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The influence of employee engagement, motivation, and work stress on the performance of Perhutani employees in Gresik

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ABSTRACT

The decline in work results and the non-achievement of company targets can be one of the benchmarks related to employee performance. This contributes to achieving goals and profits for the company. The failure to achieve goals or contribute to increasing production quantity indicated a decline in employee performance at Perhutani Gresik. The objectives of this study were: (1) Understanding the impact of employee engagement on performance at Perhutani Gresik. (2) Examining the influence of work motivation on performance at Perhutani Gresik. (3) Investigating the correlation between work stress and employee performance at Perhutani Gresik. The sample was taken using a saturated sampling technique with a subject of 77 employees of Perhutani Gresik. Based on the results of multiple linear regression analysis, it was found that the employee engagement variable (X1) on employee performance (Y) obtained a significant value of 0.000 smaller than 0.05, which meant that employee engagement had a significant effect on employee performance. The work motivation variable (X2) obtained a significant value of 0.000 smaller than 0.05, which meant that work motivation had a significant effect on employee performance. The variable work stress (X3) on employee performance obtained a significant value of 0.152, which is greater than 0.05. This indicates that work stress partially does not have a significant effect on employee performance. In conclusion, the study at Perhutani Gresik sheds light on crucial factors influencing employee performance. The decline in work results and failure to meet company targets serve as key indicators of diminished performance. The research objectives aimed at understanding the impact of employee engagement, work motivation, and work stress on performance were successfully addressed.

Keywords: Employee engagement, motivation, work stress, employee performance

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INTRODUCTION

Perhutani Gresik is a State-Owned Enterprise in the form of a Public Company tasked with the management of state forest resources on the islands of Java and Madura. The strategic role of Perhutani Gresik is to support the sustainability of the environmental, socio-cultural, and economic systems of forestry communities. In managing

the company, Perhutani Gresik values all mandatory and voluntary regulations to achieve the company's vision and mission. Perhutani Gresik is optimistic about the future success of forest and environmental resource management based on the existing forest conditions, the strength of the envisioned vision, and the consistent application of international forest management standards as a supporter of sustainable business. The initial survey data obtained from Perhutani Gresik is as follows:

TABLE 1. Data on Production Results

Year	Target	Realization
2020	3.429 Unit	2.756 Unit
2021	3.255 Unit	2.457 Unit
2022	5.826 Unit	2.541 Unit

Source: Company Data, 2022

According to the data, from 2020 to August 2022, Perhutani Gresik experienced a decline in production results while the company's expected targets increased. However, the realized results have never reached the desired targets of the company. The decline in performance and the failure to achieve company targets can be one of the benchmarks related to employees' performance in contributing to the company's goals and profits. Sutrisno (2017) explains that performance is the result of employees' work seen from various aspects such as quality, quantity, working time, and cooperation to achieve the goals of the organization or company. Additionally, Moeheriono (2012) states that performance is the level of achievement in implementing a program, activity, or policy in realizing the goals, objectives, vision, and mission of an organization expressed through the strategic planning of an organization. The inability to achieve goals or contribute to increasing production quantities for the company indicates a decrease in employee performance at Perhutani Gresik.

The employees of Perhutani are categorized into two age groups, where those aged 20-40 years consist of 5 individuals with a percentage of 6.4%, and employees aged 40 and above consist of 73 individuals with a percentage of 93.6%. Individuals in the productive age group have higher productivity compared to older individuals (Aprilyanti, 2017). Yasin & Priyono (2016) revealed that the productive age for the workforce ranges from 20 to 40 years. If the workforce is below 20 years old, they usually lack experience and have less mature skills, emotions, and thoughts. On the other hand, for workers above 40 years old, there is generally a decline in physical abilities. This means that Perhutani employees may have low performance because 93.6% of them are aged 40 and above.

Factors that likely influence employee performance at Perhutani Gresik during the initial survey are employee engagement and motivation. Perhutani Gresik employees experience a decline in employee engagement and motivation, as obtained through the distribution of questionnaires to 39 Perhutani Gresik employees, where 26 individuals have low employee engagement and 23 individuals have low motivation. According to a study by Brim (2002), employee engagement tends to decrease with increasing work tenure. Research conducted by Avery et al. (2007) found that the level of engagement in employees tends to decrease with increasing work tenure. Employees who stay in one position for a long time tend to feel "satisfied" and stagnant in their jobs, which seems to be a reason why the level of employee engagement tends to decrease with increasing work tenure (Chaudhary & Rangnekar, 2017).

Based on the supply data, it is known that both the target and actual supply aspects are not achieved. The insufficient supply of raw materials every year indicates the lack of fulfillment of facilities and infrastructure in the work environment. The unfulfillment of this aspect becomes an external factor in the motivation of Perhutani employees. This can happen because unmet facilities and infrastructure make employees not motivated to work or face difficulties in achieving targets. According to Sulistyono and Manik (2022), the availability of sufficient facilities and infrastructure will help employees increase motivation in their work.

TABLE 2. Data on Target and Realization of Raw Material Supply

Data Supply	Target			Realization		
	2020	2021	2022	2020	2021	2022 (Jan – Oct)
Teak	2,625 m ³	2,500 m ³	2,625 m ³	324 m ³	828 m ³	1,572 m ³
Mahogany Forest	-	-	1500 m ³	1240 m ³	533 m ³	638 m ³
Pine Forest	-	-	-	-	15 m ³	-
Balsa Forest	-	-	-	-	96 m ³	-
Acacia Forest	-	-	-	-	-	21 m ³

Source: Company Data, 2022

Previous research examining the influence of motivation on employee performance has yielded varied findings. For instance, Abdullah's study (2018) reported a significant negative influence on employee performance.

Similarly, research by Luhur (2014) revealed that motivation does not have a significant and negative effect on employee performance.

Next, based on the data from Table 1 (Production Results) and Table 2 (Target and Realization of Raw Material Supply), it is evident that the company sets high targets for employees, while the supply of raw materials consistently falls short of the targets. This situation can lead to work-related stress due to the high demands imposed on employees by the company. According to Syafii and Lindawati (2016), work-related stress experienced by workers can result from decreased job performance, increased absenteeism, a tendency to experience accidents or errors in performing tasks, and an unfinished workload due to a relatively high volume of work and responsibilities that must be completed within a certain period. Humans tend to experience stress when they are unable to reconcile their desires with the existing reality, both internally and externally (Massie, Areros & Rumawas, 2018).

Work-related stress can also be one of the hindrances to employee performance. However, according to previous research by Massie, Areros, and Rumawas (2018), there is an influence of work-related stress on employee performance, and this influence is negative and very small. This negative influence means that as an employee's work-related stress decreases, it will improve the employee's performance. Suprihanto et al. (2003) stated that from the organizational perspective, management might not be concerned if their employees experience mild stress. The reason is that a certain level of stress can have positive effects because it pushes employees to perform tasks better. In contrast, research by Lapijan, Massie, & Ogi (2016) and Wartono (2017) showed a significant positive influence between work-related stress and employee performance in their results.

LITERATURE REVIEWS

Employee Performance

Robbins (2006) defines performance as the results achieved by employees in their work according to specific criteria applicable to a job. Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2017). According to Rivai (2011), performance is the tangible behavior displayed by each person as work achievement produced by employees in accordance with their roles in the company. Meanwhile, according to Sutrisno (2016), performance is the result of an employee's achievements based on his work behavior in carrying out his work activities. Based on the explanations of several figures, employee performance is the achievement of employees' results in carrying out their duties by the responsibilities given.

Employee Engagement

Robbins & Judge (2008) explain that employee engagement is the involvement, satisfaction, and enthusiasm of individuals with the work they do. Employee engagement is a positive motivational state, self-fulfillment, and thinking that is always connected to the job, characterized by vigor (enthusiasm), dedication, and absorption (Schaufeli & Bakker, 2004). Meanwhile, Lockwood (2005) defines employee engagement as an individual's emotional and intellectual commitment to the organization, which is measured through positive behavior such as speaking positively about the organization, having intense passion, and showing extra effort and behavior that contributes to organizational success. According to Gallup (2013), employee engagement can be defined as "employee engagement with their job and the organization where they work, which results in better performance and increased employee well-being." It can be concluded that employee engagement involves employees in their work and makes them feel connected to the organization where they work.

Work Motivation

According to Hasibuan (2007), motivation is the provision of a driving force that creates the enthusiasm of an individual so that they are willing to work together, work effectively, and integrate all their efforts to achieve the desired satisfaction. Meanwhile, Sutrisno (2010) defines motivation as a factor that drives someone to perform a specific activity; therefore, motivation becomes a driving factor for human behavior. Rozzaid, Herlambang, & Devi (2015) explained that motivation is an internal and external force that can encourage a person to achieve the desired goal. Based on the theoretical explanations of various experts, it can be concluded that motivation is a driving factor for an employee to be more active in activities and work.

Work Stress

Work stress is a condition of tension that affects emotions, thinking processes, and a person's overall condition. Individuals experiencing stress become nervous and feel chronic worry (Hasibuan, 2013). According to Mangkunegara (2017), work stress is a feeling of pressure or strain experienced by employees in facing their jobs. Work stress can be observed through the emergence of unstable emotions, feelings of unease, a tendency to be alone, difficulty sleeping, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders. Work Stress according to Robbins & Judge (2008) is a dynamic condition where an individual is faced

with opportunity, demand, or resources related to what another individual wants, and the result is perceived as not definite or important. Stress defined by Griffin & Moorhead (2014) is someone's adaptive response toward a stimulus which places an excessive psychological and physical demand on the individual. From a few understandings of work stress mentioned above, it can be concluded that work stress is a condition or response faced by an individual to fulfill demands from another individual in the use of resources available within themselves that puts psychological and physical demands faced by the individual at the workplace.

Conceptual Framework

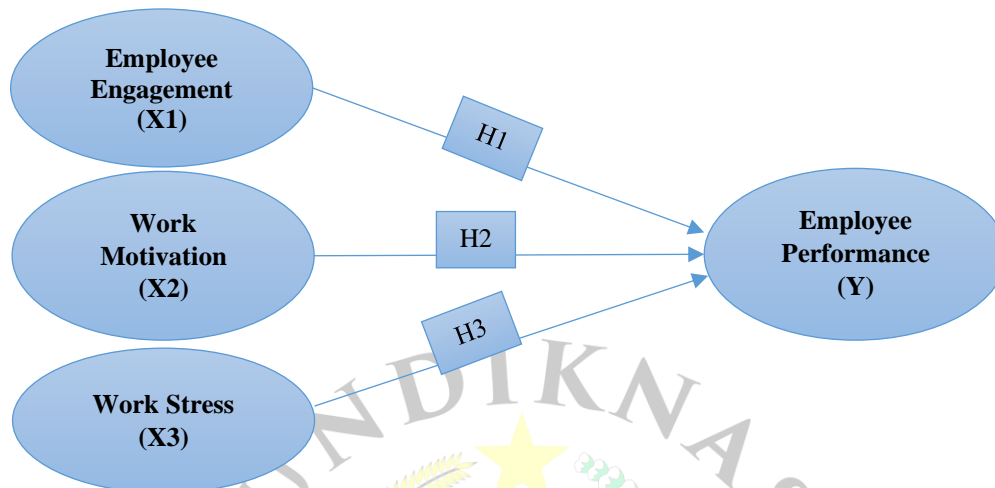


FIGURE 1. Conceptual Framework on The Influence of Employee Engagement, Motivation and Work stress on the Performance of Perhutani Employees in Gresik

Research Hypothesis

H1: Employee engagement influences the performance of Perhutani Gresik employees.

H2: Work motivation influences the performance of Perhutani Gresik employees.

H3: Work stress influences the performance of Perhutani Gresik employees.

METHODS

This research adopts a quantitative approach. The sampling method employed is saturation sampling, and the sample consists of 77 employees. Data collection is done using a questionnaire distributed to the research sample through Google Forms and hard-copy questionnaires. Based on the research problem and the proposed hypotheses, there are three independent variables and one dependent variable in this study. The independent variables are represented by the symbols X, namely Employee Engagement (X1) and Work Motivation (X2). The dependent variable is represented by the symbol Y, namely Employee Performance (Y).

The measurement of variables is done using a questionnaire tool filled out by respondents. The measurement in the questionnaire uses a Likert Scale presented in table form. According to Sugiyono (2018:152), the Likert Scale contains five levels of respondent preference with the following details: (1) For 'Strongly Agree' answer (SA): score 5; (2) For 'Agree' answer (A): score 4; (3) For 'Neutral' answer: score 3; (4) For 'Disagree' answer (D): score 2; (5) For 'Strongly Disagree' answer (SD): score 1.

Before testing the hypothesis, classical assumption tests are conducted, namely the normality test of data, multicollinearity test, and heteroskedasticity test. Meanwhile, for inferential statistical analysis, the researcher uses regression analysis, specifically multiple regression analysis is used to predict the condition of independent variables. If there are two or more dependent variables (Sugiyono, 2016).

RESULTS AND DISCUSSION

Results

Validity Test

Here are the validity test results for each variable: Employee Engagement (X1), Motivation (X2), Work stress (X3), and Performance (Y): The research instrument consists of questionnaire items. The instrument can be considered valid if the calculated r-value (r-count) is greater than the table r-value (r-table). The table r-value is determined based on the number of research samples, which is 77 respondents. Therefore, the r-table value at a significance level (α) of 0.05 is 0.189. The following are the validity test results taken from the processed data.

Based on the results of Validity Test, the questionnaire items for the variables Employee Engagement (X1), Motivation (X2), Work stress (X3), and Employee Performance (Y) used in this study show that the calculated r-value (r-count) is greater than the table r-value (r-table) and is positive. Therefore, it is stated that the items are "valid."

TABLE 3. Validity Test Result

Variable	Item	R-Count	R-table	Remark
Employee Engagement (X1)	X1,1	0,878	0,189	Valid
	X1.2	0,886	0,189	Valid
	X1.3	0,879	0,189	Valid
	X1.4	0,812	0,189	Valid
	X1.5	0,908	0,189	Valid
Motivation (X2)	X2.1	0,814	0,189	Valid
	X2.2	0,850	0,189	Valid
	X2.3	0,819	0,189	Valid
	X2.4	0,850	0,189	Valid
	X2.5	0,873	0,189	Valid
	X2.6	0,861	0,189	Valid
	X2.7	0,794	0,189	Valid
	X2.8	0,703	0,189	Valid
	X2.9	0,713	0,189	Valid
Work Stress (X3)	X3.1	0,722	0,189	Valid
	X3.2	0,632	0,189	Valid
	X3.3	0,589	0,189	Valid
	X3.4	0,743	0,189	Valid
	X3.5	0,690	0,189	Valid
	X3.6	0,712	0,189	Valid
Employee Performance (Y)	Y1	0,849	0,189	Valid
	Y2	0,683	0,189	Valid
	Y3	0,848	0,189	Valid
	Y4	0,829	0,189	Valid
	Y5	0,758	0,189	Valid
	Y6	0,786	0,189	Valid
	Y7	0,815	0,189	Valid
	Y8	0,741	0,189	Valid
	Y9	0,878	0,189	Valid
	Y10	0,862	0,189	Valid

Reliability Test

The reliability test aims to assess the extent to which measurements of dependent and independent variables are not vulnerable to existing influences and are consistent. The SPSS 21 program provides a tool for measuring reliability with Cronbach's Alpha statistical test. The reliability test in this study uses the alpha formula. A Cronbach's Alpha value > 0.7 is considered "reliable."

Based on the results of the reliability test, the questionnaire items for the variables Employee Engagement (X1), Motivation (X2), Work stress (X3), and Employee Performance (Y) used in this study show that the calculated r-value (r-count) is greater than the table r-value (r-table) and is positive. Therefore, it is stated that the items are "valid." The following are the results of reliability testing:

TABLE 4. Reliability Test Result

Variable	Cronbach's Alpha	Critical Value	Remark
Employee Engagement (X1)	0,917	0,70	Reliable
Motivation (X2)	0,934	0,70	Reliable
Work Stress (X3)	0,763	0,70	Reliable
Employee Performance (Y)	0,935	0,70	Reliable

It is known that the value of Cronbach's Alpha for each variable shows a value above 0.6. Thus, it can be concluded that the Employee Engagement (X1), Motivation (X2), and Work Stress (X3) variables are considered 'reliable,' and therefore, they are suitable for use as statistical testing instruments.

Classic Assumption Test

Normality Test

The Normality Test is used to determine whether the residuals in this regression model are normally distributed or not. The normality test in this study uses the Kolmogorov-Smirnov Test method. A good regression model should have residuals that are normally distributed, and they can be considered normal if the asymptotic significance value is greater than 0.05.

TABLE 5. Normality Test Result

		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.52788712
Most Extreme Differences	Absolute	.092
	Positive	.066
	Negative	-.092
Kolmogorov-Smirnov Z		.808
Asymp. Sig. (2-tailed)		.531

Based on the output in the table, the normality test using the Kolmogorov-Smirnov method shows that the asymptotic significance value is $0.531 \geq 0.05$. According to the decision-making basis in the Kolmogorov-Smirnov Test for normality, it can be concluded that the standardized residual values are "normal."

Multicollinearity Test

The Multicollinearity Test is used to determine whether there are indications of correlation among independent (explanatory) variables in this regression model. In multiple regression, a regression model should be free from multicollinearity if the VIF (Variance Inflation Factor) values are ≤ 10 , and the Tolerance values are ≥ 0.1 .

TABLE 6. Multicollinearity Test Result

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
(Constant)	.052	2.362		.022	.982			
1	X1	1.015	.187	.377	5.419	.000	.237	4.228
	X2	.429	.114	.075	3.747	.000	.242	4.134
	X3	.168	.116	.551	1.447	.152	.907	1.103

a. Dependent Variable: Y

Based on Table 6 above, by examining the tolerance values for work stress, motivation, and compensation (≥ 0.1) and VIF (Variance Inflation Factor) values (≤ 10), it can be concluded that the regression model in this study is "free from multicollinearity symptoms."

Heteroscedasticity Test

Heteroskedasticity testing is used to determine whether the regression model has homogeneous or heterogeneous variance. Heteroskedasticity testing in this study uses the Glejser test, with the criterion that if the sig. value > 0.05 , the residuals are considered to have homogeneous variance or no heteroskedasticity symptoms. If the sig. value < 0.05 , there are symptoms of heteroskedasticity in the study. Here are the results of the heteroskedasticity test.

TABLE 7. Heteroscedasticity Test

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	.910	1.349		.675	.502	
1	X1	.278	.107	.574	2.603	.011
	X2	-.066	.065	-.220	-1.011	.316
	X3	-.106	.066	-.180	-1.600	.114

a. Dependent Variable: abs_RES

Based on the results of the heteroskedasticity test in Table 7 above, shows that the Glejser test results indicate sig > 0.05. The sig. value for Employee Engagement (X1) is 0.011, then the sig. value for Motivation (X2) is 0.316, and the sig. value for Work Stress (X3) is 0.114. It can be stated that in this regression model, there are "no heteroskedasticity symptoms."

Multiple Regression Analysis

This analysis is used to determine whether the independent variables, namely Employee Engagement (X1), Motivation (X2), and Work Stress (X3), affect the dependent variable, namely Employee Performance (Y). The testing was done using SPSS with the following results.

TABLE 8. Multiple Linear Regression Results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized	Beta		
	B	Std. Error	Coefficients			
	(Constant)	.052	2.362		.022	.982
1	X1	1.015	.187	.551	5.419	.000
	X2	.429	.114	.377	3.747	.000
	X3	.168	.116	.075	1.447	.152

a. Dependent Variable: Y

Based on Table 8. above, it can be developed using a multiple linear regression model as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 0,052 + 1,105X_1 + 0,429X_2 + 0,168X_3 + e$$

Here's the interpretation of the equation above:

- Y is the dependent variable whose value will be predicted by the independent variables. In this study, the dependent variable is employee performance, predicted by Employee Engagement (X1), Motivation (X2), and Work stress (X3).
- The value of a (constant) at 0.052 states that when Employee Engagement (X1), Motivation (X2), and Work stress (X3) are considered constant or unchanged (equal to zero), the employee performance is at 0.052.
- b1 at 1.105 represents the positive regression coefficient for the Employee Engagement (X1) variable. It implies that for every increase in the employee engagement variable, employee performance increases by 1.105. This analysis suggests that higher employee engagement leads to increased employee performance.
- b2 at 0.429 represents the positive regression coefficient for the Motivation (X2) variable. It implies that for every increase in the Motivation variable, employee performance increases by 0.429. This indicates that higher motivation leads to increased employee performance.
- b3 at 0.168 represents the positive regression coefficient for the Work stress (X3) variable. It implies that for every increase in the Work stress variable, employee performance increases by 0.168. This suggests that higher work stress doesn't necessarily decrease employee performance.
- e represents a residual value or the potential error in the regression equation model due to the possibility of other variables that might influence employee performance but aren't included in the model.

Hypothesis t Test

This test is used to determine whether independent variables (X) have a significant impact on the dependent variable (Y). In this study, it is performed by testing Employee Engagement (X1), Motivation (X2), and Work stress (X3) individually. The t-test is conducted by examining the significance level (sig). If sig. > 0.05, the proposed hypothesis is rejected. Conversely, if sig. < 0.05, the proposed hypothesis is accepted.

TABLE 9. t Test Result

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized	Beta		
	B	Std. Error	Coefficients			
	(Constant)	.052	2.362		.022	.982
1	X1	1.015	.187	.551	5.419	.000
	X2	.429	.114	.377	3.747	.000
	X3	.168	.116	.075	1.447	.152

a. Dependent Variable: Y

Based on the t-test results in Table 9, the significant values are as follows:

- a) The variable Employee Engagement (X1) has a significant value of 0.000, which is less than 0.05. Therefore, H0 is rejected, and H1 is accepted, indicating that employee engagement has a partial impact on employee performance.
- b) The variable Motivation (X2) shows a significant value of 0.000, also less than 0.05. Consequently, H0 is rejected, and H2 is accepted, suggesting that motivation has a partial impact on employee performance.
- c) The variable Work stress (X3) has a significant value of 0.152, which is greater than 0.05. Hence, H0 is accepted, and H3 is rejected, indicating that work stress does not have a partial impact on employee performance.

DISCUSSION

Employee Engagement (X1) on Employee Performance (Y)

The analysis of the variable employee engagement (X1) on employee performance (Y) yielded a significant value of 0.000, which is smaller than 0.05, indicating that employee engagement significantly influences employee performance. The positive research outcome demonstrates a direct relationship between employee engagement and employee performance. This suggests that an increase in employee engagement leads to an enhancement in employee performance. Conversely, if employee engagement decreases, employee performance will also decline.

Employee engagement can create success for a company through various aspects related to employee performance, productivity, workplace safety, attendance and retention, customer satisfaction, customer loyalty, and even profitability (Siddhanta & Roy, 2010). Employees who feel engaged and positively immersed in their work are likely to influence their colleagues, not only enhancing individual performance but also contributing to teamwork and collaboration in the workplace (Govender & Bussin, 2020).

In line with this research, Aziez (2022) reveals that employee engagement influences employee performance. It is further explained that the concept of its influence is that the higher the employee engagement, the more aggressive, timely, motivated, and productive the employees become. Employee engagement can make employees more responsive, committed, and involved, resulting in improved employee performance and greater ease of control for employees. Engaged employees are those who are fully absorbed and enthusiastic about their work, taking positive steps to advance the organization or company (Tanwar, 2017). Another study that aligns with this research is by Himawaty (2022), which reveals a significant positive influence between employee engagement and employee performance.

Motivation (X2) on Employee Performance (Y)

The analysis results indicate that the variable work motivation (X2) obtained a significant value of 0.000, which is less than 0.05. This means that work motivation significantly influences employee performance. The positive value also shows that work motivation has a positive impact on employee performance. When work motivation increases, employee performance also increases, and conversely, if work motivation decreases, employee performance decreases.

Motivation is the process of providing a driving force that can stimulate an individual to work wholeheartedly, with all their efforts, abilities, and sacrifices, so that the goals of the organization or company can be achieved efficiently and effectively (Mangkunegara, 2017). According to Wibowo (2007), motivation is used as a tool to drive an individual to act in performing tasks. Good motivation can strengthen commitment and lead to improved performance (Kuswati, 2020).

Prastiwi, Pardanawati & Kurniawan (2022) present research results that support this study, where workability does not significantly affect employee performance, while work motivation has a significant positive effect on employee performance. Kuswati (2020) also shows research results indicating a significant positive influence of motivation on employee performance.

Work Stress (X3) on Employee Performance (Y)

The variable work stress (X3) on employee performance shows that work stress does not have a significant influence on employee performance. In contrast to this study, Sari et al. (2020) present research results indicating that work stress and the work environment have a significant impact on employee performance. According to their survey, non-standard working hours and poor relationships with colleagues/supervisors contribute to the creation of work stress, which impacts low performance.

According to Iresa et al. (2015), high levels of work stress can lead to a significant decrease in performance. Work stress is a condition of tension that affects emotions, thinking processes, and an individual's condition. A person experiencing work stress becomes nervous and feels chronic anxiety (Hasibuan, 2013). Therefore, when someone experiences work stress, employees tend to have difficulty thinking, and experience tension, and it leads to a decrease in performance.

Namora's (2020) research shows results where work stress and work discipline significantly affect employee

performance. However, in this study, the level of work stress does not affect the level of employee performance. Compared to the work stress variable, in addition to the two variables, namely employee engagement and work motivation, there is a possibility that employee performance is influenced by other factors not examined by the researcher.

Based on the coefficient of determination test results in Table 4, an R Square value of 0.814 or 81.4% is obtained. This means that the variables of employee engagement, work motivation, and work stress together in the study collectively influence 82.1% of the employee performance variable, while the remaining 17.9% is caused by factors other than the three X variables in this study. Diamantidis & Chatzoglou (2018) show that the work environment and management support have the strongest (direct and indirect) impact on employee performance, while adaptability and intrinsic motivation directly affect employee performance.

CONCLUSIONS

Based on the outcomes of data analysis and the interpretation of findings, this study reaches several noteworthy conclusions. Firstly, concerning Employee Engagement and Employee Performance, it is established that employee engagement plays a partial role in influencing employee performance. This indicates that the extent of employee engagement can impact the achievement of performance outcomes. Secondly, the relationship between Motivation and Employee Performance is discerned, showing that motivation has a partial influence on employee performance. This underscores the positive impact that a higher level of employee motivation can have on overall performance. Surprisingly, the study finds that Work Stress does not have a partial influence on employee performance. Even in the presence of elevated work stress, employees can maintain good performance levels. Consequently, companies are encouraged to comprehend and effectively manage stress levels among employees. In light of these conclusions, the study proposes practical recommendations. Stress Management emerges as a critical area of focus for companies, irrespective of its direct impact on performance, aiming to enhance employee well-being and foster a healthy work environment. Additionally, the study suggests further research considerations, encouraging the exploration of additional factors that may contribute to a more comprehensive understanding of the intricate dynamics between motivation, engagement, work stress, and employee performance. It is anticipated that by heeding these recommendations, companies can cultivate improved working conditions, thereby positively influencing overall employee performance.

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