

THE EFFECT OF WORK MOTIVATION AND KNOWLEDGE MANAGEMENT ON PERFORMANCE THROUGH WORK ENGAGEMENT OF EMPLOYEES AT THE DPRD SECRETARIAT OFFICE EAST HALMAHERA REGENCY

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Abstract

This study aims to analyze the influence of work motivation and knowledge management on employee performance, both directly and indirectly through work engagement as a mediating variable. The importance of human resources in supporting organizational success, especially in the public sector, which is oriented towards accountability and effectiveness, is the background of this study. This type of research uses a causal explanatory method with a quantitative approach. The data collection technique in this study was carried out by distributing questionnaires with a 5-point Likert scale. The analysis tool used in this study was Smart PLS 4.0. The results of the study show that: (1) Work motivation has a positive effect on work engagement among employees at the East Halmahera Regency DPRD Secretariat. (2) Knowledge management has a positive effect on work engagement among employees at the East Halmahera Regency DPRD Secretariat. (3) Work engagement has a positive effect on employee performance among employees at the East Halmahera Regency DPRD Secretariat. (4) Work motivation does not affect employee performance among employees at the East Halmahera Regency DPRD Secretariat. (5) Knowledge management has a positive effect on employee performance among employees at the East Halmahera Regency DPRD Secretariat. (6) Work motivation does not indirectly affect employee performance through work engagement. (7) Knowledge management indirectly affects employee performance through work engagement. These findings emphasize that work motivation, supportive knowledge management, and strong work engagement can create optimal employee performance. This study provides practical recommendations for organizational leaders to strengthen work motivation, knowledge management, and improve employee work engagement with the organization.

Keywords: *Work Motivation, Knowledge Management, Work Engagement, Employee Performance*

INTRODUCTION

The success of an organization is largely determined by the human element within its organization. Effective and efficient human resource management will result in optimal company performance, both in terms of income and expenses. One factor influencing a company's success is employee performance. Employee performance is the work results achieved by an individual to achieve those goals. According to Hasibuan (2016), performance is the work practices carried out by an employee as a basis for evaluating both the employee and the organization. A decline in employee performance will also impact company performance. Government employees are required to be accountable for their performance, which is assessed based on achievements and assessments (Siregar, 2020). Performance is the result of work achieved by an individual in carrying out tasks assigned to them based on experience, intelligence, and timeliness of completion (Arianti & Karmila, 2019). With performance, the level of achievement will be visible, thus determining the extent to which the results of the tasks and authority given can be optimally implemented. The Secretariat of the DPRD of East Halmahera Regency is a regional apparatus organization that strives to provide excellent service in order to realize the good implementation of government administration tasks, manage secretarial and financial administration, Support the implementation of DPRD duties and functions, Provide and coordinate expert staff needed by the DPRD, Facilitate the holding of DPRD meetings, Carry out other tasks assigned by the Regent. Based on the performance indicators of the DPRD Secretariat for 2020-

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2023, it shows that in 2020 the performance was 85.31%, increasing in 2021 by 90.43%. In 2022 the performance decreased by 90% and in 2023 the performance with the same achievement of 90%. The data indicates that the performance of the DPRD Secretariat of East Halmahera Regency has decreased and still has not met the target of 100% (East Halmahera Regency DPRD Secretariat Office, 2024). The decline in public satisfaction is due to the transfer of employees, resulting in a lack of public service. Employee performance issues within an organization or company are a crucial issue in Human Resource Management. Employees are the most valuable asset of any company because they can make or break a company's reputation and negatively impact profitability. Employee performance is a crucial building block of an organization, and the factors that lay the foundation for high performance must be analyzed by the organization. Because no organization can advance by one or two individual efforts, it is a collective effort of all members of the organization (Abbas & Yaqoob, 2009). The phenomenon of suboptimal performance issues is a major factor currently faced by many organizations. Some organizations realize the importance of improving employee performance and know how to achieve high levels of employee performance in determining an organization's success (Mien, 2015). Employee performance issues remain a serious problem for many countries, especially in the government sector. In the government sector, responsive, adequate, polite, and efficient service to the public is expected to be the goal of every institution to further improve employee performance. To achieve this goal, the institution responsible for human resources in government must focus on improving employee performance in serving the public (Rivai, 2017).

Performance is influenced by individual, organizational, and psychological factors (Gibson, 2018). Engagement is a concept that discusses the positive psychological aspects of human relationships with their work (Bakker *et al.*, 2017). One variable that influences employee performance is work engagement. Work engagement is an important aspect that must be present in employees. Work engagement is a condition where organizational members identify with their work and employees will devote what they have to complete their tasks as well as possible (Kahn in Muhdini, 2020). According to Schaufeli and Scalanova (2006), work engagement is defined as a positive and satisfying state of mind related to work, characterized by enthusiasm, dedication, and absorption. Work engagement in organizations also plays a significant role in impacting employee performance. Furthermore, knowledge management variables that influence employee performance. Knowledge management is an important tool for creating an organization's future, including efforts to ensure its sustainability. Knowledge management is a management function and discipline that aims to formulate, implement, and evaluate strategies that ensure the flow of knowledge to individuals at the right time and place, describing knowledge management as a set of shared beliefs and practices about knowledge (Maulana, 2022). In addition to motivational variables that influence employee performance, another variable that can influence employee performance is work motivation. Mangkunegara (2015) explains that motivation is a condition or energy that drives employees, directed or directed towards achieving the company's organizational goals. One factor that influences employee engagement is knowledge management. According to Ninik and Yuni (2017), knowledge management is a set of processes for creating and sharing knowledge throughout the organization to optimize the achievement of the organization's mission and goals. Knowledge management also has a significant influence on employee engagement because employees are continuously prepared regarding the work to be done and also general knowledge outside the scope of their work (Azis *et al.*, 2021).

LITERATURE REVIEW

Work motivation

Work motivation is a statement about how to encourage employees to give their best effort to achieve company goals.(Jintar, 2023). According toMaruli, (2020)Work motivation is everything that arises from a person and the desires within a person that can influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. Motivation indicators according to Syahtuti in Yuningsih, (2020) state: The drive to achieve goals, Spirit at work, Initiative and Creativity.

Knowledge Management

Knowledge management is a set of processes that create, separate and store knowledge about customers and their choices, competitors, products, distribution channels and trends (Ginting, 2020).

Knowledge management indicators (Ginting, 2020) Knowledge acquisition, Knowledge conversion, Knowledge application, Knowledge protection (knowledge protection)

Employee performance

According to Dessler (2017), employee performance is work achievement, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Mangkunegara (2015) states that employee performance (work achievement) is the work results, both in quality and quantity, achieved by an employee in carrying out tasks according to the responsibilities given to him. According to Robbins (2019), there are five types of dimensions for measuring individual employee performance, namely: Quality, Quantity, Punctuality, Effectiveness, Work commitment.

Work Engagement.

According to Schaufeli and Scalanova (2006) job engagement is defined as a positive and satisfying state of mind related to work characterized by enthusiasm, dedication, and absorption. According to Kahn (1990) Personal Engagement as the utilization of the self of organizational members for their work roles in engagement, people use and express them selves physically, cognitively, and emotionally during role performance. Indicator *work Engagement* There are three indicators according to Schaufeli (2006) namely: *Vigor, Dedication and Absorption*.

Hypothesis Development

The Influence of Motivation on Work Engagement

Employees often prioritize certain aspects of their work over promotions or salary increases (Kuvaas, 2016). Furthermore, Weibel et al. (2007) supported previous findings by asserting that motivation has a positive relationship with absorption as one of the three subdimensions of work engagement. Years later, Pink (2011) supported these findings by asserting that workers are more motivated and productive when they have clear work goals, more autonomy in performing their work, and are competent in performing their work. Furthermore, Keyko et al. (2016) conducted an in-depth review of research to examine the influence of work engagement on clinical nursing work; the findings revealed 77 factors that influence work engagement, including organizational climate, professional resources, job satisfaction, and age. The positive engagement results indicate that these factors are important not only for the institution but also for the motivation of individual nurses in the workplace. Research by Hoxha (2024) showed that work motivation influences work engagement.

Based on the research results above, the hypothesis that can be proposed in this research is:

H1 :Motivation has a significant positive effect on Work Engagement.

The Influence of Knowledge Management on Work Engagement

Knowledge management is a management function and discipline that aims to formulate, implement, and evaluate strategies that ensure the flow of knowledge to someone at the right time and place that describes knowledge management as a set of shared beliefs and practices about knowledge (Maulana, 2022). An employee who has a high level of engagement in the organization has an understanding and concern for the organization's operational environment, is able to work together to improve the achievements of work units or organizations through collaboration between individual employees and management (Rachman and Dewanto, 2017). This statement is supported by Aswin's research (2023) in exploring and honing knowledge to become one of the successes in a company.

Based on the research results above, the hypothesis that can be proposed in this research is:

H2: Knowledge management has a significant positive effect on Work Engagement.

The influence of Work Engagement on Employee Performance

Work Engagement has a direct positive effect on employee performance. This means that the higher the work engagement, the higher the employee performance (Qodariah, 2019). Kahn in Crawford et al. (2010) revealed that work engagement is a key that explains the relationship between each individual's characteristics and organizational factors on employee performance. In research conducted by Breevaart et al. (2015), it is explained that work engagement has a positive influence on employee performance. If subordinates can meet existing performance standards, implement regulations well, and have more effort, work engagement will increase. In line with research conducted by Alfes et al. (2016) which revealed that work engagement is positively related to high employee performance. Furthermore, the results of research by Chairuddin et al. (2015) also show that work involvement (work engagement) has a significant influence on employee performance.

Based on the research results above, the hypothesis that can be proposed in this research is:

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H3 : *Work Engagement* has a significant positive effect on employee performance.

The Influence of Work Motivation on Employee Performance

Work motivation is the internal and external drive that drives a person to perform certain actions, strive to achieve certain goals, and fulfill their responsibilities in the work environment. It plays a vital role in directing the quality of work and the employee's own work contribution. Employee performance refers to the extent to which an individual achieves their targets, fulfills job duties, and contributes to the company's bottom line. Research conducted by Ompusunggu & Kusmiyanti (2021), revealed that work motivation has a significant influence on employee performance.

Based on the research results above, the hypothesis that can be proposed in this research is:

H4: Work motivation has a significant positive effect on employee performance.

The Influence of Knowledge Management on Employee Performance

An organization's ability to manage knowledge is a crucial factor supporting a company's competitiveness. By improving its quality, companies also enhance their competitiveness by relying on knowledge-based competitiveness (Bloodgood, 2019). Many researchers have stated that knowledge assets are the source of competitive advantage (Mahdi et al., 2019). Organizations benefit from adopting or implementing knowledge management practices (Arsawan et al., 2021). Specifically, knowledge management helps organizations optimize their performance (Alshawabkeh et al., 2020). Empirical studies show that Sapta (2021) demonstrates the impact of knowledge management on employee performance.

Based on the research results above, the hypothesis that can be proposed in this research is:

H5: Knowledge management has a significant positive effect on employee performance.

The Influence of Work Motivation on Employee Performance through Work Engagement.

According to the job demands–resources (JD-R) paradigm, providing adequate job resources increases employee engagement, resulting in positive work outcomes. Breevaart et al. (2014) reinforce this notion, emphasizing the importance of job resources in enhancing employee engagement and, consequently, positive workplace outcomes. Radic et al. (Koroglu, 2021) demonstrated that the interaction between job demands and resources has a substantial impact on employee engagement, which in turn influences their commitment to the company. Therefore, it is argued that workplace resources play a crucial role in meeting core psychological needs, thereby enhancing work engagement (Deci, 2001). Therefore, it can be argued that good leadership practices contribute to the provision of job resources, which in turn positively impacts workers' psychological well-being and engagement in their work. Research by Hoxha (2024) shows that work motivation contributes to performance through work engagement.

Based on the research results above, the hypothesis that can be proposed in this research is:

H6: Work motivation on employee performance through work engagement

The Influence of Knowledge Management on Employee Performance through Work Engagement.

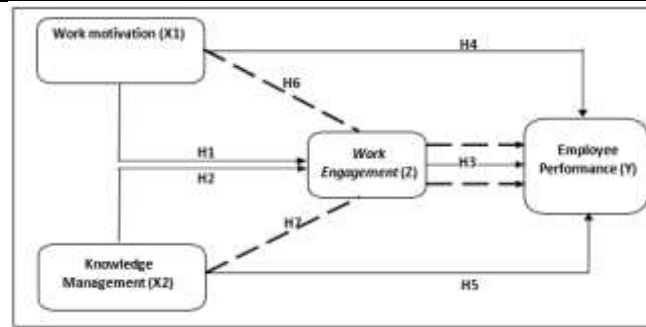
Knowledge management is essential for more effective knowledge management in the global economy to achieve competitive value (Soniewicki & Paliszkievicz, 2019) while maintaining sustainable organizational performance. Many researchers state that knowledge assets are the source of competitive advantage (Mahdi et al., 2019). Organizations benefit from adopting or implementing knowledge management practices (Arsawan et al., 2021). Specifically, knowledge management helps organizations optimize their performance (Alshawabkeh et al., 2020). Research conducted by Sapta (2021) shows that knowledge management results influence performance.

Based on the research results above, the hypothesis that can be proposed in this research is:

H7: Knowledge management on employee performance through work engagement

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Picture 1. Framework

METHOD

Research methods The method used is a quantitative method with a causal explanatory approach. The population in this study is all employees Office Secretariat of the DPRD of East Halmahera Regency totaling 60 employees. Consisting of 32 PPD and 28 PNS. To determine the sampling technique in this study, the researcher used census sampling. According to Sugiyono (2022), census sampling (saturated sampling) is a sampling technique where all members of the population are used as samples. This study sampled the entire population. Based on this sampling, 60 respondents were used in the study. The data collection technique used a questionnaire. The questionnaire measurement used a Likert scale with answer choices of strongly agree, agree, somewhat agree, disagree, and strongly disagree. The data analysis model in this study uses SmartPLS software version 4.0. Partial Least Square (PLS) is a variance-based Structural Equation Analysis (SEM) that can simultaneously test measurement models and structural models. (Abdillah & Jogiyo, 2009). In this study, inferential statistical data analysis can be measured using Smart PLS software which includes model measurement (outer model), model structural evaluation (inner model) and hypothesis testing that has been formulated. In the measurement model, PLS uses the principle component analysis method, namely the variant extraction block to see the relationship between indicators and latent constructs by calculating the total variance, which consists of common variance, specific variance, and error variance.

RESULTS AND DISCUSSION

The Secretariat of the East Halmahera Regency DPRD was last established by Regional Regulation Number 03 of 2016 concerning Regional Apparatus Organization. The Secretariat of the East Halmahera Regency DPRD has the task of organizing secretarial and financial administration, supporting the implementation of the DPRD's duties and functions, and providing and coordinating the experts needed by the DPRD in carrying out its rights and functions according to needs.

Table 1. Respondent Characteristics

Gender	Frequency	%
Woman	21	35
Man	39	65
Total	60	100
Age	Frequency	%
20-25 years	11	18.33
26-35 years old	24	40
36-45 years old	19	31.67
> 46 years	6	10
Total	60	100
Education	Frequency	%
Junior high school	0	0
Senior high school	22	36.67
D4/S1	33	55
S2	5	8.33
Total	60	100
Years of service	Frequency	%
1-5 years	19	31.67

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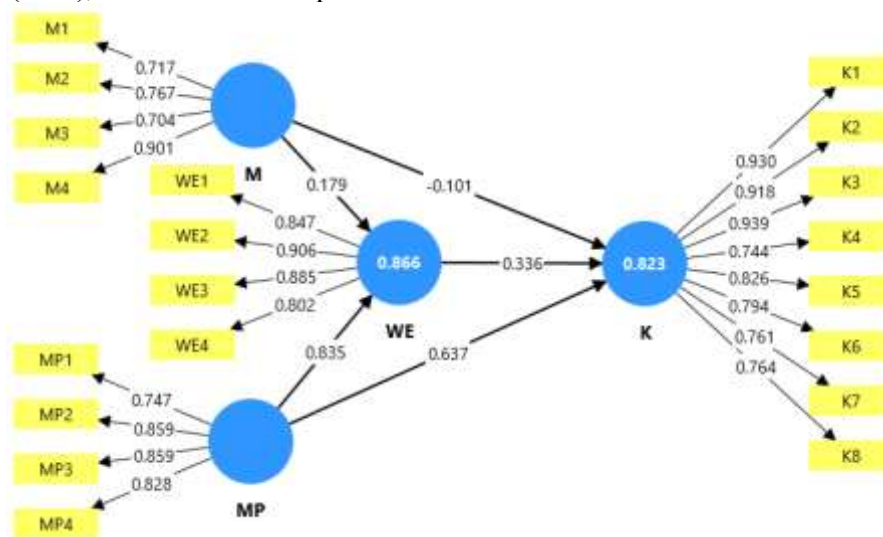
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6-10 years	33	55
> 10 years	8	13.33
Total	60	100

Source: Primary Data (2025)

Measurement Model Test (Outer Model)

Outer Model Analysis is conducted to ensure that the measurement instrument used meets validity and reliability criteria (Husein, 2015). The measurement model (Outer Model) is used to assess the validity and reliability of a model. Validity testing aims to determine the ability of the research instrument to measure the variables that are supposed to be measured (Jogiyanto and Abillah, 2015). The Outer Model evaluation in this study was conducted by referring to four measurement criteria: Composite Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), and Cronbach's Alpha. The research model used can be seen in the following figure:



Picture 2.Outer Model

Source: Smart PLS 4.0 2025 Output

Validity Test (Convergent Validity)

The following are the results of the convergent validity analysis:

Table2. Output Outer Loading X1, X2, Y and Z

Item	Work motivation (X1)	Knowledge Management (X2)	Employee Performance (Y)	Work Engagement (Z)
K1	0.930			
K2	0.918			
K3	0.939			
K4	0.744			
K5	0.826			
K6	0.794			
K7	0.761			
K8	0.764			
M1		0.717		
M2		0.767		
M3		0.704		
M4		0.901		
MP1			0.747	
MP2			0.859	
MP3			0.859	
MP4			0.828	

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WE1	0.847
WE2	0.906
WE3	0.885
WE4	0.802

Source: SmartPLS 4.0 Output 2025

Table 2 shows the test results of the indicators used to measure variables X1, X2, Y and Z. The test results show that all indicators have met the criteria for an Outer Loading value greater than 0.7. This indicates that all indicators in this table can be considered valid for use in measuring these variables.

Discriminant Validity Test.

Discriminant validity testing aims to ensure that each indicator has a stronger relationship with its own variable construct than with other variables. In other words, an indicator must have the highest factor loading value on the intended construct, thus proving that the indicator is not only relevant but also specific in measuring the intended variable.(Wiyono, 2020). The following is a table of Average Variance Extracted (AVE) values:

Table 3. MarkDiscriminant Validity (Cross Loading)

Item	Employee Performance (Y)	Work motivation (X1)	Knowledge Management (X2)	Work Engagement (Z)
K1	0.930	0.341	0.872	0.835
K2	0.918	0.315	0.862	0.802
K3	0.939	0.255	0.805	0.746
K4	0.744	0.395	0.688	0.724
K5	0.826	0.175	0.697	0.634
K6	0.794	0.385	0.720	0.695
K7	0.761	0.508	0.709	0.718
K8	0.764	0.201	0.620	0.594
M1	0.087	0.717	0.119	0.199
M2	0.185	0.767	0.170	0.266
M3	0.144	0.704	0.259	0.303
M4	0.487	0.901	0.572	0.666
MP1	0.603	0.474	0.747	0.721
MP2	0.761	0.337	0.859	0.741
MP3	0.865	0.302	0.859	0.810
MP4	0.708	0.440	0.828	0.750
WE1	0.604	0.675	0.730	0.847
WE2	0.794	0.550	0.824	0.906
WE3	0.925	0.364	0.891	0.885
WE4	0.587	0.381	0.686	0.802

Source: SmartPLS 4.0 Output 2025

Overall, the test results show that each indicator in the model has the highest factor loading value on its respective construct, which indicates that these indicators more significantly reflect the intended variable than other variables. Thus, it can be concluded that all indicators in this study meet the criteria for good discriminant validity and are suitable for use in Structural Equation Modeling (SEM) modeling based on (PLS) Partial Least Square.

Reliability Test (Composite Reliability)

The following table presents the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values for all variables studied.

Table 4. Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) values

Item	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Work Motivation (X1)	0.938	0.946	0.949	0.702
Knowledge Management (X2)	0.810	1,124	0.857	0.602
Employee Performance (Y)	0.842	0.850	0.894	0.680
Work Engagement (Z)	0.884	0.900	0.920	0.741

Source: Processed Primary Data, PLS 2025

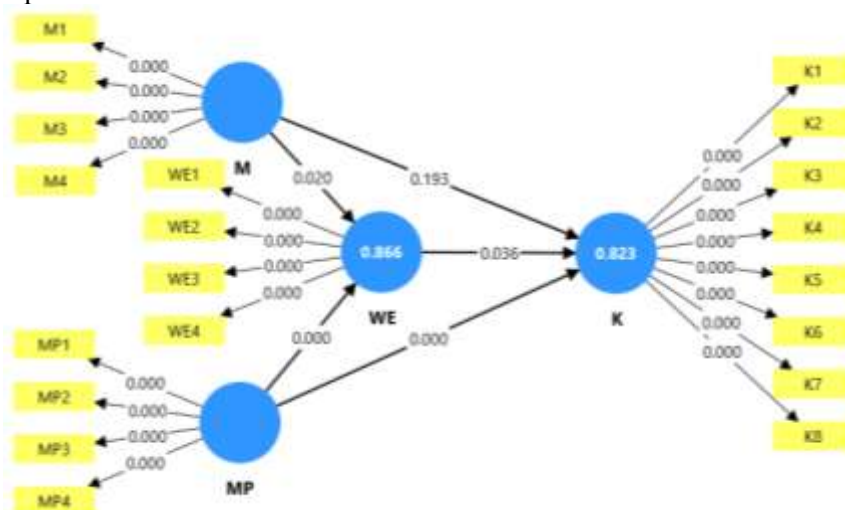
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The results of the table above explain that the Crinbach's Alpha value for all variables is above 0.80, ranging from 0.842 to 0.938. This indicates that each construct has excellent internal consistency. The Composite Reliability value (both rho_a and rho_c) for all constructs is greater than 0.70, which indicates that the constituent indicators of each variable are able to measure the construct consistently. The rho_a value ranges from 0.850 to 1.124, while rho_c is between 0.857 to 0.949. The AVE value for each variable also shows results above 0.50, ranging from 0.602 to 0.741. Based on these results, it can be concluded that all constructs used in the study have met the expected reliability and validity criteria, making them suitable for use in further analysis.

Structural Model Testing (Inner Model)

Inner Model evaluation in the PLS approach is carried out by analyzing the R2 and Q2 values as measures of predictive power for the dependent variable, as well as the path coefficient to assess the relationship between dependent variables. Furthermore, the significance of the relationship between variables is tested based on the T-Statistic value of each path in the model.



Source: SmartPLS 4.0 Output 2025

Picture 3. Inner Model

Mark R-Square (R^2) used to measure how much influence the independent (exogenous) variable has in explaining the variability of the dependent (endogenous) variable in the model. According to (Savitri et al., 2022). interpretation of the coefficient of determination can be classified as follows: An R^2 value of 0.75 or more reflects a strong relationship, around 0.50 indicates a moderate relationship, And around 0.25 indicates a weak relationship between variables in the research model.

Table 5. mark R-Square

Item	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance (Y)	0.895	0.889
Work Discipline (Z)	0.708	0.698

Source: SmartPLS 4.0 Output 2025

Based on table 5, the R-Square (R^2) value for the Employee Performance (Y) variable is 0.823 with an Adjusted R-Square value of 0.813. This means that 82.3% of the Employee Performance variable can be explained by the independent variables contained in the model, while the remaining 17.7% is explained by other factors outside the research model. The Adjusted R-Square value that is close to the R-Square value also indicates good model stability. Meanwhile, the R-Square value for the Work engagement (Z) variable is 0.866, with an Adjusted R-Square value of 0.862. This indicates that 86.6% of the variation in Work engagement can be explained by the independent variables involved in the study, while the remaining 13.4% is influenced by other factors not included in the model. Thus, a high R-Square value indicates that the model has strong predictive ability for the dependent variable. The two R-Square values in this study indicate that the model used is good enough in explaining the variations that occur in each dependent variable, both Employee Performance and Work Engagement.

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Hypothesis Testing

In an effort to assess the significance of the predictive model in the proposed structural model, the T-statistic value can be observed, which indicates the relationship between the independent variables, the dependent variable, and the mediating variable. The Path Coefficient table in the SmartPLS output below shows these results.

Table 6. Path Coefficient (Mean, STDEV, T-Value)

Item	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistic (O/STDEV)	P value
Motivation ---→ Work Engagement	0.179	0.174	0.077	2,323	0.020
Knowledge Management ---→ Work Engagement	0.835	0.837	0.046	17,993	0.000
Work Engagement ---→ Employee Performance	0.336	0.337	0.160	2,097	0.036
Motivation ---→ Employee Performance	-0.101	-0.096	0.078	1,302	0.193
Knowledge Management ---→ Employee Performance	0.637	0.635	0.152	4,186	0.000
Motivation---→ Employee Performance Through Work engagement	0.060	0.059	0.043	1,410	0.159
Management Knowledge ---→ Employee Performance Through Work Engagement	0.280	0.281	0.132	2,114	0.035

Source: SmartPLS 4.0 2025 output

Based on table 6, it can be explained that the relationship between the Work Motivation variable (X1) and Employee Performance (Y) shows a coefficient of 0.101, a T-statistic value of 1.302 and a P value of 0.193, which is statistically insignificant at the 5% level but may be relevant at a looser level of significance. In contrast, the relationship between the Work Motivation variable (X1) and Work Engagement (Z) has a path coefficient of 0.179 with a T-statistic value of 2.323 and a P value of 0.020, which indicates a positive and statistically significant relationship at the 5% level of significance. Furthermore, the relationship between Knowledge Management (X2) and Employee Performance (Y) with a coefficient of 0.637, a T-statistic of 4.186 and a P value of 0.000 shows a significant positive result. For the Knowledge Management variable (X2) on Work Engagement (Z), the path coefficient is 0.098 with a T-statistic of 0.835 and a P value of 17.993 indicating a positive and statistically significant relationship. Likewise, the relationship between Work Engagement (Z) and Employee Performance (Y) has a Path Coefficient of 0.336 with a T-statistic of 2.097 and a P value of 0.036, indicating a positive and significant relationship. The results of testing the mediation effect of two paths. In the first path, namely Work Motivation (X1) → Work Engagement (Z) → Employee Performance (Y), the original sample value is 0.060. The resulting standard deviation is 0.043, while the T-statistic value is 1.410 and the probability value (P Values) is 0.159. The T-statistic value is less than 1.96 and the P value is greater than 0.05, so it can be concluded that the mediation effect of Work Engagement (Z) on the relationship between Work Motivation (X1) and Employee Performance (Y) is not significant. Thus, Work Motivation is not proven to actually mediate the influence of Work Engagement on improving Employee Performance in this test. In the second path, Knowledge Management (X2) → Work Engagement (Z) → Employee Performance (Y), the original sample value is 0.280 with a sample average of 0.281. The standard deviation is 0.132, the T-statistic value is 2.114, and the probability value (P Values) is 0.035. The T-statistic value on this path is greater than 1.96 and the P value is less than 0.05, indicating that the mediation effect of Work Engagement (Z) on the relationship between Knowledge Management (X2) and Employee Performance (Y) is significant. This means that Work Engagement significantly mediates the influence of Knowledge Management on Employee Performance.

Discussion

The Influence of Motivation on Work Engagement

Based on the results of the hypothesis testing, evidence was found that there is a positive influence between work motivation and work engagement. This is proven by the results of the smartpls analysis, proven by the significant value obtained $\alpha = 0.05$, namely 0.020 and with a comparison of significant values less than 0.05, it can be said that there is an influence between motivation and work engagement. Work motivation that has been instilled in the work environment of the Secretariat of the DPRD of East Halmahera Regency is able to shape employees to work together more effectively with each other. Internal and external encouragement provided, both through coaching, leadership direction, and a supportive work atmosphere, makes employees more open in communicating,

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helping each other, and participating in completing joint tasks. This condition creates a harmonious work climate, improves coordination, and strengthens solidarity between employees so that organizational goals can be achieved more optimally. This finding is in line with research conducted by Hoxha (2024), showing the results that there is an influence of work motivation on work engagement. Work motivation influences work engagement because employees who have a strong drive in their work tend to show higher involvement in their duties and responsibilities. When motivation is present, whether it comes from within or from the work environment, employees will feel more enthusiastic, focused, and have a sense of ownership in their work. This encourages them to actively participate, demonstrate dedication, and persevere in the face of work challenges. Thus, work motivation is a crucial factor in shaping employee engagement and ensuring they optimally fulfill their roles.

The influence of knowledge management on work engagement

Based on the results of hypothesis testing, evidence was found to indicate a positive influence between knowledge management and work engagement. This is evidenced by the results of the smartpls analysis, evidenced by the significant value obtained $\alpha = 0.05$, namely 0.000 and with a comparison of significant values less than 0.05, it can be said that there is an influence between knowledge management and work engagement. Knowledge management that has been embedded in the work environment of the Secretariat of the DPRD of East Halmahera Regency is able to shape employees to work more directed, collaboratively, and responsive to change. Through the habit of sharing information, utilizing previous work experience, and utilizing data effectively, employees become better prepared to complete tasks and make the right decisions. This knowledge management instillation also encourages a mutually supportive work culture, where each employee can contribute through the exchange of ideas and solutions. Thus, knowledge management plays an important role in creating more efficient performance and increasing the overall capacity of the organization. In line with research conducted by Aswin (2023), the results show that there is an influence of knowledge management on work engagement. Employees who are able to manage and utilize knowledge well tend to have a higher level of work engagement. When employees understand workflows, have access to relevant information, and can share knowledge with colleagues, they feel more confident and competent in carrying out their tasks. This fosters a sense of belonging, enthusiasm, and dedication to their work. Furthermore, a work environment that supports knowledge exchange contributes to a collaborative atmosphere that strengthens employee engagement with the organization.

The Influence of Work Engagement on Employee Performance

Based on the results of hypothesis testing, evidence was found that shows a positive influence between work engagement on employee performance. This is proven by the results of the smartpls analysis, proven by the significant value obtained $\alpha = 0.05$, namely 0.036 and with a comparison of significant values less than 0.05, it can be said that there is an influence between work engagement on employee performance. Work engagement that has been instilled in the work environment of the Secretariat of the DPRD of East Halmahera Regency is able to shape employees to be more dedicated, motivated, and proactive in carrying out their duties. Employees who are fully involved in their work show enthusiasm, focus, and high initiative, so they are able to contribute maximally to achieving organizational goals. A work environment that supports this involvement also encourages a sense of belonging, collaboration between employees, and a willingness to face work challenges with a positive attitude. Thus, systematically instilling work engagement is key in forming competent and loyal employees to the organization. Chairuddin *et al.*, (2015) showed that there is an influence of work engagement on employee performance, where the level of employee involvement in work directly affects productivity and quality of work results. Employees with high work engagement tend to be more motivated, enthusiastic, and focused on completing tasks, thus enabling optimal performance. Furthermore, this engagement fosters initiative, creativity, and adaptability to work challenges, ultimately contributing to the achievement of organizational goals. These findings confirm that enhancing work engagement is a crucial strategy for improving employee performance.

The Influence of Work Motivation on Employee Performance

The results of the study indicate that there is no significant influence between work motivation and employee performance at the Secretariat of the East Halmahera Regency DPRD. This indicates that an individual's motivation level does not directly determine their performance achievement. Employees with high motivation do not necessarily show better work results, and vice versa. This finding suggests that other factors, such as knowledge management, work systems, organizational support, or resource availability, may play a more dominant role in influencing employee performance. Efforts to improve performance cannot be focused solely on increasing motivation; they

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need to be accompanied by other strategies and policies relevant to the organizational conditions. This is in line with research conducted by Ompusunggu & Kusmiyanti (2021), which showed that work motivation influences employee performance.

The Influence of Knowledge Management on Employee Performance

Based on the results of the hypothesis testing, evidence was found to indicate a positive influence between knowledge management and employee performance. This is evidenced by the results of the smartps analysis, evidenced by the significant value obtained $\alpha = 0.05$, namely 0.000 and with a comparison of significant values less than 0.05, it can be said that there is an influence between knowledge management and employee performance. Knowledge management implemented in the work environment of the Secretariat of the East Halmahera Regency DPRD is able to shape employees to work effectively through various processes, such as knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection. Employees actively obtain relevant information, transform their knowledge into useful work practices, apply it in completing daily tasks, and maintain the security and confidentiality of important information. The application of this knowledge management not only improves individual abilities at work but also strengthens collaboration, effectiveness, and the quality of overall organizational performance. In line with research conducted by Sapta (2021), it was found that there is an influence of knowledge management on employee performance. Employees who are able to manage, store, and utilize knowledge well tend to show more effective and efficient performance. This capability makes them better prepared to face work tasks and challenges, and more proactive in taking initiatives to improve work results. These findings confirm that knowledge management plays a crucial role in improving employee productivity, work quality, and contribution to achieving organizational goals.

Work motivation Influence on Performance Through Work Engagement

Research conducted at the East Halmahera Regency DPRD Secretariat indicates that work engagement does not mediate the influence of work motivation on employee performance. This means that even though employees have a certain level of motivation, their involvement in work (work engagement) does not significantly influence the relationship between motivation and performance. In other words, increasing employee work motivation does not automatically improve performance through increased work engagement. This research finding indicates that other factors are more dominant in influencing employee performance, so that motivation and work engagement do not always go hand in hand to increase productivity. Work engagement is defined by Schaufeli et al. (2015) as a positive psychological state characterized by vigor, dedication, and absorption in work. Work engagement is generally considered a mediator linking work motivation and performance, as motivated employees are generally expected to be more enthusiastic, dedicated, and focused in their work. However, findings at the East Halmahera Regency DPRD Secretariat indicate that even though employees are motivated, structural or organizational factors, such as work procedures, management systems, or resource availability, may limit their ability to demonstrate consistently high levels of engagement. This results in work engagement not being an effective mediator between motivation and performance. The absence of a mediating role for work engagement in the relationship between motivation and performance at the East Halmahera Regency DPRD Secretariat indicates that work motivation alone is insufficient to improve performance. Organizations need to consider other factors, such as knowledge management, a supportive work environment, and effective organizational policies, to ensure that employee motivation translates into tangible work results. These findings also provide the basis for developing more comprehensive and contextual performance improvement strategies.

Knowledge Management Influencing Performance Through Work Engagement

Research shows that knowledge management plays a crucial role in improving employee performance, and work engagement can be a mediator that strengthens this relationship. Knowledge management encompasses the processes of acquiring, storing, converting, applying, and protecting employee knowledge to support task performance (Nonaka & Takeuchi, 1995). Employees who are able to manage their knowledge effectively will have easier access to relevant information, implement best practices, and share experiences with colleagues, thereby increasing work efficiency and effectiveness. According to Schaufeli et al. (2015), work engagement is a positive psychological state characterized by vigor (energy and enthusiasm), dedication, and absorption (full involvement) in work. Highly engaged employees tend to be more enthusiastic, focused, and dedicated to completing their tasks. Effective knowledge management can increase work engagement because employees feel more confident, competent, and able to face work challenges. This high level of engagement can strengthen individual performance.

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Motivation and organizational behavior theories also support this mediating relationship. Robbins and Judge (2019) state that employee performance is influenced by a combination of individual factors, work processes, and the organizational environment.

CONCLUSION

The conclusion of this study is that work motivation has a positive effect on work engagement among the Secretariat Employees of the DPRD of East Halmahera Regency. Knowledge management has a positive effect on work engagement among the Secretariat Employees of the DPRD of East Halmahera Regency. Work engagement has a positive effect on employee performance among the Secretariat Employees of the DPRD of East Halmahera Regency. Work motivation does not affect employee performance among the Secretariat Employees of the DPRD of East Halmahera Regency. Knowledge management has a positive effect on employee performance among the Secretariat Employees of the DPRD of East Halmahera Regency. Work motivation does not indirectly affect employee performance through work engagement. Knowledge management has an indirect effect on employee performance through work engagement. The research recommendation is to conduct research on other agencies using the same factors so that the results can be used as comparative material. Further research with the development of other variables in similar research. Researchers suggest considering other variables such as work discipline, job satisfaction, so that the research results are more comprehensive and in-depth.

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