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## THE INFLUENCE OF EMPLOYEE ENGAGEMENT, WORKLOAD, AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY AT PT. SURYA STEEL SURABAYA

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### Abstract

This research aims to determine and analyze the effect of Employee Engagement, Workload, and Work Environment on Employee Productivity at PT. Surya Steel Surabaya. This research method is quantitative with an associative research type. The number of samples in this research was 42 employees in the production department, with data collection carried out by means of observation, interviews, direct questionnaires, and literature study, and data processing carried out with the help of the SPSS 30 program. Sampling used saturated sampling techniques and data analysis techniques using multiple linear regression analysis. The results of this study indicate that Employee Engagement, Workload, and Work Environment simultaneously have a significant positive effect on Employee Productivity at PT. Surya Steel Surabaya. Partial testing of Employee Engagement and Work Environment has a significant positive effect on Employee Productivity. While the Workload variable has an insignificant effect on Employee Productivity. With these factors, the company can implement more effective policies to increase employee productivity at PT. Surya Steel Surabaya. This research provides theoretical implications in increasing knowledge related to the relationship between variables, as well as practical implications for companies in increasing employee productivity.

**Keywords:** Employee Engagement, Workload, Work Environment, Employee Productivity

## INTRODUCTION

In the 21<sup>st</sup> century, changes in businesses are experiencing rapid and complex changes. These changes have a significant impact on the continuity of the business world for the development of the Industrial Revolution 4.0, which must be faced by people around the world. In a competition, companies are forced to always be able to innovate and be active in increasing resources that can compete with the resources of other companies. So the success of an organization, especially in managing its human resources, greatly contributes to the successful achievement of organizational goals. Without having competitive human resources, a company or organization will experience setbacks and eventually be eliminated due to the inability to face competitors in business competition. These conditions require the company to manage the workforce well in order to help the company avoid excess or shortage of labor that can affect productivity. In the production process, employees or human labor have a high level of importance because the main point of a production process is in the human resources employed in the company.

Productivity, one measure of business success, is the comparison of production value (output) with the input value of resources and activities used in this case in accordance with what was stated by Payaman J.S. (2001: 141) in Fauzi (2019). Productivity is also an important factor in achieving economic and business goals, as it can help improve efficiency, reduce costs, and increase profitability. Employee productivity is a key aspect that can have an influence on company performance. Productivity is needed by a company to know the amount of output produced and the amount of input that has been economically achieved. The strength of human resources in the company will certainly affect employee engagement as the role of employee involvement in a company.

Al-Mimbar & Fauzan, (2024: 367) state that Employee Engagement can include skills, knowledge, and motivation. Employees who have been involved tend to be more productive, loyal, and attached. Competence will be relevant to their confidence in being involved in a job. Not only employee engagement, but there are other factors, namely workload, that also affect productivity. Employee workload is an important factor that affects work productivity.

Not only employee engagement, but there are other factors, namely workload, that also affect productivity. Workload is also an important issue that must be considered by an organization because this can be a determinant of good or bad work productivity. In addition to workload, companies in various industrial sectors also face major challenges due to increasingly fierce business competition, namely, maintaining and increasing employee productivity. Therefore, management needs to make various efforts to create a conducive work environment where employees feel comfortable. This is important because the work environment has a direct influence on the quality of employee performance.

PT Surya Steel Surabaya is an industrial company that has been actively established since 2004 and is engaged in the construction of concrete iron located on Jl. Raya Pakal, Pakal Village, Pakal District, Surabaya City. This concrete iron industry activity is very beneficial for the fulfillment of regional and national construction needs and for the community in terms of employment so as to improve the economy so that it automatically provides employment opportunities for the surrounding population according to the needs

and capabilities of the Company. PT Surya Steel Surabaya is very focused on making steel materials with various series or names, including SNI 6, SNI 7, and SNI 8.

Based on the findings of the data obtained from PT Surya Steel, it was found that this company faces a big challenge or problem, namely the decline in employee productivity from the production target every month. Employee work productivity data can be seen by dividing output by input in several periods. The lower data shows that employee productivity is also low. This is evidenced by the decrease in the achievement of employee productivity from the target of PT Surya Steel every month. It can be seen that employee productivity at PT Surya Steel Surabaya is not optimal. This is not in accordance with the expectations of the Company, which wants all employees to achieve production targets every month, and employee productivity in the Company certainly remains the main measure of efficiency and effectiveness of human resources. Decreased employee productivity achievement

This is thought to be due to a lack of employee engagement, workload, and lack of comfort in the work environment. Low engagement often arises due to a lack of effective communication between management and employees, a lack of support from superiors, and no opportunity to develop. Excessive workload makes employees feel pressured and unable to complete tasks optimally. In addition, an uncomfortable work environment, both physically and socially, can affect employee motivation and mental health, which ultimately results in decreased employee productivity.

## **REVIEW OF LITERATURE**

### **Employee Engagement**

Employee engagement was initiated by the Gallup research team (Endres M., Grace, and Smoak M., Lolita, 2008, in Nainunis, 2024). They argue that employee engagement can predict improved job performance, profits, employee retention, customer satisfaction, and organizational success. Part of employee engagement is when workers care about what they do and are committed to doing it to the best of their ability, and are driven to take action, not just sit idly by. In addition, it was revealed that employee engagement is expressed as a two-way relationship between workers and organizations, where both parties are aware of each other's needs and work together to meet these needs.

### **Workload**

Workload is the number of activities or tasks that must be completed by a group of positions in a company at a certain tempo range (Mahawati et al., 2021). Each worker has his own tasks every day according to his abilities, and if added, will be prone to many disturbances. Many workers are burdened with additional work that is not in accordance with their abilities outside of working hours. The load received by each worker will be different or not the same as the others. The workload is also influenced by the type of work and position. This makes workers feel less able to fulfill their responsibilities in their work environment. Workload also arises because of the many work demands, and a work environment dominated by competition between workers. In the world of work, workers are given work targets that must be completed.

### **Work Environment**

The work environment can be defined as an important component of work life for employees. This is based on part of their time employees spend in the work environment that

it can affect them in many ways. According to the opinion of Sedarmayanti (2001) in Kartini and Bagus (2021) the work environment is the whole of the tools and materials at hand, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group, it can be concluded that good work environment conditions will support employee productivity which ultimately has an impact on increasing performance levels. Good work environment conditions will support employee productivity, which in turn has an impact on increasing employee performance levels. The work environment is also able to focus employees and convert this focus into labor and provide prospects for working more efficiently.

### **Employee Productivity**

Every activity carried out by an organization or company for its employees to increase work productivity, because if high work productivity is expected, employees can also provide results in accordance with the objectives of the company. According to Triton, PB, (2007) cited by Siregar (2022) Work productivity is a comparison of the results that have been achieved with the overall resources used or comparing the amount of production (output) against the resources used (input). Businesses often use productivity to determine how well employees work and how well employees are able to do their jobs. Increased productivity that is indirectly brought by employees to the business world has a positive impact on the company.

### **The Relationship of Employee Engagement to Employee Productivity**

Various studies have suggested that employee engagement plays an important role in improving employee productivity. High employee engagement can lead to increased contextual performance, which is behavior that goes beyond formal job descriptions but contributes to organizational effectiveness (Rahayu & Cahya, 2022). By understanding and utilizing employee engagement, companies or organizations can increase the sense of employee engagement so as to create stronger relationships and improving performance in achieving the productivity of a company.

H1 : Employee engagement (X1) is suspected to have a significant effect partially on employee productivity (Y) at PT Surya Steel Surabaya.

### **The Relationship of Workload to Employee Productivity**

Workload describes a string of efforts carried out for each position holder of a company and should be completed within a certain time (Asnora, 2020). In addition, workload refers to the amount of intensity of work assignments in a certain period of time and is an essential factor that impacts employee productivity. If workers are given a burden that is too heavy above the standard, it will cause laziness which in turn has an impact on employee productivity. Companies need to pay attention to the workload owned by employees so that they can work stably and achieve company targets.

H2 : Workload (X2) is suspected to have a significant effect partially on Employee Productivity (Y) at PT Surya Steel Surabaya.

### **The Relationship of Work Environment to Employee Productivity**

The work environment is something that has a very big influence on work productivity. Because a bad work environment is an additional burden for employees. Regardless of the workload employees will remain motivated and satisfied with their work. This condition is fulfilled if the building facilities, work system, and wages are adequate (good). Indicates that a company or organization is good for increasing employee

productivity in carrying out its workload. A good work environment can create good productivity. stable. Humans are also very closely related to the surrounding environment so that the work environment greatly affects employees in carrying out their work.

H3 : Work Environment (X3) is suspected to have a significant effect partially on Employee Productivity (Y) at PT Surya Steel Surabaya.

## RESEARCH METHOD

The type of research used by researchers is associative research with quantitative. Quantitative research generally uses numbers systematically. This research with the population used is the production employees of PT Surya Steel Surabaya with a total of 42 employees. The method in this study uses saturated sampling, where all members of the population are part of the sample analyzed and data collected through questionnaires. Data analysis using SPSS software version 30, through validity test, reliability test, classical assumption test, multiple linear regression analysis, and hypothesis testing.

## RESULTS AND DISCUSSION

### Validity Test

The validity test is carried out to determine whether or not the data of a study is valid. The calculation of the validity test in this study used the help of the SPSS software program version 30 for Windows. To obtain the r table, it is obtained through the formula  $df = n - 2$ . In this study, the value of  $df = 42 - 2 = 40$ , so it can be seen that the value of r table is 0.304.

**Table 1.**  
**Validity Test Result**

Variable	Statement Item	R <sub>count</sub>	R <sub>table</sub>	Description
Employee Engagement (X1)	X1. 1	0,674	0,304	Valid
	X1. 2	0,524	0,304	Valid
	X1. 3	0,314	0,304	Valid
	X1. 4	0,473	0,304	Valid
	X1. 5	0,364	0,304	Valid
	X1. 6	0,712	0,304	Valid
	X1. 7	0,744	0,304	Valid
	X1. 8	0,665	0,304	Valid
	X1. 9	0,394	0,304	Valid
	X1. 10	0,344	0,304	Valid
Workload (X2)	X2. 1	0,454	0,304	Valid
	X2. 2	0,511	0,304	Valid
	X2. 3	0,421	0,304	Valid
	X2. 4	0,461	0,304	Valid

	X2. 5	0,442	0,304	Valid
	X2. 6	0,443	0,304	Valid
	X2. 7	0,483	0,304	Valid
	X2. 8	0,563	0,304	Valid
	X2. 9	0,595	0,304	Valid
	X2. 10	0,453	0,304	Valid
Work Environment (X3)	X3. 1	0,586	0,304	Valid
	X3. 2	0,424	0,304	Valid
	X3. 3	0,328	0,304	Valid
	X3. 4	0,484	0,304	Valid
	X3. 5	0,440	0,304	Valid
	X3. 6	0,385	0,304	Valid
	X3. 7	0,519	0,304	Valid
	X3. 8	0,623	0,304	Valid
	X3. 9	0,452	0,304	Valid
	X3. 10	0,845	0,304	Valid
	X3. 11	0,632	0,304	Valid
	X3. 12	0,333	0,304	Valid
	X3. 13	0,392	0,304	Valid
Employee Productivity (Y)	Y1. 1	0,442	0,304	Valid
	Y1. 2	0,490	0,304	Valid
	Y1. 3	0,336	0,304	Valid
	Y1. 4	0,338	0,304	Valid
	Y1. 5	0,389	0,304	Valid
	Y1. 6	0,676	0,304	Valid
	Y1. 7	0,806	0,304	Valid
	Y1. 8	0,551	0,304	Valid
	Y1. 9	0,520	0,304	Valid
	Y1. 10	0,336	0,304	Valid

Source: Result of Data Analysis processed in 2025

Based on the table of test results above, it can be concluded that all statement items given in the questionnaire to represent all the variables studied are declared valid, because overall, it is proven that  $r$  count is greater than  $r$  table.

### Reliability Test

The reliability test is used to test the extent to which the instrument remains consistent or not in the questionnaire. The reliability test used in this study was based on the Cronbach's Alpha method, from  $> 0.60$  reliability testing. The reliability test is said to be reliable if the Cronbach's Alpha value  $>$  is  $0.6$ . The following are the results of the reliability test,

**Table 2.**  
**Reliability Result**

No.	Variable	Cronbach's Alpha Count	Cronbach's Alpha Minimum	Description
1	Employee Engagement (X1)	0,719	0,60	Reliabel
2	Workload (X2)	0.625	0,60	Reliabel
3	Work Environment (X3)	0,746	0,60	Reliabel
4	Employee Productivity (Y)	0,666	0,60	Reliabel

Source: Result of Data Analysis processed in 2025

Based on the table above, the variables Employee Engagement, Workload, Work Environment, and Employee Productivity have a Cronbach's Alpha value greater than the minimum limit of 0.60. Therefore, it can be concluded that this questionnaire has a good level of reliability and can be used for further research.

### Classical Assumption Test

Normality Test Normality test is a test that serves to test whether the regression model, independent variable, and dependent variable have a normal distribution or not.

**Table 3.**  
**Classical Assumption Test Result**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		42	
Normal Parameters <sup>a, b</sup>	Mean	.000000	
	Std. Deviation	2.05108663	
Most Extreme Differences	Absolute	.104	
	Positive	.068	
	Negative	-.104	
Test Statistic		.104	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.295	
	99% Confidence Interval	Lower Bound	.283
		Upper Bound	.307

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Result of Data Analysis processed in 2025

Based on the results of the test of normality using the Kolmogorov-Smirnov method, the Asymp. Sig. (2-tailed) of 0.200. The normality test shows that the residual values follow a normal distribution. This indicates that the data distribution follows a normal curve pattern, thus supporting the assumption of normality.

### Multicollinearity Test.

In conducting the multicollinearity test, there are two things that must be known, namely the tolerance value and the Variance Inflation Factor (VIF). The following are the results of the multicollinearity test.

**Table 4.**  
**Multicollinearity Test Result**

No.	Independent Variable	Collinearity Statistics		Keterangan
		Tolerance	VIF	

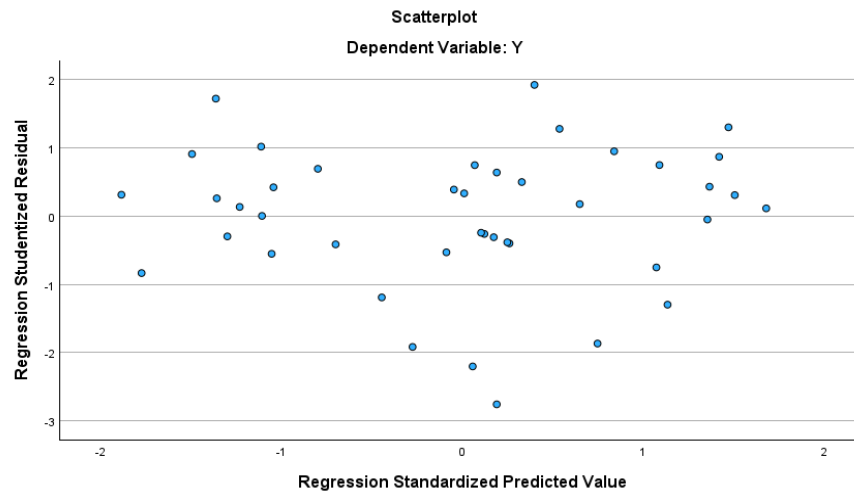
1	Employee Engagement (X1)	0,713	1.403	Non Multicollinearity
2	Workload (X2)	0,892	1.121	Non Multicollinearity
3	Work Environment (X3)	0,732	1.363	Non Multicollinearity

Source: Result of Data Analysis processed in 2025

It can be seen from the table listed above that it is concluded that the tolerance and VIF values of the independent variables produce a tolerance value below 10% and VIF below 10, so that no symptoms of multicollinearity are found. With that, in the regression model, among these independent variables, there is no correlation.

**Heteroscedasticity Test**

The heteroscedasticity test in this study is used to test whether the regression model shows inequality of variation from residuals or observations to other observations.



**Figure 2.**  
**Heteroscedasticity Test**

Source: Result of Data Analysis processed in 2025

It can be seen through the results of the existing graph, showing that the dots are scattered above, below, or between values 0. In addition, the dots do not form a pattern or cluster at one point. The results indicate that there is no heteroscedasticity in this regression model. Therefore, there is no similarity between variants in this study, and the regression model used to conduct this study is suitable for use.

**Auto Correlation Test.**

**Table 5.**  
**Auto Correlation Test Result**

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.711a	0.505	0.466	2.13051	2.149

a. Predictors: Constant, Work Environment, Workload, Employee Engagement

b. Dependent Variable: Employee Productivity

Source: Result of Data Analysis processed in 2025

From the table above, it is known that the value of the autocorrelation test is 2.149. Based on the Durbin Watson decision-making provisions, it is known that  $N = 42$ , then  $du < d < 4 - du = 1.6617 < 2.149 < 2.3383$ . Based on these results, the conclusion is that this study does not exhibit autocorrelation.

**Multiple Linear Regression**

Analysis. Linear regression is usually used to analyze relationships and measure the extent of the influence of the independent variable on the dependent variable. The following are the regression test results presented in the table,

**Table 6.**

**Multiple Linear Regression Test Result**

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	12,937	9,063		1,427	0,162
Employee Engagement	0,384	0,126	0,412	3,049	0,004
Workload	- 0,048	0,136	- 0,043	- 0,355	0,725
Work Environment	0,277	0,095	0,030	2,922	0,006

a, Dependent Variable: Employee Productivity

Source: Result of Data Analysis processed in 2025

It can be seen in the table above, the regression analysis data obtained by the value of  $b1.X1$  is 0.384,  $b2.X2$  is -0.048, and  $b3.X3$  is 0.277. Then the results of the multiple linear regression equation are  $Y = a + b1.X1 + b2.X2 + b3.X3 + e$ ,  $Y = 12.937 + 0.384 + (-0.048) + 0.277 + 9.063$ .

The regression equation means:

- 1) The interpretation of the constant value (a) is 12.937. This means that the value of Employee Productivity (Y) is 12.937 with the assumption that Employee Engagement (X1), Workload (X2), and Work Environment (X3) have a constant and positive value. If the variables Employee Engagement (X1), Workload (X2), and Work Environment (X3) are 0, the variable Employee Productivity (Y) is 12.937.
- 2) The regression coefficient value for the Employee Engagement (X1) variable of 0.384 indicates a positive influence of this variable on Employee Productivity (Y). It can be seen that every 1 unit increase in the Employee Engagement (X1) variable will cause an increase in Employee Productivity (Y) of 0.384, assuming that the value of the other independent variables remains constant.
- 3) The regression coefficient value for the Workload variable (X2) of -0.048 indicates a negative influence of this variable on Employee Productivity (Y). It means that every 1 unit increase in the Workload variable (X2) will cause a decrease in Employee Productivity (Y) by 0.048.
- 4) The regression coefficient value for the Work Environment variable (X3) of

0.277 indicates a positive influence of this variable on Employee Productivity (Y). It can be seen that every 1 unit increase in the Work Environment variable (X3) will cause an increase in Employee Productivity (Y) by an amount of 0.277, assuming that the value of the other independent variables remains constant.

**Hypothesis Test**

**T Test**

A partial t-test is a statistical tool used to evaluate the relative influence of each independent variable on the dependent variable in a regression model. In the context of this research, the partial t-test is used to assess the significance of the influence of each independent variable, namely Employee Engagement (X1), Workload (X2), and Work Environment (X3), on the dependent variable, namely Employee Productivity (Y). If the tcount value is greater than the ttable and the sig value  $\leq 0.05$ , it can be seen that there is an influence of the independent variable on the dependent variable. The following are the test results of the T-test,

**Table 7.**  
**T Test Result**

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	12,937	9,063		1,427	0,162
Employee Engagement	0,384	0,126	0,412	3,049	0,004
Workload	- 0,048	0,136	- 0,043	- 0,355	0,725
Work Environment	0,277	0,095	0,030	2,922	0,006

a, Dependent Variable: Employee Productivity

Source: Result of Data Analysis processed in 2025

Based on the test results of the T test calculation carried out above for the t table 0.05, 38 has a value of 2.024. Then it can be explained as follows,

- 1) The significance value of the Employee Engagement (X1) variable is  $0.004 \leq 0.05$ , and the tcount value is  $3.049 > ttable 2.024$ . So H0 is rejected and H1 is accepted, meaning that the Employee Engagement (X1) variable partially has a significant positive effect on Employee Productivity (Y).
- 2) The significance value of the Workload variable (X2) is  $0.725 \geq 0.05$ , and the tcount value is  $- 0.355 < ttable 2.024$ . So H0 is accepted and H2 is rejected, meaning that the Workload variable (X2) partially has a significant negative effect on Employee Productivity (Y).
- 3) The significance value of the Work Environment variable (X3) is  $0.006 \leq 0.05$ , and the tcount value is  $2.922 > ttable 2.024$ . So H0 is rejected and H3 is accepted, meaning that the Work Environment variable (X3) partially has a significant positive effect on Employee Productivity (Y).

**F Test**

The simultaneous test, also known as the F test, is used to determine whether the overall regression coefficients of the independent variables affect the dependent variable. The F test is done by comparing the results of Fcount and Ftable. If Fcount > Ftable.

**Table 8. F Test Result**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	176,086	3	58,695	12,931	< 0,001 <sup>b</sup>
Residual	172,485	38	4,539		
Total	384,571	41			

a, Dependent Variable: Employee Productivity

b. Predictors : (Constant), Employee Engagement, Workload, Work Environment

Source: Result of Data Analysis processed in 2025

Then it shows that H0 is rejected and H4 is accepted, and simultaneously Employee Engagement (X1), Workload (X2), and Work Environment (X3) have a significant effect on Employee Productivity (Y).

**Coefficient of Determination (R2)**

The coefficient of determination is a measure that can be used to assess how far the independent variable affects the dependent variable. The measurement of the coefficient of determination value is between 0 and 1, and if presented, is between 0 and 100%.

**Table 9.**

**Coefficient of Determination (R2) Result**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711a	0.505	0.466	2.131

a. Predictors: Constant, Employee Engagement, Workload, Work Environment

b. Dependent Variable: Employee Productivity

Source: Result of Data Analysis processed in 2025

These results indicate that 50.5% of the variability in PT Surya Steel Employee Productivity is influenced by the variables of Employee Engagement, Workload, and Work Environment. Meanwhile, the remaining 49.5% is influenced by other factors not included in this study.

**Effect of Employee Engagement on Employee Productivity of PT Surya Steel**

In the analysis results on the Employee Engagement variable has a regression coefficient value of one unit, which means that Employee Engagement has a positive effect on employee productivity. Employee engagement at work is a very important factor in driving productivity. When employees feel valued, supported, and connected to the company's vision and mission, they tend to be more motivated to give their best work. Employee engagement includes various aspects, such as a sense of belonging to the company, satisfaction with the job, and a positive relationship with management. When employees feel engaged, they will work with passion, take initiative, and show high loyalty. At PT Surya Steel, increasing employee engagement can be done with strategies such as rewarding outstanding employees, providing training for skill development, and creating open lines of communication between employees and management. By doing so, employees feel valued

and have a direct contribution to the company's success, which in turn increases overall productivity.

### **Effect of Workload on Employee Productivity of PT Surya Steel**

In the results of multiple linear regression analysis on the Workload variable has a regression coefficient value of one unit, which means that Workload has a negative effect on employee productivity. Although workload has the potential to affect productivity, its effect is not directly significant on the productivity of PT Surya Steel employees. Workload is all activities that involve employee time spent in performing professional duties, responsibilities, and interests at work, either directly or indirectly. If employees get demands for tasks beyond their capabilities, it can lead to a workload. Employees in this company may have a good level of adaptation to their workload, so productivity is maintained even though work pressure may be present.

### **Effect of Work Environment on Employee Productivity of PT Surya Steel**

The results of multiple linear regression analysis on the Work Environment variable have a regression coefficient value of one unit, which means that the Work Environment has a positive effect on employee productivity. A work environment with a comfortable, safe, and supportive work atmosphere is very important to motivate employees to work more effectively. A good work environment not only includes physical facilities, such as adequate work space, complete equipment, and workplace cleanliness, but also includes harmonious interpersonal relationships between employees and management. When employees feel the work environment is supportive, they tend to be more focused, more satisfied, and more motivated to achieve the set targets. A conducive work environment not only increases productivity but also creates employee loyalty to the company.

### **Effect of Employee Engagement, Workload, and Work Environment on Employee Productivity of PT Surya Steel**

Based on the results of hypothesis testing carried out using the simultaneous test (F test), it is known that the results of  $F_{hitung} \geq F_{tabel}$  simultaneously have a significant effect on the dependent variable Employee Productivity (Y) at PT Surya Steel Surabaya. When these three variables are managed effectively, PT Surya Steel can create a productive work environment where employees feel motivated and able to give their best performance. Continuous evaluation and management of these three factors is the key to achieving maximum work results and supporting overall company growth.

## **CONCLUSION**

Based on the results of the research and discussion that have been included and in accordance with the research objectives to determine and analyze the effect of Employee Engagement, Workload, and Work Environment on Employee Productivity at PT Surya Steel Surabaya, the following conclusions are obtained,

- 1) Based on the partial test results in the T test that has been carried out on the Employee Engagement variable, that the t value is greater than the t table and the value is significant, then  $H_0$  is rejected and  $H_1$  is accepted, this means that it shows that the Employee Engagement variable (X1) partially has a positive and significant effect on Employee Productivity at PT Surya Steel Surabaya. It can be said that the higher the level of employee engagement at work, the greater the impact of employee contributions

- on employee productivity. So that with increased employee engagement, employee productivity can continue to increase.
- 2) Based on the results of the partial test on the T test that has been carried out on the Workload variable, that the t value is smaller than the t table and the value is significant, H0 is accepted and H2 is rejected, this means that it shows that the Workload variable (X2) partially has a negative and significant effect on the high workload does not directly affect employee productivity. It can be said that an increase or decrease in workload indirectly affects employee productivity but from other factors, so it is still considered so as not to cause excessive pressure which has a negative impact on working optimally.
  - 3) Based on the results of the partial test on the T test that has been carried out on the Work Environment variable, that the t value is greater than the t table and the value is significant, H0 is rejected and H3 is accepted, this means that it shows that the Work Environment variable (X3) partially has a positive and significant effect on Employee Productivity at PT Surya Steel Surabaya. It can be said that a comfortable environment, facilities, and supporting employee activities can increase employee productivity in completing their duties, so that with a conducive work environment, employees can work more effectively and employee productivity continues to increase.
  - 4) Based on the results of the simultaneous test in the F test that has been carried out that the calculated F value is greater than the F table and the value is significant, then H4 is accepted, this indicates that Employee Engagement (X1), Workload (X2), and Work Environment (X3) simultaneously have a positive and significant effect on the Employee Productivity variable (Y) at PT Surya Steel Surabaya. So that the presence of Employee Engagement, Workload, and Work Environment together can support the increase in employee productivity at PT Surya Steel Surabaya to develop sustainably.

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