performance variables. The indicator that gives the greatest contribution to the personnel performance variable is the quality, the TNI Headquarters Spers Staff work with full accuracy so that they can improve the quality of work and work completed by personnel in accordance with the direction of the TNI Spers leadership.

Based on the results of the path analysis, it shows that professionalism and work discipline have an impact on improving personnel performance. The results of the study are in line with research conducted by Indri Ferawati, Nana Darna, Roni Marsiana Suhendi (2020), Reinhard J. Rumimpunu, Victor P. K. Lengkong, Jantje L. Sepang (2018), Bambang Sularso (2017), Yocki Pramudya Ananda (2020), Marsel Mario Minggu, Victor P. K. Lengkong, Farlane S. Rumokoy (2019), Widi Purnama Sari (2020), Andi Amri, Ramadhi, Zulmi Ramdani (2021).

3. The Influence of Organizational Commitment on the Performance of TNI Headquarters Personnel Staff

Based on the analysis of the description of the organizational commitment variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that affective commitment, continuance commitment, and normative commitment. Form the organizational commitment variable. The indicator that gives the biggest contribution to the formation of the organizational commitment variable is normative commitment, TNI Headquarters Spers Staff personnel are proud to be part of their organization and TNI Headquarters Spers Staff personnel are happy in doing their jobs. Based on the analysis of the description of personnel performance variables, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff stated that they tended to strongly agree that quality, quantity, timeliness, effectiveness, and independence formed personnel performance variables. The indicator that gives the greatest contribution to the personnel performance variable is the quality, the TNI Headquarters Spers Staff work with full accuracy so that they can improve the quality of work and work completed by personnel in accordance with the direction of the TNI Spers leadership.

Based on the results of path analysis, it shows that organizational commitment has an impact on improving personnel performance. Based on the results of path analysis shows that work discipline has an impact on improving the performance of personnel. The results of the study are in line with research conducted by Bambang Sularso (2017), Renita

Angraini, Anwar Parawangi, Nuryanti Mustari (2021), Marsel Mario Minggu, Victor P. K. Lengkong, Farlane S. Rumokoy (2019), Widi Purnama Sari (2020), Andi Amri, Ramadhi, Zulmi Ramdani (2021), Teuku Larmanda, Amri and Iskandarsyah (2021).

4. The Influence of Professionalism and Work Discipline on Personnel Performance Through the Organizational Commitment of the TNI Headquarters Personnel Staff

Based on the analysis of the description of the professionalism variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that creativity, innovation, and responsiveness make up the professionalism variable. The indicator that gives the greatest contribution to the formation of the professionalism variable is responsibility, the TNI Headquarters Spers Staff works with full responsibility and soldiers' complaints are responded to by the TNI Headquarters Spers Staff. Based on the analysis of the description of the work discipline variable, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff strongly agree that attendance at work, adherence to work regulations, adherence to work standards, high level of vigilance, ethical work form work discipline variables. The indicator that gives the greatest value to the formation of the work discipline variable is compliance with work regulations, that the TNI Headquarters Spers Staff obeys the rules and the TNI Headquarters Spers Staff obeys the leadership. Based on the analysis of the description of personnel performance variables, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff stated that they tended to strongly agree that quality, quantity, timeliness, effectiveness, and independence formed personnel performance variables. The indicator that gives the greatest contribution to the personnel performance variable is the quality, the TNI Headquarters Spers Staff work with full accuracy so that they can improve the quality of work and work completed by personnel in accordance with the direction of the TNI Spers leadership. Based on the analysis of the description of the organizational commitment variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that affective commitment, continuance commitment, and normative commitment. Form the organizational commitment variable. The indicator that gives the greatest contribution to the formation of the organizational commitment variable is normative commitment, TNI Headquarters Spers Staff personnel are proud to be part of their organization and TNI Headquarters Spers Staff personnel are happy in doing their jobs.

Based on the results of path analysis, it shows that professionalism and work discipline on personnel performance through organizational commitment have an impact on improving personnel performance. The results of the study are not in line with the research that has been done by The results of the study are in line with the research conducted by Bambang Sularso (2017), Renita Angraini, Anwar Parawangi, Nuryanti Mustari (2021), Marsel Mario Minggu, Victor P. K. Lengkong, Farlane S. Rumokoy (2019), Widi Purnama Sari (2020), Andi



Amri, Ramadhi, Zulmi Ramdani (2021), Teuku Larmanda, Amri and Iskandarsyah (2021).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the analysis of the description of the professionalism variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that creativity, innovation, and responsiveness make up the professionalism variable. The indicator that gives the greatest contribution to the formation of the professionalism variable is responsibility, that the TNI Headquarters Spers Staff works with full responsibility and soldiers' complaints are responded to by the TNI Headquarters Spers Staff. Based on the results of the path analysis, it shows that professionalism and work discipline have an impact on increasing organizational commitment.

Based on the analysis of the description of the work discipline variable, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff strongly agree that attendance at work, adherence to work regulations, adherence to work standards, high level of vigilance, ethical work form work discipline variables. The indicator that gives the greatest value to the formation of the work discipline variable is compliance with work regulations, that the TNI Headquarters Spers Staff obeys the rules and the TNI Headquarters Spers Staff obeys the leadership. Based on the results of the path analysis, it shows that professionalism and work discipline have an impact on improving personnel performance.

Based on the analysis of the description of personnel performance variables, it shows that the majority of the personnel of the TNI Headquarters Personnel Staff stated that they tended to strongly agree that quality, quantity, timeliness, effectiveness, and independence formed personnel performance variables. The indicator that gives the greatest contribution to the personnel performance variable is the quality, that the TNI Headquarters Spers Staff work with full accuracy so that they can improve the quality of work and work completed by personnel in accordance with the direction of the TNI Spers leadership. Based on the results of path analysis, it shows that organizational commitment has an impact on improving personnel performance

Based on the analysis of the description of the organizational commitment variable, it shows that the majority of the TNI Headquarters Personnel Staff stated that they tend to strongly agree that affective commitment, continuance commitment, and normative commitment form the organizational commitment variable. The indicator that gives the biggest contribution to the formation of the organizational commitment variable is

normative commitment, that TNI Headquarters Spers Staff personnel are proud to be part of their organization and TNI Headquarters Spers Staff personnel are happy in doing their jobs. Based on the results of path analysis, it shows that professionalism and work discipline on personnel performance through organizational commitment have an impact on improving personnel performance.

Recommendations

From the results of the analysis obtained, the Staff of the TNI Headquarters Spers, need to pay attention to the creativity indicator which gives the lowest value to professionalism. TNI Headquarters Spers Staff should work creatively and TNI Headquarters Spers Staff should work with enthusiasm. This is so that the unity of the organization is harmonious, compact and enthusiastic in doing its work. Professionalism is needed in organizations. Professional human resources are needed, which will create good abilities and commitment from the people working in the organization while at the same time fostering the organizational image of the TNI Headquarters Spers Staff.

On the work discipline variable, the leadership of the TNI Headquarters Spers Staff should pay more attention to the ethical work indicators that give the lowest value to work discipline. The TNI Headquarters Spers Staff Leader must pay attention to the TNI Headquarters Spers Staff to work in cooperation with each other and fellow TNI Headquarters Spers Staff get to know each other. This is done by taking impolite actions to fellow members or leaders and engaging in inappropriate actions, so that working ethically as a manifestation of employee work discipline, for getting to know each other, the absence of small groups in an organization Spers staff TNI Headquarters

For the Spers Staff at TNI Headquarters, it is necessary to pay attention to indicators of affective commitment which gives the lowest score for organizational commitment. The leadership of the Spers Staff at the TNI Headquarters should have a sense of willingness to advance in their organization and the personnel of the Spers Staff at the TNI Headquarters should encourage each other to maintain the integrity of the organization. This happens so that the unity is always united in achieving a common goal.

For the Spers Staff of TNI Headquarters, it is necessary to pay attention to the independence indicator which gives the lowest score on the performance of personnel. The leadership of the TNI Headquarters Spers Staff should always have ideas and improvise in overcoming problems in their work, so that they are able to carry out their duties well, without being supervised by the TNI Headquarters Spers leadership and staff must be able to maintain a good name for themselves and the organization.

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