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The Effect of Work Environment, Workload, and Work-Life Balance on Employee Engagement (A Study of Employees at PT. Migata Anugrah Abadi)

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ABSTRACT

The purpose of this study is to investigate and evaluate how work-life balance, workload, and work environment affect employee engagement. The employees of PT Migata Anugrah Abadi make up the study's population. This research employs a quantitative approach. With a sample size of 60, saturation sampling was the sampling technique employed in this investigation. The partial least squares program (Smart-PLS) is used for data management, and structural equation modeling is the analysis method employed in this study. The study's findings show that while workload has no influence and is not substantial on employee engagement, the work environment has a favorable and significant impact, and worklife balance has no effect and is not significant on employee engagement. These findings indicate that to improve employee engagement at PT Migata Anugrah Abadi.

Keywords: *Work Environment; Workload; Work Life Balance; Employee Engagement.*

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INTRODUCTION

In today's era, the world is experiencing rapid change, marked by rapid technological developments in all fields. These developments require companies to continuously manage and improve the quality of their human resources (HR) by enhancing their knowledge, skills, and abilities to adapt to the current dynamics (Kanyatun et al., 2024). Quality HR is a crucial and invaluable asset for an organization because it fosters continuous creativity and innovation, enabling the organization to continue to grow and achieve sustainable success. Facing increasingly fierce global competition, companies must be proactive in developing the potential of their HR to maximize their performance and contribution to the organization (Soelton, 2023).

Increasingly fierce competition between companies, particularly in service industries such as the hospitality industry, requires companies to improve service quality while maintaining sustainable customer satisfaction. PT Migata Anugrah Abadi, a company operating in the hospitality industry, faces these challenges by providing the best facilities and services to meet customer needs (Dewi and Agustina, 2021). However, based on field observations, employee engagement remains relatively low, as reflected in the high employee turnover rate, which has averaged over 10% per year over the past three years. This high turnover rate indicates a problem with employee retention, potentially disrupting the company's sustainability and performance (Andari et al., 2024).

Employee engagement is a crucial indicator reflecting employees' emotional, physical, and cognitive attachment to their work and the organization. Employees with high levels of engagement tend to demonstrate better work performance, exhibit greater initiative, and demonstrate strong loyalty to the company. Conversely, low employee engagement can lead to work stress, burnout, and a desire to quit, all contributing to high turnover. Therefore, companies must be able to manage the factors that influence employee engagement to maintain the sustainability of their human resources and reduce turnover rates (Gallup in Amanda Savitri et al., 2023).

Several factors suspected of influencing employee engagement include the work environment, workload, and work-life balance. A good work environment encompasses both physical and non-physical aspects, such as the condition of the workspace, interpersonal relationships between employees, and support from superiors, which directly influence employee comfort and motivation (Nabawi, 2019). Workload is the quantity of work that needs to be done in a certain amount of time. Improper management of workload can lead to stress and lower employee engagement. Work-life balance, or striking a balance between work and personal life, is also seen to be essential for preserving employee wellbeing, which in turn affects how engaged they are at work (Wulandari, 2024).

This research is motivated by the fact that although PT Migata Anugrah Abadi provides good facilities and service standards, employee engagement remains relatively low, resulting in high employee turnover. The purpose of this study is to examine how PT Migata Anugrah Abadi's work environment, workload, and work-life balance affect employee engagement. It is anticipated that the findings will help the business improve employee engagement in a realistic way and function as a guide for future human resource management studies. paper.

LITERATURE REVIEW

2.1. Sustainable Development Goals (SDGs)

The 2030 Agenda has 17 Sustainable Development Goals (SDGs) that were adopted by 193 United Nations member states in 2015. By tackling numerous environmental, social, and economic issues, the SDGs seek to build a better and more prosperous future for the planet and all of its people (Mishra et al., 2023). Over a 15-year period, member states are intended to use the SDGs framework as a guide for investment and development planning and to track their progress toward the goals. The SDGs represent a bold, transformative agenda to eradicate poverty, lessen inequality, save the environment, and guarantee everyone's well-being.

2.2. Human Resource Management

Human resource (HRM) management is a crucial aspect that determines the success of an organization, especially in the face of rapid change. The primary functions of HRM include planning, recruiting, developing, and supervising the workforce to ensure the organization has a qualified, motivated, and productive team. (Nawang Sari et al., 2024). Effective HR management positively impacts company performance and growth. HR is a crucial asset because it directly impacts the achievement of company goals. Therefore, companies must retain qualified employees to prevent them from leaving, given the current difficulty of finding a superior workforce. HR managers must also ensure effective recruitment, retention, development, discipline, and skill development processes to retain employees. (Soelton et al., 2020).

2.3. Employee Engagement

Employee engagement is the emotional, physical, and cognitive attachment of employees to their work and the organization where they work. This concept encompasses a sense of enthusiasm, motivation, and commitment that drives employees to perform optimally and contribute significantly to company goals. (Sihotang, 2024). Measures of employee engagement include vigor (energy at work), dedication (emotional attachment), and absorption (interest and focus in work). Employees with high engagement tend to speak positively about the company, are committed to staying, and are motivated to exert extra effort. High levels of engagement contribute to improved performance, innovation, and productivity in the workplace.

2.4. Work Environment

The work environment encompasses everything around the workplace that affects employees, both physically and non-physically. (Havaei et al., 2020) Lighting, temperature, ventilation, noise levels, cleanliness, and sufficient tools are all aspects of the physical work environment. Cooperation among coworkers, relationships between employees, and contact with supervisors are all part of the non-physical work environment. A good and conducive work environment significantly influences employee comfort, satisfaction, and performance. Conversely, an unsupportive work environment can reduce employee motivation and performance. Therefore, it is important for companies to pay attention to aspects of the work environment to increase employee engagement and productivity.

2.5. Workload

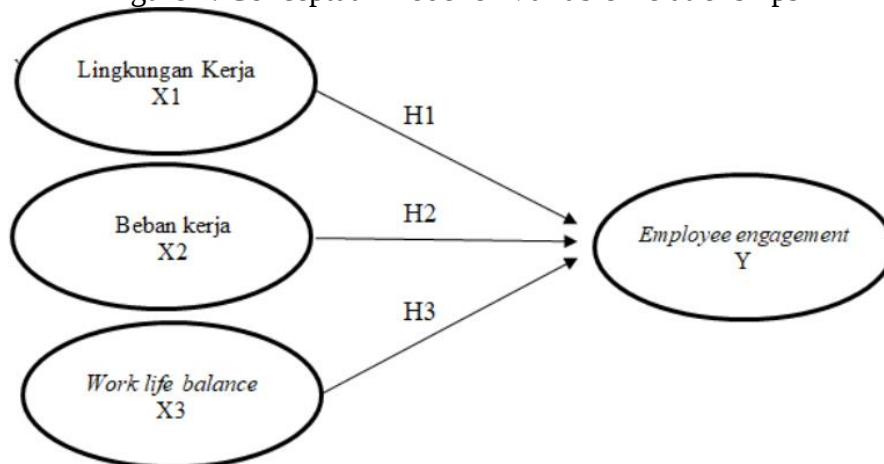
Workload is the total amount of work an individual or group must handle within a specific time period (Tarwaka, 2015). Workload consists of three dimensions: mental state (mental effort), time (such as deadlines and additional work hours), and physical load (such as additional tasks and health conditions). A workload that matches an individual's abilities can increase engagement, but excessive workload can lead to fatigue, job stress, reluctance to commit, and lower employee performance. Both internal (such motivation and health) and external (like the task and work environment) elements affect workload (Soleman, 2011). Therefore, proportional workload management is necessary to maintain optimal employee performance and engagement.

2.6. Work-Life Balance

The equilibrium between the demands of work and personal or family life is known as work-life balance (Zaleha, 2020). This balance entails efficiently allocating time, effort, and focus to meet both personal and professional obligations. Work-life balance is not simply an equitable distribution of time but a balance that aligns with individual needs. Factors influencing work-life balance include individual character, organizational support, family circumstances, and other social factors (Antara and Komalasari, 2023). This balance is crucial for fostering employee psychological well-being, enabling them to work with enthusiasm and maximize their engagement in the workplace.

This study develops three hypotheses that PT Migata Anugrah Abadi employees' work environment, workload, work-life balance, and employee engagement are all related. A better work environment is thought to boost employees' emotional and psychological participation in their work, according to the first hypothesis (H1), which states that the work environment has a positive and significant impact on employee engagement. Second, workload is proposed to influence employee engagement (H2), but this study anticipates that workload may not have a significant effect, reflecting the complexity of how task demands impact engagement. Third, work-life balance is hypothesized to affect employee engagement (H3). However, given the circumstances of this organization, it is anticipated that the influence may be little. Together, these theories highlight the complex relationship between environmental and personal work elements and employee engagement, highlighting the role that working conditions and organizational support have in encouraging dedication and zeal.

Figure 1. Conceptual Model of Variable Relationships



METHOD

3.1. Sample and Procedures

The study was carried out in PT Migata Anugrah Abadi, which is situated in the business district of Kelapa Gading Timur, North Jakarta, between September 2024 and July 2025. Using the saturation sampling technique, the study concentrated on the company's permanent employees, with a total population and sample size of 60. This study used a quantitative methodology and a causal design to examine how work environment, workload, and work-life balance affect employee engagement. Employees were given questionnaires to complete as part of surveys used to collect data. The associations between the variables were examined using the structural equation modeling approach with partial least squares (Smart-PLS). The results show that, whilst workload and work-life balance have no discernible influence on employee engagement, the work environment has a favorable and significant impact. The report emphasizes that encouraging employee engagement at PT Migata Anugrah Abadi requires a positive work atmosphere and positive interactions between staff and managers.

3.2. Measurement

Here is a summary of the measurement approach used in the study on the impact of PT Migata Anugrah Abadi's work environment, workload, and work-life balance on employee engagement: An ordinal Likert scale was used in the study to gauge respondents' attitudes, beliefs, and perceptions regarding the research variables, following the conceptualization by Sugiyono (2018). The instrument consisted of a questionnaire developed based on relevant theoretical references and tailored to address the work environment, workload, work-life balance, and employee engagement. The questionnaire was distributed to 60 employees of PT Migata Anugrah Abadi through Google Forms.

Respondents were asked to indicate their level of agreement with each statement using a five-point scale, where 5 represents "Strongly Agree" (SS), 4 "Agree" (S), 3 "Neutral" (N), 2 "Disagree" (TS), and 1 "Strongly Disagree" (STS). This scale enabled systematic and quantitative measurement of the intensity of respondents' perceptions related to each variable studied. The questionnaire contained multiple items per variable, reflecting various dimensions and indicators relevant to each construct, such as physical and non-physical aspects of the work environment, mental and physical workload, time and involvement balance in work-life balance, and vigor, dedication, and absorption dimensions for employee engagement.

This measurement method allowed the researchers to collect comprehensive data to analyze the relationships among the variables quantitatively using Structural Equation Modeling with Partial Least Squares (Smart-PLS).

3.3. Data Analysis

There have been conflicting findings from studies on how PT Migata Anugrah Abadi employees are affected by their work environment, workload, and work-life balance. Employee engagement has been demonstrated to be positively and significantly impacted by the workplace. A comfortable, conducive work environment, along with harmonious working relationships with superiors and coworkers, increases employees' sense of engagement with

the company. This makes employees feel valued, motivated, and emotionally involved in their work. Conversely, workload does not significantly influence employee engagement. This may be due to employees adjusting their workload to their capabilities, so workload is not a major factor in employee engagement. Work-life balance also does not significantly influence employee engagement at PT Migata Anugrah Abadi. Employees tend to be accustomed to busy and flexible working hours in the hospitality industry, so work-life balance is not a major factor determining their engagement. However, some employees feel that their non-work time is sometimes disrupted by work, indicating that the company still needs to pay more attention to managing work-life balance. Overall, these findings emphasize the importance of companies' attention to creating a supportive work environment to increase employee engagement. While workload and work-life balance factors may require different understanding and approaches in this industry context. This research was conducted using quantitative methods and Structural Equation Modeling analysis using Smart-PLS with a sample of 60 employees. The results indicate that work environment variables can explain approximately 67% of the variation in employee engagement. This study provides practical contributions for companies to improve workplace relationships and a conducive work environment. Further research is recommended by expanding the variables studied to obtain a more comprehensive picture.

RESULTS AND DISCUSSION

4.1 Results

Demographic profile

Results This study involved 60 permanent employees from PT Migata Anugrah Abadi as respondents. Based on demographic characteristics, the majority of respondents were female, totaling 33 people or 55%, while male respondents were 27 people or 45%, indicating a female dominance in the company workforce. Regarding age, most respondents were in the 21-30 years age group, accounting for 37 people or 61.7%, followed by 31-40 years with 12 people (20%), and those over 41 years old were 10 people (16.7%), with the youngest group under 20 years being the smallest at 1 person (1.6%). In terms of education, the majority of employees had high school or vocational education, with 43 people (71.6%), 7 people (11.7%) had a diploma or bachelor's degree, 3 people (5%) held associate degrees, 6 people (10%) had junior high school education, and 1 person (1.7%) had postgraduate education. When viewed from the length of work, most respondents had worked between 1 to 2 years, totaling 23 people (38.3%), followed by those with more than 5 years of work at 22 people (36.7%), 3-5 years at 12 people (20%), and the least were those who had worked less than 1 year at 3 people (5%). This data shows that the company has a relatively young and moderately experienced workforce predominantly composed of females and individuals with high school education level.

Table 4.1 Respondent Characteristics Based on Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 y.o	3	5.0	5.0	5.0
	1-2 y.o	23	38.3	38.3	43.3
	3-5 y.o	12	20.0	20.0	63.3
	>5 y.o	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

Outer Model Measurement

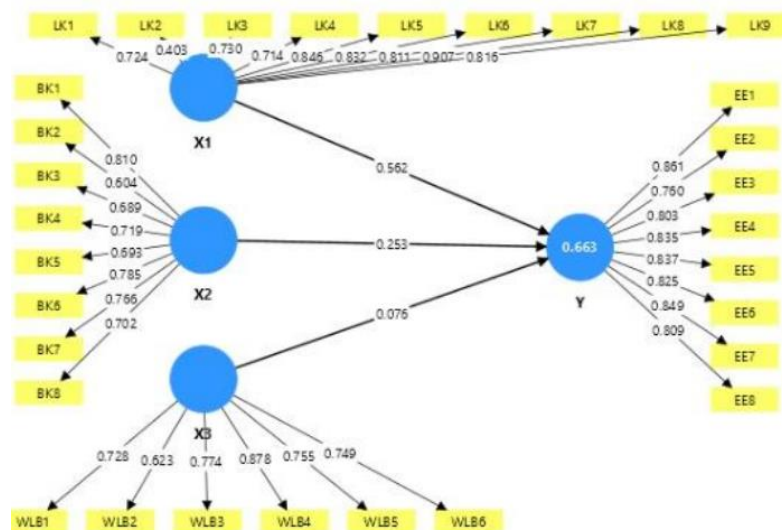
a. Convergent Validity

Convergence validity refers to the principle that construct evaluation must high correlation. PLS convergence by measuring reflective indicators is based on loading factors (correlation between item scores or component scores with construct). Individual indicators are considered valid if their correlation exceeds 0.70, meaning that Hair et al., (2021) stated that indicators with loadings above 0.70 can be declared valid, while values between 0.60 and 0.70 are still acceptable if they do not reduce the reliability value or average variance extracted (AVE). External loadings below 0.60 should be removed from the model. The results of the convergent validity test indicate that the LK2 indicator has a value below 0.60, which is considered invalid and must be removed from the model. Meanwhile, the other indicators can be declared valid because they have values above 0.60, thus meeting the convergent validity requirements.

Table 4.2 Convergent Validity Test Results (Modification)

Variable	Indicator	Outer Loading	Description
Work government	LK1	0.713	Valid
	LK3	0.728	Valid
	LK4	0.718	Valid
	LK5	0.849	Valid
	LK6	0.841	Valid
	LK7	0.814	Valid
	LK8	0.904	Valid
	LK9	0.820	Valid
workload	BK1	0.810	Valid
	BK2	0.604	Valid
	BK3	0.689	Valid
	BK4	0.719	Valid
	BK5	0.693	Valid
	BK6	0.785	Valid
	BK7	0.766	Valid
	BK8	0.702	Valid
Work Life Balance	WLB1	0.728	Valid
	WLB2	0.623	Valid
	WLB3	0.774	Valid
	WLB4	0.878	Valid
	WLB5	0.755	Valid
	WLB6	0.749	Valid
Employee Engagement	EE1	0.862	Valid
	EE2	0.760	Valid
	EE3	0.803	Valid
	EE4	0.835	Valid
	EE5	0.837	Valid
	EE6	0.825	Valid
	EE7	0.849	Valid
	EE8	0.809	Valid

Figure 4.1 Result of Algoritma PLS



An indicator's cross-loading value on the construct under study must be greater than the values of other constructs in order to have acceptable discriminant validity. The findings of the cross-loading value of each indicator have a greater construct value on the analyzed construct than the value of other indicator constructs. The latent construct exhibits good discriminant validity, it can be concluded. In addition, the square root value of the Average Variance Extracted (AVE), which quantifies the magnitude of the variance of the indicators of the construct being described by the latent construct itself, can be used to assess discriminatory validity. A good model is one where the suggested AVE value is more than 0.5 (Nofita & Veri., 2024).

Table 4.3 Result of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Notes
Work Environment	0.641	Valid
Workload	0.524	Valid
Work Life Balance	0.570	Valid
Employee engagement	0.677	Valid

b. Discriminant Validity

In the outer model results section of this study, convergent validity testing was conducted to assess the correlation between indicators and their respective constructs. The test results indicated that most indicators in the work environment, workload, work-life balance, and employee engagement variables had outer loadings above 0.60, thus being considered valid and meeting the convergent validity requirements. However, one indicator in the work environment variable (LK2) had an outer loading below 0.60 and was therefore deemed invalid and had to be removed from the model. After modifications were made by removing this indicator, all remaining indicators demonstrated good validity, indicating that the measurement instrument used was adequate for measuring the constructs of the variables in this study. This demonstrates that the retained indicators consistently and reliably describe the variables under study, strengthening the validity of the data analyzed further. Therefore, the convergent validity of the outer model is confirmed to be sufficient for proceeding with the structural model analysis in this study.

Table 4.4 Discriminant Validitytest result (Cross loadings)

	Work environment	Workload	Work Life Balance	Employee Engagement
LK1	0.713	0.458	0.590	0.604
LK3	0.728	0.354	0.519	0.535
LK4	0.718	0.466	0.317	0.568
LK5	0.849	0.679	0.567	0.681
LK6	0.841	0.599	0.618	0.758
LK7	0.814	0.603	0.656	0.640
LK8	0.904	0.645	0.641	0.670
LK9	0.820	0.474	0.370	0.568
BK1	0.603	0.810	0.598	0.509
BK2	0.300	0.604	0.407	0.419
BK3	0.638	0.689	0.510	0.667
BK4	0.384	0.719	0.480	0.566
BK5	0.522	0.693	0.387	0.414
BK6	0.422	0.785	0.376	0.450
BK7	0.395	0.766	0.437	0.357
BK8	0.562	0.702	0.423	0.418
WLB1	0.680	0.663	0.728	0.584
WLB2	0.163	0.344	0.623	0.225
WLB3	0.512	0.427	0.774	0.468
WLB4	0.522	0.484	0.878	0.570
WLB5	0.486	0.469	0.755	0.412
WLB6	0.516	0.422	0.749	0.417
EE1	0.566	0.573	0.472	0.862
EE2	0.412	0.478	0.337	0.760
EE3	0.567	0.518	0.438	0.803
EE4	0.690	0.524	0.583	0.835
EE5	0.781	0.594	0.599	0.837
EE6	0.539	0.586	0.512	0.825
EE7	0.764	0.585	0.521	0.849
EE8	0.754	0.621	0.564	0.809

Each variable has a root value of AVE_i that is higher than the correlation value of the other variables. Thus, according to the Fornell-Larcker Criterion, all variables in this research model exhibit strong discriminant validity. The Heterotrait-monotrait ratio (HTMT) is examined as the next validity test. It can be said to satisfy the standards for discriminant validity since the necessary HTMT ratio is less than 0.90 (Hair et al., 2021).

Table 4.5 Heterotrait-monotrait ratio (HTMT) Value

	Work environment	Workload	Work Life Balance	Employee Engagement
Work environment				
Workload	0.729			
Work Life Balance	0.715	0.704		
Employee Engagement	0.826	0.722	0.652	

c. Reliability Test

Testing is conducted on the composite reliability of the indicator blocks that survey the construct. A construct is considered reliable if the composite reliability value is greater than 0.60. Furthermore, the reliability of the construct or latent variable being surveyed can be determined by observing the Cronbach's alpha value of the indicator blocks that survey the construct. A construct is considered reliable if the Cronbach's alpha value is greater than 0.7.

Table 4.6 Reliability test results (Composite reliability and Cronbach's alpha)

	Cronbach's alpha	Composite reliability	Description
Work environment	0.919	0.925	Reliabel
workload	0.870	0.879	Reliabel
Work Life Balance	0.849	0.873	Reliabel
Employee engagement	0.932	0.940	Reliabel

Inner Model Measurement

According to the chart, the R-square value for variable depletion is approximately 0.670, meaning that variation freedom—specifically, work environment, work expenses, and work life balance—can account for roughly 67% of the variation in employee engagement. The remaining 33%, however, can be explained by variables not included in the model. With a value of 0.67, the R-squared value above can be characterized as strong.

Table 4.7 R-square Test Results

	R-square	R-square adjusted
Employee Engagement	0.670	0.653

Meanwhile the research results show that the GoF value is 0.636, which is greater than 0 and can be declared a large GoF because it has a value above 0.36. This suggests that this study has good predictive power, with 63.6% of the variation in employment engagement being explained by the independent variables used in the model: work environment, workload, and work-life balance. Following are the calculations of Goodness Of Fit Models (GOF) in this study:

$$\text{GoF} = \sqrt{\text{Ave} \times R^2}$$

$$\text{GoF} = \sqrt{0.603 \times 0.670}$$

$$\text{GoF} = \sqrt{0.404}$$

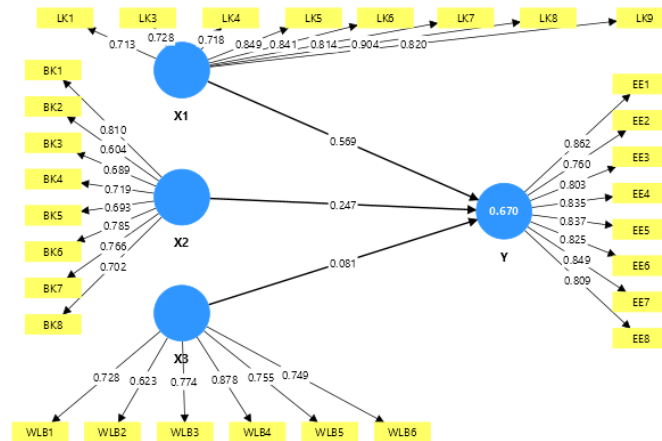
$$\text{GoF} = 0.6357$$

$$\text{GoF} = 0.636$$

Hypothesis testing is used to evaluate the significant influence of the endogenous variable on the exogenous variable partially. The method used to test the hypothesis between constructs is bootstrapping. In determining whether the hypothesis is accepted or rejected, observations are given on the significant value between constructs, T-statistics, and P-values. The T-statistic value compared to the T-table critical value is 1.96 at a significance level of 5%

($\alpha = 0.05$), if the T-statistic value or P-value is smaller than 0.05, then the relationship between the variables is declared statistically significant.

Figure 4.2 PLS Bootstrapping Test Results (Inner Model Test)



The significant impact of the indogein variable on the eikogein variable is partially assessed by hypothesis testing. Bootstrapping is a technique used to test hypotheses amongst constructs. The significance values between constructs, T-statistics, and P-values are used to determine if a hypothesis is accepted or rejected. At a significance level of 5% ($\alpha = 0.05$), the difference between the T-statistic and T-table values is 1.96. The link between the variables is deemed statistically significant if the P-value or T-statistic value is less than 0.05.

Table 4.8 Path Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
work environment -> Employee Engagement	0.569	0.551	0.151	3.760	0.000	Influential and Significant
workload -> Employee Engagement	0.247	0.261	0.158	1.566	0.117	Not Influential and insignificant
Work Life Balance -> Employee Engagement	0.081	0.098	0.156	0.518	0.604	Not Influential and insignificant

According to the findings of this study's structural model (inner model) testing, employee engagement is positively and significantly impacted by the work environment variable. This is demonstrated by a P-value of 0.000, which is less than 0.05, and a T-statistic of 3.760, which is higher than the crucial value of 1.96 at the 5% significant level. Consequently, the initial hypothesis (H_1) is approved. This implies that the more positively PT Migata Anugrah Abadi employees feel about their workplace, the more engaged they are with the organization.

Employee engagement was not greatly impacted by work-life balance or workload. Workload achieved a P-value of 0.117, which is higher than 0.05, and a T-statistic of 1.566, which is less than 1.96. The second hypothesis (H₂) is thus disproved. This suggests that workers' workload has no bearing on how engaged they are with the business. The third hypothesis (H₃) was rejected by work-life balance, which also produced negligible results with a T-statistic of 0.518 and a P-value of 0.604. This suggests that employee engagement at this organization is not significantly impacted by work-life balance.

Overall work environment variables are the main factors that can increase employee engagement among PT Migata Anugrah Abadi employees, while workload and work-life balance did not have a significant effect in the context of this study. These results illustrate that the company's attention to improving the quality of the work environment is crucial for increasing employee engagement with the organization.

4.2 Discussion

The study's findings show that employee engagement at PT Migata Anugrah Abadi is positively and significantly impacted by the workplace. This result is consistent with Meidyantia & Frianto's (2024) research, which indicates that employee engagement is positively and significantly impacted by the work environment.

Employees who work in a welcoming, comfortable atmosphere with positive working connections will feel appreciated and motivated. The distribution of respondents' responses lends credence to this, as the statement "The relationship between superiors and employees at my workplace is quite good" had the highest bootstrapping score. Support from superiors (perceived organizational support) can create a positive perception among employees, which will impact employee turnover. Therefore, companies need to manage the work environment, particularly maintaining employee relationships, to improve work comfort, as work comfort can be a factor in employee engagement.

Workload has no impact on employee engagement. This indicates that workload has no significant impact on employee engagement at PT Migata Anugrah Abadi. This is because employee engagement is more influenced by emotional factors and organizational support than by the amount of workload received. This finding aligns with research by Lohana Juariyah & Andhy Setyawan (2023), which suggests that workload does not significantly moderate, meaning it has no direct impact or indirect effect on employee engagement.

This finding is further reinforced by the finding that the lowest indicator in this workload variable is related to "The company provides work according to my abilities." This indicator suggests that some employees may feel the workload assigned does not align with their capacity or abilities. This mismatch has the potential to cause employees to feel personally burdened. Excessive workloads can lead to employee fatigue, job stress, and inability to complete their work effectively. According to Wijaya & Suhardiyah (2021), a proportional workload can reduce employee burnout and employee engagement.

The aforementioned test results also show that PT Migata Anugrah Abadi employees' engagement is not significantly impacted by work-life balance. This suggests that work-life balance has no bearing on employee engagement. This is because work-life balance is not a

major factor in determining employee engagement in the hospitality sector, since workers are used to hectic and flexible work schedules. Workers place more importance on pay, supervisor support, and job security than work-life balance. These findings are consistent with studies by Utama et al. (2021), which concluded that employee engagement is not greatly impacted by work-life balance. Balance between work and life does not always influence employee engagement; however, depending on how organizational management implements work-life balance policies, this could be one reason why work-life balance is insignificant.

The lowest indicator in the work-life balance variable is related to "The company never interferes with my time outside of work hours." This suggests that some employees may feel disturbed by the company's non-working hours, such as calls or work that occurs outside of work hours. This situation leads to employees feeling that their work-life balance is disrupted. This indicates that work-life balance management at the company is still not optimal for employees at PT Migata Anugrah Abadi. Therefore, the company needs to pay attention to the implementation of work-life balance for employees. When employees' work and life are psychologically balanced, this can encourage them to work more enthusiastically and engage themselves to improve their performance (Antara & Komalasari, 2023).

CONCLUSION

In conclusion Regarding the research question "The Influence of Work Environment, Workload, and Work-Life Balance on Employee Engagement (Study on Employees of PT Migata Anugrah Abadi)," the following conclusions can be made in light of the analysis and results of the hypothesis test:

1. Employee engagement is positively and significantly impacted by the work environment at PT Migata Anugrah Abadi. Employee engagement is positively correlated with a positive work environment, where employees feel at ease, involved, and accountable to the organization.
2. Employee engagement is unaffected by workload. This suggests that in PT Migata Anugrah Abadi, workload has no discernible impact on worker engagement.
3. Work-life balance has no discernible impact on employee engagement at PT Migata Anugrah Abadi, according to the test results above. This suggests that work-life balance has no bearing on employee engagement.

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