

The Influence of Work Professionalism in Realized Employee Performance through Transformational Leadership and Work Motivation as Intervening Variables in Toyota Dealership in Central Jakarta

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Abstrack

The purpose of this research is to investigate the impact that professionalism in the workplace has on employee performance, with transformational leadership and work motivation serving as the factors that act as mediators. The research was carried out at Toyota stores in Jakarta, and it utilized a quantitative technique in conjunction with an explanatory planning approach. All of the primary data were examined to determine their validity, reliability, homogeneity, and normality, and the sampling method that was utilized was saturated sampling. For the purpose of analyzing the connections between the variables, path analysis was utilized. According to the findings, professionalism in the workplace has a substantial impact, both directly and indirectly, on transformational leadership, employee performance, and motivation in the workplace both directly and indirectly. Additionally, workplace motivation and transformational leadership both have been shown to have a favorable impact on the performance of employees. Based on these findings, it appears that individuals that exhibit professionalism by demonstrating knowledge, competence, attitude, and a strong work ethic, in conjunction with high motivation and transformational leadership, are more likely to attain optimal performance.

Keywords: Work professionalism, transformational leadership, work motivation, and employee performance.

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Background

As defined in Law No. 22/2009 concerning Technical Requirements, Registration, Vehicle Safety and Regulation of the Minister of Industry No. 23/2021 concerning Industrial Standards, the primary responsibilities and functions of Toyota vehicle dealers are as follows: 1) Sales Function; this function encompasses marketing and sales activities for new vehicles, providing trade-in services (exchange of old vehicles), and offering financing and vehicle insurance products through leasing partners; 2) Financial Services; and 3) Insurance Services. Secondly, the service and maintenance function, also known as the After Sales Service function, is responsible for carrying out the operations of authorized Toyota workshops in accordance with the standards set forth by Toyota Astra Motor (TAM). This function includes the provision of certified technicians and standard Toyota equipment, as well as the performance of light to heavy services. 3) The role of supplying spare parts allows for the provision and sale of original Toyota spare parts, hence ensuring the availability of spare parts for all models and ensuring their legitimacy. 4) The function of consumer education; in addition to educating consumers about the proper maintenance of their vehicles, the proper use of their features, and the importance of driving safely, it also includes the organization of test drives and promotional events; 5) The administration and legality function, which includes the management of vehicle documents (such as STNK, BPKB, and purchase invoices), as well as the provision of assistance to

customers in both the process of name change and tax administration. It is also regulated by other regulations, such as regional regulations on business permits, taxes, fuel consumption, and other regulations such as mandatory insurance management, noise standards for new vehicles, and others. Apart from fulfilling the primary obligations that are stipulated in the regulation, it is also regulated by other regulations. In order for a dealership to be successful, its primary responsibilities and functions need to be backed by good personnel abilities. Individual, group, and organizational systems are some of the many aspects that might have an impact on the creation of exceptional human resources. (Robbins, 2008: 145) Individual characteristics such as individual competence, work satisfaction, and organizational dedication are examples of elements that have the potential to increase HR quality and effect performance.

The intellectual and physical capabilities of an individual are the two core components that make up the individual's overall capabilities. Intellectual talents and physical abilities are two categories that can be used to differentiate an individual's capacity to carry out a variety of duties within a certain career. The performance of an individual is determined by their conduct, while the knowledge and abilities of that individual govern their behavior. The capacity of an individual to carry out a job will be the driving force behind their exceptional success. In actuality, however, they frequently face a multitude of issues in the workplace and the environment in which they work, which can have

significant repercussions on the performance of their employees.

The connection between professionalism, transformational leadership, work motivation, and employee performance has been demonstrated by a number of research that were conducted in the past. Studies in the setting of automobile dealerships, particularly Toyota in Jakarta, are still scarce. On the other hand, the majority of research has been carried out in the public sector or in organizations that are open to the public.

The importance of leadership in the process of establishing trust among members of an organization is a central focus of this research. In the event that leaders are trusted by all levels below the hierarchy, the reach of leadership policies inside an institution or organization will be able to elaborate on the organization's aims to all of its members. As stated by Yukl (2009), transformational leadership has the ability to offer people of an organization encouragement and assistance in order to motivate them in a variety of knowledge areas.

It is essential for leaders to have a clear vision and mission for their organization. Those in leadership positions need to demonstrate a willingness to devise and implement novel and distinct communication procedures. People in leadership positions are willing to make a complete commitment to effectively empowering followers from a variety of backgrounds. Leaders are tasked with the responsibility of serving as a conduit between the business and the larger

community. According to Munandar (2008), leadership is the process of attempting to alter the behavior of subordinates in order to facilitate the development of high talents and motivation, as well as the pursuit of high and high-quality work performance in order to accomplish the objectives of the company.

Strong personal characteristics in terms of character, temperament, and capacity are attributes that are possessed by leaders. Their ability to be forceful and manage their emotions is facilitated by the fact that they are open and nice to other people while being severe with themselves. (Suprapti et al., 2021; Sihite et al., 2020; Supratman et al., 2021) All of them are constantly excited about the idea of inspiring people to perform well for the sake of shared goals. According to the findings of Al-Husseini, S. and Elbeltagib, I. (2018), transformational leadership does not have a direct influence on the behavior of teachers regarding the sharing of knowledge. On the other hand, it contributes to the development of a culture that values the exchange of information and has the potential to encourage educators to share their expertise with one another. According to Forrester (2000), the responses of employees under transformational leadership are altered by differences in the characteristics of individual employees working inside a company.

According to Piccolo and Colquitt (2006), certain employees may have varying degrees of faith in their bosses and their ability to avoid ambiguity. When employees have a high level of trust in

their managers or leaders and are able to avoid uncertainty, transformational leadership does a very good job of supporting innovative work behavior. This is an amazing phenomenon that occurs. On the other hand, Ahearne et al. (2005) propose that leadership should extrapolate and consider individuals who are resistive to new ideas, conservative in their thinking, and demonstrate a low level of tendency or readiness to develop or implement ideas to be effective. This is because these individuals are individuals who are not willing to generate or implement ideas.

Work outputs that are of high quality, on time, attentively, and with procedures that are easy to comprehend will be produced by employees that are dependable and knowledgeable in the execution of tasks. According to Juby Marwan (2023), an employee's performance will be impacted by his or her level of professionalism in the workplace and commitment to the organization the employee works for. They work tenaciously, with integrity, and consistently in their work or profession, which makes him a person who has a good attitude and behavior so that it would boost the performance that is created (Cahyani, 2007). The attitude that is demonstrated by an employee who has a professional attitude is that they work in their work or profession. Workers also maintain a high level of accuracy in their work in order to reduce the number of mistakes they make. Merisa and Fajar at all (2017) state that a professional attitude is demonstrated by the fact that one does not give up easily and always complies with the procedures

that have been established by the organization.

According to Ahmed et al. (2010), motivation is another aspect that plays a significant influence in promoting job satisfaction and can make a contribution to improving employee performance. A person's performance can be improved by motivating them to engage in activities with greater enthusiasm, particularly those that pertain to their profession. Motivation has been proven to have a considerable favorable influence on performance, according to the findings of Ayub, Nadia, and Shagufta Rafif (2011). The reason for this is that workers who are highly motivated to perform their jobs will have a high level of motivational drive because they strive to perform their jobs to the best of their abilities. According to Pratama and Rizqi (2017), the level of work motivation of an employee is directly proportional to the level of performance that employee achieves.

Literature Review

Work Professionalism

An employee's behavioral attitude that refers to skills, expertise, and discipline in the form of commitment from employees in a work profession in accordance with their field of expertise that they have mastered by implementing the rules of the applicable professional code of ethics in relation to colleagues/leaders or the community to produce the best work is according to Muhammad Rifqi (2008). Professionalism is defined as the behavioral attitude of an employee. According to Aldi Rohiman Taopik and

Faras Zulina Ayunani (2023), professionalism is typically understood to refer to a person's capacity to perform a task that is related with his profession. This encompasses the individual's capability and expertise in performing work in their various disciplines and levels. In line with this, Sondang P. Siagian (2008) believes that professionalism is an understanding that describes the implementation of specific work activities in society, equipped with high expertise and based on a sense of calling and a pledge to accept the call with a spirit of devotion and always ready to provide assistance to others. In other words, professionalism is portrayed as an understanding that describes the implementation of certain work activities. When it comes to carrying out their responsibilities, employees should demonstrate a professional attitude that reflects their commitment, competence, integrity, and compliance with professional ethics. According to Siagian (2008), a professional worker is one who produces work that is both effective and efficient, and who takes full responsibility for his occupation. According to Ferawati et al.'s research from 2020, an individual's level of professionalism can be affected by a variety of factors, including individual commitment, education, training, and experience. Because of the direct influence that it has on employee performance, high professionalism will reduce the number of errors that occur, boost productivity, and produce work of the highest possible quality.

Reliability and expertise in carrying out tasks in such a way that they are successful with high quality, on time, carefully, and with procedures that are easy to understand are the interpretations of the work professionalism variable in this study. Additionally, the ability to provide full/complete services for the benefit of clients and respect clients as they respect themselves and must have a commitment to their company are also considered to be part of the work professionalism variable. Professionalism in the workplace is evaluated from the perspective of the individual, taking into account five dimensions, as stated by Muhammad Rifqi (2008): 1) Dedication to one's profession: Dedication to one's profession is communicated by professional dedication, which is demonstrated by the utilization of one's knowledge and skills. The expression of complete and utter submission to one's task is seen in this attitude. Instead than being viewed as only a tool to reach goals, work is viewed as a life goal in and of itself. This is a personal commitment, and the primary reward that is anticipated is spiritual satisfaction, followed by material satisfaction; total surrender is a personal commitment. 2) The concept of social obligation refers to a perspective that acknowledges the significance of the function that a profession plays in society as well as the advantages that are gained by professionals as a result of their vocation. 3) Freedom (the necessary condition for autonomy); The concept of independence refers to the belief that a

professional should be allowed to make their own choices without being subject to the influence of other individuals or organizations. Belief in Professional Regulations It is a belief that people who are authorized to evaluate professional work are fellow professionals, and not outside parties who do not have competency in their field of knowledge and work. notion in professional regulations comes from the notion that self-regulation is in place. 5) Relationships with Fellow Professionals (Professional Community Affiliation): Relationships with fellow professionals entail making use of professional ties as a reference, which includes both formal organizations and informal peer groups of colleagues, as the primary source of ideas for work. Professionals gain a greater knowledge of their professional responsibilities through these professional connections.

Transformation Leadership

The general behavior pattern of a leader is perceived or referred by subordinates, as stated by Agus Setiawan B and Muhith (2013) research. To attain particular goals, leadership is a pattern of conduct that is designed to connect the aims of the organization with the goals of the individual. Trianingsih (2007) asserts that leadership is a strategy that leaders employ in order to interact with the people who report to them. A leader's behavior, both in words and deeds, is a pattern that others consider to be indicative of their leadership.

It is essential for businesses to have leaders who are able to exert influence and enhance the level of organizational commitment displayed by each individual worker. According to Hasibuan and Malayu (2013), transformational leadership is a method by which a leader can affect the behavior of subordinates in order to make them eager to cooperate and exert productive effort in order to accomplish the objectives of the organization. Jain and Duggal (2016) state that the behavior of a transformational leader is one of the most critical factors that influences the level of commitment shown by employees. According to Hughes et al. (2012):542, transformational leaders are gifted with vision, rhetorical abilities, and the ability to effectively manage impressions. They employ these qualities to cultivate deep emotional links with their followers, which in turn encourages the followers' emotions and their willingness to work toward the realization of the leader's vision and purpose. The amount to which a leader motivates their subordinates to change is a defining characteristic of the relationship that takes place between leaders who have a transformational leadership style and their underlings. In order to inspire and motivate people to have a better level of devotion to the aims of the firm, transformational leaders attempt to accomplish this. According to Surbakti (2013) and Reni and Prawira (2019), transformational leadership has a favorable correlation with employee performance thanks to its ability to cultivate high levels of self-confidence, innovation, and loyalty.

Charismatic leadership, individual concern, and intellectual stimulation were the three characteristics that were initially used to illustrate transformational leadership, as stated by Bernard, M. Bas, and B.J. Avolio (2020). However, over the course of history, charismatic behavior has been separated into two distinct categories: charisma, also known as idealized influence, and inspirational motivation. According to Bernard, M. Bas, and B.J. Avolio's research from 2020, charisma and inspired motivation are not able to be differentiated from one another because of the conceptual contrasts that exist between the two behaviors. Therefore, in following advancements, transformational leadership was articulated in terms of four primary characteristics: idealized influence, inspirational motivation, individual consideration, and intellectual stimulation for the leader. The concept of transformational leadership is typically referred to as the "4I" concept, which consists of four aspects or indicators: 1) Idealized Influence; 2) Inspirational Motivation; 3) Intellectual Simulation; and 4) Individualized Consideration are the four components that make up intellectual simulation. The ability to earn the trust, respect, and admiration of one's followers is a requirement for transformative leaders, according to Bass.

Work Motivation

It is the driving force that will make employees want to develop their abilities to carry out their assigned tasks and obligations, as stated by Sondang P.

Siagian (2008: 138). Work motivation acts as the driving force. It is the goal of the firm to be able to meet the predetermined targets that have been established by the organization, which are mentioned in the vision and mission statement. According to Robbins and Judge (2017), the term "work motivation" refers to both the internal and external forces that motivate an individual to act and perform at their highest level in order to accomplish specific objectives. According to Maslow's theory of motivation, motivation originates from fundamental needs to the attainment of self-actualization. On the other hand, McGregor's X and Y theories place an emphasis on the role that managers' perspectives on employees play in influencing the motivational techniques being implemented. According to Ayub and Rafif (2011), employees that are experiencing high levels of motivation will demonstrate tenacity, passion, and a willingness to use all of their abilities in order to complete their work. Because of this, the motivation that one has for their work is a significant factor in determining the level of individual performance.

This study defines work motivation as a condition that provides a drive or work spirit that influences the awakening, directing, and maintaining behavior connected to the work environment. Work motivation is defined as a condition described in this study. Robbins (2008:174) conducted an analysis of three extremely essential human needs in organizations or enterprises with reference to their motivation. This is in line with the findings of McClelland.

McClelland's theory of needs is centered on three (three) things, specifically the following: 1. A. Both the employee's battle to test success and the need for achievement, which refers to the ability to achieve relationships with specified organizational criteria, are two aspects of the need for achievement. There are certain individuals who have the aspiration to reach success. Instead of accomplishing success in the form of company or organizational accolades, they focus on fulfilling their own personal goals and aspirations. In this approach, they consistently improve their performance and become more effective over time; 2) The Need for Power or Work Authority (Need for Power), which refers to the requirement to ensure that individuals carry out their responsibilities in a manner that is rational and prudent based on their different roles. There are some individuals that constantly have influence, are regarded, and take pleasure in controlling other individuals. There is a tendency for these persons to be more preoccupied with pride, prestige, and acquiring influence over others. They are often content with the tasks that have been assigned to them or with their status. The urge to make friends with and become more familiar with coworkers or employees within the organization is the third need for affiliation. Rather than being driven by rivalry inside the business, those who have this urge are naturally motivated by friendship, responsibility, and cooperation.

Employees Work Performance

According to Mangkunegara (2013), employee performance refers to the quality and amount of work that an individual accomplishes in accordance with the responsibility and obligations that have been assigned to them. Performance is a reflection of not only the achievement of goals but also of service quality, punctuality, discipline, and contribution to the team during the performance period. Individual capability, motivation, work happiness, and organizational support are all factors that might have an impact on performance, according to Robbins and Judge (2017). The performance of employees is an important measure of the success of an organization in the context of providing services since it is directly related to the level of happiness experienced by customers and the level of competitiveness experienced by the company.

An employee's performance is defined as the quality and quantity of work achieved by an employee in the course of carrying out their activities in line with their assigned responsibilities, according to Mangkunegara, AP (2013; 21), which is cited in this research on employee performance. When compared to the standards that were established beforehand, these work results must be shown with proof that is both tangible and quantitative. Measurement of operational personnel performance characteristics is accomplished by the utilization of the following indicators: 1) The quality of the job; that is, each worker is capable of

completing work that is of a high quality, relevant, and important to the workplace. 2) The quantity of work; specifically, the ability of an individual to finish a significant amount of work within a predetermined amount of time; Employee consistency refers to the fact that an individual has performed their work in a manner that is consistent with the results of their work. 4) Cooperation within the team; adaptation in the process of developing effective collaboration Every activity should be built on the foundation of organizational norms and policies, so it is imperative that you must adhere to the rules.

Research Methods

The purpose of this study was to explain the causal linkages between the following variables: work professionalism, transformational leadership, work motivation, and employee performance. The study utilized a quantitative technique in conjunction with an explanatory research approach. To test hypotheses using statistical analysis based on numerical data acquired from respondents, this sort of research was selected as the appropriate method of investigation. In light of the difficulties that this industry experiences in retaining employee performance in the face of the dynamic competition that exists within the automotive industry, the research concentrated on the performance of employees working at Toyota dealerships in Jakarta specifically.

The demographic that was chosen consisted of all of the personnel that were employed at Toyota dealerships in Jakarta. The method of sampling for this project was a census sample. The primary data were obtained through the use of a questionnaire that was constructed that utilized a five-point Likert scale to measure the perceptions of the respondents regarding the indicators of each variable, which ranged from very poor to very good. In order to guarantee quality and fulfill the requirements for analysis, the research instruments were examined to determine their validity and reliability. Additionally, the homogeneity and normality of the data were examined to guarantee that they were consistent.

In the Central Jakarta area, questionnaires were given out to personnel working at sixteen different dealerships. Only 126 of the 132 questionnaires that were sent out were returned, which means that around 95.45% of them were successful in completing the standards. All of the respondents provided answers that were objective and based on their own morals. The gender-based distribution of the questionnaires reveals that 98 of the respondents were male, which is equivalent to roughly 77.77% of the total, and 28 of the respondents were female, which is equivalent to approximately 22.23% of the total. With regard to age, however, the most prominent group consisted of individuals aged 36 to 45 years old (42 individuals, or 33.33 percent). Following that, 25 of the

respondents were between the ages of 26 and 35 (27.77%). Next, twenty-seven of the respondents were getting close to the age of retirement (21.42%). In terms of education level, the respondents were led by high school graduates (88 respondents, or 69.84%), followed by graduates with a bachelor's degree (28 respondents, or 22.22%), and then postgraduate graduates (10 respondents, or 7.94%). Finally, 22 respondents were between the ages of 17 and 25 (15.87%). There were 38 respondents, or 30.15 percent, who had an average length of service that ranged from 11 to 20 years. This group of respondents dominated the population in terms of length of service. The next group consisted of those who had an average duration of service ranging from six to ten years (36 respondents, or 28.57%). Those with an average length of service of 11-20 years (30.15%) and those with a length of service of 6-10 years (28.57%) were the most prevalent in terms of length of service. Path analysis, which investigates the direct and indirect effects that are caused by the interactions between variables, was utilized to assess the data. The multiple regression analysis, which is formulated as follows, is utilized in the direct effect analysis process:

$$Y = a \pm b X + b Z_1 + b Z_2 + e$$

Note:

Y : Employee Performance

A : Constant Value

bX : Work Professional Value

bZ1 : Transformational Leadership Value

bZ2 : Work Motivation Value

e : Standard Error

Meanwhile, path analysis uses the Sobel test with the following equation:

$$t = ab / \sqrt{Sab}$$

Note:

a : Regression coefficient of the independent variable (X) on the intermediary variable (Z1). Regression coefficient of the independent variable (X) on the intermediary variable (Z2).

b : Regression coefficient of the intermediary variables (Z1 and Z2) on the dependent variable (Y).

Sab : Standard error of the product of a and b (ab). The formula is: $Sab = \sqrt{(SEa^2b^2 + SEb^2a^2)}$.

Sea : Standard error of the regression coefficient a.

Seb : Standard error of the regression coefficient b.

Path analysis was chosen because it can illustrate causal influences while assessing the role of transformational leadership and motivation variables in the influence of work professionalism on employee performance as intervening variables.

Discussion

This study included work professionalism as the independent variable, transformational leadership and work motivation as mediators, and employee performance as the dependent variable. The instrument test results to meet data quality requirements are as follows:

Table 1

Validity and Reliability Test Results

Variable	Pearson Correlation	Cronbach's Alpha	Item	Decision
Work Professionalism	Tall, bigger than 0.6	0.964	8	Valid & Reliable
Transformational Leadership	Tall, bigger than 0.6	0.963	9	Valid & Reliable
Work Motivation	Tall, bigger than 0.6	0.967	8	Valid & Reliable
Employee Performance	Tall, bigger than 0.6	0.986	6	Valid & Reliable

Source: Primary data processed, 2025

The validity test results for all questionnaire items on the variables of work professionalism, transformational leadership, work motivation, and employee performance showed Pearson correlation values above 0.60, and the reliability test results for all variables showed Cronbach's Alpha values above 0.80. This demonstrates the validity and reliability of the instrument, making it suitable for further analysis. The results of the data normality test are shown in the following table:

Table 2

Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Zscore (Work_Professionalism)	Zscore (Transformational_Leadership)	Zscore (Work_Motivation)	Zscore (Employee_Performance)
		126	126	126	126
Normal Parameters a,b	Mean	.1011326	.0000000	.0967945	.0000000
	Std. Deviation	.87931127	1.0000000	.8900725	1.0000000
Most Extreme Differences	Absolute	.238	.231	.205	.351
	Positive	.191	.174	.187	.219
	Negative	-.238	-.231	-.205	-.351
Test Statistic		.238	.231	.205	.351
Asymp. Sig. (2-tailed)		.121 ^c	.080 ^c	.104 ^c	.126 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data processed, 2025

The statistical analysis results indicate that:

1. Work Professionalism Influences Transformational Leadership

The statistical test results indicate that work professionalism has a significant partial effect on transformational leadership. This finding is supported by the calculated t-value of 5.541, which is greater than the t-table value of 1.9794. The sig. value is 0.000, or greater than the 0.05 or 5% significance level. These findings indicate that Toyota dealership employees work professionally. They are capable of good and ethical behavior,

possess skills, and behave in accordance with industry standards, enabling them to collaborate and assist their leaders in transforming for a more effective common goal. Work professionalism can create a conducive environment for transformational leaders to inspire, motivate, and guide their teams professionally, working with dedication and behavior that can transform self-awareness and that of others, encouraging them to help each other with the problems they face. Moreover, it is associated with someone who has a forward-looking vision and is able to identify environmental changes and transform these changes into an organization. They pioneer change and motivate and inspire individuals within the organization to be creative and innovative, bring innovation to management performance, and have the courage and responsibility to lead and control the organization.

The findings of this study align with those of Dijah Julindrastuti & Iman Karyadi (2021), who found that work professionalism significantly influences employee performance. With their existing skills, employees will find it easier to solve work problems effectively. This enthusiasm for working professionally is fostered by leaders who consistently motivate and support them in completing their work.

2. Work Professionalism Influences Work Motivation.

Statistical test results indicate that work professionalism has a significant partial

effect on work motivation. This is due to the statistical t-value of 29.537, which is greater than the t-table value of 1.9794, and the sig. value of 0.000, which is greater than the 0.05 or 5% significance level. This finding indicates that Toyota dealership employees who work professionally are motivated by a desire to fulfill their primary needs. Professional workers are motivated to give their best, not just by their basic personal abilities, such as intellectual and physical abilities. However, professional employees are also driven by a passion for work motivation to receive appreciation, such as promotions/grades, benefits, and positions within the organizational structure.

This research finding aligns with Diva Riza Fahlefi's (2016) finding that employees who work professionally are motivated by their primary needs. Work motivation provided by institutional/company leaders will encourage employees to maximize their abilities, not just their basic personal abilities, such as intellectual and physical capabilities. A high income and the ability to meet basic living needs encourage employees to perform at their best.

3. Work Professionalism Influences Employee Performance.

The results of the statistical test indicate that work professionalism has a significant effect on employee performance. This is because the calculated t-value of 5.202 is greater than the t-table value of 1.9794, and the sig. value is 0.000, or greater than the 0.05 or

5% significance level. These findings indicate that Toyota dealership employees work professionally, with a level of success achieved in carrying out assigned tasks based on their knowledge, skills, sincerity, integrity, commitment, and punctuality. The professionalism of Toyota dealership employees is also demonstrated by the creation of effective work, ensuring speed, smooth service, and comfort. A professional is someone who works diligently, utilizing all their abilities or expertise to perform tasks based on skills and knowledge supported by an attitude appropriate to the job requirements (Wibowo, 2014:271). Thus, this impacts employee performance.

These findings align with Aloisius Nugroho Gunawan & Zaman Zaini (2024) who stated that professionalism influences employee performance. Employees' abilities to work in an agency align with desired work results. This is reflected in the current situation, where employees possess sufficient experience and competence, can improvise, or learn and complete tasks assigned by the agency through self-study. These research findings also align with Parjaya and Wahidin (2022) who stated that work professionalism influences employee performance.

4. Transformational Leadership Influences Employee Performance.

Statistical test results indicate that transformational leadership significantly influences employee performance. This is because the calculated t-value of

11.573 is greater than the t-table value of 1.9794, and the resulting sig. value is 0.000, or greater than the 0.05 or 5% significance level. This indicates that a leader, in addition to possessing the knowledge and skills to lead, is also capable of implementing planned actions with behavioral patterns that integrate individual goals to achieve optimal performance for the company. This means that a leader is required to direct, provide guidance, and influence the thoughts and feelings of subordinates, actions, and behaviors that are imitated by others, moving them toward optimal performance for shared goals.

These findings align with Kaihatu (2007), Tri Eva Juniangsih Ritonga, and Usman Tarigan (2015), who stated that transformational leadership has a significant positive effect on employee performance. Organizations or institutions are largely determined by their leaders. Where a leader is able to direct, provide guidance and influence the thoughts, feelings, actions and behavior of subordinates that are worthy of being emulated by subordinates and is able to move all the abilities of his members towards the best performance.

5. The Influence of Work Motivation on Employee Performance.

Statistical test results indicate that work motivation significantly influences employee performance. This is because the calculated t-value of 5.437 is greater than the t-table value of 1.9794, and the sig. value is 0.000, or greater than the significance level of 0.05 or 5%. These

results indicate that an employee has the power to achieve success in life. Real participation can be seen from the input employees provide to their leaders. Participation can also be seen from employees' willingness to learn by consulting with their leaders. An employee's pride in their work is a positive motivation. Pride in work can be demonstrated by providing challenges and rewards for work results. Work challenges are part of an employee's existence or existence when faced with challenges in their work because they involve trust. One of the most fundamental indicators of positive motivation is the provision of monetary rewards. Income plays a fundamental role, aligning with Maslow's theory of basic needs, which states that a person's physiological needs are the most basic. The fulfillment of physiological needs is greatly influenced by income level. With sufficient income, employees will be motivated to carry out their work.

These findings align with previous findings by Dewi Putri Anjar Wulan et al. (2018) that motivation significantly influences employee performance. These findings align with Maslow's theory of needs, which emphasizes the physiological need for individuals to achieve high recognition from institutions/companies. These physiological needs fall into the category of higher-level needs, namely esteem needs and self-actualization needs. One of the most fundamental indicators of positive motivation is monetary rewards. No matter how good the work environment is, income plays a

fundamental role. With sufficient income, employees will be motivated to carry out their work.

6. Work Professionalism Influences Employee Performance Through Transformational Leadership.

The results of the Sobel test show a Sobel statistic value of 5.0245 with a two-tailed significance level of 0.00000050. Compared to the t-table value of 1.9794, ($5.0245 > 1.9794$) indicates that Toyota dealership employees work professionally, resulting in good performance. This professionalism, coupled with the support of leaders with integrity who consistently inspire, motivate, and stimulate intellectually, can improve performance. Employees who work professionally possess skills in knowledge, competence, attitude, and a strong work ethic, which also play a crucial role in achieving optimal performance.

7. Work Professionalism Influences Employee Performance Through Work Motivation.

The results of the Sobel test show a Sobel statistic value of 5.3290 with a two-tailed significance level of 0.00000010. Compared with the t-table value of 1.9794, the result is ($5.3290 > 1.9794$). These results indicate that Toyota dealership employees work professionally, driven by core needs, thus possessing strong motivation and integrity, significantly impacting employee performance. Strong motivation can stimulate intellectual development, thus triggering improved

performance. Employees who work professionally possess strong knowledge, competencies, attitudes, and work ethics, coupled with strong motivation, will promote optimal employee performance.

However, Purnomo (2007) found that motivation does not significantly influence employee performance. Even if an employee is given a high salary and high rewards, it does not guarantee good performance. This is caused by the fact that their professional spirit is not based on their primary needs and commitment to work, so the impact will not improve the performance of the employee..

Conclusion

Work professionalism is a crucial variable in determining employee performance. Professional employees who possess competence, integrity, responsibility, and a high work ethic are better able to meet organizational quality standards and contribute positively to the achievement of company goals. Professionalism not only directly impacts performance but

also plays a role in shaping motivation and effective leadership patterns.

Transformational leadership has been shown to mediate the influence of professionalism on employee performance. Leaders who implement inspiration, intellectual stimulation, motivation, and concern for subordinates can increase employee self-confidence and work enthusiasm. Transformational leadership not only motivates subordinates but can also facilitate employee success.

Work motivation also plays a crucial role in bridging the influence of professionalism on performance. Employees who are highly motivated, whether driven by needs or aspirations for self-development, will demonstrate tenacity and perseverance in completing tasks. Therefore, management needs to create a work environment that fosters and enhances motivation, for example through rewards, career development, and a balance between employee material and psychological needs.

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