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The Effect of Work Engagement and Motivation on Employee Performance with Employee Competence as A Mediation Variable in The Directorate General of Empowerment of the Ministry of Protection of Indonesian Migrant Workers (KP2MI)

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Abstract: This study aims to determine and analyze the effect of 1). work engagement on employee performance, 2). motivation on employee performance, 3). competence on employee performance, 4). work engagement on competence, 5). motivation on competence, 6). work engagement on employee performance through competence, 7). Motivation for employee performance through competence. The study was conducted by the Directorate General of Empowerment of the Ministry of P2MI with a research sample of 60 respondents. The sampling technique used was a saturated technique. The data analysis method used descriptive analysis and path analysis. The results of the study indicate that 1). There is an influence of work engagement on employee performance 2. There is an influence of motivation on employee performance 3. There is an influence of competence on employee performance, 4). There is an influence of work engagement on competence, 5). There is an influence of motivation on competence, 6). There is an influence of work engagement on employee performance through competence, 7). There is an influence of motivation on employee performance through competence.

Keyword: Work Engagement, Motivation, Competence, Employee Performance.

INTRODUCTION

Human resources are a vital asset within an organization. For organizations, having productive human resources will result in performance that is expected to impact the organization's survival and progress. By viewing employees as assets, organizations must pay special attention to them and consistently strive to provide comfort and ensure employee safety while working, so that employees can experience their work as a pleasurable experience. This perspective has led organizations today to focus on keeping their employees engaged with their work and the organization.

Employee engagement, also known as work engagement, is a state in which an individual is emotionally and intellectually committed to the organization (Lockwood, 2007). Schaufeli

and Bakker (2004) describe work engagement as a positive state of mind and fulfillment related to work and a pleasurable experience for employees. This state of mind is accompanied by feelings of vigor, dedication, and absorption. Another definition of work engagement is the positive attitude employees have toward the organization and its values. Engaged employees understand the business and work contexts of their colleagues to improve their work performance for the benefit of the organization (Robinson, Perryman, and Hayday, 2004).

This study was conducted to examine the relationship between work engagement, education level, and employee performance through competencies. The employees in this study refer to Civil Servant (ASN) and Non-Civil Servant (Non-ASN) employees within the Directorate General of Empowerment. Like other government agencies, the Ministry of Protection of Indonesian Migrant Workers (KemenP2MI)/Indonesian Migrant Worker Protection Agency (BP2MI) requires employee performance to determine adequate work productivity. This performance reflects the role of employees in carrying out their duties to achieve established goals. Performance is the achievement of individuals or groups of people in the form of organizational work results that align with their respective authorities and responsibilities in order to achieve organizational goals (Sinambela, 2016).

Motivation is the drive that drives people to act or behave in motivational ways, referring to the causes of a behavior, such as the factors that drive someone to do or not do something. Motivation can be defined as the desire to achieve a higher status, power, and recognition for each individual. Motivation can actually be seen as the basis for achieving success in various aspects of life through increased ability and will.

According to Wardan (2020), "Motivation is a manager's effort or activity to generate or increase the enthusiasm and work passion of workers or employees." Mohtar (2019) states, "Motivation is the work drive that arises within a person to behave in order to achieve predetermined goals." Winardi (2016) states, "Motivation is the result of a number of internal or external processes within an individual, which lead to enthusiasm and persistence in carrying out certain activities." Sinungan (2016) states, "Motivation is a psychological state and mental attitude that energizes, drives activities, directs, and channels behavior toward achieving needs that provide job satisfaction."

Martini et al. (2018) found that employee competence and organizational commitment had a significant positive influence on employee performance. Similarly, research by Tajudin et al. (2023) demonstrated that competence significantly influences employee performance. Competence also influences motivation. Carters (2011) stated that individual competence describes what a person is capable of doing and includes a combination of motives and traits, the person's self-image and their social role, skills, and knowledge. From this opinion, it appears that individual competence can be seen as a person's ability to perform a task and includes a combination of motivation and traits, self-image or social role, skills, and knowledge. Based on this description, competence encompasses a deep, inherent part of a person's personality, with predictable behavior across various work situations and tasks.

In the complex and dynamic work environment at the Ministry of Education, Culture, and Human Development and the Ministry of Education and Culture/BP2MI, employee competence is a crucial mediator connecting work engagement and education level with employee performance. Employees who are emotionally engaged in their work and have a high level of education are expected to have better competence, ultimately contributing to superior work performance.

The Ministry of P2MI (Indonesian Migrant Workers Protection) is a government sub-agency for the protection of Indonesian Migrant Workers, which falls within the scope of government affairs in the field of employment. The Ministry is led by a Minister who reports directly to and is accountable to the President. In leading the Ministry, the Minister may be assisted by a Deputy Minister, as appointed by the President. The Deputy Minister is responsible for administering government sub-agency protection for Indonesian Migrant

Workers (PMI), which falls within the scope of government affairs in the field of employment, to assist the President in administering the state.

In carrying out its duties, the Ministry performs functions including formulating and establishing policies on the promotion and utilization of overseas employment opportunities, the placement, protection, and empowerment of Indonesian Migrant Workers (PMI), implementing policies on the promotion and mapping of overseas employment opportunities, and providing technical guidance and supervision over the implementation of the Ministry's sub-agency in the regions.

The high number of procedural placement of Indonesian Migrant Workers (PMI) is followed by the influx of remittances generated by PMI, increasing data on PMI returns, therefore the Directorate General of Empowerment needs to carry out reintegration and strengthening of families and support the development of productive businesses by setting performance targets in order to improve the quality of the intended services and also its human resources so that it is hoped that employees are able to carry out and provide maximum services to Prospective Indonesian Migrant Workers (CPMI), Indonesian Migrant Workers (PMI) and PMI families.

Performance is a term derived from the words "Job Performance" or "Actual Performance." Bernardin, John, and Russel (2001) define performance as a record of success resulting from a specific job function/activity over a specific period. According to them, there are six categories for measuring employee performance: quality, quantity, timeliness, effectiveness, independence, and work commitment. Performance is the result or output of a process and is closely related to productivity because it is an indicator in determining how efforts are to achieve high levels of productivity within an organization (Sedarmayanti, 2014).

According to Siswanto (2015), performance is the achievement achieved by an individual in carrying out assigned tasks and work. Riva and Sandy (2015) define performance as the overall outcome or level of success of an individual during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets, goals, or criteria that have been predetermined and mutually agreed upon. According to Mangkunegara (2009), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. In this context, performance reflects the work results achieved by an individual after carrying out the work assigned by the organization. The success of work results can be measured by the quality or degree of performance achieved by the employee in accordance with organizational demands. Effective performance can be achieved if employees are able to work according to the assessment standards established by the organization.

Based on this description, it can be concluded that employee performance is the quality and quantity of an employee's work or activities within an organization, aimed at achieving the goals of carrying out the tasks and work assigned to them. According to Robbins (2006), there are six indicators for measuring individual employee performance: 1) Work Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task in relation to the employee's skills and abilities; 2) Work Quantity. This is the amount produced, expressed in terms such as the number of units or the number of activity cycles completed; 3) Timeliness. This is the level of activity completed at the stated start time, seen from the perspective of coordinating with output results and maximizing the time available for other activities; 4) Effectiveness. This is the level of organizational resource utilization (labor, money, technology, raw materials) that is maximized with the aim of increasing the output of each unit of resource use; and 5) Independence. This is the level of an employee's ability to carry out their work functions. Work Commitment. This is the level to which an employee has a commitment to the agency and a sense of responsibility to the office.

Work engagement is a construct that describes individual differences in the level of dedication they give to their work (Shamaa et al., 2015). May et al. (2004) define work

engagement as an individual's level of connectedness, satisfaction, and enthusiasm for their work. Kahn (2012) defines work engagement as an employee's attachment to an organization, where they express themselves physically, cognitively, and emotionally, fully engaging in their work roles. Robinson et al. (2015) define work engagement as a positive attitude held by employees toward the organization or company they work for, and the ability to collaborate to improve performance for the benefit of the organization.

Lu et al. (2014) define work engagement as a relationship between employees and their work, characterized by a high level of dedication and enthusiasm in completing their work. Bakker (2017) defines work engagement as a mental state in which a person performing work activities is fully immersed in the activity, feeling energized and enthusiastic about it. Baklaieva (2016) explains that work engagement is the utilization of human resources in their work roles. Within the context of connectedness, individuals use and express themselves physically, cognitively, and emotionally while carrying out their work tasks. (Brummelhuis et al., 2012) explain that work engagement is employee enthusiasm for doing their work, demonstrated by high levels of employee performance.

According to Noe, Hollenbeck, Gerhart, & Wright (2011), work engagement is the extent to which people identify with their work. People with high levels of work engagement consider their work an important part of their lives. Doing a good job at work contributes to their self-esteem. For dissatisfied employees with low levels of work engagement, good or bad performance does not affect their self-concept.

The indicators of work engagement are: 1) Work Participation. Work participation is employee involvement in the operational aspects of a company, including completing daily work; 2) Engagement. It can be interpreted as employees participating in an activity carried out by an organization; 3) Cooperation: Cooperation is the desire to work together cooperatively and be part of a group.

Motivation is a drive that drives people to act or behave in a motivated manner, referring to the causes of a behavior, such as the factors that drive a person to do or not do something. Motivation can be defined as the desire to achieve a higher status, power, and recognition for each individual. Motivation can actually be seen as the basis for achieving success in various aspects of life through increased abilities and willingness.

According to Wardan (2020:109), "Motivation is a manager's effort or activity to generate or increase the enthusiasm and work passion of workers or employees." Mohtar (2019:20) states, "Motivation is the work drive that arises within a person to behave in order to achieve predetermined goals." Winardi (2016:02) states, "Motivation is the result of a number of processes, both internal and external to an individual, that lead to enthusiasm and persistence in carrying out certain activities." Sinungan (2016:134) states, "Motivation is a human psychological state and mental attitude that energizes, drives activity, directs, and channels behavior toward achieving satisfying needs."

Sutrisno (2016:110) states, "Motivation results from a person's interaction with the specific situation they face. Therefore, there are differences in the strength of motivation displayed by individuals when facing the same situation." A person will exhibit certain drives when facing different situations and even in challenging times. Based on the experts mentioned above, it can be concluded that motivation is a drive or reason that underlies a person's enthusiasm for doing something to achieve a specific goal. Motivation can also be defined as anything that creates a drive or enthusiasm within a person to do something.

Work motivation indicators can be used as a method to measure the success and usefulness of work motivation. Gunawan, Sucipto, and Suryadi (2020) explain that work motivation indicators include: 1) Physical needs. Demonstrated by salary, bonuses, transportation allowances, meal allowances, housing, and so on; 2) Security needs. Demonstrated by occupational safety and security facilities, including social security, health benefits, pension funds, work safety equipment, and accident insurance; 3) Social needs.

Demonstrated by interactions with others, including the need to be accepted within a group, the need to love and be loved; 4) Esteem needs. Demonstrated by recognition and appreciation based on abilities, the need to be respected and appreciated by other employees and leaders. Regarding his work performance.

Competence is a person's ability to perform at a satisfactory level in the workplace, including the ability to transfer and apply those skills and knowledge to new situations and enhance agreed-upon benefits. An individual's underlying characteristics relate to the effectiveness of their performance in their work, or to the individual's basic characteristics that have a causal or cause-and-effect relationship with criteria used as a reference, effective, or performing excellently or superiorly in the workplace or in a particular situation.

A competency, according to Wibowo (2017), states that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitudes required by the job. Thus, competence demonstrates skills or knowledge characterized by professionalism in a particular field, as something that is paramount and superior in that field.

Carter (2011) suggests that individual competence describes what a person is capable of doing and includes a combination of motives and traits, the person's self-image, and their social role, skills, and knowledge. From this view, it appears that individual competence can be seen from a person's ability to perform a task and includes a combination of motivation and traits, self-image or social role, skills, and knowledge. Based on this description, competence encompasses a deep, inherent part of a person's personality, with predictable behavior across various situations and work tasks.

According to Sugiyanto and Santoso (2018), several aspects of the competency concept are as follows: 1) Knowledge. Cognitive awareness. For example, an employee knows how to identify learning opportunities and how to effectively and efficiently implement appropriate learning according to the company's needs; 2) Understanding. The cognitive and affective depth of an individual. For example, an employee must have a good understanding of the characteristics and conditions of the learning process to effectively and efficiently implement learning; 3) Ability/Skill. Something possessed by an individual who carries out the tasks or work assigned to them. For example, an employee's ability to choose work methods that are considered more effective and efficient; 4) Value. A standard of behavior that has been accepted and is psychologically ingrained in an individual. For example, the standards of behavior of employees in carrying out their duties (honesty, openness, democracy, etc.); 5) Attitude. Feelings (pleasure-displeasure, like-dislike) or reactions to external stimuli. For example, reactions to an economic crisis, feelings about a salary increase, and so on; and 6) Interest. A person's tendency to perform an action, for example, performing a task activity.

METHOD

Research Time

The researcher spent approximately three months on this research, starting from the issuance of the research permit. This research involved one month of data collection and two months of data processing, including thesis presentation and ongoing guidance.

Research Location

This research was conducted at the headquarters of the Indonesian Migrant Workers Placement and Protection Agency (BP2MI), Jalan MT Haryono Kav 52, Pancoran, South Jakarta 12770.

Research Design

Based on the problem formulation, the research design used in this study was quantitative research with a causal relationship. According to Sugiyono (2019), causal relationship research

is "a cause-and-effect relationship, consisting of independent variables (the influencing variable) and dependent variables (the influenced variable).

Population and Sample

According to Sugiyono (2019), a population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied, and then conclusions are drawn. A population consists of objects or subjects with specific characteristics and qualities determined by the researcher to be studied so that the researcher can draw conclusions from them. The population used in this study was all 60 employees working at the head office of the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI).

According to Sugiyono (2019), a sample is a subset of the population's size and characteristics. The sampling technique used was saturation sampling, a sampling technique that uses the entire population as a sample. In this study, 60 employees at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI) were selected as representatives of the population. The sampling technique used was saturation sampling. According to Sugiyono (2019), saturation sampling is a sampling technique used when all members of the population are sampled. This means that in research using saturation sampling, no sample is selected; rather, the entire population is used as respondents or research objects.

Analysis Model

Descriptive analysis provides an overview of the mean, standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness (Zane, 2020). Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is, without the intention of drawing general conclusions or generalizations (Sugiyono, 2019).

Descriptive statistics analyze the collected data by calculating averages and percentages, thus describing variables such as work engagement, motivation, competence, and employee performance, both directly and indirectly.

Path analysis is an extension of multiple linear regression analysis, or path analysis, which uses regression analysis to estimate causal relationships between variables (causal models) that have been previously established based on theory (Bahçekapılı & Karaman, 2020). In path analysis, before conducting a study, researchers first create a path diagram to present the problem in graphical form and determine the structural equations that express the relationships between the variables in the path diagram.

RESULTS AND DISCUSSION

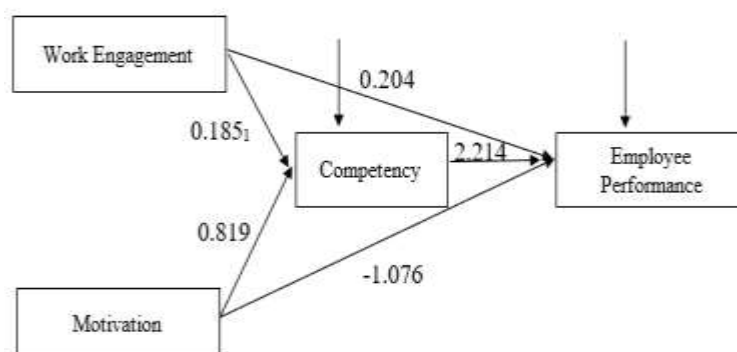


Figure 1. Path Analysis Model

Hypothesis Testing

1. The Effect of Work Engagement on Employee Performance

The t-test results for the work engagement variable on employee performance yielded a calculated t-value of 14.882 and a t-table of 1.671, with a significance value of 0.000. This means that the calculated t-value is greater than the t-table ($14.882 > 1.671$), and the sig. ($0.000 < (0.05)$), indicating that H0 is rejected and H1 is accepted. This concludes that work engagement has a positive and significant effect on employee performance. Thus, the first hypothesis is tested and proven.

2. The Effect of Motivation on Employee Performance

The t-test results for the motivation variable on employee performance yielded a calculated t-value of 19.005 and a t-table of 1.671, with a significance value of 0.000. This means that the calculated t-value is greater than the t-value ($19.005 > 1.671$), and the sig value is ($0.000 < (0.05)$), meaning H0 is rejected and H1 is accepted. This concludes that motivation has a positive and significant effect on employee performance. Thus, the second hypothesis is tested and proven.

3. The Effect of Competence on Employee Performance

The t-test results for the competency variable yielded a calculated t-value of 25.173 and a t-value of 1.671. This means that the calculated t-value is greater than the t-value ($25.173 > 1.671$), and the sig value is ($0.000 < (0.05)$), meaning H0 is rejected and H1 is accepted. This concludes that competence has a positive and significant effect on employee performance. Thus, the third hypothesis is tested and proven.

4. The Effect of Work Engagement on Competence

The t-test results for the work engagement variable on competence yielded a calculated t-value of 21.948 and a t-table value of 1.671, with a significance value of 0.000. This means that the calculated t-value is greater than the t-table value ($21.948 > 1.671$), and the sig. ($0.000 < (0.05)$) indicates that H0 is rejected and H1 is accepted. This concludes that work engagement has a positive and significant effect on competence. Thus, the fourth hypothesis is tested and proven.

5. The Effect of Motivation on Competence

The t-test results for the motivation variable on competence yielded a calculated t-value of 53.991 and a t-table value of 1.671, with a significance value of 0.000. This means that t-count $>$ t-table ($53.991 > 1.671$), and the sig value ($0.000 < (0.05)$), which means H0 is rejected and H1 is accepted. This provides the conclusion that motivation has a positive and significant effect on employee performance. Thus, the fifth hypothesis is tested and proven.

6. The Influence of Work Engagement on Employee Performance Through Competence

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,185 \times 2,214 = 0,409$$

In the work engagement variable, the indirect effect value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication result shows that the indirect effect coefficient value (0.409) is greater than the direct effect coefficient value (-0.203), which means H0 is rejected and H1 is accepted. This indicates that competence has a positive and significant mediating effect on work engagement in influencing employee performance. Thus, the sixth hypothesis is proven and tested.

7. The Influence of Motivation on Employee Performance Through Competence

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,819 \times 2,214 = 1,813$$

In the motivation variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication result shows that the indirect influence coefficient value (1.813) is greater than the direct influence coefficient value (-1.076), which means H0 is rejected and H1 is accepted. This indicates

that competence has a positive and significant mediating effect on motivation in influencing employee performance. Thus, the seventh hypothesis is proven and tested.

DISCUSSION

Based on the analysis, the research discussion is as follows:

1. The Influence of Work Engagement on Employee Performance at the Directorate General of Empowerment, Ministry of Education, Culture, and Human Resources (P2MI).

The descriptive analysis of the work engagement variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements related to the work engagement variable. The indicator that contributes the most value to the formation of the work engagement variable is cooperation, which involves working together with other employees in carrying out work in the office and assisting other employees in completing their work. The average score for the work engagement variable indicates that BP2MI employees tend to strongly agree that work participation, involvement, and cooperation shape the work engagement variable.

The descriptive analysis of the employee performance variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements related to the employee performance variable. The indicators that contribute the most value to the formation of the employee performance variable are work quality, employees striving to improve their work quality, and employees mastering their current field of work. The average score for the employee performance variable indicates that BP2MI employees tend to strongly agree that work quality, quantity of work, punctuality, effectiveness, and independence shape the employee performance variable.

The path analysis results indicate that work engagement influences employee performance at the Directorate General of Empowerment, Ministry of P2MI. These findings align with research conducted by Darmayasa and Puja (2022); Septiadi et al. (2017); Martini et al. (2018); Manalu et al. (2021); Sayekti and Suhartini (2022); and Subagja et al. (2024).

2. The Influence of Motivation on Employee Performance at the Directorate General of Empowerment, Ministry of P2MI.

The descriptive analysis of the motivation variable showed that the majority of respondents' responses tended to strongly agree. This means that the majority of respondents strongly agreed with the statements related to the motivation variable. The indicator that contributed the most to the formation of the motivation variable was the need for security, indicating that employees were satisfied with the complete facilities provided by the office and felt comfortable at work. The average score for the motivation variable indicated that BP2MI employees tended to strongly agree that physical needs, security needs, coworkers, and social needs shape the motivation variable.

The descriptive analysis of employee performance variables indicates that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agreed with the statements related to employee performance variables. The indicators that contributed the most to the formation of employee performance variables were work quality, employees striving to improve their work quality, and employees mastering their current field of work. The average score for employee performance variables indicates that BP2MI employees tended to strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables.

The path analysis results indicate that motivation influences employee performance at the

Directorate General of Empowerment of the Ministry of P2MI. These results align with research conducted by Fahriana and Sopiah (2022), Trisdiana et al. (2023), and Supriatna et al. (2024).

3. The Influence of Competence on Employee Performance at the Directorate General of Empowerment, Ministry of Education, Culture, and Human Resources (P2MI).

The competency variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agreed with the statements attached to the competency variable. The indicator that contributed the most value to the formation of the competency variable was skills, stating that possessing skills facilitates collaboration with coworkers and, with the same skills, is able to complete work on time. The average score for the competency variable indicated that BP2MI employees tended to strongly agree that the indicators of knowledge, understanding, skills, values, attitudes, and desires form the competency variable.

The employee performance variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agreed with the statements attached to the employee performance variable. The indicators that contributed the most value to the formation of the employee performance variable were work quality, employees striving to improve their work quality, and employees mastering their current field of work. The average value of the employee performance variables indicates that BP2MI employees tend to strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance.

The path analysis results indicate that competence influences employee performance at the Directorate General of Empowerment, Ministry of P2MI. This finding aligns with research conducted by Fahriana and Sopiah (2022); Trisdiana et al. (2023); Manalu et al. (2021); Sayekti and Suhartini (2022); Subagja et al. (2024); and Supriatna et al. (2024).

4. The Effect of Work Engagement on Competence at the Directorate General of Empowerment, Ministry of P2MI.

The descriptive analysis of the work engagement variable indicates that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements associated with the work engagement variable. The indicator contributing the most value to the formation of the work engagement variable is cooperation, which involves working together with other employees in carrying out work in the office and assisting other employees in completing tasks. The average score for the work engagement variable indicates that BP2MI employees tend to strongly agree that work participation, involvement, and cooperation shape the work engagement variable.

The descriptive analysis of the competency variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements associated with the competency variable. The indicator contributing the most value to the formation of the competency variable is skills, which suggests that the skills possessed facilitate collaboration with coworkers and, with similar skills, are able to complete work on time. The average score for the competency variable indicates that BP2MI employees tend to strongly agree that the indicators of knowledge, understanding, skills, values, attitudes, and desires shape the competency variable.

The path analysis results indicate that work engagement influences competency within the Directorate General of Empowerment, Ministry of P2MI. The results of this study are in

line with the results of research conducted by Darmayasa and Puja (2022); Septiadi et al. (2017); Martini et al. (2018); Tajudin et al. (2023); Subagja et al. (2024); Supriatna et al. (2024).

5. The Influence of Motivation on Competence in the Directorate General of Empowerment, Ministry of Education, Culture, and Human Resources (P2MI).

The motivation variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agree with the statements attached to the motivation variable. The indicator that contributed the most to the formation of the motivation variable was the need for security, indicating that employees were satisfied with the complete facilities provided by the office and felt comfortable at work. The average score for the motivation variable indicated that BP2MI employees tended to strongly agree that physical needs, security needs, coworkers, and social needs formed the motivation variable.

The competency variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agree with the statements attached to the competency variable. The indicator that contributed the most to the formation of the competency variable was skills, indicating that the skills possessed facilitated collaboration with coworkers and, with the same skills, were able to complete work on time. The average competency variable score indicates that BP2MI employees tend to strongly agree that knowledge, understanding, skills, values, attitudes, and desires form the competency variable.

The path analysis results indicate that motivation influences competency in the Directorate General of Empowerment, Ministry of P2MI. This finding aligns with research conducted by Trisdiana et al. (2023), Manalu et al. (2021), Sayekti and Suhartini (2022), and Supriatna et al. (2024).

6. The Effect of Work Engagement on Employee Performance at the Directorate General of Empowerment, Ministry of P2MI Through Competence.

The descriptive analysis of the work engagement variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements associated with the work engagement variable. The indicator that contributes the most to the formation of the work engagement variable is cooperation, which involves working together with other employees in carrying out work in the office and assisting other employees in completing their work. The average score for the work engagement variable indicates that BP2MI employees tend to strongly agree that work participation, involvement, and cooperation shape the work engagement variable.

The descriptive analysis of the competency variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements related to the competency variable. The indicator that contributes the most to the formation of the competency variable is skills, which suggests that the skills possessed facilitate collaboration with coworkers and, with similar skills, are able to complete work on time. The average score for the competency variable indicates that BP2MI employees tend to strongly agree that the indicators of knowledge, understanding, skills, values, attitudes, and desires shape the competency variable.

The descriptive analysis of the employee performance variable shows that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the

majority of respondents strongly agree with the statements related to the employee performance variable. The indicators that contribute the most value to the formation of employee performance variables are work quality, employees striving to improve their work quality, and employees mastering their current field of work. The average value of employee performance variables indicates that BP2MI employees tend to strongly agree that work quality, quantity, punctuality, effectiveness, and independence shape employee performance variables.

The results of the path analysis indicate that work engagement influences employee performance through competency in the Directorate General of Empowerment, Ministry of P2MI. This study's findings align with those of Darmayasa and Puja (2022); Septiadi et al. (2017); Martini et al. (2018); Tajudin et al. (2023); Fahriana and Sopiah (2022); Trisdiana et al. (2023); Manalu et al. (2021); Sayekti and Suhartini (2022); Subagja et al. (2024); Supriatna et al. (2024).

7. The Influence of Motivation on Employee Performance at the Directorate General of Empowerment of the Ministry of Education and Culture (P2MI) Through Competence.

The motivation variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agree with the statements attached to the motivation variable. The indicator that contributed the most value to the formation of the motivation variable was the need for security, indicating that employees were satisfied with the complete facilities provided by the office and felt comfortable at work. The average value of the motivation variable indicated that BP2MI employees tended to strongly agree that physical needs, security needs, coworkers, and social needs formed the motivation variable.

The competency variable in the descriptive analysis showed that the majority of respondents' responses fell into the "tend to strongly agree" category. This means that the majority of respondents stated they strongly agree with the statements attached to the competency variable. The indicator that contributed the most value to the formation of the competency variable was skills, indicating that the skills possessed facilitate collaboration with coworkers and, with the same skills, are able to complete work on time. The average value of the competency variable indicates that BP2MI employees tend to strongly agree that knowledge, understanding, skills, values, attitudes, and desires form the competency variable.

The descriptive analysis of employee performance variables indicates that the majority of respondents' responses fall into the "tend to strongly agree" category. This means that the majority of respondents strongly agree with the statements related to the employee performance variable. The indicators that contribute the most value to the formation of the employee performance variable are work quality, employees striving to improve their work quality, and employees mastering their current field of work. The average value of the employee performance variable indicates that BP2MI employees tend to strongly agree that work quality, quantity, punctuality, effectiveness, and independence form the employee performance variable.

The path analysis indicates that motivation influences employee performance through competency at the Directorate General of Empowerment, Ministry of P2MI. These results align with research conducted by Darmayasa and Puja (2022); Septiadi et al. (2017); Martini et al. (2018); Tajudin et al. (2023); Fahriana and Sopiah (2022); Trisdiana et al. (2023); Manalu et al. (2021); Sayekti and Suhartini (2022); Subagja et al. (2024); Supriatna et al. (2024).

CONCLUSION

Based on the results of this study on the influence of work engagement and motivation on employee performance, with employee competence as a mediating variable at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI), the following conclusions can be drawn:

1. Work engagement has a positive and significant effect on employee performance at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). The first hypothesis is proven and tested.
2. Motivation has a positive and significant effect on employee performance at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). The second hypothesis is proven and tested.
3. Competence has a positive and significant effect on employee performance at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). The third hypothesis is proven and tested.
4. Work engagement has a positive and significant effect on competence at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). The fourth hypothesis is proven and tested.
5. Motivation has a positive and significant effect on competence at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). The fifth hypothesis was proven and tested.
6. Work engagement has a positive and significant effect on employee performance through competency in the Directorate General of Empowerment, Ministry of P2MI. The sixth hypothesis was proven and tested.
7. Motivation has a positive and significant effect on employee performance through competency in the Directorate General of Empowerment, Ministry of P2MI. The seventh hypothesis was proven and tested.

The descriptive analysis shows that:

1. The work engagement variable in the descriptive analysis shows that the indicator that contributes the most value to the formation of the work engagement variable is cooperation, namely, working together with other employees in carrying out work in the office and assisting other employees in completing their work. Therefore, the cooperation indicator best reflects the work engagement variable.
2. The motivation variable in the descriptive analysis shows that the indicator that contributes the most value to the formation of the motivation variable is the need for security, indicating that employees are happy with the complete facilities provided by the office and feel comfortable at work. Therefore, the need for a security indicator best reflects the motivation variable.
3. The competency variable in the descriptive analysis shows that the indicator that contributes the most value to the formation of the competency variable is skills. The skills possessed facilitate collaboration with coworkers and, with the same skills, can complete work on time. Therefore, the skills indicator best reflects the competency variable.
3. The employee performance variable in the descriptive analysis shows that the indicator that contributes the most value to the formation of the employee performance variable is work quality. Employees strive to improve the quality of their work, and employees master their current field of work. Therefore, the work quality indicator best reflects the employee performance variable.

RECOMMENDATIONS

Based on the research findings on the influence of work engagement and motivation on employee performance, with employee competence as a mediating variable, at the Directorate

General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI), the following recommendations can be made:

1. This study aims to broaden the field of human resource management and contribute to expanding management studies related to research on work engagement, motivation, and employee competence on employee performance. It can also provide additional references that can be used as reference material for further research in the development of human resource management.
2. The results of this study are expected to contribute to the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI), through the factors of motivation, work engagement, and employee competence on employee performance. These findings are also expected to optimize employee performance at the Directorate General of Empowerment, Ministry of Protection of Indonesian Migrant Workers (P2MI). Improvements are made by considering the following:
 - a. Work Engagement
The leadership of the Directorate General of Empowerment of the Ministry of P2MI should pay attention to the work participation indicator. This is done by motivating employees to have a sense of enthusiasm for completing their work, by providing bonuses or incentives for employees who complete their work on time.
 - b. Motivation
The leadership of the Directorate General of Empowerment of the Ministry of P2MI should pay attention to the coworker indicator. This is done by frequently holding joint events, such as outbound activities, to help employees get to know each other and foster mutual tolerance in their work.
 - c. Competence
The leadership of the Directorate General of Empowerment of the Ministry of P2MI should pay attention to the value indicator. This is done by motivating employees and providing benefits to support smooth work processes, such as paying attention to motivation and work tools.
 - d. Employee Performance
The leadership of the Directorate General of Empowerment of the Ministry of P2MI (Indonesian Women and Children Empowerment) should pay attention to effectiveness indicators by maximizing existing resources to achieve maximum work results and assigning tasks to subordinates according to their abilities.

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