



The Influence of Work Ability, Work Motivation, and Employee Engagement on Employee Performance at PT. Nenggapratama Internusa

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Received: October 20, 2025; Revised: October 28, 2025; Accepted: October 31, 2025

Abstract

Employee performance measurement is the company's initial effort to identify skill gaps and ensure that each individual contributes maximally to the achievement of sales targets and dealer operations. This study aims to analyze the influence of work ability, work motivation, and employee engagement on employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo. The research method is quantitative descriptive where the research data was obtained through a questionnaire with saturated sampling totaling 68 employees using a multiple linear regression analysis approach. The results of the study indicate that work ability and work motivation have a positive and significant effect on employee performance, but not for employee engagement on employee performance which was found to have a positive and insignificant effect. Companies need to encourage employee capability improvement through appropriate training and increasing their work motivation. Increasing employee engagement by means of appreciation and providing incentives based on target achievement is expected to improve employee performance.

Keyword: Work Ability, Work Motivation, Employee Engagement, Employee Performance, PT Nenggapratama Internusa.

1. Introduction

When the COVID-19 pandemic hit the world in early 2020, it affected various important economic sectors and paralyzed the revenues of almost all companies, large and small, resulting in many experiencing significant losses and even bankruptcy. Companies that were able to survive and weather the COVID-19 storm are currently busy with very tight competition from the use of AI, machine learning, and electrical technology (Bera, 2021; Sanil et al., 2022), which encourages them to be able to manage and leverage all existing potential within the company to further develop and maintain their business continuity (Margherita & Heikkilä, 2021; Schaltegger, 2021). One of the main resources of companies that receives significant attention is the development of human resources to combat technological sophistication (Azizi et al., 2021). Human resources are the science and art of regulating the relationships and roles of the workforce to be more effective and efficient in achieving company goals (Ochieng, 2023). The tighter the level of business competition, the greater the challenges to maintaining business continuity. Therefore, companies must be able to compete in keeping up with these developments, as well as for the continuity of their employees (Ulrich & Lake, 1991).

Several previous findings note that the increase in revenue and success of a company is largely determined by the performance of its employees (Gebauer et al., 2006; Sulich & Sołoducho-Pelc, 2025; Vosloban, 2012). Performance is seen as the result of an individual's work that demonstrates the quality and quantity in carrying out each task, in accordance with the responsibilities assigned to them. Furthermore, according to Ketchen et al., (1996), it is a process carried out synergistically between managers, individuals, and



groups on a job within an organization. In other words, performance is the actualization of management principles. Morgeson et al., (2005) in his study explains the importance of the work abilities possessed by each employee in supporting each job. Individual capacity, both from their educational background and the skills they possess, is an important factor in individuals carrying out their work and producing optimal work (Varianou-Mikellidou et al., 2020).

Other studies also state that work motivation and employee engagement are dominant factors in supporting employee performance, for example Littman-Ovadia & Lavy, (2016) states that individual efforts in achieving final work results begin with their intensity, direction, and perseverance in carrying out their work. Furthermore Ankli & Palliam, (2012) states that employees who have a strong drive from within themselves or have certain motivations (for example: bonuses, incentives & other external motivations) will be encouraged to do something well and seriously. In addition, employee involvement who psychologically has a strong bond with the company organization will be committed to completing one's work well (Robertson & Cooper, 2010). According to the Ashforth & Humphrey, (1993), employees who demonstrate a high work ethic are a reflection of self-expression that arises from an emotional bond with the company. As a fairly large dealer in the Gorontalo City area, the management of PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo, wants to improve the performance of its employees through competency training, monthly training, and soft skill development. However, some employees do not show the expected performance improvement if we look at the annual report of the number of sales at the dealership which experienced a decline in 2024 and 2025, in addition, some service services and spare part sales also do not increase every year. Therefore, this study aims to analyze the influence of work ability, work motivation, and employee engagement on the performance of employees of PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo. This study is expected to provide a more strategic overview and evaluation of work ability, work motivation, and employee engagement in an effort to improve their overall work performance.

2. The Art of Research

1. Employee performance

Performance is paramount and must be well-managed by a company to achieve its desired goals (Baron & Hannan, 2002). Several previous studies have consistently demonstrated that employee performance is a fundamental pillar determining the success and sustainability of a company (Boussemart et al., 2019; Chomać-Pierzecka et al., 2024; Suprayitno, 2024). Furthermore, studies conducted by (reference) show that high individual performance is directly proportional to increased productivity, product quality or service improvements, and customer satisfaction. Furthermore, Rew et al., (2020) reveals that teams with optimal employee engagement and performance are significantly able to increase profitability (Marinova et al., 2008), reduce turnover rates (Mowday, 1984), and create a culture of innovation (Zhang et al., 2023). Thus, investing in improving employee performance is no longer merely an option, but a crucial business strategy for building a sustainable competitive advantage in the market (Boussemart et al., 2019; Marinova et al., 2008).

2. Work Ability

Tengland, (2011) explain that work capability is a personal ability that has character and has intellectual component competencies, such as a strong commitment to a career based on ability and responsibility according to tasks and abilities that are oriented towards customer service (Hennig-Thurau, 2004). Broad concepts regarding work capability such as the work ability index emphasize that work capability is a construct that integrates the physical, mental, and competency capacities of an employee with the demands of his/her job and work capability can be a key predictor of organizational health and sustainability (Tengland, 2011). Longitudinal studies show that companies with high levels of employee work capability not only experience increased productivity and output quality, but also significantly reduce sick leave, presenteeism (working in an unfit state), and turnover (Leijten et al., 2014). Company investments in maintaining and improving employee work capability through ergonomic job design, ongoing training, and holistic health support have been shown to produce a strong Return on Investment (ROI) by creating a more resilient, adaptive, and superior performing workforce in the long term (Mustafa & Lleshi, 2024).

3. Work motivation

According to Ahmad, (2021), motivation is a process that helps determine the intensity, direction, and persistence of individuals in achieving goals. Various empirical studies, rooted in Maslow's hierarchy of needs theory and Herzberg's two-factor theory, consistently reveal that work motivation is not merely an individual moral driver, but rather the most fundamental engine of organizational performance (Lee & Raschke, 2016; Nawawi et al., 2020). Recent studies from Fischer et al., (2019) show that employees with high intrinsic and extrinsic motivation tend to demonstrate greater levels of initiative, creativity, and commitment, which directly translate into increased productivity and work quality (Lantos, 1999). Furthermore, other research revealed by Malik et al., (2019) proves that a motivating work culture can significantly reduce absenteeism and turnover rates, which in turn reduces recruitment and training costs and strengthens the retention of key talent. Thus, building a system that can maintain and enhance work motivation is not an expense, but rather a strategic investment to create a more resilient, competitive, and sustainable organization (Ahmad, 2021; Lantos, 1999).

4. Employee Engagement

According to Algarni & Alemeri, (2023) employee engagement is a state of an employee who has positive thoughts and attitudes and a sense of happiness at work. Furthermore, according to Wahyanto et al., (2019), work engagement refers to a person's involvement in being psychologically connected to or committed to completing their work (Bakker et al., 2014). Another study published by (reference) states emphatically that employee engagement is a critical driver of a company's financial and operational success. Beyond just job satisfaction, emotionally and psychologically engaged employees demonstrate greater discretionary effort, leading to greater innovation (Macey & Schneider, 2008), becoming advocates for the company (Saks & Gruman, 2014), and actively contributing to customer value creation (Bakker et al., 2014).

5. Hypothesis Development

An employee's ability to perform various tasks within a company is a crucial factor in measuring their job performance (Marinova et al., 2008). Employees with optimal work capabilities, which include a balance between their health capacity, competency, and psychological condition, will adapt to job demands (Rew et al., 2020). This will enable them to allocate their physical, mental, and intellectual resources to their tasks (Leijten et al., 2014), such as providing optimal service to prospective car buyers and other customers. This efficient resource allocation allows them to work more focused, productively, and with minimal errors, while also having greater resilience in the face of high work pressure (Mache et al., 2014) in the dealership and automotive world, ultimately leading to superior and sustainable individual employee performance (Mowday, 1984). Therefore, this study hypothesizes the following:

H1: Work ability is thought to have a significant influence on employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo.

When employees feel driven to perform well, this may be due to a strong internal or external drive (Van Beek et al., 2012). Employees with high levels of intrinsic motivation (such as a sense of achievement and self-development) and extrinsic motivation (such as compensation and recognition) will consistently direct more effort and attention to their tasks in finding car customers or providing the best service to vehicle owners (Fischer et al., 2019; Malik et al., 2019). This psychological drive then triggers increased initiative, determination, and resilience in facing challenges, which ultimately manifests through higher quality work output (Lantos, 1999) in dealership employees, higher productivity (Malik et al., 2019), and more effective target achievement compared to employees with low levels of motivation (Lantos, 1999). Therefore, this study hypothesizes as follows:

H2: Work motivation is suspected to have a significant influence on employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo.

Utilizing organizational members' interests in employee job roles in accordance with their work capabilities can encourage employees to work and express themselves physically, cognitively, and emotionally while carrying out those roles (Wahyanto et al., 2019). Employees working in the automotive industry who have high engagement are characterized by energy, dedication, and a deep mental interest in their work (Algarni & Alemeri, 2023). Furthermore, employees will voluntarily invest discretionary effort and additional cognitive and emotional resources in the delivery of service to customers (Bakker et al., 2014). This investment of psychological resources then facilitates the creation of proactive initiatives, persistence in



facing challenges, and attention to work quality (Houdmont & Leka, 2010), which ultimately manifests in the form of increased productivity, innovation, and quality of work results that overall form superior individual performance (Butt et al., 2019). Therefore, this study hypothesizes the following:

H3: Employee engagement is thought to have a significant impact on employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo.

The development of a well-synergized organizational psychological system has been found to improve employee performance (Ho & Kuvaas, 2020). Optimal work ability creates the foundation of physical and mental capacity (Tengland, 2011), which is then facilitated by motivation as a driver of direction and intensity of effort (Luo & Jayasingam, 2024), and strengthened by work engagement as a deep emotional and cognitive commitment (Gupta & Sharma, 2016). The configuration of these three factors is thought to create a multiplicative effect where employees are not only able (ability) and willing (willingness), but also psychologically invested (investment) to allocate their personal resources optimally (Gupta & Sharma, 2016; Tengland, 2011), thus giving rise to superior, sustainable, and initiative-filled performance in achieving organizational goals (Boussemart et al., 2019; Ho & Kuvaas, 2020). Therefore, this study hypothesizes the following:

H4: Work ability, motivation and employee involvement together are thought to have a significant influence on employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo.

3. Method

The research location is centered in the head office environment of PT. Nenggapratama Internusa Dealer Suzuki Mobil Gorontalo and was conducted for 6 months from October 2024 to April 2025. The research design consists of 3 independent variables and one dependent variable. The dependent variables consist of: One. work ability which is measured from interpersonal & intrapersonal skills, professional skills, problem solving and learning skills (Sunardi et al., 2016). Two. Work motivation (which is measured from the drive to achieve goals, work enthusiasm, initiative, creativity and sense of responsibility (Marzuki et al., 2024). Three. Employee engagement which is measured through vigor, absorption and dedication (Jaya & Ariyanto, 2021). Furthermore, the dependent variable used in this study is employee performance which is measured through quantity, quality, accuracy, attendance and cooperation (Rezaei et al., 2011). The sampling technique used in this study is saturated sampling which is the total number of employees at the research location. The data source comes from primary data collected through a questionnaire distributed via a link created with Google Forms using a Likert scale with a value of 1 being strongly disagree and 5 being strongly agree. Furthermore, to conduct the research data analysis, a multiple linear regression approach was used with the assistance of the IBM SPSS Statistics 31.

Table 1. Characteristics of Research Respondents

Information	Total	(%)	Information	Total	(%)
Gender			Age		
• Woman	54	79	• 21-35 Years	41	60
• Man	14	21	• 36-46 Years	27	40
Level of education			Years of service		
• Senior High School	36	53	• 1-10 Years	55	81
• Diploma	1	1	• 11-20 Years	12	18
• Bachelor's Degree	31	46	• >21 Years	1	1

4. Result

A. Respondent Overview

The data shown in table 1 shows that the majority of employees working at PT. Nenggapratama Internusa Dealer Suzuki Mobil Gorontalo are women with a total of 54 employees with a percentage of 79% and this shows that automotive companies engaged in the field of buying and selling vehicles, services and spare parts are currently starting to be looked at by women, then for the age of the most employees are in the age range of 21 to 35 years with a total of 41 employees or with a percentage of 60% and this directly shows that the majority of employees are in the productive age both physically and psychologically.

Table 2. Validity Test Results

Variables	Item	(r count)	Info	Variables	Item	(r count)	Info
Work Ability (X1)				Work Motivation (X2)			
1. Intrapersonal Skill	Q1	0.798	Valid	1. Drive to Achieve Goals	Q1	0.542	Valid
	Q2	0.590	Valid		Q2	0.718	Valid
	Q3	0.656	Valid		Q3	0.651	Valid
2. Interpersonal Skill	Q4	0.411	Valid	2. Spirit at work	Q4	0.526	Valid
	Q5	0.656	Valid		Q5	0.487	Valid
	Q6	0.662	Valid		Q6	0.483	Valid
3. Professional Skill	Q7	0.680	Valid	3. Initiative	Q7	0.562	Valid
	Q8	0.648	Valid		Q8	0.474	Valid
	Q9	0.760	Valid		Q9	0.375	Valid
4. Problem Solving	Q10	0.671	Valid	4. Creativity	Q10	0.469	Valid
	Q11	0.433	Valid		Q11	0.376	Valid
	Q12	0.543	Valid		Q12	0.509	Valid
5. Learning Skill	Q13	0.451	Valid	5. Sense of Responsibility	Q13	0.510	Valid
	Q14	0.618	Valid		Q14	0.494	Valid
	Q15	0.506	Valid		Q15	0.416	Valid
Employee Engagement (X3)				Employee Performance (Y1)			
1. Vigor	Q1	0.456	Valid	1. Quantity	Q1	0.620	Valid
	Q2	0.647	Valid		Q2	0.489	Valid
	Q3	0.727	Valid		Q3	0.372	Valid
	Q4	0.730	Valid	2. Quality	Q4	0.540	Valid
2. Absorption	Q5	0.544	Valid		Q5	0.421	Valid
	Q6	0.543	Valid		Q6	0.554	Valid
	Q7	0.437	Valid	3. Accuracy	Q7	0.409	Valid
3. Dedication	Q8	0.536	Valid		Q8	0.692	Valid
	Q9	0.501	Valid		Q9	0.536	Valid
	Q10	0.608	Valid	4. Presence	Q10	0.546	Valid
Employee Performance (Y1)	Q13	0.419	Valid		Q11	0.392	Valid
	Q14	0.434	Valid		Q12	0.557	Valid
	Q15	0.500	Valid				

Furthermore, the highest educational level is high school graduates and bachelor's degrees with a total of 36 and 31 employees, respectively, indicating that those working at this company have a high school and bachelor's degree background and are ready to enter the world of work. Finally, it is known that the highest employee tenure is in the range of 1-10 years with a total of 55 employees or a percentage of 81%, indicating that those working at this company are still relatively new employees and still in the productive career period.

B. Research Instrument Testing

1. Validity Test



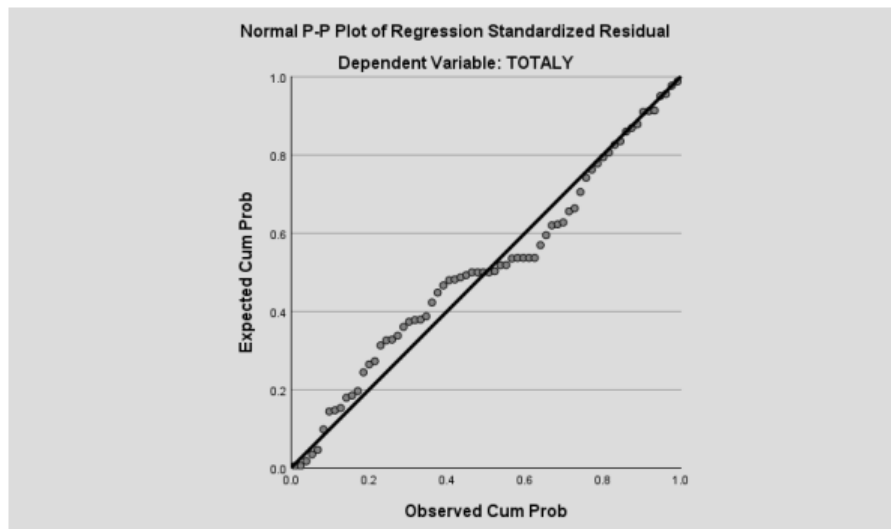
The statement put forward by Thalib et al., (2025) that the validity test aims to show the extent to which a measuring instrument can measure the desired aspect or objective to be measured. Furthermore, the validity test can be measured using the Pearson product moment formula with the validity provision comparing the calculated r-value greater than the r-table (Widodo & Pakaja, 2025). The provision of the r-table value in this study is known to be 0.361 and based on the data presented in table 2 shows that all values of all research variables have a calculated r-value greater than the r-table value, so it can be concluded that all research variables are valid and can be continued in the next analysis.

Table 3. Reliability Test Results

	Variable	Reliability Coefficients	Alpha	Information
1.	Work Ability (X1)	15	0.822	Reliable
2.	Work Motivation (X2)	15	0.729	Reliable
3.	Employee Engagement (X3)	10	0.747	Reliable
4.	Employee Performance	15	0.765	Reliable

B. Research Reliability Test

According to the Bonett & Wright, (2015), an instrument is said to be reliable if the Cronbach's Alpha value is ≥ 0.6 , where the higher the value, the more reliable the variable used as a measuring tool is, conversely, if it is ≤ 0.6 , the lower the value, the less reliable it is. The results shown in table 3 for the validity test show that each variable in this study has a Cronbach's Alpha value above the provisions (> 0.6). Based on the results of the reliability test, it shows that the tool has good internal consistency, so that all statements in each variable are reliable and can be used for research data collection.



Picture 1. Chart P-Plot Test

C. Classical Assumption Test

1. Normality Test

In order for the data in this study to be normally distributed, a normality test needs to be carried out. In this study, the normality test was carried out using the Probability Plot (P-Plot) test model with the provision that if the data points spread around the diagonal line, then the data is normally distributed (Bonett & Wright, 2015; Thalib et al., 2025). The results of the data normality test as shown in Figure 1 for the pattern showing the distribution on the p-plot graph are known to be able to see that the influence of the variables of work ability, work motivation, employee engagement and employee performance, the pattern shows a normal distribution where the data can spread around the diagonal line, this indicates that the data is normally distributed and can be carried out further testing stages.

Table 4. Multicollinearity Test Results

Model	Variable	Tolerance	VIF	Result
X1 → Y1	Work Ability (X1)	0.443	2.255	There is no multicollinearity
X2 → Y1	Work Motivation (X2)	0.522	1.915	There is no multicollinearity
X3 → Y1	Employee Engagement (X3)	0.439	2.278	There is no multicollinearity

2. Multicollinearity Test

Multicollinearity testing is a condition where there is a perfect or near-linear relationship between independent variables in a regression model. A regression model is said to experience multicollinearity if there is a perfect linear function in some or all of the independent variables in the linear function. Symptoms of multicollinearity include looking at the Tolerance and VIF (Variance Inflation Factor) values, with the provision that the Tolerance value is >0.1 and the VIF value <10 (Daoud, 2017). The results shown in Table 4 in the regression model are known to show that the Tolerance value of the three variables is above 0.1 and the VIF value ≤ 10 , so it can be concluded that the three independent variables do not experience multicollinearity.

Table 5. Heteroscedasticity Test Results

Variable	Significant	Result
Work Ability (X1)	0.663	No Heteroscedasticity Occurs
Work Motivation (X2)	0.322	No Heteroscedasticity Occurs
Employee Engagement (X3)	0.388	No Heteroscedasticity Occurs

3. Heteroscedasticity Test

The heteroscedasticity test in this study was conducted to determine whether there was inequality in the variance of the residuals from one observation to another in the regression model. The heteroscedasticity test followed the Glejser test with a significance level of 5%. The results shown in Table 5 for the heteroscedasticity test revealed significant values for the variables work ability (0.663), work motivation (0.322), and employee engagement (0.388), all of which were greater than the 0.05 significance level. Therefore, it can be concluded that there is no heteroscedasticity symptom.

Table 6. Partial Analysis Test

Variable	t-count	t-table	Sig.	Alpha	Interpretation
Work Ability (X1)	4.170	1.99601	0.001	0.050	Positive and Significant
Work Motivation (X2)	3.203	1.99601	0.002		Positive and Significant
Employee Engagement (X3)	1.029	1.99601	0.070	0.050	Positive and Not Significant

D. Hypothesis Testing

1. Partial Test (t-test)

Individual partial regression coefficient test to determine whether the independent variables (X1, X2 and X3) can individually affect the dependent variable (Y). If the calculated $t > t$ table then the research hypothesis is declared accepted or there is a significant influence between the independent variables on the dependent variable. The results shown in table 6 show that Work Ability has a calculated t value (4.170) $> t$ table value (1.99601) with a significance level (0.001) $<$ Alpha value (0.05) which means it supports hypothesis one (**H1**). Work Motivation has a calculated t value (3.203) $> t$ table value (1.99601) with a significance level (0.002) $<$ Alpha value (0.05) which means it supports hypothesis two (**H2**). Employee Engagement has a calculated t value (1.029) $< t$ table value (1.99601) with a significance level (0.007) $>$ Alpha value (0.05) which means it does not support hypothesis three (**H3**).

Table 7. Simultaneous Analysis Test

Model	Sum of Squares	DF	Mean Square	F	Sig
Regression	2149.646	3	716.549	39.709	0.001
Residual	1154.884	64	18.045		
Total	3304.529	67			



2. Simultaneous Test (F test)

Hypothesis testing is carried out simultaneously on work ability, work motivation and employee engagement which influence employee performance with assessment criteria if H_0 is accepted and H_a is rejected if the calculated $f >$ table f or significant value > 0.05 . The results shown in table 7 for the joint influence test results of work ability, work motivation and employee engagement from the calculated F value of 39.709, while the F table value at a significance level of 0.05 with $df_1 = 3$ and $df_2 = 64$ is (2.748). Because the calculated F (39.709) $>$ F table (2.748) and the significance value of $0.001 < 0.05$, then H_0 is rejected and H_4 is accepted. This means that the variables of Work Ability, Work Motivation and Employee Engagement simultaneously have a significant effect on Employee Performance and this supports hypothesis four (**H4**).

Table 8. Multiple Linear Regression Test Results

Model	Regression Coefficient Value
Constant	-1.957
Work Ability (X1)	0.520
Work Motivation (X2)	0.337
Employee Engagement (X3)	0.194

3. Multiple Linear Regression Test.

Based on the results (see table 8) of multiple linear regression analysis, the following equation is obtained:

$$Y = -1.957 + 0.520 + 0.377 + 0.194$$

The multiple linear regression equation above can be interpreted as follows:

- The constant value (a) of -1.957 means the value of the Employee Performance variable (Y). The variables Work Ability, Work Motivation and Employee Engagement are considered constant.
- The regression coefficient for the Work Ability (X1) variable is 0.520, indicating a relationship between Work Ability and employee performance. This means that for every 100% increase in Work Ability (X1), employee performance will increase by 52%, and vice versa.
- The regression coefficient for the Work Motivation (X2) variable is 0.377, indicating a relationship between Work Motivation and employee performance. This means that for every 100% increase in Work Motivation (X2), employee performance will increase by 37.7%, and vice versa.
- The regression coefficient for the Employee Engagement (X3) variable is 0.194, indicating a relationship between Employee Engagement and employee performance. This means that for every 100% increase in Employee Engagement (X3), employee performance will increase by 19.4%, and vice versa.

4. Determination Test (R^2)

The coefficient of determination test is used to measure the extent to which the dependent variable can be explained by the independent variable. From this coefficient of determination (r^2), a value can be obtained to measure the magnitude of the relationship between variable X and Y (Bonett & Wright, 2015).

Table 9. Determination Analysis Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.651	.634	1.34578

a. Predictors: (Constant), PEOU, PU, Behavioral Intention

The results presented in Table 9 indicate that Work Ability, Work Motivation, and Employee Engagement have a fairly strong relationship with Employee Performance, as indicated by an R value of 0.807. The Adjusted R Square value of 0.634 indicates that these three variables collectively contribute 63.4% to

Employee Performance. The remaining 36.6% is influenced by other variables not examined and explained in this study.

5. Discussion

Based on the results of the partial test (t-test), it was found that the variable of Work Ability has a partial and significant effect on Employee Performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo. This is reinforced by the theory put forward by Boussemart et al., (2019) and Marinova et al., (2008), Work Ability is the current capacity of an individual to perform various tasks in a job. According to the reference, employees who have Work Ability can generally support their performance in carrying out individual and group work through aspects of Intrapersonal skills, Interpersonal skills, Professional skills, Problem solving and Learning skills. In the scope of this study, the work ability of employees at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo is one of the main supporting factors for the success of an employee in completing his work, especially in the Interpersonal Skill indicator, namely Employees have innate skills that can be used in daily work, such as communicating well and also being able to work together.

Furthermore, the partial test results for the influence of the relationship between work motivation and employee performance at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo, show a partial and significant effect. This is supported by the theory put forward by Ahmad, (2021) and Malik et al., (2019) which state that if employees have a strong drive from within themselves or from outside themselves, for example from the company, then employees will be motivated to do something well. When needs are met, satisfaction will be achieved. A group of unsatisfied needs will cause tension, so it is necessary to carry out a series of activities to find the achievement of specific goals that can satisfy the group of needs, so that tension is reduced. Employees who feel motivated in their work can increase the quantity and quality of their work, thus directly supporting improved performance.

Another finding is that the Employee Engagement variable was found to have a partial but insignificant effect on Employee Performance at PT. Nenggapratama Internusa Suzuki Car Dealer Gorontalo. According to Algarni & Alemeri, (2023) and Bakker et al., (2014), employee engagement is an important aspect in improving Employee Performance, employees who feel involved or involved in fulfilling company goals will generally be highly dedicated, have energy and enthusiasm that can improve their Performance, but in this study, employee engagement was found to have a positive but insignificant effect on Employee Performance and what might explain it is that even though employees have had an emotional connection and a sense of belonging to the company, this has not been enough to encourage a strong increase in employee performance.

6. Conclusion

Based on the results of research at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo, it can be concluded that work ability and work motivation have been proven to have a positive and significant influence on improving employee performance, indicating that these two factors are the main drivers of work effectiveness. On the other hand, employee engagement was also found to have a positive effect, but its relationship to performance was not significant, indicating that although there is a relationship, the level of employee emotional involvement has not been a strong determining factor in boosting performance in the company.

Based on the research findings at PT. Nenggapratama Internusa, a Suzuki Car Dealer in Gorontalo, there are several limitations that need to be considered. First, the generalizability of the results is very limited because the conclusions only apply to the specific context of the company with its unique culture and management system, so they may not be applicable to other companies. Second, there may be other influencing variables, such as leadership style, reward systems, or team dynamics, that were not measured in this study but could explain the insignificant employee engagement results.

Based on the research results, the main implication for PT. Nenggapratama Internusa is that efforts to improve employee performance should be strategically focused on improving work capabilities (through training and competency development) and work motivation (through appropriate incentive and recognition systems), as these two factors have proven effective. Meanwhile, the finding that employee engagement has a positive but insignificant effect implies that existing engagement programs may not have addressed



fundamental aspects or have not been implemented optimally. Therefore, the recommendation is that companies need to conduct an in-depth evaluation of their ongoing employee engagement programs, for example by reassessing whether these activities truly build emotional bonds and employee commitment, or are merely ceremonial. Furthermore, it is recommended to conduct further research with a broader scope and add mediator variables, such as job satisfaction or organizational climate, to better understand the mechanisms between engagement and performance.

Acknowledgments

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