

Professionalism Attitude Towards Human Resource Performance and Career Satisfaction as a Mediator

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Abstract. *The research questions are: 1) Does the level of work professionalism significantly influence career satisfaction? 2) Does the level of work professionalism significantly influence human resource performance? 3) Does career satisfaction influence human resource performance? The objectives of this study are: 1) To analyze and determine the effect of work professionalism on career satisfaction. 2) To analyze and determine the effect of work professionalism on human resource performance. 3) To analyze and determine the effect of career satisfaction on human resource performance. This study uses explanatory research with an associative nature. The population in this study was human resources at the Directorate General of Customs and Excise (DJBC) Regional Office in Central Java and Yogyakarta Special Region in 2026, totaling 551 individuals. The sampling technique used in this study was proportional random sampling, with 100 respondents. The data collection method used personal questionnaires. Data analysis techniques for this study included descriptive analysis, Partial Least Squares analysis using SmartPLS version 4 software, Outer Model analysis, and Inner Model analysis. The results of this study can be concluded as follows: 1) Work professionalism significantly influences career satisfaction. This means that increasing work professionalism will lead to improved career satisfaction. Conversely, if work professionalism does not have a significant influence, career satisfaction will also decline. 2) Work professionalism significantly influences human resource performance. This finding means that increasing work professionalism positively impacts all employees, which in turn impacts the continuous improvement of human resource performance, leading to the achievement of company goals. 3) Career satisfaction influences human resource performance. This means that when employees are satisfied with their careers within a company, they can drive more productive performance and achieve company goals.*

Keywords: *Career Satisfaction; Human Resourcesperformance; Productive Work; Work Professionalism.*

1. Introduction

Professionalism plays a crucial role in determining the performance of Human Resources (HR) in an organization (Gaussyah, 2012). Professionalism reflects an individual's commitment to integrity, responsibility, work ethics, and competence in carrying out their duties and functions (Indriyanto, 2017). When employees demonstrate a professional attitude, they tend to be highly motivated, work effectively, and maintain quality standards. This includes the ability to complete work responsibly and on time, as well as demonstrate integrity in every action. Integrity is often linked to a person's character and morals. It is important for employees to be able to separate personal and professional matters, and to manage their emotions and thoughts effectively within the work context (Rosmi & Syamsir, 2020).

The phenomenon that occurs related to the performance of the DJBC Regional Office's HR is reflected through the achievement of Key Performance Indicators (IKU), especially the realization of state revenue from import duties, export duties, and excise.

Table Realization of Customs and Excise Revenues from the DJBC Regional Offices of Central Java and Yogyakarta in 2024 - 2025 (Billion Rupiah)

Type of Receipt	Target	Realization			
		2024	%	2025	%
IMPORT DUTY	2,365.3	2,688.1	113.6	2,608.9	110.3
EXCISE:	64,807.3	57,651.3	88.9	58,017.0	89.5
Tobacco products	60,972.4	55,866.4	91.6	56,171.6	92.1
EA	28.4	30.6	107.7	35.0	123.2

Type of Receipt	Target	Realization			
		2024	%	2025	%
MMEA	2,862.1	1,737.7	60.7	1,748.8	61.1
MBDK	944.3	-	-	-	-
Other excise duties	-	16.6	-	61.6	-
EXPORT DUTY	12.2	69.2	567.2	82.7	677.9
Total DJBC	67,184.8	60,408.6	89.9	60,708.6	90.4

Source: Performance Report of the Regional Office of the Directorate General of Customs and Excise of Central Java and DI Yogyakarta, 2026 The table above shows that customs and excise revenues

The Central Java and Yogyakarta Regional Office of the Directorate General of Customs and Excise (DJBC) experienced growth from 2024 to 2025, but this growth still fell short of the set target. The lower than-targeted realization of customs and excise revenues indicates the need for a thorough evaluation of the DJBC Regional Office's human resource performance and the need to improve professionalism within the Customs and Excise Offices in the Central Java and Yogyakarta Regional Offices.

Professionalism within the Customs and Excise Offices in the DJBC Central Java and DI Yogyakarta regions is the main foundation in supporting the creation of quality public services and effective supervision. Employees within the Directorate General of Customs and Excise are required to have high integrity, discipline, responsibility, and mastery of technical and regulatory competencies in the field of customs and excise. In carrying out daily tasks, professionalism is reflected in the ability to maintain administrative accuracy, thoroughness in goods supervision, firmness in law enforcement, and friendliness in providing services to the public and business actors. The professionalism within the Customs and Excise Offices in the DJBC Central Java and DI Yogyakarta regions is reflected in the report on the completion time of the customs and excise process. customs which is a real proof of the professionalism of Customs employees, which reflects speed, accuracy, and compliance with service standards (SOP), however the gap phenomenon that occurs is a decrease in the time achieved for completing the customs process:

Table Time Achievement for Completion of Customs Processes at the DJBC Regional Offices of Central Java and DI Yogyakarta

Information	Year				
	2021	2022	2023	2024	2025
Realization (day)	0.91	0.83	0.66	0.49	0.92
Target (day)	0.95	0.95	0.95	0.95	0.95

Source: Performance Report of the Regional Office of the Directorate General of Customs and Excise of Central Java and DI Yogyakarta, 2026. The time achievement for completing this customs process is minimized, which

This means that the lower the resulting figure, the higher the achievement. Based on the table above, it can be seen that the achievement of customs process completion from 2021 (0.91 days) continued to increase until 2024 (0.49 days), but in 2025, the achievement of customs process completion time experienced a drastic decline (0.92 days).

This professionalism not only serves as a work standard but also reflects the overall image of the Customs and Excise institution. Therefore, a professional attitude needs to be supported by a career development system and ongoing training so that each individual is able to respond to the challenges of the times, including rapid digital change. In this context, career satisfaction plays a crucial role as a mediator that strengthens the relationship between professionalism and performance. Employees who feel valued, have clear career prospects, and receive support for development will be more motivated. maintain high professional standards and contribute optimally to achieving organizational targets.

Research on the role of professionalism in performance remains highly controversial and leaves interesting gaps for further investigation. These include the findings of (Damayanti, Fikri & Hinggo, 2023; Wijayanti, Gulo & Syahputra, 2022), which suggest that professionalism does not play a significant role in improving performance. However, these findings differ from those of (Daniro et al., 2023; Ichsan & Nasution, 2022). This research gap demonstrates that there is still an interesting gap for further investigation. Therefore, to bridge this gap, career satisfaction has been proposed as a mediator. Career satisfaction is one of the internal conditions that supports the effectiveness of professionalism in improving performance (Redondo et al., 2021).

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a basis. In this case, the study examines the influence of professional attitudes, career satisfaction, and HR performance.

3. Results and Discussion

3.1. Description of Professionalism Attitude Variable

Table Description of Professionalism Attitude Variables

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
SP1	Competence	3	5	9	28	55	4.27	Tall
SP2	Responsibility	2	9	9	22	58	4.25	Tall
SP3	Integrity	2	10	11	22	55	4.18	Tall
SP4	Work ethic	4	6	14	22	54	4.16	Tall
SP5	Discipline	1	10	10	32	47	4.14	Tall
SP6	Cooperation	4	6	14	23	53	4.15	Tall
SP7	Willingness to learn	4	6	10	30	50	4.16	Tall
Average							4.19	Tall

Based on table, it shows that the respondents' responses regarding professionalism attitudes have an average value of 4.19 (high) which indicates that the average respondent gave an agreement response to the statement in the questionnaire, this shows that the Customs Office employees in the DJBC Region of Central Java and DI Yogyakarta have a high professional attitude. Respondents' responses regarding competence are the highest

indicator with a mean value of 4.27 (high). This shows that Customs Office employees in the DJBC Region of Central Java and DI Yogyakarta always strive to master the knowledge and skills needed to carry out their duties professionally. Then the response regarding discipline obtained a mean value of 4.14 which is the lowest indicator in this variable, but is in the high category. This shows that Customs Office employees in the DJBC Region of Central Java and DI Yogyakarta are consistent in complying with the established rules, schedules, and work procedures.

3.2. Description of Career Satisfaction Variables

Table Description of Career Satisfaction Variables

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
KK1	Satisfaction with team members/leaders	2	7	16	32	43	4.07	Tall
KK2	Satisfaction with organizational policies	5	4	11	36	44	4.10	Tall
KK3	Impact work they on personal life	3	9	9	43	36	4.00	Tall
Average							4.06	Tall

Based on table, it shows that the respondents' responses regarding career satisfaction have an average value of 4.06 (high) which indicates

On average, respondents agreed with the statements in the questionnaire, indicating that Customs and Excise Office employees in the DJBC Central Java and DI Yogyakarta regions have high career satisfaction. Respondents' responses regarding satisfaction with organizational policies were the highest indicator with a mean value of 4.10 (high). This indicates that Customs and Excise Office employees in the DJBC Central Java and DI Yogyakarta regions consider current organizational policies and regulations to be fair and supportive of their career development. Furthermore, responses regarding the impact of their work on their personal lives obtained a mean value of 4.00, the lowest indicator in this variable, but in the high category. This indicates that Customs and Excise Office employees in the DJBC Central

Java and DI Yogyakarta regions feel that their work has a balanced impact and does not interfere with their personal lives.

3.3. Description of HR Performance Variables

Table Description of HR Performance Variables

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
KSDM1	Quality of work	2	7	12	37	42	4.10	Tall
KSDM2	Quantity of work	2	8	11	36	43	4.10	Tall
KSDM3	Punctuality	2	8	7	40	43	4.14	Tall
KSDM4	Effectiveness	3	5	19	32	41	4.03	Tall
KSDM5	Independence	1	10	12	37	40	4.05	Tall
Average							4.08	Tall

Based on table it shows that the respondents' responses regarding HR performance have an average value of 4.08 (high) which indicates that on average the respondents gave an agreement response to the statements in the questionnaire, this shows that the Customs Office in the DJBC Java Region

Central Java and Yogyakarta Special Region have high human resource performance. Respondents' responses regarding punctuality were the highest indicator, with a mean value of 4.14 (high). This indicates that Customs and Excise Office employees in the DJBC Central Java and Yogyakarta Special Region consistently complete their work on schedule and are able to meet the specified deadlines. Furthermore, responses regarding effectiveness obtained a mean value of 4.03, the lowest indicator in this variable, but categorized as high. This indicates that Customs and Excise Office employees in the DJBC Central Java and Yogyakarta Special Region are able to optimally utilize resources to achieve maximum work results with minimal effort.

3.4. The Influence of Professionalism on Career Satisfaction

This study found that professionalism had a significant positive effect on career satisfaction. These results indicate that higher levels of professionalism among Customs and Excise Office employees in the Central Java and Yogyakarta Special Regions of the Directorate General of Customs and Excise (DJBC) lead to a significant increase in career satisfaction. Conversely, when an employee's professionalism declines, career satisfaction also decreases, ultimately leading to lower performance.

This aligns with the research findings of Asnoni & Milwan (2021), which found that an employee's professionalism in the workplace is a crucial factor in determining job satisfaction and the most dominant factor influencing it.

This means that an employee's professionalism must be continuously improved to become an instrument that can drive career satisfaction in a company or institution. This research finding aligns with Chang & Liu's (2020) journal. Professionalism has a close, generally positive, and significant relationship with employee career satisfaction (job satisfaction). Employees who demonstrate high levels of professionalism, characterized by responsibility, integrity, and expertise, tend to be more satisfied with their jobs.

This is supported by a research journal by Damayanti & Hinggo (2023). The relationship between professionalism and career satisfaction is demonstrated, among other things, by timely completion of work and high integrity, which often increases employee satisfaction because they feel they have made the best contribution. A good professional attitude often results in recognition and respect from colleagues and superiors, which is a key factor in increasing job satisfaction.

Various studies have shown that professionalism has a positive and significant impact on career satisfaction, with increased professionalism tending to increase career satisfaction. Professionalism is also directly related to improved performance, with good performance often leading to higher job satisfaction.

The results of this study can be a reference for determining policies in a company that a professional attitude needs to be built by all components of stakeholders, employees, expert staff, and leaders so that...

This professionalism can be implemented in real work as part of the contribution to the company, but on the other hand, if this professional attitude tends to be as if it is only limited to carrying out tasks without any dedication, loyalty, greatness of soul and pride in carrying out tasks, then of course this will affect the work attitude and professionalism.

Professionalism has a positive and significant relationship with career satisfaction. Employees who demonstrate a high work ethic, responsibility, and competence tend to be more satisfied, valued, and have better promotion opportunities. High levels of professionalism also

increase work engagement and pride in the profession, which directly support overall career satisfaction. Competence and professional attitudes are two factors that significantly influence employee career satisfaction (Asnoni et al., 2021). Human resources with high levels of professionalism tend to have higher job satisfaction (Ikhsan et al., 2019). Employees who feel capable and competent in performing their jobs will feel more satisfied with their careers (Hajiali et al., 2022). They will feel valued and recognized for their contributions, which in turn will increase intrinsic motivation and job satisfaction (Schüler et al., 2010).

3.5. The Influence of Professionalism on HR Performance

This study found that professionalism has a significant positive effect on human resource performance. These results indicate that the stronger the professionalism of Customs Office employees in the DJBC region, the stronger the professionalism of Customs Office employees.

Central Java and the Special Region of Yogyakarta (DI Yogyakarta) result in higher performance. Conversely, poor professionalism will impact the performance of a company's human resources. This indicates that companies must continuously improve the professionalism of all their employees, as professionalism is a crucial and dominant factor that can motivate all components to work together to achieve company goals.

The findings of this study align with those of Gaussyah (2012), who explained that professionalism has a positive and significant relationship with employee performance. Improving professionalism through competence, responsibility, and work ethics directly improves the quality and quantity of work output. Professional employees are more efficient, disciplined, and able to achieve organizational targets, making professionalism the key to successful performance. Similarly, this study is supported by Indriyanto (2017), whose research shows that increasing work professionalism is directly proportional to improving employee performance. Professionalism encompasses mastery of skills and knowledge, which makes work more effective and efficient. A professional attitude increases focus and motivation, which are crucial for productivity.

This research shows that professionalism is the ability to carry out tasks in accordance with one's field. Professionalism, as a reflection of ability and expertise, will be effective if supported by a match between the level of knowledge based on background.

Educational background and the workload of the employee for whom they are responsible. In completing organizational tasks, a professional can be considered if the criteria required for an employee are met, namely expertise, certain qualifications, and experience in their field of expertise. Expertise in this case means carrying out tasks in accordance with their field, carrying out a task or profession by establishing standard standards in the relevant professional field, and carrying out professional duties in accordance with established professional ethics.

According to Wahyudi (2006), an employee is said to be professional if he has fulfilled and complied with the standards of the code of ethics that have been set by ideal standards, minimum standards of ethical behavior, interpretation of behavior and ethical provisions. Professionalism is an element of motivation that contributes to a leader to have high achievements. Research conducted by Lavin in Lekatompesi (2014) states that professionalism can improve employee work performance if a leader always provides encouragement to each employee in carrying out an organizational activity, for example, a leader must provide opportunities for employees to take responsibility in established organizational activities, leaders provide motivation to employees in participating in training. In this case, to achieve organizational goals, a leader needs to meet the needs of each employee.

The findings of this study align with Kusno (2017). The results of this study indicate a significant influence between professionalism and employee performance at the Bengkulu Education Office. HR professionalism has a positive and significant impact on improving employee and company performance. Professional employees who possess high competence, ethics, and responsibility are able to increase productivity, efficiency, and service quality, which directly helps achieve organizational goals. Professional behavior has been shown to play a role in improving performance (Rahmaniah et al., 2023). Other researchers confirm these results by proving that professional behavior will support performance (Ichsan & Nasution, 2022). Likewise, (Indriyanto, 2017) states that optimal performance is a manifestation of professionalism.

3.6. The Influence of Career Satisfaction on HR Performance

This study found that career satisfaction has a significant positive effect on human resource performance. These results indicate that the more satisfied employees at the Customs and Excise Offices in the Central Java and Yogyakarta Special Regions are with their careers, the higher their performance will be. Conversely, when employees feel dissatisfied with their careers, this will certainly affect their work patterns, leading to a further and continued decline in productivity. The results of this study can serve as a basis for company policy, which will determine the approaches and strategies used to foster career satisfaction for all employees.

This means that career satisfaction is a dominant factor and an important instrument for encouraging continuous performance improvement.

Career satisfaction has a positive and significant relationship with employee performance. Higher levels of satisfaction, including satisfaction with pay, self-development, and achievement, increase productivity and work quality. Satisfied employees tend to be more motivated, loyal, and perform better, thus facilitating the achievement of organizational goals.

Herzberg presented the Dual-Factor Theory, which states that job satisfaction and dissatisfaction are two distinct and independent dimensions (Bundtzen, 2020; House & Widgor, 1967). This theory highlights the importance of job satisfaction in improving employee performance. Employees who are satisfied with their jobs tend to be more productive, dedicated, and motivated to achieve organizational goals.

Employees who are satisfied with their careers tend to be more motivated, productive, and committed to the organization, ultimately improving overall performance and productivity (Arif et al., 2019). High levels of employee satisfaction can improve employee performance (Wahyudi, 2018).

The findings of this study also indicate that career satisfaction mediates the relationship between professionalism and human resource performance. These results indicate that the stronger the professionalism of Customs and Excise Office employees in the DJBC Central Java and DI Yogyakarta regions, coupled with career satisfaction, the greater the resulting performance.

4. Conclusion

Based on the research findings, the following conclusions can be drawn:

1. Work professionalism has a significant influence on career satisfaction. This can be interpreted as meaning that when work professionalism increases, it will influence career satisfaction to be better, and vice versa, if work professionalism does not have a significant influence, of course career satisfaction will also decrease.
2. Work professionalism significantly influences human resource performance. This research finding suggests that as work professionalism improves, the performance of all employees improves, leading to a sustained improvement in human resource performance, ultimately leading to the achievement of company goals.
3. Career satisfaction impacts human resource performance. This means that when employees feel satisfied with their careers within a company, they can drive more productive performance and achieve company goals.

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