

THE EFFECT OF WORK ENVIRONMENT, WORK STRESS AND MOTIVATION TO EMPLOYEE ENGAGEMENT IN PALM-OIL INDUSTRY (STUDY CASE IN LAMBANG AGRO PLANTATION)

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ABSTRACT

Labor is one of the factors that influences palm oil productivity. Good human resource (HR) management is necessary for efficiency, profitability, and company sustainability. Employee engagement (EE) combines attitudes, thoughts, and behaviors towards satisfaction, commitment, pride, loyalty, and responsibility. EE can be increased by paying attention to the work environment, stress, and motivation. This research examines the sway of the work environment, stress, and motivation on EE. The research was conducted at the head office of PT Lambang Agro Plantation in June – July 2025. The saturated sample (census) with 48 respondents determined the research sample. The data in this research uses primary data from interviews and questionnaires. Descriptive analysis is used to identify employee perceptions of the work environment, work stress, work motivation, and EE. The data was then analyzed using hierarchical regression with the help of Microsoft Excel and SPSS software. The findings suggest that good workplace has significant effect on EE for the first and second models, work stress has a negative and significant effect on EE in the second model, and work motivation has a positive and significant effect on EE in the third model. In contrast, the work environment and work stress do not significantly affect EE.

Keywords: *employee engagement, hierarchical regression, work environment, motivation, work stress*

ABSTRAK

Tenaga kerja merupakan menjadi satu faktor yang dapat mempengaruhi produktivitas kelapa sawit. Manajemen sumber daya manusia (SDM) yang baik diperlukan untuk efisiensi, profitabilitas dan keberlangsungan perusahaan. *Employee engagement* (EE) merupakan suatu konsep dalam MSDM yang menggambarkan kombinasi sikap, pikiran, perilaku yang berhubungan dengan kepuasan, komitmen, kebanggaan, loyalitas dan tanggung jawab. Faktor-faktor yang dapat mempengaruhi EE adalah lingkungan kerja, stres kerja dan motivasi kerja sehingga penting untuk diperhatikan. Tujuan dari penelitian ini adalah meninjau pengaruh lingkungan kerja, stres dan motivasi kerja terhadap EE. Penelitian dilakukan di kantor *head office* PT Lambang Agro Plantation pada bulan Juni – Juli 2025. Responden penelitian sebanyak 48 orang dengan metode pengambilan sampel adalah metode sensus. Data pada penelitian ini menggunakan data primer hasil wawancara dan kuesioner. Analisis deskriptif digunakan untuk mengidentifikasi persepsi karyawan terhadap lingkungan kerja, stres kerja, motivasi kerja dan *employee engagement*. Data kemudian dianalisis dengan regresi hierarki dengan bantuan *software Microsoft Excel* dan SPSS (*Statistical Product and Service Solution*). Hasil penelitian menunjukkan bahwa lingkungan kerja berpengaruh positif dan signifikan pada EE untuk model pertama dan kedua, stres kerja berpengaruh negatif dan signifikan terhadap EE pada model kedua dan motivasi kerja berpengaruh positif dan signifikan terhadap EE pada model ketiga, sementara lingkungan kerja dan stres kerja tidak berpengaruh signifikan terhadap EE.

Kata kunci: *employee engagement, lingkungan kerja, motivasi kerja, regresi hierarki, stres kerja*

INTRODUCTION

Indonesia is the foremost palm oil producer worldwide, with a contribution percentage of 59%, followed by Malaysia at 24% and Ghana at 17% (BPS, 2023). However, palm oil productivity data shows that palm oil productivity in Malaysia is much higher than in Indonesia. One factor that influences palm oil productivity is labor. According to research by (Monita & Zebua, 2023), labor partially influences palm oil productivity. Therefore, good human resource (HR) management is necessary. Ineffective HR management can hinder the achievement of company goals, especially in terms of efficiency, profitability, and sustainability (Susan, 2019).

Employee engagement (EE) is a concept in HRM. EE describes a person's personality or character, which combines attitudes, thoughts, behavior towards satisfaction, commitment, pride, loyalty, and responsibility (Macey & Schneider, 2008). EE describes how employees feel affection to the company they work for, support its goals, and encourage its values (Robertson-Smith & Markwick, 2009). A survey conducted by the Gallup organization in 2023 shows that 68.78% of Indonesian employees are not engaged, and 25.28% are actively disengaged. This shows that many Indonesian employees are still not engaged with their jobs.

Work environment, stress, and motivation are several factors that must be considered to increase EE. Research by (Simanjuntak et al., 2023) on bank employees shows that the work environment positively and significantly affects EE. A comfortable work environment will increase EE. The work environment includes company facilities and infrastructure, as well as supportive social relations between employees. (Siagian, 2023) states that a good work environment can increase work morale, ultimately making employees work more productively. Employees with a suitable and appropriate work environment work more efficiently.

Work stress that occurs in employees is often influenced by external and internal

factors such as the work environment and employee motivation. Factors that can cause work stress in employees can be environmental, organizational, and individual factors (Robbins & Judge, 2009). According to research by (Partina et al., 2023), work stress negatively influences EE. It means that work stress can reduce employee involvement in the company. Employee engagement will be lower the more they find their work stressful. The high pressure from their workload and job responsibilities will cause higher stress levels.

The impact of internal work stress influences the motivation of employees, which they show when working. Demotivated employees certainly harm the company, as shown by their performance. According to (Milkovich & Newman, 2011), high employee motivation can improve their performance, which will ultimately positively impact the company's overall performance. Motivation also influences the level of EE. The greater an employee's motivation, the stronger their attachment to the company. A literature study conducted by (Goel & Rashmi, 2023) shows that work motivation, both intrinsic and extrinsic, can strengthen EE in many company sectors.

Employee engagement can be related to factors such as the work environment, work stress, and employee motivation. It can be described when employees respond positively to the company, which creates an emotional impact on the employee, creating a feeling of connection with the company. According to (Setyanto et al., 2024), employees who are emotionally connected and committed to the company can be interpreted as having an attitude and loyalty, thereby reducing the desire to stop working. (Kruse, 2015) also believes that employees who are engaged with the company will be more effective because they work not only for salary or promotion but also on behalf of the company. That is important for companies to have because it can improve overall company performance. Likewise, if the work environment and stress levels are appropriate, employees

will work better, show commitment to the company, and have a feeling of contributing more (Schaufeli et al., 2006).

Several studies discuss the relationship between work environment, work stress, and work motivation on EE separately. Research by Soqair and Gharib (2023) shows that a toxic work environment will be a serious threat to employees because it can reduce EE. Malidha et al. (2024) also demonstrate that work stress has a significant and detrimental impact on EE in Gen Z workers. The higher the employee's stress level, the lower the EE will be. Meanwhile, Engidaw (2021) shows that work motivation has a positive effect on EE, so it is necessary to increase employee motivation. In this research, these three variables are used to determine the extent to which each variable contributes to the gradual influence on EE.

Lambang Agro Plantation, as a palm oil company, faces the challenge of increasing employees' sense of attachment to the company with the job demands given. Consumer demand for palm oil requires companies to improve the performance of their employees. Work stress caused by the work environment and work pressure becomes an obstacle for human resources to develop their skills. Therefore, it is also necessary to look at employee motivation so that HR management can be more easily realized.

Based on a preliminary research survey, the company has a low employee turnover rate. Employee management in the field is also quite good. However, employee issues at the head office still must be explored. The head office building is divided into two parts with different locations. Some departments have separate locations from other departments. It can cause work efficiency, communication, and employee coordination between departments in the head office to be in disarray. According to research by Stea et al (2015), physical building separation can influence employee perceptions and motivation. Separation can have a positive impact because employees focus on and maintain privacy. However, this separation can also have a negative impact if communication and social

control are low. Internal employee activities that can improve social relations among employees are also not running optimally. Social relationships between employees are categorized as a non-physical work environment. According to Hackman and Oldham (1976), through the JCM (Job Characteristics Model) concept, the non-physical work environment emphasizes the psychology of work, which influences motivation, satisfaction, and work productivity.

Head office employees also often visit the field or oil palm plantations. Plantation locations far from cities and residences can cause stress. Head Office workers must always be on reserve when needed and assigned to create official trips to the plantation. Employees can feel stressed by the job demands they have. According to Mangkunegara (2009), the feeling of pressure experienced by employees regarding their work can be considered work stress. The company also has not conducted an engaged survey. Employee engagement needs to be recognized so that companies know the extent to which their employees are attached to the company. The fundamental principle in the 2015 ISO 9001 standard is that employees who have full involvement at every level in the company will increase customer satisfaction. According to Stevenson (2019), employees who are satisfied at work will also increase customer satisfaction. This research will explore the extent to which Lambang Agro Plantation's employees are engaged with the company by paying attention to work environment factors, work stress, and employee work motivation.

Therefore, this research examines how the work environment, stress, and motivation influence engagement among Lambang Agro Plantation employees and determines strategies for increasing engagement.

METHODS

This research was conducted at the Lambang Agro Plantation Head Office in North Jakarta City, DKI Jakarta Province, from June to July 2025. The head office was determined

as the research location based on the availability factor of the number of permanent employees in the company. Determination and sampling in this study used the saturated sample method or census with 48 respondents. The data in this research uses primary data from interviews and questionnaires.

Descriptive analysis identifies employee perceptions of the work environment, stress, motivation, and engagement. Descriptive analysis uses a Likert scale with a score of 1 (strongly disagree), score 2 (disagree), score 3 (neutral), score 4 (agree), and score 5 (strongly agree). The analysis uses an average value (mean) to be processed with the help of Microsoft Excel and SPSS (Statistical Product and Service Solutions) software. Determination of the scale range is obtained according to the results of calculations using the following formula:

$$interval = \frac{max - min}{3}$$

This research uses validity and reliability tests to assess the accuracy and reliability of the data (Panjaitan, 2017). The classic assumption test consists of three stages: normality, multicollinearity, and heteroscedasticity (Machali, 2021).

This research uses hierarchical regression analysis to determine the significant influence of work environment, work stress, and work motivation as independent variables on the dependent variable, employee engagement. Hierarchical regression is a regression analysis carried out in stages. This regression aims to evaluate each model in explaining the dependent variable. More predictor variables were added to each model. The researcher gradually determines the addition of these variables based on the underlying theory. Then, each model is compared with the previous model, and the contribution of the predictors added to the new model is seen. Comparisons are made by looking at the magnitude of the coefficient of determination (R²). The F test value must also be considered to see whether the newly added predictor

variable is simultaneous with the previous variable in explaining the dependent variable.

Hierarchical regression in this research aims to provide a clearer and more structured picture of the influence of each variable. This regression illustrates the contribution of each variable after it is added incrementally.

Model 1 examines how work environment influence employee engagement (Variable Y). The work environment influences employees' stress levels. According to research by Desa et al. (2018), work stress will decrease when the company's work environment is good. So, in Model 2, the work stress variable is added to see how the influence of the work environment and work stress simultaneously affects employee engagement. Work stress will affect work motivation, decreasing if the employee's stress level is high. Research by Nanda & Sugiarto (2020) shows that work stress significantly affects work motivation, so in model 3, work motivation variables are added to see how the work environment, work stress, and work motivation simultaneously influence employee engagement. Changes in R² in each model will be considered to determine the increase in the contribution of the independent variable to explaining the dependent variable. So, this study's hierarchical regression analysis model is as in Table 1.

Table 1. Hierarchical Models

Variable	Model 1	Model 2	Model 3
Work Environment (X1)	X	X	X
Work Stress (X2)	-	X	X
Motivation (X3)	-	-	X
Employee Engagement (Y)			
F			
R ²			
ΔR ²			

RESULT AND DISCUSSION

RESPONDENT CHARACTERISTICS

The respondents in this study were employees of PT Lambang Agro Plantation, totaling 48 respondents. Male employees dominated 77.08% and female respondents 22.92%. There are more men because they

work to meet their daily needs as heads of families (Dewantoro & Maria, 2022). Gender differences can affect employee productivity levels. Male employees tend to be more productive than female employees. This gender difference causes differences in company policies regarding leave and insurance (Hazmi et al., 2022).

Age plays a role in determining individual responses and decision-making. Most respondents were 20 – 30 years old, then 31 – 40 years old, and then 41 – 50 years old, and finally > 50 years old, with percentages of 41.67%, 33.33%, 14.58%, and 10.42% respectively. The average age of employees is classified as the productive age. The labor force participation rate is determined by whether or not they are of productive age. Employee productivity levels tend to diminish towards old age due to physical limitations, health, and so on (Candra & Jamalullail, 2025).

Most respondents' marital status was married, with a percentage of 64.58% and 35.42% of unmarried employees. Marital status does not have much influence on employee productivity, but it will cause differences in employee motivation at work. Married employees have a higher commitment to the company compared to single employees. They have a sense of responsibility towards their family, which makes them consider this work important (Khairuddin, 2021).

The longest number of respondents working was 5 - 10 years, with a percentage of 45.83%, followed by employees with less than five years of work, namely 37.50% and the least were employees with 11 - 15 years of work, 16.67%. The length of time an employee has worked affects employee performance. The longer employees work, the more skilled and trained they are. Apart from that, their level of self-confidence will also increase because they have mastered a lot of the work they do and always learn from their mistakes (Gusti et al., 2023).

Education level influences employee productivity. Education plays a role in analyzing

information used for application (Nainggolan et al., 2024). Individuals with higher education tend to have broader insight. Education advances in improving the quality of individual professional abilities. Education will train a person's thinking methods systematically to overcome the problems they will face later (Febianti et al., 2023). The last level of education of respondents with a Bachelor's degree was 30 people (62.50%), followed by SMA/SMK/equivalent with 14 people (29.17%), and Diploma education with four people (8.33%).

CLASSICAL ASSUMPTION TEST

After the research data was collected, the classical assumption test was established. The classical assumption tests carried out in this research consisted of normality tests, multicollinearity tests, and heteroscedasticity tests. Testing was accomplished by using SPSS software.

NORMALITY TEST

The normality test is used in research to determine whether data is normally distributed. The findings show that the data follows a Gaussian distribution. The normality test results with One-Sample Kolmogorov-Smirnov show that the p-value (asym.sig 2-tailed) is 0.090, which is greater than 0.05. Thus, it can be inferred that the regression model in the study meets the normality assumption (Peat et al., 2001).

MULTICOLLINEARITY TEST

The multicollinearity test is designed to identify the correlation value between independent variables in a regression model. A regression model that is acknowledged as free from multicollinearity. The multicollinearity test has a VIF (Variance Inflation Factor) value. This value appraises the correlation value on the independent variable. If the VIF value is below 10 and the tolerance value is greater than 0.1, it could be assumed that there are uncorrelated predictors in the research

regression model (Machali, 2021). The outcome of the multicollinearity test in this study can be seen in Table 2. This study's VIF and tolerance values indicate that all data in independent variables are correlated.

Table 2. Multicollinearity Test Results

Variable	Collinearity Tolerance	VIF
Work Environment	0,56	1.776
Work Stress	0,57	1.750
Motivation	0,73	1.376

HETEROSCEDASTICITY TEST

The heteroscedasticity strives to test the diversity of variance between observation in a regression model. The results of this test observable from the scatterplot pattern and the results of the Glejser Test using the Absolute Residual (Abs Res) method. A definite pattern on the scatterplot with dots spreading symmetrically distributed around the zero line indicates acceptable test results. When using the Abs Res method, good heteroscedasticity test results are shown in the significance value (p-value) of one or more independent variable coefficients > 0.05 (Machali, 2021).

The results of the significance values from the Glejser Test in this study can be seen in the table below. The results show that the p-value of data is > 0.05 so there is no indication of heteroscedasticity in the regression model of this research.

Table 3. Results of Heteroscedasticity Test

Variable	Sig.
Work Environment	0,97
Work Stress	0,78
Motivation	0,46

Table 3 shows the significance values from the Glejser Test in this research. The results show that the p-value is > 0.05 , so the regression model has homogeneous variance.

HIERARCHICAL REGRESSION TEST RESULTS

Hierarchical regression testing aims to see the differences in the strength of the relationships between independent variables. If the sig is smaller than 0.05 in a hierarchical regression test, it means there is a significant sway between the independent variables (work environment, work stress, and work motivation) and the dependent variable (employee engagement). The research results show that the three hierarchical regression models are significant. It is clear from the p-value of the hierarchical regression analysis results in Table 4. The p-value of the three models is 0.000 (p-value < 0.05), meaning that these three variables have a significant effect on EE.

The research hierarchical regression test analysis results show that the hierarchical regression model in this research is appropriate (model fit). It can be seen from the R² value, which is increasing in each model. The

Table 4. Result of Hierarchical Regression Analysis

Variable	Model 1	Model 2	Model 3
Work Environment (β)	0.58	0.38	0.26
Sig.	0.00*	0.02*	0.10
Work Stress (β)		-0.32	-0.23
Sig.		0.04*	0.14
Motivation (β)			0.32
Sig.			0.03*
F	5.75	5.99	6.26
Sig.	0.00*	0.00*	0.00*
R ²	0.41	0.46	0.52
Adjusted R ²	0.34	0.39	0.44
ΔR^2	0.32	0.06	0.06

results show that the R^2 value = 0.41. This value shows that when the work environment is added, the work environment influences employee engagement by up to 32% ($\Delta R^2 = 0.32$). The work stress variable was added to the second model, and the R^2 value was 0.47. Work stress plays a role in influencing employee engagement by up to 5%. ($\Delta R^2 = 0.06$). In the third model, after work motivation was added, these variables played a role in influencing employee engagement by up to 52% ($R^2 = 0.52$), with a contribution to work motivation of 6% ($\Delta R^2 = 0.06$).

THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT

In model 1, when the work environment variable is added, the F test results show a value of 0.00 (p-value < 0.05), meaning, after the environmental variable is added, the control and environmental variables simultaneously influence employee engagement. The t-test results in the second model also show a value of 0.00 (p-value < 0.05, $\beta = 0.58$). This value shows that the work environment significantly positively affects employee engagement. The better the work environment, the higher employee involvement in the company.

Apart from that, the adjusted R^2 value has increased compared to the first model by 0.34. It means there is an additional contribution of work environment variables in explaining employee engagement. The work environment influences employee engagement by up to 34%. (Judeh, 2021) also believes that the work environment significantly affects employee engagement with a beta coefficient value of 0.36 and a p value smaller than 0.1.

Meidyntania and Frianto's (2023) research also states that the work environment significantly positively affects employee engagement. A healthy physical and social work environment can increase employee comfort with the company, increasing their attachment to the company. When employees have a negative perception of the work environment, it will make them uncomfortable and

cause boredom at work. It can also decrease enthusiasm and cause difficulty concentrating. Lack of concentration can cause employees to become disengaged because they feel that the time spent at work feels longer and less enjoyable, which can make employees lazy about working and want to look for a new, more suitable place of work (Atriani et al., 2024)

The physical and non-physical work environment can influence employee engagement. The physical work environment creating positive change on employee engagement. A building with sufficient lighting, noiseless, and a good layout will increase work comfort. A good room will improve employee mood. The head office of PT Lambang Agro Plantation is separated into two different buildings with complete office facilities. Office facilities consist of an air-conditioned room, a prayer room/prayer room, a pantry with sugar and coffee available, a meeting room, parking lot, CCTV, fire extinguisher (APAR), cleaning services, capable technology (WiFi, printer, photocopier, generator set, laptop, infocus, LCD), and healthcare such as general medicines provided in the office.

In research by (Hasmayni et al., 2022), the non-physical work environment also influenced employee engagement by up to 72.20%. A conducive work environment will connect employees and attract interest in the company. (Susanto et al., 2016) argue that supportive relationships between colleagues are felt when employees work together. Harmonious collaboration will create employee rapport, making them comfortable because of a sense of attachment to the company.

A discouraging work environment is characterized by bullying behavior, failure to communicate, and skepticism in the company. Leadership culture, organizational structure, and workplace interaction can create a toxic environment. Employees in a toxic environment will experience fatigue and dissatisfaction, reducing employee engagement and increasing employee turnover (Sulaeman et al., 2024).

Besides improving the company's physical environment, good communication and collaboration between employees will create a healthy work environment. Providing freedom in decision making, availability of adequate resources, and company support in balancing work demands can create a good work environment (Xue et al, 2023).

THE EFFECT OF WORK STRESS ON EMPLOYEE ENGAGEMENT

Work stress has a negative and significant effect on employee engagement. Employees who often experience pressure due to heavy workloads and job responsibilities will trigger work stress and reduce employee engagement (Malidha et al., 2024). In the third model, the work stress variable was added. The results of the F test model 2 are 0.00 (p-value < 0.05), which means that the work environment and work stress simultaneously have a significant effect on employee engagement. Research by Fikri et al (2024) also shows that the work environment and work stress simultaneously influence employee engagement. The work environment has a positive effect, and stress negatively affects employee engagement. A better work environment with low work stress can increase employee engagement. Partially, work stress and the work environment significantly affect employee engagement. The significance value of the t-test on the work environment and work stress variables is 0.02 (p-value < 0.05; $\beta = 0.38$) and 0.04 (p-value \leq 0.05; $\beta = -0.32$).

The increase in the R^2 value in the second model also makes an additional contribution. The R^2 value in the second model is 0.39, an increase of 9% from the second model. Pranasari and Kusumawardani (2021) also argue that the work environment and stress influence employee engagement simultaneously, contributing up to 87.7%. In other words, employee engagement is not only influenced by the work environment but also by the extent to which work stress can be managed. One step that can be taken to manage work stress is by providing structured

training programs, such as fostering employee engagement. This program can reduce employee stress and increase contribution to company results. Training can include introducing and managing stress, improving communication skills, developing employee resilience, and developing self-development (Naeeni et al, 2023). Apart from that, providing compensation can also reduce work stress. If appropriate compensation is appropriate, employees can still stay in the company and carry out their responsibilities well (Nurindahsari, 2024).

THE EFFECT OF WORK ENVIRONMENT, WORK STRESS AND WORK MOTIVATION ON EMPLOYEE ENGAGEMENT

In the third model, when work motivation is added, the F test results also show that the work environment, work stress, and work motivation simultaneously significantly affect employee engagement (p = 0.00, p < 0.05). An increase in the adjusted R^2 value of 5% ($R^2 = 0.44$) also shows that work motivation contributes more to explaining employee engagement. The research results of Nusraningrum et al (2024) also state that work motivation significantly affects employee engagement. Increasing employee motivation will increase their involvement in their work. However, based on the t-test results, only the work motivation variable significantly influences employee engagement. The results of the t-test show that the p-value for work motivation is 0.03 (p-value < 0.05; $\beta = 0.32$), the work environment is 0.10 (p-value > 0.05; $\beta = 0.26$), and work stress is 0.14 (p-value > 0.05; $\beta = -0.23$).

That indicates that work motivation is a more dominant variable influencing employee engagement. The inclusion of the work motivation variable causes the contribution of the work environment and work stress to be smaller in influencing employee engagement and is channeled through work motivation. This phenomenon can be explained by the results of the classic mediation test (Baron &

Kenny, 1986), which shows that work motivation mediates the relationship between work environment and work stress on employee engagement.

The results of the M test show that work motivation partially mediates the relationship between work environment and work stress on employee engagement. The significance values of work environment and work stress are 0.03 ($p < 0.05$) and 0.02 ($p < 0.05$), respectively. It means that work motivation is important in mediating the relationship between the work environment and work stress on employee engagement. Apart from mediating employee engagement, work motivation is also linked to the work environment and work stress on employee performance. It shows that work motivation plays an important role as a mediator in channeling the influence of the work environment and work stress on employee performance (Salsabila & Ekowati, 2024).

Providing appreciation and recognition from the company can increase intrinsic and extrinsic motivation. Providing awards and validation for employee performance achievements can also increase motivation (Khan, 2020). Career development programs also have a significant effect on employee motivation. Improvements to career development programs can influence employee motivation (Aditya et al., 2024). The main factor in employee motivation at PT Lambang Agro Plantation is an appropriate salary. The research results show that employees are motivated by the desire to develop, passion for the field of work, appropriate salary, benefits (health benefits, housing, transportation, and old age insurance), annual leave, a positive work environment, and opportunities for promotion/advancement. According to research respondents, the most effective things in increasing employee motivation are sufficient income (45.83%), a positive work environment (35.42%), and the desire for development/training (16.67%), interest/passion in the work field (2.08%).

Employee motivation can increase when the company provides a career path with clear

and structured opportunities, supportive training, and fair performance evaluation systems. The program can strengthen employees' sense of involvement and commitment to company goals. Recognition of employee contributions and promotions based on achievement can also increase employee work motivation and provide appropriate incentives (Nendi et al., 2024).

(Damayanti et al., 2024) added that improving internal communication can also increase employee motivation and engagement with the company. Effective internal communication management, transparency, responsiveness, responding to employee complaints, encouraging employee motivation through leadership, and focusing on innovation and creativity can be a company communication improvement program. Good communication will also create a work environment that supports and increases employee cooperation.

According to the interview results, the salary given by the company is quite competitive. Having appropriate incentives can reduce environmental influences and work stress for employees. Compensation has a positive and significant effect on employee engagement. A stressful work environment can cause stress. However, if appropriate compensation is provided, employees can stay in the company and carry out their responsibilities well (Nurindahsari, 2024). (Puspitasari & Adi, 2023) also reveal that work stress negatively and significantly affects employee engagement through job satisfaction. Employees who feel satisfied with their work tend to have positive emotions towards it and are better prepared to cope with stress. Satisfaction can withstand and reduce the influence of work stress on employee engagement.

CONCLUSION AND SUGGESTION

CONCLUSION

This research concludes that the work environment, stress, and motivation affect

engagement. In the first model of hierarchical regression analysis, the work environment greatly enhances on employee engagement. In the second model, work environment variables and work stress significantly affect employee engagement. The work environment has a positive effect, while work stress has a negative effect on employee engagement. After the work environment, work motivation positively affects employee engagement, while work stress negatively affects employee engagement. Comprehensive training tailored to individual needs can help employees reach their full potential. In addition, awards and recognition for achievements outside of work will motivate employees to perform well. Therefore, by creating an environment that supports job growth and provides for employee needs and motivation, employee management programs will increase their commitment to the company's overall goals. Employees will be more enthusiastic, dedicated, and able to achieve work results that benefit the company.

SUGGESTION

Companies can conduct engagement surveys by adding other indicators, such as leadership style, self-development opportunities, employee cooperation, and employee satisfaction, to see employee perceptions. Based on the research results, companies need to pay attention to the work environment, work stress, and employee work motivation in order to improve EE. The company maintains and improves a good working environment by carrying out routine maintenance and repairs to the physical environment and fostering effective working relationships through clear communication (non-physical working environment). Work stress management can reduce employee work stress levels and increase employee motivation by maintaining and paying attention to appropriate salaries from the company.

Several managerial implications given to increase employee engagement are: 1) implementing an engaged survey; 2) strengthening

training programs for employee development; 3) establishing a mentoring program for each department; 5) developing a gathering program for employees; 6) preparing a competency-based internal training curriculum.

Future researchers can add performance and employee satisfaction variables as further research. Other variables that influence the workplace, job pressures, motivation, and employee engagement can also be added to enrich the research results.

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