

# The Effect of Human Resource Quality, Work Motivation, and Employee Engagement on The Performance of Experts of The House of Representatives of The Republic of Indonesia with The Certainty of Leadership Status as A Moderation Variable

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## Abstract

This study aims to analyze the influence of human resource quality, motivation, and employee engagement on the performance of Experts of the House of Representatives of the Republic of Indonesia, with the certainty of personnel status as a moderating variable. The research method is a quantitative, employing Structural Equation Modeling (SEM) with Partial Least Squares (PLS) via SmartPLS 4.0. Data was obtained through the distribution of questionnaires to Experts of the House of Representatives of the Republic of Indonesia. The results of the study show that the quality of human resources, motivation, and employee engagement have a positive and significant effect on the performance of the Experts of the House of Representatives of the Republic of Indonesia. In addition, the certainty of employment status has been shown to moderate the relationship between human resource quality, motivation, and employee engagement and performance, thereby strengthening the influence of these three variables. Theoretically, this study strengthens the Job Demands–Resources (JD–R) Theory, by showing that the quality of human resources as personal resources as well as motivation and employee engagement, as part of the motivational process, contribute significantly to performance. In addition, the certainty of employment status acts as a job resource that strengthens the relationship between individual resources and performance, thereby enriching the literature on performance determinants in the public sector. This research emphasizes the importance of improving the quality of human resources, strengthening work motivation, and increasing employee engagement in an effort to improve the performance of the Experts of the House of Representatives of the Republic of Indonesia. On the other hand, the certainty of employment status is a strategic factor that can strengthen the effectiveness of these three variables in producing optimal performance.

Keywords: Quality of Human Resources, Motivation, Employee Engagement, Certainty of Personnel Status, Performance.

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## 1. Introduction

Global bureaucratic reform places improving the quality of human resources in the public sector as a top priority for modern organizations to achieve effective and accountable governance. However, various previous studies have shown that the excellence of human resources in the public sector is not always directly proportional to institutional performance, especially when influenced by structural factors such as staffing status and professional personnel management systems. This shows that human resources are the main key that must be considered with all their needs. Through the efficient and effective use of human resources, it is hoped that it can continue to survive in the increasingly fierce competition arena to obtain the best results, namely the success of the organization in achieving the vision and mission that has been set [1].

In carrying out their complex duties and authorities, Members of the House of Representatives of the Republic of Indonesia do not work independently, but are supported by Experts (TA). The existence of experts is very crucial considering the heavy responsibility of Members of the House of Representatives of the Republic of Indonesia in

carrying out the functions of legislation, supervision, and budgeting. In addition, the diverse educational backgrounds of Members of the House of Representatives of the Republic of Indonesia, including members with formal education at the high school level, make the role of Experts even more strategic in enriching the capabilities and quality of legislative decision-making [2].

Various independent survey institutions have assessed the performance of the House of Representatives of the Republic of Indonesia (DPR RI) by measuring the level of public satisfaction. The results of the Charta Politika survey conducted on August 23-26, 2019, show that the public still considers the performance of the House of Representatives of the Republic of Indonesia suboptimal. In terms of satisfaction as a people's representative institution, only 8.8% of respondents assessed the performance of the House of Representatives of the Republic of Indonesia as very good, and 27.5% assessed it as good, while 29.8% rated it bad and 13.6% rated it very poor. The rest, 20.3%, stated that they did not know or did not give answers. A similar assessment can also be seen in the budgeting function of the House of Representatives of the Republic of Indonesia, where only 8.5% of respondents

rated it very well, and 25.8% rated it good. On the other hand, 27.6% of respondents rated it bad, and 13.8% rated it very poorly, while 24.3% of respondents did not know or did not answer [2]. The low level of public satisfaction indicates a gap between public expectations and the actual performance of the House of Representatives. This condition cannot be separated from the quality of technocratic support provided to members of the House of Representatives of the Republic of Indonesia, especially by experts who play a direct role in the formulation of policy substance.

This phenomenon emphasizes that the improvement of the performance of the House of Representatives of the Republic of Indonesia does not only depend on the individual capacity of Members of the House of Representatives of the Republic of Indonesia, but is also highly determined by the performance of Experts as the main supporting system in the legislative and policy-making process. Thus, an empirical study of the factors that affect the performance of Experts of the House of Representatives of the Republic of Indonesia is important and relevant, especially in examining the role of human resource quality, work motivation, and employee engagement, as well as how the certainty of employment status can strengthen or weaken the contribution of these three factors to performance.

Quality of human resources (*Human Resource Quality*) is a very fundamental influence on the performance of individuals and organizations. Various studies show that the quality of good human resources is positively correlated with employee performance, both in the public and private sectors. The results of research in Indonesia show that the quality of human resources has a significant effect on the performance of employees in regional government agencies [3]. Work motivation is an important psychological factor that determines an individual's work intensity, perseverance, and productivity. Research in the public sector shows that increased work motivation is positively correlated with employee productivity and performance, including in the context of Indonesian public services [4].

The provision of motivation by members of the House of Representatives of the Republic of Indonesia to their staff and experts both in the form of material and non-material, if it is on target according to expectations, can increase work morale, which will later be shown by their increased performance because they will work with full motivation for the achievement of organizational goals, in this case the Prosperous Justice Party Faction of the House of Representatives. Providing satisfactory motivation to supporting elements is a responsibility that must be done by a leader in providing inspiration, work spirit, and encouragement to subordinates to work better [5].

Furthermore, *employee engagement* or work engagement is increasingly seen as the core of quality performance. According to previous research that discussed work engagement, there is a positive relationship with performance, job satisfaction, and *well-being*. Employees in the context of complex

organizations [6]. Other research also corroborates that *employee engagement* significantly contributes to employee performance in various public and private organizations in Indonesia [7].

However, the effects of human resource quality, work motivation, and employee engagement on performance are not absolute but are influenced by the structural context of the work. One of the critical structural factors, especially in the public sector, is the certainty of employment status (job security). Many studies show that job status uncertainty can have a negative effect on employee motivation, work commitment, and even performance, while job status uncertainty can strengthen the relationship between psychosocial factors and performance [8]. The uncertainty of employment status has the potential to cause professional dilemmas, such as a decrease in job security, limited long-term orientation, and fluctuations in motivation and work attachment, even though Experts have adequate competence and experience.

In the Indonesian context, legislative institutions such as the House of Representatives of the Republic of Indonesia (DPR RI) play a strategic role in legislative, budget, and supervisory functions. Experts of the House of Representatives of the Republic of Indonesia are professional resources who contribute to policy formulation, strategic recommendations, and substantive analysis of legislative issues. Effective DPR RI Experts are required to be not only competent and motivated, but also have a high commitment to their work. However, most of the Experts of the House of Representatives of the Republic of Indonesia work with non-ASN status or contracts, which results in potential job insecurity. This condition shows that the mechanism of certainty of employment status can be an important moderation factor in the relationship between human resource quality, work motivation, employee engagement, and expert performance.

Various empirical studies generally examine the influence of human resource quality, work motivation, or partial employee engagement on employee performance, but there is still very limited research that integrates these three variables in one complete empirical model while testing the role of moderation in the certainty of employee status, especially in the context of Experts of the House of Representatives. Complementing this research gap, this research is designed to answer the deep and contextual empirical needs in public sector human resource management.

This research uses the theory *Job Demands–Resources (JD–R)*. This theory was first developed by [9] in response to the limitations of previous work stress models that tended to be specific to specific types of work and less adaptive to modern organizational dynamics. The main advantage of the JD–R Theory lies in its conceptual flexibility, as it can be applied to a wide range of work sectors, including the public sector, government organizations, and legislative institutions that have complex work characteristics and high task pressure. JD–R Theory departs from the basic

assumption that every job, without exception, has two main components, namely job demands and job resources, which simultaneously influence individual behavior and performance in the organization [10].

Based on these conditions, this study is designed to analyze the influence of the quality of human resources, work motivation, and employee engagement on the performance of Experts of the House of Representatives of the Republic of Indonesia. In addition, this study also examines the role of employment status certainty as a moderation variable that can strengthen or weaken the relationship between the quality of human resources, work motivation, and employee engagement on the performance of Experts of the House of Representatives. Thus, this research is expected to make an empirical contribution to the development of public sector human resource management studies, especially in understanding the factors that affect the performance of supporting professionals in legislative institutions in Indonesia. In accordance with the formulation of the problem, the objectives of the research and the theoretical foundation, the conceptual framework of the research can be described as follow on Figure 1.

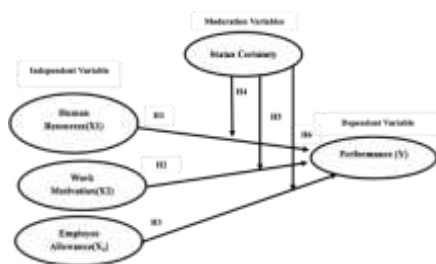


Figure 1. Conceptual framework

## 2. Research Methods

This study uses four research variables, consisting of three independent variables, one dependent variable, and one moderating variable. The independent variables in this study are the quality of human resources (X<sub>1</sub>), work motivation (X<sub>2</sub>), and employee engagement (X<sub>3</sub>). The bound variable in this study was the performance of experts of the House of Representatives of the Republic of Indonesia (Y), while the certainty of personnel status (Z) was used as a moderation variable.

This research was carried out in the House of Representatives of the Republic of Indonesia (DPR RI), especially on experts who provide substantive support to the fittings of the council and members of the House of Representatives of the Republic of Indonesia. The selection of the research location is based on the consideration that experts of the House of Representatives of the Republic of Indonesia have a strategic role in supporting the functions of legislation, supervision, and budgeting, so that their performance greatly determines the institutional effectiveness of the House of Representatives as a whole.

The determination of the number of samples in this study uses the Slovin formula, as stated by [11], which

is used to determine the minimum sample count when the characteristics of the population are not known in detail. The number of samples is determined based on the error rate set by the researcher. The smaller the error rate used, the greater the sample size needed to more accurately represent the population. The Slovin formula used is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description n = number of samples; N = total population; e = tolerated error rate (10%). The population in this study is all Experts of the House of Representatives of the Republic of Indonesia which amounts to 2,900 people. This study used an error rate of 10% or 0.1. Based on the results of the calculation, the number of samples was obtained of 96.67 which was then rounded to 97 respondents. Thus, the number of samples used in this study is 97 Experts of the House of Representatives of the Republic of Indonesia. This number is considered representative to describe a population with an error rate of 10%. Furthermore, the questionnaire will be distributed to Experts of the House of Representatives of the Republic of Indonesia who meet the research criteria to obtain data related to the quality of human resources, work motivation, employee engagement, certainty of personnel status, and expert performance. Data analysis techniques are used to draw conclusions from the data that has been collected by using *Structure Equation Modeling* (SEM) to process data and analyze it. SEM was chosen because it is more accurate in processing data not only to obtain causal relationships between variables and constructs but also to find out the magnitude of the relationship between variables and constructs.

## 3. Results and Discussion

Evaluation of measurement models (*Outer model*) is used to determine whether the data collected from respondents meet the validity and reliability requirements based on the relationships between indicators and variables. The following is an image of the outer model in this study using *Software SmartPLS 4.0* on Figure 2.

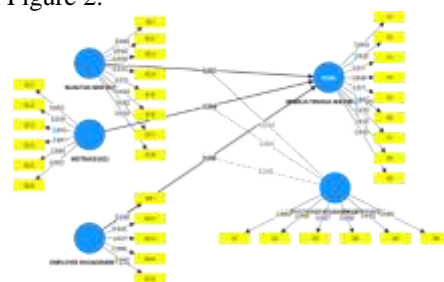


Figure 2. Outer Model

Based on the outer model image, all indicators in each variable show a high outer loading value, which is above 0.70, so that it can be stated that it has met the criteria for convergent validity. The HR Quality variable (X<sub>1</sub>) has an outer loading value in the range of 0.913–0.966, the Motivation variable (X<sub>2</sub>) is in the range of 0.901–0.983, and the Employee Engagement

(X3) variable has a value between 0.945–0.988. Furthermore, the Expert Performance variable of the House of Representatives (Y) shows an outer loading value that ranges from 0.871 to 0.979, while the Employment Status Certainty variable (Z) has a very high loading value of around 0.984–0.995. Outer loading values that completely exceed the minimum limit of 0.70 indicate that each indicator is able to strongly reflect its variable constructs. Thus, it can be concluded that all indicators in this research model are declared valid and suitable for further analysis in the structural model (inner model). Next Construct Reliability and Validity on Table 1.

Table 1. Construct Reliability and Validity

Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement (X3)	0,983	0,984	0,986
Certainty of Status of Ownership (Z)	0,996	0,997	0,996
Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,978	0,98	0,981
Motivation (X2)	0,982	0,983	0,985
HR Quality (X1)	0,983	0,986	0,985

Evaluation of the measurement model was carried out to assess the validity and reliability of the construct through convergent validity and reliability tests of the construct. Based on the results of data processing using SmartPLS, all research variables showed Cronbach's Alpha values, Composite Reliability (rho\_a and rho\_c) above 0.70 and Average Variance Extracted (AVE) values above 0.50. The HR Quality Variable (X1) has a Cronbach's Alpha value of 0.983 and an AVE of 0.891.

The Motivation Variable (X2) had a Cronbach's Alpha of 0.982 and an AVE of 0.918. The Employee Engagement (X3) variable shows Cronbach's Alpha of 0.983 and AVE of 0.935. The Employment Status Certainty variable (Z) has Cronbach's Alpha of 0.996 and AVE of 0.979. Meanwhile, the Expert Performance variable of the House of Representatives of the Republic of Indonesia (Y) has Cronbach's Alpha of 0.978 and AVE of 0.855. All AVE values above 0.50 indicate that the indicator is able to explain the variance of the construct by more than 50%, so that it can be declared to meet the criteria of convergent validity. In addition, the very high reliability value indicates that all constructs in this study have excellent internal consistency and are suitable for use in structural analysis. Next R Square on Table 2.

Table 2. R Square

	R-square	R-square adjusted
Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,890	0,881

The R-square value for the Expert Performance variable of the House of Representatives (Y) is 0.890, with R-square adjusted of 0.881. This shows that 89.0% of the variation in the performance of Experts of the House of Representatives of the Republic of Indonesia can be explained by the variables of Human Resources Quality, Motivation, Employee Engagement, Certainty of Personnel Status, and their moderation interactions.

This value is relatively strong (substantial) according to the criteria of Chin (1998), so the research model has excellent explainability. Next Bootstrapping (Hypothesis Testing) on Table 3.

Table 3. Bootstrapping (Hypothesis Testing)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Employee Engagement (X3) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,245	0,236	0,08	3,05	0,002
Motivation (X2) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,269	0,257	0,086	3,123	0,002
Quality of Human Resources (X1) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,257	0,252	0,088	2,921	0,004
Certainty of Status of Ownership (Z) X Quality of Human Resources (X1) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,294	0,291	0,105	2,806	0,005
Certainty of Leadership Status (Z) X Motivation (X2) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,292	0,285	0,105	2,775	0,006
Certainty of Employment Status (Z) X Employee Engagement (X3) -> Performance of Experts of the House of Representatives of the Republic of Indonesia (Y)	0,265	0,26	0,1	2,656	0,008

Hypothesis testing in this study was carried out using the bootstrapping method on SmartPLS with a significance level (0.05). A hypothesis is declared acceptable if the T-value is greater than 1.96 and the P-value is less than 0.05. Based on the test results, the quality of human resources was proven to have a positive and significant effect on the performance of Experts of the House of Representatives of the Republic of Indonesia with a path coefficient value of 0.257, T-statistics of 2.921, and P-values of 0.004. This shows that the higher the quality of human resources, the higher the performance produced. Thus, the first hypothesis (H1) is accepted.

Furthermore, work motivation was also proven to have a positive and significant effect on the performance of Experts of the House of Representatives of the Republic of Indonesia with a coefficient of 0.269, T-statistics of 3.123, and P-values of 0.002. These findings indicate that increased work motivation is able to drive significant performance improvements. Therefore, the second hypothesis (H2) is accepted. Employee engagement also showed a positive and significant influence on performance with a coefficient of 0.245, T-statistics of 3.050, and P-values of 0.002. These results confirm that high work involvement

contributes to improving the quality and consistency of the performance of Experts of the House of Representatives of the Republic of Indonesia, so that the third hypothesis (H3) is accepted.

In addition to direct influence, this study also tested the certainty of employment status as a moderation variable. The results of the test showed that the certainty of personnel status could moderate the influence of the quality of human resources on the performance of Experts of the House of Representatives of the Republic of Indonesia, with a coefficient of 0.294, a T-statistical value of 2.806, and a P-value of 0.005. These results show that the role of employment status certainty significantly strengthens the relationship between human resource quality and performance, so the fourth hypothesis (H4) is accepted.

Furthermore, the certainty of employment status can also moderate the influence of work motivation on performance, with a coefficient of 0.292, T-statistics of 2.775, and P-values of 0.006. This shows that the existence of certainty of work status strengthens the contribution of work motivation to performance improvement, so that the fifth hypothesis (H5) is accepted. Similarly, the certainty of employment status can moderate the influence of employee engagement on performance, with a coefficient of 0.265, T-statistics of 2.656, and P-values of 0.008, so that the sixth hypothesis (H6) is also accepted. Overall, the test results show that the entire research hypothesis is accepted. The variables of human resource quality, work motivation, and employee engagement have been proven to have a positive effect on the performance of Experts of the House of Representatives, as well as the certainty of personnel status as a moderation variable that strengthens the relationship between these three variables and performance.

The Influence of Human Resource Quality on the Performance of Experts of the House of Representatives of the Republic of Indonesia. The results of the study show that the quality of human resources has a positive and significant effect on the performance of Experts of the House of Representatives of the Republic of Indonesia. These results are in line with research [3] [12] which states that the competence and quality of human resources contribute significantly to improving the performance of public sector organizations. Experts of the House of Representatives of the Republic of Indonesia who have good analytical skills and substantial competence are able to produce more quality policy studies, thereby supporting the function of legislation optimally.

In the perspective of Job Demands–Resources (JD–R) Theory, the quality of human resources is included in the category of personal resources, which is an individual characteristic that allows employees to control the work environment and deal with the demands of work effectively. Strong personal resources help individuals manage the complexity of legislative tasks without experiencing performance degradation.

However, the results of this study are not in line with the findings [13] which states that the quality of human resources has no effect on performance. These differences can be caused by differences in organizational context and job characteristics. In the environment of the House of Representatives of the Republic of Indonesia, which is very substance-based and policy analysis, the quality of human resources is a crucial factor that directly affects work output.

The Effect of Work Motivation on the Performance of Experts of the House of Representatives of the Republic of Indonesia. The results of the study show that work motivation has a positive and significant effect on the performance of Experts of the House of Representatives. This means that the higher the motivation to achieve, work responsibility, the need for recognition, and the willingness to try more, the higher the performance produced. These findings support the results of the study [12] [14] [15] [4] which states that work motivation has a significant influence on the performance of public sector employees. Motivated employees tend to show better productivity and work effectiveness.

Within the framework of JD–R Theory, work motivation is part of the motivational process, which is a psychological mechanism that explains how personal resources and job resources encourage work engagement and performance. Motivation serves as the main driver that connects individual resources with work outcomes in the form of performance. These results are different from studies [16] [17] who found that motivation had no effect or even a negative effect on effectiveness. This difference is likely due to different organizational contexts and reward systems. In the context of Experts of the House of Representatives of the Republic of Indonesia, motivation that is given appropriately, both material and non-material, has the potential to increase work enthusiasm and professional dedication [5].

The Influence of Employee Engagement on the Performance of Experts of the House of Representatives of the Republic of Indonesia. The results of the study show that employee engagement has a positive and significant effect on the performance of Experts of the House of Representatives. This means that the higher the level of vigor, dedication, and absorption that the Expert has, the higher the performance produced. These findings are in line with research [2], stated that employee engagement has a significant effect on the performance of Experts of the House of Representatives of the Republic of Indonesia.

In JD–R Theory, employee engagement is positioned as the main outcome of the motivational process that bridges the relationship between job resources, personal resources, and performance [18]. Engaged employees have energy and a sustainable work focus, so that they are able to produce more optimal work performance. [19] Affirming that employee engagement is the result of a reciprocal relationship between employees and the organization, where organizational support and

resources are important factors in encouraging work engagement. In the context of this study, the existence of certainty of staffing status as a job resource is suspected to be an important factor that allows engagement to be converted into performance.

The Role of Employment Status Certainty as a Moderation Variable. The results of the study show that the certainty of personnel status significantly moderates the influence of the quality of human resources on the performance of Experts of the House of Representatives. This means that the high quality of human resources will be more effective in improving performance if supported by the certainty of clear and stable work status. In other words, the competence, skills, and analytical abilities of experts will be more optimally converted into performance when individuals have a sense of security about the sustainability of their working relationships. In the perspective of Job Demands–Resources (JD–R) Theory, the certainty of employment status is included in the category of job resources, namely structural resources that are able to strengthen the use of personal resources such as individual competencies and capacities. When employees feel structurally secure, they tend to be more courageous to take initiative, show creativity, and invest their professional skills to the fullest.

Research conducted by [20] Employee status cannot moderate the relationship between work-life balance and employee performance, but it is able to moderate the influence of work stress on employee performance. In the context of the majority of Experts of the House of Representatives of the Republic of Indonesia who have contract status, the certainty of work status is an important factor in determining the extent to which the quality of human resources really has an impact on work performance. Certainty of Employment Status Moderates the Influence of Work Motivation on the Performance of Experts of the House of Representatives of the Republic of Indonesia.

The results of the study show that the certainty of employment status significantly moderates the influence of work motivation on the performance of Experts of the House of Representatives. This means that high work motivation will be more effective in improving performance if supported by certainty of work status. Employees who are motivated and at the same time have a sense of security about their job status tend to show higher commitment and consistency of work. Within the framework of JD–R Theory, work motivation is part of the motivational process that encourages individuals to optimize their capacity [18]. However, the motivational process will be stronger if it is supported by adequate job resources, one of which is the certainty of employment status.

Despite research [21] shows that employee status does not always moderate the relationship between motivation and performance, This is because compensation satisfaction is felt by all employees regardless of the status of permanent employees and non-permanent employees. In the context of Experts of

the House of Representatives of the Republic of Indonesia who work in the contract system, the certainty of work status is a very relevant factor. Job uncertainty can lower long-term onboarding and stability of professional commitments. Therefore, the existence of certainty of work status strengthens the impact of motivation on performance improvement. Certainty of Employment Status Moderates the Influence of Employee Engagement on the Performance of Experts of the House of Representatives of the Republic of Indonesia.

The results of the study show that the certainty of employment status significantly moderates the influence of employee engagement on the performance of Experts of the House of Representatives. This means that high work involvement will result in more optimal performance if supported by certainty of work status. In JD–R Theory, employee engagement is the outcome of a motivational process that bridges the relationship between work resources and performance. However, engagement does not always automatically result in high performance when individuals face structural uncertainty. Certainty of work status functions as a job resource that provides psychological stability so that work energy and dedication can be converted into real performance.

These findings are in line with research [22], which shows that the effect of moderation of job status certainty can weaken the influence of job insecurity on employee organizational commitment. The clarity of personnel status must be taken into account by an organization, this will be a strong reference to reduce the sense of job insecurity and of course increase organizational commitment which will provide improved employee performance. In the context of Experts of the House of Representatives of the Republic of Indonesia, high engagement will be more sustainable and productive when individuals have certainty about the future of their work.

#### 4. Conclusion

Based on the results of the study on the influence of Human Resource Quality, Motivation, and Employee Engagement on the Performance of Experts of the House of Representatives of the Republic of Indonesia with the Certainty of Personnel Status as a moderation variable, it can be concluded as follows The quality of Human Resources (X1) has a positive and significant effect on the Performance of Experts of the House of Representatives of the Republic of Indonesia (Y). This shows that the better the quality of competence, analytical ability, and professional skills possessed by experts, the higher the performance produced in supporting the legislation, supervision, and budgeting functions of the House of Representatives of the Republic of Indonesia. Motivation (X2) has a positive and significant effect on the Performance of Experts of the House of Representatives of the Republic of Indonesia (Y). These findings show that internal and external encouragement, such as the need for achievement, recognition, and work responsibility, are

able to increase the work morale and productivity of Experts of the House of Representatives of the Republic of Indonesia. Employee Engagement (X3) has a positive and significant effect on the Performance of Experts of the House of Representatives of the Republic of Indonesia (Y). The higher the level of work involvement shown through vigor, dedication, and absorption, the more optimal the performance produced by the Experts of the House of Representatives of the Republic of Indonesia. Certainty of Employment Status (Z) has been proven to moderate the influence of HR Quality on the Performance of Experts of the House of Representatives. This means that the quality of human resources will have a greater impact on performance if supported by the certainty of clear and stable work status. Certainty of Employment Status (Z) also moderates the influence of Motivation on the Performance of Experts of the House of Representatives of the Republic of Indonesia. With certainty of work status, employees' work motivation can be more effectively translated into higher performance. Certainty of Employment Status (Z) moderates the influence of Employee Engagement on the Performance of Experts of the House of Representatives. This shows that high work involvement will result in more optimal performance if Experts have a sense of security and certainty about their job status. Overall, the results of the study show that Human Resources Quality, Motivation, and Employee Engagement have an important role in improving the Performance of Experts of the House of Representatives of the Republic of Indonesia, as well as Certainty of Employment Status function as a strengthening factor that strengthens the relationship between these three variables and performance.

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