The Influence of Employee Engagement and Work Environment on Employee Performance at PT. Agronusa Alam Perkasa

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Article Info	ABSTRACT
Keywords: employee engagement, work environment, employee performance	This study aims to investigate the influence of Employee Engagement and Work Environment on Employee Performance at PT Agronusa Alam Perkasa, an oil palm plantation company. Data was obtained through surveys and interviews with company employees. The data analysis technique used was multiple linear regression. The results showed that Employee Engagement has a positive, although not statistically significant, influence on Employee Performance. In contrast, Work Environment has a significant positive influence on Employee Performance. This indicates that aspects of a conducive work environment, such as good lighting and noise, play an important role in improving employee performance. Therefore, companies need to pay greater attention to improving the Work Environment as a strategy to improve employee performance. The limitation of this study is that it does not consider other factors that may affect employee performance. Future research should include these additional factors to gain a more comprehensive understanding of the factors.
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INTRODUCTION

Human resources are one of the key factors in the success of every company. The quality and performance of human resources (HR) has a direct impact on a company's ability to achieve goals and compete in the market (Harahap et al., 2020) . In an effort to improve the quality of human resources, employee engagement (employee attachment to the organization) and work environment variables are two factors that are the main focus (Siddiqui & Sahar, 2019) . Employee engagement reflects employees' positive attitudes towards the company, which has been shown to be positively related to individual performance. On the other hand, a conducive work environment also has a significant influence on employee motivation and morale (Ali et al., 2018) . Therefore, creating a comfortable and supportive work environment can stimulate employee performance.

The success of efforts to improve employee performance is directly related to effective human resource management at the individual, organizational and work group levels (AM et al., 2022; Cicek et al., 2016) . Human resources greatly determine the management that exists in an organization, meaning that performance that meets expectations will be realized if humans have the power and abilities that match the

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demands of needs in carrying out organizational activities (Bedarkar & Pandita, 2014; Simanjuntak & Yapari, 2020) . However, it should be noted that research specifically examines the relationship between employee engagement, work environment, and employee performance at PT. Agronusa Alam Perkasa is still poorly available in the literature. Therefore, this research has added value and will fill this empirical gap by exploring the influence of employee engagement and work environment variables on employee performance in this company.

The novelty of this research lies in its focus on PT. Agronusa Alam Perkasa as a case study, which is an oil palm plantation company that has been operating for more than 10 years and is in a competitive industry. It is hoped that the results of this research can provide valuable insight for PT management. Agronusa Alam Perkasa in improving their HR performance, motivating employees, and achieving company goals. Therefore, the main objective of this research is to identify and analyze the extent to which employee engagement and the work environment contribute to employee performance at PT. Agronusa Alam Perkasa.

Framework of Thought

The framework aims to facilitate understanding in observing the direction of the discussion in the research and can provide a more detailed view of the relationship between the research variables used. From the theory in this research, a framework of thought was created as a basis for research and writing which will ultimately reveal the variables that most dominantly influence employee performance. The variable used in this research is the free/independent variable through technological advances and digital-based sales applications, while the dependent/related variable is marketing performance. The framework for this thinking can be described as follows.
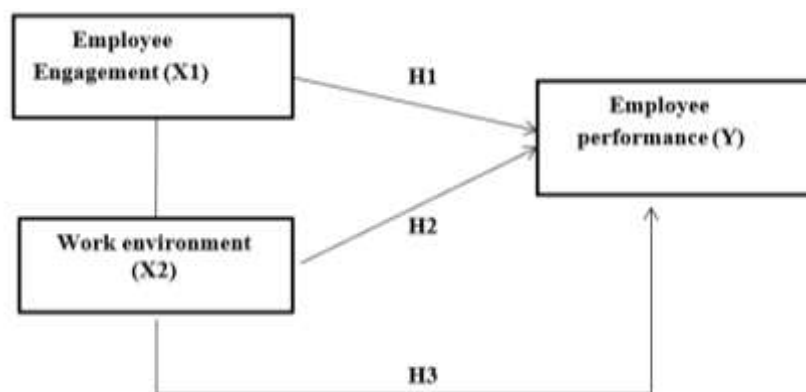

Figure 1. Framework of Thought

METHODS

The current study used a cross-sectional survey approach or samples survey research design. This approach was chosen because it allows information to be collected only once (Creswell & Clark, 2011) . The research object for this study was PT. Agronusa Alam

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Perkasa, which is located in Teluk Tenggiri Village, Air Kumbang District, Banyuasin District. The research uses a census technique method, where the entire population is used as a sample. In this research, the sample used was 80 employees at PT. Agronusa Alam Perkasa the construct variable table can be seen in more detail below.

Table 1 Variable Construct

No	Variable e	Indicators
1	Employees En-gagement (X1)	1. Vigor 2. Deducation 3. Arsorption
2	Work environment (X2)	1. Excessively high air temperatures in the work environment can result in decreased employee performance. 2. Adequate lighting in the workplace is very important to reduce errors at work. 3. Noise both in the workplace and from public transportation can disturb employees' concentration while working. 4. Choosing the right color in the work environment also needs to be considered. 5. The presence of unpleasant odors in the workplace can disrupt employees' concentration in carrying out their duties.
3	Employee Performance (Y)	1. Employee abilities that exceed standards. 2. Productivity that is above average. 3. Compliance in completing work according to deadlines. 4. Efficiency in using company resources. 5. Ability to work independently in carrying out company duties

Data analysis using the multiple linear regression method will be used to understand the extent to which the work environment and employee engagement influence employee performance at PT. Agronusa Alam Perkasa. Data will be prepared, including data cleaning and statistical description. Next, multiple linear regression assumptions will be tested, such as normality, multicollinearity, heteroscedasticity, and data independence (AM and Istiyono, 2022; AM et al., 2023). After fulfilling these assumptions, regression analysis will be carried out to calculate the regression coefficient for work environment variables and employee engagement on employee performance (Hair et al., 2017). The results of this analysis will be interpreted to determine the statistical significance and direction of the relationship (Am and Setiawati, 2023). The conclusions from the analysis will be used to provide advice to the company about steps that can be taken to improve the work environment and employee engagement in order to improve employee performance.

RESULTS AND DISCUSSION
Research Data Analysis
Respondent Characteristics

Based on the results of the distribution of questionnaires that had been distributed and filled in by respondents, 80 complete questionnaires were collected. It can be seen in table 2 below.

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Table 2 Questionnaire Distribution

Information	Frequency	%
Questionnaire Spread	80	100%
Questionnaire Collected	80	100%
Questionnaire Which fulfil condition	80	100%
Questionnaire No can used	0	0%

Source: Questionnaire data processed by SPSS, 2023

Based on table 2, it shows that the questionnaires were distributed to respondents as many as 80 employees of PT. Agronusa Alam mighty. Then all the questionnaire data was returned to the researcher completely and fulfilling the requirements and processed using SPSS Version 22 data.

a. Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender can be seen in table 3 as follows:

Table 3 Respondent's Gender

Type Sex	Frequency	%
Man Man	42	53%
Woman	38	48%
Total	80	100%

Source: Questionnaire data processed by SPSS, 2023

Based on table 3 in above shows that the respondents who were male were 42 employees or 53%. Meanwhile, 38 employees are female or 48% of the total. So the total number of respondents was 80 employees of PT Agronusa Alam Perkasa.

b. Characteristics of Respondents Based on Age

The characteristics of respondents based on age can be seen in table 4 as follows:

Table 4 Respondent's Age

Age	Frequency	%
≤ 17 − 20 years	14	18%
21-25 year	18	23%
26-30 year	23	29%
31-35 year	12	15%
≥ 35	13	16%
Total	80	100%

Source: Questionnaire data processed by SPSS, 2023

Based on table 4, respondents aged ≤ 17 − 20 years were 14 employees or 18%, 18 employees or 23% were aged 21-25 years. Employees aged 26-30 are 23 or 29%, meanwhile There were 12 employees aged 31-35 years or 15% and 16% of employees aged ≥ 35 were 13 employees or 16% of the total respondents.

c. Characteristics of Respondents Based on Education

The characteristics of respondents based on education can be seen in the table as follows:

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Table 5 Respondents Education

Education Final	Frequency	%
SMA/SMK	41	51%
Diploma (D3)	7	9%
Bachelor (S1)	29	36%
Post Bachelor (S2)	3	4%
Total	80	100%

Source: Questionnaire data processed by SPSS, 2023

Based on table 5, it shows that 41 employees or 51% have a high school/vocational school education. 7 employees or 9% with Diploma (D3), Bachelor (S1) education with a total of 19 employees or 36%. 3 employees or 4% with postgraduate (S2) education. So the total number of respondents was 80 employees of PT Agronusa Alam Perkasa.

Validity and Reliability Test
a. Validity test

Validity testing is carried out with the aim of measuring whether a questionnaire is valid or not by comparing the calculated r value with the table r value. When deciding, validity will be tested with the following conditions:

Table 6 Validity Test Results

Variable	Items Question	Sig	r-count	r-table	Decision
Employee Engagement (X1)	X1.1	0.001	0.248	0.220	Valid
	X1.2	0,000	0.299	0.220	Valid
	X1.3	0.002	0.972	0.220	Valid
	X1.4	0,000	0.950	0.220	Valid
	X1.5	0.003	0.330	0.220	Valid
	X1.6	0.001	0.335	0.220	Valid
Work Environment (X2)	X2.1	0.003	0.343	0.220	Valid
	X2.2	0.001	0.687	0.220	Valid
	X2.3	0.002	0.738	0.220	Valid
	X2.4	0.001	0.875	0.220	Valid
	X2.5	0.001	0.265	0.220	Valid
	X2.6	0,000	0.478	0.220	Valid
	X2.7	0.002	0.290	0.220	Valid
	X2.8	0,000	0435	0.220	Valid
	X2.9	0.003	0.987	0.220	Valid
	X2.10	0,000	0.643	0.220	Valid
Employee Performance (Y)	Y1.1	0.002	0.543	0.220	Valid
	Y1.2	0.002	0.330	0.220	Valid
	Y1.3	0.001	0.767	0.220	Valid
	Y1.4	0.001	0.564	0.220	Valid
	Y1.5	0.003	0.465	0.220	Valid
	Y1.6	0.002	0.345	0.220	Valid
	Y1.7	0.003	0.865	0.220	Valid
	Y1.8	0.001	0.497	0.220	Valid

Source : Questionnaire data processed by SPSS, 2023

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Based on table 7, it can be seen that all statement items have a significance value below 0.05. So, it can be concluded that all statement items are declared valid.

b. Reliability Test

Reliability test to determine whether the statement items proposed by researchers to respondents are reliable or not, reliability measurements are carried out using the SPSS program. It can be said to be reliable if the reliability value >60 where 0.60 is the standardized reliability value. The results of the reliability test are as follows:

Table 8 Reliability Test Results

Variable	Mark Alpha Cronbach	Information
Employees Engagement	0.463	Reliable
Environment Work	0.572	Reliable
Performance Employee	0.437	Reliable

Source: Questionnaire data processed by SPSS, 2023

Based on table 8, it shows that the Cronbach's Alpha value for the Employee Engagement variable is 0.463, the work environment variable has a Cronbach's Alpha value of 0.572 and the employee performance variable is 0.639, so it can be concluded that all items for each variable are declared reliable because they are greater than the standardization value of 0. 60.

Classic Assumption Test

Testing the classical assumptions in this research was carried out to determine the influence of Employee Engagement and the work environment on the performance of PT Agronusa Alam Perkasa employees. This research was conducted on 80 respondents who were employees of PT Agronusa Alam Perkasa. This research analysis uses the SPSS program.

a. Normality test

Testing the classical assumptions in this research, including the normality test, was conducted using the Kolmogorov-Smirnov (KS) test. The purpose of this test was to determine whether the data, which involved 80 respondents who were employees of PT Agronusa Alam Perkasa, exhibited normal distribution. Specifically, we aimed to assess the influence of Employee Engagement and the work environment on the performance of PT Agronusa Alam Perkasa employees. The analysis of this research was carried out using the SPSS program, with a significance value of >0.05 indicating normal distribution and <0.05 indicating non-normal distribution.

Table 9 Normality Test Results

Parameter	Employees Engagement	Environment Work	Employee performance
Asymp. Sig. (2-tailed)	,200	.203	,233

Source: Questionnaire data processed by SPSS, 2023

According to the findings presented in table 9 the Asymp. Sig. (2-tailed) values from the Kolmogorov-Smirnov test indicate normal distribution for the variables of employee engagement (0.200), work environment (0.203), and employee performance (0.233). These

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values, all greater than 0.05, demonstrate that the residual values exhibit a normal distribution.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds correlation between independent variables. If there is no correlation between independent variables, then it can be said that the regression model is good.

Table 10 Multicollinearity Test Results

Model	Tolerance	VIF
Employees Engagement	,921	1,086
Environment Work	,921	1,086

Dependent Variable: Employee Performance

Source: Questionnaire data processed by SPSS, 2023

Based on the multicollinearity test results in table 10, the value of employee engagement and work environment is 0.921. The independent variable in this study has a tolerance value above 0.1, which means that there is no correlation between the independent variables which shows a number below 10, namely 1.086. So, it can be concluded that the regression model is free from multicollinearity between variables.

c. Heteroscedasticity Test

The heteroscedasticity test aims to see whether in the regression model there a dissimilarity in the confounding variables from one observation to another observation is. If the variance of the residual is one observation to observation everything else is constant, it is called homoscedasticity and if it is different, it is called heteroscedasticity.
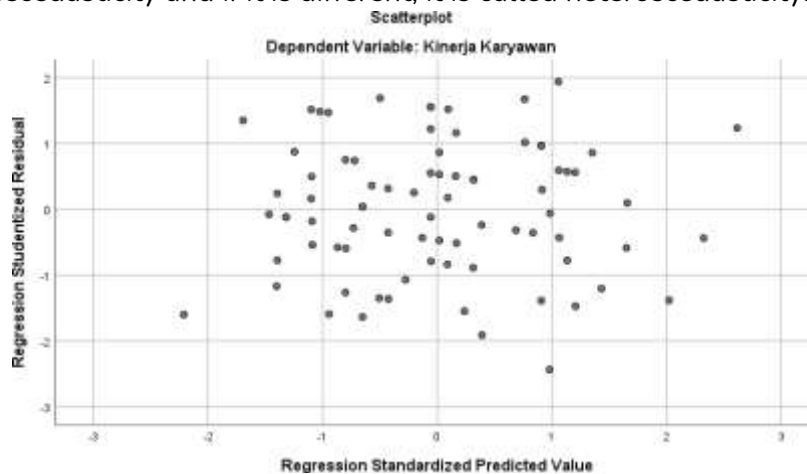

Figure 2. Heteroscedasticity Test Results with Scatterplot Graphs
Source: Questionnaire data processed by SPSS, 2023

Figure 2 illustrates that the data points are evenly dispersed without displaying any discernible pattern, appearing both above and below the zero mark on the Y axis. This indicates the absence of heteroscedasticity within the regression model. In conclusion, it can be affirmed that the research instrument complies with the assumption of heteroscedasticity.

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Multiple Linear Regression Analysis

Multiple regression analysis is used to test the independent influence, namely employee engagement and work environment, on the dependent variable, namely employee performance. This multiple linear regression model was estimated using SPSS Version 22 and the output results were obtained as follows:

Table 11 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients B	Std. Err or	Standardized Coefficients Beta	t	Sig.
1 (Constant)	6,069	3,482		,359	,809
Employees Engagement	,277	,279	,284	,600	,314
Work environment	,819	,299	,838	1,206	,009

a. Dependent Variable: Employee performance

Source: Questionnaire data processed by SPSS, 2023

The test results in table 11 show that employee engagement has a relationship with employee performance with a value of 0.314 (<0.05) which states that hypothesis H1 is accepted. The work environment variable has a relationship with employee performance with a value of 0.009 (<0.05) which states that hypothesis H2 is accepted.

Persial Test (t-test)

The partial test is carried out to test the hypothesis partially or individually, this is useful for showing the influence of each independent variable individually on the dependent variable to see how big or far the influence of the independent variable has on the dependent variable.

Table 12 Persial Test Results

Model	Unstandardized Coefficients B	Std. Err or	Standardized Co-efficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1 (Constant)	6,069	3,482		,359	,809		
Employees Engagement	,277	,279	,284	,600	,314	,921	1,086
Work environment	,819	,299	,838	1,206	,009	,921	1,086

a. Dependent Variables: Employee performance

Source: Questionnaire data processed by SPSS, 2023

The outcomes of the Persian Test in this study offer insights into the degree of impact each independent variable exerts on the dependent variable. Employee Engagement displays a positive influence on Employee Performance, although this influence lacks statistical significance when considered at the overall trust level. This implies that higher levels of Employee Engagement are associated with improved employee performance, but the strength of this effect does not reach statistical significance. Conversely, the most

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interesting result is observed in the case of the Work Environment, which exhibits a significant positive impact on Employee Performance. These findings underscore that factors contributing to a favorable work environment, such as adequate lighting and reduced noise levels, can effectively enhance employee performance at PT. Agronusa Alam Perkasa. With a substantial regression coefficient and low level of significance, this reaffirms the pivotal role of establishing a conducive work environment in the quest to enhance employee performance.

Simultaneous Test (F-Test)

The F test, also known as the simultaneous significance test, is employed to assess the suitability of the moderated regression model in predicting the independent variable. In Table 13 below, you can find the outcomes of the F statistical test that examines the interaction between employee engagement variables and the work environment concerning their impact on employee performance.

Table 13 Simultaneous Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50,308	2	25,154	2,771	.069 [b]
	Residual	698,892	77	9,077		
	Total	749,200	79			
a. Dependent Variables: Employee performance						
b. Predictors: (Constant), Work Environment, Employee Engagement						

Source: Questionnaire data processed by SPSS, 2023

Table 13 presents the findings, revealing a calculated F value of 2.771, with a significance level less than 0.05, specifically 0.002. This implies that within the regression model, there exists an interaction between the employee engagement variables and the work environment. This interaction collectively demonstrates an influence on employee performance. The results obtained from the hypothesis test Ha: $\beta 1 \neq \beta 2 \neq 0$ indicates that the combined impact of employee engagement and the work environment substantially their influence on employee performance.

Discussion

The Relationship between Employee Engagement and Employee Performance

The results of this research show that employee engagement (X1) influences employee performance (Y) with a value of 0.314. The results of this research are in line with research conducted by (Park et al., 2022; Smith, 2015) entitled The Influence of Employee Engagement and Organizational Commitment on Employee Performance in the Palm Oil Plantation Sector of PT. Suryabumi Agrolanggeng South Sumatra. That employee engagement has a significant effect on employee performance.

Employee engagement means employees will be fully involved and enthusiastic about their work. Engaged employees care about the future of the company and they are willing to invest their best work for the success of the organization where they work. Employees will involve and express themselves physically, cognitively and emotionally while working at the company where they work (Eldor & Vigoda-Gadot, 2017; Orgambídez

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& Almeida, 2020) . Several indicators of employee engagement are: Strength (Vigor), Dedication, and Absorption.

Vigor or strength can be defined as possessing a robust mental fortitude and adaptability in the workplace, demonstrating a strong commitment to putting forth diligent efforts, and maintaining perseverance in the face of challenges. Dedication, on the other hand, is marked by a profound sense of purpose, enthusiasm, inspiration, pride, and a willingness to embrace challenges in one's work. Individuals with a high level of dedication tend to exhibit a strong and enthusiastic commitment. Finally, absorption is characterized by an intense focus and interest in work, experiencing a deep immersion in tasks, with time seeming to pass swiftly, making it challenging to disengage from work and become oblivious to the surroundings.

The Relationship between Work Environment and Employee Performance

The findings of this study indicate a significant influence of the work environment (X2) on staff performance (Y), as evidenced by a p-value of 0.009. These results are consistent with previous research conducted by Priyatin & Helmy (2022) , which underscores the positive and substantial impact of the work environment on employee performance. Fauziyyah & Rohyani, (2022) define performance as the actual output produced by employees, or the tangible behaviors exhibited in alignment with their organizational roles. This aligns with the viewpoint presented by Irawan et al. (2020) , which asserts that performance (work achievement) encompasses the quality and quantity of tasks completed by employees in accordance with their designated responsibilities. Performance can be bifurcated into two dimensions: quality and quantity. Furthermore, performance is closely intertwined with an organization's strategic objectives, customer satisfaction, and its economic contributions, in agreement with these scholars.

Additional perspectives on performance are offered by Budiarso et al., (2015) and Hadi et al., (2015) , who contend that performance assessment is a systematic evaluation rooted in various activity performance indicators encompassing inputs, outputs, outcomes, benefits, and impacts. This approach aids in identifying the value of employees' efforts, making their work gratifying, motivating, and stimulating. It is evident that a comfortable and well-equipped work environment has the potential to enhance employee performance. Conversely, a disorganized or inadequate work environment can lead to suboptimal employee output. This is due to the fact that the work environment plays a pivotal role in shaping the psychological state of each team member, which subsequently influences individual performance.

Appears to be subpar, indicating a lack of intrinsic motivation among employees to adhere to regulations voluntarily. As a result, it can be inferred that work discipline alone does not serve as a catalyst for encouraging employees to exert greater effort and achieve better outcomes in fulfilling their assigned tasks, thus corroborating the findings of previous research conducted by Margaret (2017). This study similarly concluded that there is no significant partial influence of work discipline variables on employee performance.

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CONCLUSION

This research yields several noteworthy conclusions. Firstly, it establishes that employee engagement exerts a significant positive impact on employee performance at PT. Agronusa Alam Perkasa, indicating that higher levels of employee engagement correlate with enhanced employee performance. Second, the study reveals that the work environment also wields a significant positive influence on employee performance, underscoring the idea that a comfortable and supportive work environment can lead to improved employee performance. Thirdly, when considered together, both employee engagement and the work environment contribute positively to employee performance. Nonetheless, it is essential to acknowledge the limitations of this research. Firstly, the study was exclusively conducted within the confines of PT. Agronusa Alam Perkasa, which may limit the generalizability of the findings to other companies. Second, the study relies on cross-sectional data, rendering it unable to depict changes over an extended time frame. Future research endeavors can broaden their scope and employ diverse methodologies to gain a deeper insight into the intricate relationship between employee engagement, the work environment, and employee performance. In light of these findings, it is recommended for companies to maintain a steady focus on enhancing employee engagement and providing a comfortable workplace environment. Company leaders can consider making regular visits to address employee needs and concerns, and they may also consider implementing incentives or recognition programs to augment employee satisfaction. Subsequent research efforts can draw inspiration from this study and incorporate additional variables that could potentially impact employee performance.

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