

ABSTRAK

Penelitian ini dilatarbelakangi oleh penurunan kinerja pegawai yang teramati dalam dua tahun terakhir pada Divisi Pendidikan dan Pondok Pesantren di Yayasan As-Syifa Al-Khoeriyah Subang, yang dapat mempengaruhi pencapaian tujuan organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh *work engagement* dan motivasi kerja terhadap kinerja pegawai di Divisi Pendidikan dan Pondok Pesantren di Yayasan As-Syifa Al-Khoeriyah Subang. Metode penelitian yang digunakan adalah kuantitatif dengan pendekatan verifikatif, menggunakan kuesioner yang disebarakan kepada 150 pegawai. Teknik analisis data yang digunakan adalah *Structural Equation Modeling* (SEM) berbasis *Partial Least Square* (PLS). Hasil penelitian menunjukkan bahwa *work engagement* memiliki pengaruh positif terhadap kinerja pegawai dengan nilai t-statistik sebesar 2,364 dan *p-value* 0,018. Motivasi kerja juga memiliki pengaruh positif terhadap kinerja pegawai dengan nilai t-statistik sebesar 8,036 dan *p-value* 0,000. Nilai R-Square sebesar 0,791 menunjukkan bahwa variabilitas kinerja pegawai dapat dijelaskan sebesar 79,1% oleh *work engagement* dan motivasi kerja. Nilai Q² sebesar 0,468 menunjukkan model ini memiliki *predictive relevance* yang baik. Berdasarkan hasil tersebut, disarankan agar pimpinan lembaga meningkatkan sumber daya pekerjaan dan lingkungan kerja yang mendukung, serta memberikan lebih banyak tanggung jawab kepada pegawai untuk meningkatkan keterlibatan dan motivasi kerja mereka.

Kata Kunci: *Work Engagement*, Motivasi Kerja, Kinerja Pegawai

ABSTRACT

*This research is motivated by the observed decline in employee performance over the past two years in the Education and Islamic Boarding School Division at the As-Syifa Al-Khoeriyah Foundation in Subang, which can affect the achievement of organizational goals. This study aims to analyze the influence of work engagement and work motivation on employee performance in the Education and Islamic Boarding School Division at the As-Syifa Al-Khoeriyah Foundation in Subang. The research method used is quantitative with a verification approach, using questionnaires distributed to 150 employees. The data analysis technique used is Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results show that work engagement has a positive influence on employee performance with a *t*-statistic value of 2.364 and a *p*-value of 0.018. Work motivation also has a positive influence on employee performance with a *t*-statistic value of 8.036 and a *p*-value of 0.000. The *R*-Square value of 0.791 indicates that 79.1% of the variability in employee performance can be explained by work engagement and work motivation. The *Q*² value of 0.468 indicates that this model has good predictive relevance. Based on these results, it is recommended that the institution's leaders increase job resources and a supportive work environment, as well as provide more responsibilities to employees to increase their engagement and work motivation.*

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