



RESEARCH ARTICLE

The Effect of Work Engagement and Competency on Employee Performance with Motivation as a Mediation Variable at Bp3mi Jakarta

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Abstract

This study aims to find empirical evidence of the influence of work engagement and competence on employee performance mediated by work motivation in employees at BP3MI Jakarta. This study uses a descriptive quantitative research design. With a population of 65 employees, the sample was determined using a total sampling technique so that the number of samples is the same as the population, namely 65 employees. Data were collected using a questionnaire, which was then processed using multiple linear regression analysis and path analysis using SPSS 25. The results of the study indicate that work engagement and competence have a positive and significant effect on employee performance, work motivation has a negative and insignificant effect on employee performance, work engagement has a positive and significant effect on work motivation, competence has no effect on work motivation, work engagement has an effect on employee performance through work motivation, and competence has no effect on employee performance through work motivation.

Keywords

Work Engagement; Competence; Employee Performance; and Work Motivation.

1 | INTRODUCTION

Employee performance is the final result of an employee's efforts in fulfilling assigned responsibilities (Widiyasari & Padmanty, 2023). Employee performance plays an important role in determining organizational success. Employees are valuable assets who support productivity and daily operations. Strong employee performance contributes to the production of quality output and higher service satisfaction, which ultimately supports organizational growth and sustainability. Maintaining and improving employee performance is therefore essential. Poor performance can negatively affect the organization because productivity is closely related to employee output. The more motivated employees are, the better they are likely to perform their duties (Adhistry et al., 2023).

This study aims to examine employee performance at the Indonesian Migrant Workers Protection Agency (BP3MI) in Jakarta. BP3MI Jakarta, as the service center for the placement and protection of Indonesian migrant workers, operates under Presidential Regulation Number 90 of 2019 concerning the Indonesian Migrant Workers Protection Agency. BP3MI Jakarta is responsible for implementing service policies related to the integrated placement and protection of Indonesian migrant workers. To carry out those duties effectively, the institution requires employees with optimal performance. Several conditions at BP3MI Jakarta indicate the need for strong employee performance. According to BP3MI Jakarta (2025), the agency faces various challenges in carrying out its duties in the placement and protection of Indonesian migrant workers, which shows the importance of good employee performance in ensuring effective service delivery. Until October 2024, BP3MI DKI Jakarta had served 35,945 migrant workers, or around 86% of the established placement target. Such a high service volume requires employees to work efficiently and accurately in order to achieve organizational targets and maintain the quality of public services.

In addition, BP3MI Jakarta successfully prevented the departure of six prospective migrant workers who were to be sent illegally to Turkey in June 2025. The operation was carried out through rapid coordination with the police and a persuasive communication approach to convince the prospective migrant workers to cancel their non-procedural departure plans (BP3MI Jakarta, 2025b). This success shows that handling complex cases such as illegal migrant worker departures requires not only an understanding of regulations, but also the ability to coordinate, negotiate, and respond quickly. Those abilities are important indicators of employee performance in migrant worker protection services. Overall, the challenges faced by BP3MI DKI Jakarta, including the high volume of services, the handling of non-procedural migrant worker cases, and the need for cross-agency synergy, indicate that strong employee performance is a key factor in supporting the successful implementation of institutional duties. Employee performance may be improved through stronger work engagement and higher competence, because competent employees can support organizational goals and contribute to better protection services for migrant workers.

Employee engagement has become one of the most widely discussed topics in recent years, especially among consulting firms and major business media (Raihan & Sagala, 2018). Employee engagement is an important concept in organizational behavior and has been widely examined by both practitioners and researchers. In human resource management, this concept receives serious attention because it is believed to influence employee productivity and loyalty. In academic literature, engagement is also associated with other concepts in organizational behavior (Raihan & Sagala, 2018). Those concepts generally examine the relationship between employees and the organization, but employee engagement has characteristics that distinguish it from concepts such as organizational commitment. Organizational commitment refers more to attitude and emotional attachment to the organization, whereas employee engagement reflects the extent to which individuals devote full attention, energy, and enthusiasm to carrying out the tasks assigned by the organization. Because of the growing attention given to employee engagement, understanding the factors that influence it and its effect on employee performance has become increasingly important. Therefore, this study examines the role of employee engagement and competence in improving employee performance, with work motivation acting as a mediating variable.

According to Azeem et al. (2020), the level of employee engagement in world-class companies is higher than in other companies. In world-class companies, employees categorized as engaged reach 67%, while in other companies the proportion is only 33%. In addition, the proportion of employees categorized as not engaged and actively disengaged in world-class companies is lower, namely 26% and 7%, compared with 49% and 18% in other companies. These data indicate that many companies still do not give sufficient attention to employee engagement, even though it offers important benefits. Employees who feel satisfied and motivated tend to be more concerned about the organization, develop a stronger sense of belonging, and commit themselves to making their best contribution. They also work collaboratively to improve overall organizational performance. According to Yuswardi (2019), employee engagement reflects the extent to which a person feels enthusiastic and enjoys their work. Highly engaged employees are truly involved in their work and are enthusiastic about both their role and the organization. This condition reflects employees' willingness and ability to contribute to organizational success. In such circumstances, employees are willing to work harder, even beyond normal hours when necessary, and devote their thoughts and energy to achieving organizational goals.

Employee engagement is a psychological state in which employees feel encouraged to contribute to organizational

success and possess a strong desire and motivation to perform beyond formal obligations. Dewi and Maharani (2023) define employee engagement as a positive attitude held by employees toward the organization where they work. Employee engagement plays an important role in influencing the quality of work, increasing job satisfaction, reducing absenteeism, and lowering employees' intention to leave the organization. A strong emotional attachment to the organization can also improve work quality, because engaged employees tend to be more committed to completing their duties well. This condition may reduce turnover intention and support workforce stability within the organization. The work environment refers to conditions in the workplace, both physical and non-physical, that may affect employees in carrying out their duties. The working atmosphere experienced by employees within an organization, including interactions with coworkers, supervisors, and the overall organizational climate, also plays a role in shaping employee engagement. A supportive work environment may strengthen motivation and encourage employees to participate more actively in achieving organizational goals.

Employee-related issues are generally associated with the human resource aspect in carrying out established duties and functions in order to achieve organizational goals. At BP3MI Jakarta, one of the problems observed is the limited employee awareness of the importance of competence in improving performance. This can be seen in the continued presence of employees whose work does not yet reflect the competencies required by their positions. In addition, work engagement has not yet reached an optimal level, which has led to several problems in task implementation, such as low awareness of job responsibilities, mismatch between assigned work and individual skills, and weak work motivation. These conditions contribute to a decline in the number of qualified and high-performing employees. To continue growing and remaining competitive, organizations need the support of employees who possess appropriate competence in their respective fields and demonstrate high work engagement and motivation.

Competence refers to an individual's ability to carry out an activity correctly and excellently, based on three main aspects: knowledge, skills, and attitude (Sari, Assajad, & Ansori, 2023). Competence also includes the authority of each individual or employee to make decisions and perform duties according to their role in the organization, in line with their expertise, ability, and knowledge. Low competence may negatively affect employee performance and may ultimately harm the organization. Therefore, competence is an important factor in helping organizations improve the performance of each employee, with the expectation that organizational goals can be achieved more effectively. Performance may be defined as the result or output of a process, whether carried out by humans or by other systems (Syaputra & Arman, 2020). Performance reflects what employees do and do not do in their work. Good performance has an important effect on the achievement of organizational goals and employee welfare. For employee performance to run effectively, support from various factors is needed, including work quality, work quantity, punctuality, teamwork, and individual responsibility in carrying out duties.

Several previous studies have shown that work engagement and competence may influence employee performance, either directly or indirectly through motivation as a mediating variable. At the same time, some studies report insignificant relationships. These differences indicate inconsistency in previous findings and point to a research gap regarding the factors that affect employee performance. For example, research conducted by Pratama et al. (2021) states that work engagement has a positive and significant effect on employee performance. This means that the higher the level of work engagement, the better the employee's performance. Employees who feel strongly connected to their work tend to demonstrate dedication and enthusiasm in carrying out their duties, allowing them to produce better results. Similar findings were reported by Nurhidayah and Rauf (2022), Sari et al. (2022), Wibowo and Rahmawati (2023), Herdiana (2023), and Isnaini (2024), all of whom found that work engagement improves employee performance. However, Handoko and Yusuf (2022) reported different findings, showing that work engagement does not significantly affect employee performance. This may occur because, even when employees feel engaged in their work, external factors such as an unsupportive work environment, high work pressure, or lack of leadership support may prevent performance improvement. Employees may also experience burnout despite having a high level of engagement if their workload is not balanced with adequate organizational support. Similar results were also reported by Amanda (2023), Kusumawati (2024), Rahadian (2024), and Darmawan and Putra (2024), who found that work engagement does not directly affect employee performance.

Meanwhile, Kurniawan et al. (2021) found that competence has a positive effect on employee performance. Employees with high competence possess sufficient skills and knowledge to carry out their responsibilities effectively, which directly affects productivity and work quality. Similar findings were reported by Fitri and Sitorus (2022), Maulana (2022), Siregar and Hutagalung (2023), and Mardiani (2024), who also found that competence influences employee performance. On the other hand, Rosita and Samosir (2022) found that competence does not always affect performance. This may happen because high ability is not necessarily applied optimally without sufficient motivation and organizational support. Competent employees may show lower performance when they do not receive recognition, incentives, or a supportive work environment. Similar findings were also reported by Fauzan (2023), Widodo and Saputra (2023), Rahim (2024), and Imran (2024), who concluded that competence does not directly influence employee performance.

Furthermore, Setiowati and Hidayat (2021) found that motivation has a significant effect on employee performance.

High motivation encourages employees to work harder to achieve organizational targets, maintain commitment to their duties, and display productive work behavior. Similar results were found by Wirawan (2022), Sulastris and Utomo (2022), Harahap (2023), and Fathurrahman and Dewi (2024), who reported that motivation has a positive effect on employee performance. However, Susanto (2023) found different results, indicating that motivation had no effect on performance. This may occur because motivation is not always the main driver of performance, especially when the reward system and work environment do not support increased productivity. Even highly motivated employees may struggle to maintain strong performance when they face excessive work pressure or ineffective leadership. Similar findings were also reported by Halim (2023), Nuraini and Taufik (2023), Abdillah (2024), and Wulandari (2024), who found that motivation does not always significantly influence employee performance.

Given the diversity of previous findings, it appears that the results remain inconsistent regarding the effect of work engagement and competence on employee performance, both directly and through motivation as a mediating variable. This condition provides a basis for further research to re-examine the relationship among work engagement, competence, motivation, and employee performance, particularly in public sector institutions such as BP3MI Jakarta. Based on the description above, this study was conducted to examine the relationship among work engagement, competence, motivation, and employee performance, with motivation positioned as a mediating variable. Therefore, the study is formulated in a thesis entitled "The Effect of Work Engagement and Competence on Employee Performance with Motivation at BP3MI Jakarta."

2 | BACKGROUND THEORY

Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

Frederick Herzberg (1959), as cited in Arief (2017), explains that job satisfaction and dissatisfaction are influenced by two groups of factors, namely motivating factors and hygiene factors. Motivating factors are intrinsic aspects such as achievement, recognition, and responsibility, whereas hygiene factors are extrinsic aspects such as salary, working conditions, and relationships with coworkers. Job satisfaction and work motivation tend to increase when motivating factors are fulfilled. In relation to the research variables, competence may function as a motivating factor because it provides employees with opportunities to achieve results and gain recognition for their abilities. Meanwhile, work engagement reflects a positive psychological condition that emerges when employees feel valued and maintain good relationships in the workplace. Both factors can strengthen work motivation, which subsequently affects employee performance. A fundamental theory is a basic theory used as a foundation for thinking in research to explain the relationship among the variables being studied (Kemal Nugraha et al., 2025). In research examining the effect of work engagement and competence on employee performance through motivation, the fundamental theory is related to organizational behavior and work motivation, which explain how psychological factors and individual capabilities affect employee performance.

Employee Performance

Employee performance refers to the work results achieved by an individual or group within an organization, according to their respective authority and responsibilities, in order to achieve organizational goals in a lawful and ethical manner. Performance may also be understood as the actual behavior demonstrated by each individual as a form of work achievement that is consistent with their role in the organization. Employee performance plays an important role because the performance of each individual collectively contributes to the achievement of organizational goals and the overall success of organizational operations (Melati et al., 2022). Employee performance is the result achieved by an individual or group within a company in accordance with their authority and responsibilities, as part of efforts to achieve company goals legally, properly, and ethically. Organizational success is strongly influenced by the performance of individual employees. Therefore, organizations seek to improve employee performance so that company goals can be achieved optimally. In essence, performance reflects what employees do or fail to do in carrying out their duties. Employee performance supports organizational success through several aspects, such as quantity of output, quality of output, timeliness, attendance, and cooperative attitude (Suranti, 2023). Employee performance also reflects an individual's internal ability to carry out and complete assigned tasks. These tasks are generally measured using indicators established by the company. Through such measurements, the level of employee performance can be determined more objectively. In an organization, performance is an obligation that must be fulfilled by all human resources, including both leaders and employees (Renaldi & Rahayuningsih, 2022). Low employee performance may become an obstacle to the achievement of organizational goals. Employee performance does not stand alone, but is closely related to other factors such as job satisfaction, reward systems, skills, abilities, and individual characteristics. In general, two main factors influence employee performance, namely internal factors and external factors. Internal factors relate to individual characteristics, such as attitude, personality, physical condition, motivation, age, gender, education level, work experience, cultural background, and other personal aspects. External factors include aspects that originate from the work environment, such as leadership, relationships with

coworkers, training programs, supervisory systems, wage policies, and the social environment of the company. Efforts to improve employee performance may be carried out through skill development, increased effort, and organizational support. Individuals are the main driving force behind organizational performance, so the achievement of organizational goals depends heavily on the quality of employee performance. Therefore, skill, effort, and organizational support are important factors in encouraging better employee performance. Employee performance itself is the result achieved in carrying out the duties and responsibilities assigned by the organization (Ira et al., 2024).

Work Engagement

The term work engagement was introduced by Bakker and Schaufeli. The development of this concept has gone through a long process. Engaged employees are those who are psychologically present, both physically and mentally, in the workplace. They experience the work atmosphere, connect with their work and workplace, integrate themselves with their duties, and focus on carrying out their roles in order to achieve high performance (Sari et al., 2023). Work engagement, as one of the important aspects within an organization, may not directly affect financial outcomes. However, it has a strong influence on overall organizational performance. A high-performance work environment can shape the nature of engagement, which then affects employee behavior and eventually leads to measurable work outcomes (Patandianan et al., 2022).

Competence

Competence is an important component that individuals must possess in order to carry out their work effectively. Competence is defined as an ability based on knowledge and skills, supported by work attitudes and their application in carrying out tasks in the workplace, in accordance with established job requirements (Rodliyah et al., 2024). According to Anwar (2019), competence refers to knowledge, ability, skills, and strength required to perform a job or task on the basis of sufficient expertise and knowledge so that the task can be carried out optimally. Competence may also be understood as a person's ability or capacity to produce work at a good and satisfactory level in the workplace. It reflects the characteristics of knowledge and skills possessed or needed by individuals to carry out their duties and responsibilities effectively and to improve professional performance standards. Competence is also regarded as a personal characteristic related to effective or superior performance in a particular work situation. It is called a basic characteristic because it forms a deep and inherent part of a person's personality and can be used to predict performance in various work situations. Competence is associated with behavior and performance because it can influence or predict how a person behaves and performs at work. Competence represents the mastery of a set of knowledge, skills, values, and attitudes that lead to performance and are reflected in habits of thinking and acting according to one's profession. According to Wibowo (2016), competence is the ability to perform a job based on skills and knowledge, supported by the work attitude required by the job. Therefore, competence reflects skills or knowledge marked by professionalism in a particular field. As a personal characteristic, competence is closely related to effective performance in a job or a specific situation. Rivai (2020) states that competence is a set of characteristics that underlie an individual's ability to achieve superior performance. Competence also includes job-related knowledge, skills, and abilities, as well as the capacity required to handle non-routine tasks. The competencies possessed by employees should support the implementation of organizational strategies and the changes introduced by management, so that individual competence can also support a team-based work system.

3 | METHOD

The research was conducted at the BP3MI Jakarta Office, located at Jl. Pengantin Ali No. 71, Ciracas, RT 8/RW 6, Ciracas, East Jakarta, Special Capital Region of Jakarta 13740. The participants in this study were all employees working at the BP3MI Jakarta Office. Data were collected through the distribution of questionnaires using Google Forms, which were shared directly with employees of the BP3MI Jakarta Office. The study was carried out from October to November 2024, covering the period of thesis proposal preparation. This research employed a quantitative method with a descriptive approach. Descriptive quantitative research is intended to describe and examine the possible causal relationships among variables. The study explains the relationships that occur among the variables involved in the research (Sugiyono, 2021). In this study, the independent variable was work engagement, the intervening variable was work motivation, and the dependent variable was employee performance at the BP3MI Jakarta Office.

Population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2021). The population in this study consisted of all employees at the BP3MI Jakarta Office, totaling 65 employees. This study used a total sampling technique, also known as saturated sampling or census sampling, which involves all members of the population as research respondents (Sugiyono, 2021). This technique was selected because the population size was relatively small, making it both practical and methodologically appropriate to include all population

members without selecting only part of them. Therefore, the sample size was equal to the population size, namely 65 respondents.

4 | RESULTS AND DISCUSSION

4.1 Results

The F-test, also known as the Goodness of Fit test, is used to determine whether all independent variables in a regression model simultaneously have a significant effect on the dependent variable. This test is important because it evaluates the overall feasibility of the model in explaining the relationship among the variables under study. In other words, the F-test shows whether the regression model as a whole is appropriate for use in analysis. The basis for decision-making in the F-test refers to the significance value (Sig. F). If the significance value is less than 0.05, the regression model is considered significant, meaning that the independent variables jointly affect the dependent variable. On the other hand, if the significance value is greater than 0.05, the model is considered not significant, which means that the independent variables, when tested together, do not have a meaningful effect on the dependent variable. Therefore, the F-test is not only used to assess statistical significance, but also to confirm whether the proposed regression model has sufficient explanatory power. A significant F-test result indicates that the model can be used to explain the dependent variable and supports further interpretation of the regression analysis results.

Table 1. F Test

		ANOVA ^a Employee performance				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	643,692	3	214,564	10,099	,000 ^b
	Residual	1296,062	61	21,247		
	Total	1939,754	64			

a. Dependent Variable: Employee performance (Y)

b. Predictors: (Constant), Work Motivation (Z), Competence (X2), Work Engagement (X1)

Based on Table 1, the F-test result shows an F value of 10.099 with a significance value of 0.000. Since the significance value is lower than 0.05, the regression model is statistically significant. This means that work engagement, competence, and work motivation simultaneously affect employee performance. The result also indicates that the regression model is feasible for explaining variations in employee performance. Therefore, the independent variables collectively have an important role in determining employee performance.

Table 2. ANOVA of Work Motivation

		ANOVA ^a Work Motivation				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	520,260	2	260,130	4,155	,002 ^b
	Residual	3881,987	62	62,613		
	Total	4402,246	64			

a. Dependent Variable: Work Motivation (Z)

b. Predictors: (Constant), Competence (X2), Work Engagement (X1)

Source: Researcher processing (2025)

Based on Table 2, the ANOVA table for employee performance shows a significant value of $0.000 < 0.05$. This concludes that work engagement, competence, and work motivation jointly influence employee performance. Meanwhile, the ANOVA table for work motivation shows a significant value of $0.02 < 0.05$. This concludes that work engagement and competence jointly influence work motivation.

The t-test is a statistical procedure used to examine the effect of each independent variable separately on the dependent variable. This test helps determine whether a particular independent variable has a significant effect when evaluated individually within the regression model. The decision is made by comparing the significance value (Sig.) with the predetermined significance level, or by comparing the calculated t-value with the t-table value. If the significance value is below 0.05, or if the calculated t-value is greater than the t-table value, the effect is considered significant. In this study, the t-table value used as the basis for comparison is 1.998.

Table 3. T-test

Model	Coefficients ^a Employee performance			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	13,488	3,794		3,555	,001
Work Engagement (X1)	,398	,120	,401	3,324	,002
Competence (X2)	,269	,110	,281	2,444	,017
Work Motivation (Z)	-,161	,074	-,242	-	,034
				2,170	

a. Dependent Variable: Employee performance (Y)

Source: Researcher processing (2025)

Based on Table 3, work engagement has a positive and significant effect on employee performance, with a t-value of 3.324 and a significance value of 0.002. Competence also has a positive and significant effect, as shown by a t-value of 2.444 and a significance value of 0.017. Meanwhile, work motivation has a negative and significant effect on employee performance, with a t-value of -2.170 and a significance value of 0.034. These results indicate that all variables significantly affect employee performance.

Table 4. Coefficients of Work Motivation

Model	Coefficients ^{of} Work Motivation			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	36,308	4,599		7,896	,000
Work Engagement (X1)	,552	,193	,370	2,864	,006
Competence (X2)	-,260	,186	-,181	-	,166
				1,401	

a. Dependent Variable: Work Motivation (Z)

Source: Researcher processing (2025)

Based on Table 4, the employee performance coefficients produce the regression equation $Y = 13.488 + 0.398X1 + 0.269X2 - 0.161Z + e$. The constant value of 13.488 indicates that when work engagement, competence, and work motivation are equal to zero, employee performance remains at that value. The regression coefficient of work engagement (X1) is 0.398, indicating a positive relationship with employee performance. The t-test result shows a t-value of 3.324, which is greater than the t-table value of 1.998, with a significance level of 0.002, which is below 0.05, indicating a positive and significant effect of work engagement on employee performance. The competence variable (X2) has a coefficient of 0.269, also indicating a positive relationship. The t-value of 2.444 exceeds the t-table value of 1.998, with a significance level of 0.017 below 0.05, confirming a positive and significant effect of competence on employee performance. In contrast, work motivation (Z) has a coefficient of -0.161, indicating a negative relationship. The t-value of -2.170 is lower than the t-table value of 1.998, with a significance level of 0.034 below 0.05, indicating a negative effect of work motivation on employee performance.

The work motivation coefficients produce the regression equation $Y = 36.308 + 0.552X1 - 0.260X2 + e$. The constant value of 36.308 indicates that when work engagement and competence are equal to zero, work motivation remains at that value. The regression coefficient of work engagement (X1) is 0.552, indicating a positive relationship with work motivation. The t-test result shows a t-value of 2.864, which is greater than the t-table value of 1.998, with a significance level of 0.006 below 0.05, indicating a positive and significant effect of work engagement on work motivation. Meanwhile, competence (X2) has a coefficient of -0.260, indicating a negative relationship. The t-value of -1.401 is lower than the t-table value of 1.998, with a significance level of 0.166 above 0.05, indicating that competence does not have a significant effect on work motivation.

Path analysis uses the Sobel test, a statistical method for testing the significance of the mediating (intervening) influence of variables. This test aims to determine whether the indirect influence from the independent variable (X) to the dependent variable (Y) through the mediating variable (Z) is significant. This test measures the strength of the indirect influence by comparing the product of the regression coefficient and its standard error. The calculation uses an online calculator because it is not available directly in SPSS.

Table 5. Sobel Test

Hypothesis	Regression Coefficient	Std. Error	T Statistics	P Value	Conclusion
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H6						
Work Engagement	on	0.552 (a)	0.193 (sa)	2,166	0.030	Work engagement influences employee performance through work motivation
Work Motivation						
Work Engagement	on	0.398 (b)	0.120 (sb)			
Employee Performance						
H7						
Competence	towards	-0.260 (a)	0.186 (sa)	-1,214	0.225	Competence does not affect employee performance through work motivation
Work Motivation						
Competence	towards	0.269 (b)	0.110 (sb)			
Employee Performance						

Source: Researcher processing (2025)

Table 5 presents the Sobel test results examining the mediating role of work motivation. Work engagement shows a significant indirect effect on employee performance through work motivation, indicated by a t-statistic of 2.166 and a p-value of 0.030, confirming the hypothesis. In contrast, competence does not demonstrate a significant indirect effect, as reflected by a t-statistic of -1.214 and a p-value of 0.225. These findings indicate that work motivation mediates the relationship between work engagement and performance, but not between competence and performance.

4.2 Discussion

H1: The Influence of Work Engagement on Employee Performance

The results of hypothesis testing indicate that work engagement has a positive and significant effect on employee performance; therefore, H1 is accepted. A higher level of work engagement is associated with improved performance. Employees with strong engagement tend to demonstrate enthusiasm, dedication, and full involvement in completing tasks, enabling them to achieve work targets more effectively and efficiently. These findings are consistent with the Job Demands-Resources (JD-R) theory, which explains that adequate job resources, including engagement, enable employees to manage job demands and produce optimal performance. Self-Determination Theory also suggests that the fulfillment of psychological needs enhances intrinsic motivation, leading to more effective work behavior. Empirical evidence from Sujadi et al. (2025) and Esty et al. (2024) supports these findings, indicating that work engagement is a strong predictor of employee performance.

H2: The Influence of Competence on Work Motivation

The results of hypothesis testing indicate that competence does not have a significant effect on work motivation; therefore, H2 is rejected. Variations in competence levels do not lead to changes in employee motivation. Competence reflects technical ability and does not directly stimulate motivation to perform better. This result aligns with motivation theories emphasizing the role of intrinsic and extrinsic factors. Herzberg's theory explains that motivation is primarily influenced by intrinsic aspects such as achievement and recognition, whereas competence is more closely related to task execution. Previous studies by Sri Rahayu (2021), Nurhayati (2022), and Putri et al. (2025) also found no significant relationship between competence and motivation, with compensation and work environment identified as stronger determinants.

H3: The Influence of Work Motivation on Employee Performance

The results of hypothesis testing indicate that work motivation does not have a significant effect on employee performance; therefore, H3 is rejected. Motivation measured in this study may be dominated by extrinsic aspects that are less related to actual performance outcomes. For instance, motivation driven by financial incentives does not necessarily reflect long-term commitment to performance. Findings by Ridwan et al. (2023) indicate that performance is influenced by multiple factors, including knowledge, skills, experience, available resources, and working conditions. High motivation alone is insufficient to ensure high performance without adequate competence and organizational support.

H4: The Influence of Work Engagement on Work Motivation

The results of hypothesis testing indicate that work engagement has a positive and significant effect on work motivation; therefore, H4 is accepted. Employees with higher engagement levels tend to experience stronger motivation. Engagement fosters enthusiasm, pride, and emotional attachment to work, which stimulates internal motivation. These findings are consistent with Self-Determination Theory, which emphasizes that a sense of connection and value within the organization strengthens motivation. Maslow's hierarchy of needs also explains that social fulfillment can enhance higher-level needs such as esteem and self-actualization. Empirical support from Al Azzam and Wibowo (2024) and Grace et al. (2023) confirms that engagement contributes significantly to motivation.

H5: The Influence of Competence on Employee Performance

The results of hypothesis testing indicate that competence has a positive and significant effect on employee performance; therefore, H5 is accepted. Higher levels of competence are associated with improved performance. Competence includes technical skills, professional knowledge, managerial ability, and work attitudes aligned with job requirements. Employees who possess adequate competence tend to demonstrate confidence, responsibility, and effectiveness in completing tasks. Conversely, insufficient competence may lead to stress and reduced performance. These findings are consistent with Maslow's theory, which suggests that the fulfillment of competence-related needs supports achievement and performance. Studies by Suzanna (2023) and Rahmawati (2019) also emphasize the importance of competency development through training and continuous learning to enhance performance.

H6: The Influence of Work Engagement on Employee Performance through Work Motivation

The results indicate that work motivation mediates the effect of work engagement on employee performance; therefore, H6 is accepted. Higher engagement increases motivation, which subsequently enhances performance. This mechanism aligns with JD-R Theory and Self-Determination Theory, where engagement strengthens motivation and leads to productive work behavior. Findings from Sujadi et al. (2025) and Suranti et al. (2024) support the mediating role of motivation. Employees who are engaged tend to exhibit persistence, responsibility, and a strong drive to achieve optimal outcomes.

H7: The Influence of Competence on Employee Performance through Work Motivation

The results indicate that work motivation does not mediate the effect of competence on employee performance; therefore, H7 is rejected. High competence does not automatically increase motivation or indirectly improve performance. This result can be explained using Expectancy Theory, which suggests that competence alone is insufficient to generate motivation without supporting factors such as reward systems, organizational culture, and feedback. Empirical findings from Ramadhan et al. (2025) show that competence has a direct effect on performance without mediation by motivation, particularly in work settings that emphasize technical skills.

5 | CONCLUSIONS AND FUTURE WORK

Based on the research results and discussion, the conclusions in this study are as follows: Work engagement has a positive and significant effect on work motivation. The stronger the employee's attachment to his work, organization, and work environment, the higher the employee's work motivation; Competence does not have a significant effect on work motivation. This condition indicates that employee abilities and expertise are not necessarily followed by internal drive to work harder, so that competence does not directly increase work motivation; Work motivation does not have a significant effect on employee performance. This means that existing work motivation has not been able to drive real performance improvements, so that motivation is not the main determining factor in achieving employee performance in the context of this study; Work engagement has a positive and significant effect on employee performance. This indicates that employees who have a high level of work engagement tend to show better performance because of their enthusiasm, dedication, and involvement in work. Competence has a positive and significant effect on employee performance. This means that the higher the knowledge, skills, and abilities of employees, the better the performance produced in carrying out their duties and responsibilities; Work motivation is able to mediate the effect of work engagement on employee performance. This means that work engagement can improve employee performance through increasing work motivation as an intermediary variable; and work motivation were unable to mediate the influence of competence on employee performance. This indicates that the influence of competence on performance is direct without work motivation as a mediator.

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