

**PENGARUH *EMPLOYEE ENGAGEMENT* DAN *WORK MOTIVATION*
TERHADAP *EMPLOYEE PERFORMANCE* KARYAWAN *START-UP* DI
DIY DAN JAWA TENGAH DENGAN *WORKFORCE AGILITY* SEBAGAI
VARIABEL MODERASI**

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *employee engagement* dan *work motivation* terhadap *employee performance* dengan *workforce agility* sebagai variabel moderasi pada perusahaan *start-up* di wilayah Daerah Istimewa Yogyakarta dan Jawa Tengah. Teknik sampling yang digunakan dalam penelitian ini adalah *purposive sampling* dengan total 95 responden yang memenuhi kriteria. Data primer dikumpulkan melalui kuesioner dengan *google form* yang telah diuji validitas serta reliabilitasnya. Analisis data dilakukan menggunakan pendekatan *Structural Equation Modeling* (SEM) berbasis *Partial Least Squares* (PLS) dengan bantuan perangkat lunak *SmartPLS 4*. Hasil penelitian menunjukkan bahwa *employee engagement* dan *work motivation* berpengaruh positif dan signifikan terhadap *employee performance*. *Workforce agility* terbukti berperan sebagai variabel moderasi yang memperkuat pengaruh *work motivation* terhadap *employee performance*, namun memperlemah pengaruh *employee engagement* terhadap *employee performance*. Temuan ini menunjukkan bahwa dalam konteks *start-up* yang dinamis, *workforce agility* menjadi faktor penting dalam memperkuat pengaruh *work motivation* terhadap *employee performance*, namun melemahkan *employee engagement* terhadap *employee performance*. Penelitian selanjutnya disarankan untuk mempertimbangkan variabel lain seperti budaya organisasi, kepuasan kerja, atau stres kerja.

Kata Kunci: *Employee Engagement, Work Motivation, Employee Performance, Workforce Agility.*



**THE EFFECT OF EMPLOYEE ENGAGEMENT AND WORK
MOTIVATION ON EMPLOYEE PERFORMANCE OF START-UP
EMPLOYEES IN THE SPECIAL REGION OF YOGYAKARTA AND
CENTRAL JAVA WITH WORKFORCE AGILITY AS A MODERATING
VARIABLE**

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Abstract

This study aimed to analyze the effect of employee engagement and work motivation on employee performance, with workforce agility as a moderating variable, in start-up companies located in the Special Region of Yogyakarta and Central Java. The sampling technique employed in this study was purposive sampling, involving a total of 95 respondents who met the specified criteria. Primary data were collected through questionnaires distributed via Google Forms, which had been tested for validity and reliability. Data analysis was conducted using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with SmartPLS 4 software. The study's results indicate that employee engagement and work motivation have a positive and significant impact on employee performance. Workforce agility has been identified as a moderating variable that enhances the relationship between work motivation and employee performance, while simultaneously diminishing the effect of employee engagement on performance. These findings suggest that in the dynamic context of start-up environments, workforce agility is crucial for enhancing the influence of work motivation on employee performance, although it may mitigate the impact of employee engagement. Future research should explore additional variables, such as organizational culture, job satisfaction, and work-related stress.

Keywords: *Employee Engagement, Work Motivation, Employee Performance, Workforce Agility.*