

## Implications of Working Environment Job Stress Moderated Employee Engagement to Improve Employee Performance in the Electronic Transaction Service Industry

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### Info Articles

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Work Environment, Job Stress, Employee Engagement and Employee Performance

### Abstract

The purpose of the analysis is to prove the implications of the work environment and job stress that moderate employee engagement on improve employee performance. The sample of this research is 255 respondents of electronic transaction service industry employees in DKI Jakarta and Banten Provinces. The analysis technique used is the path analysis method and data processing is carried out through SmartPLS 3.0. The results of the study showed that the work environment and job stress had a positive effect on employee performance, but the work environment had a negative and insignificant effect on employee performance, moderated by employee engagement. While job stress has a positive and significant effect on employee performance, moderated by employee engagement, and has a positive effect on employees' performance. Novelty's findings resulted in a performance improvement model moderated by employee engagement. This research contributes that if the company wants to improve performance, it needs to be improved: a). Appreciate every employee who completes the task well. b). The quality of good relations between employees and management. c). A quiet work environment, a workspace that is free from noise so you can focus on doing your job, d). Increased awareness and willingness of employees to do work without being asked. Companies need to design the media as a means of existence for company management. Companies also need to design stress management programs by making employees happy. Companies must care about the health of employees.

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## INTRODUCTION

Future research in the field of management is strongly influenced by technological developments, one of which management is studied in the process of implementing payment systems in payment system transactions shifting the role of cash into a more efficient form of digital payment (Tarantang et al., 2019). The success of digital transaction transformation is not based on a large enough capital as the key to achieving this goal comes from human resources (HR) or better known as employees, where qualified human resources and have high work effectiveness make the company more advanced because they are all the strongest (Firnanda & Wijayati, 2021). Companies need to give appreciation as employee motivation in improving performance in the company. Employee performance is the end result of employee productivity at work (Lestari dkk., 2018). Performance is influenced by employees because it is the most important asset in achieving company goals and smooth activities in the workplace. Companies need to maintain a flexible work environment so as not to seem rigid so that work activities are carried out with a sense of responsibility, accuracy, and comfort. The work environment is around workers and can affect human resources when carrying out tasks (Didin Fatihudin, 2018)

The ability of employees to adapt to changes in the work environment and various other challenges can trigger employee stress. Facing the emergence of job stress, companies need to make efforts to manage stress starting by understanding in-depth stressful conditions, and examining the factors that influence and the consequences of stress itself foundation (Cindy, Purba & Wijaya, 2020). Facing the challenges of the work environment and job stress for employees, companies must also focus on employee engagement efforts. Employee engagement is the relationship between employees and the company that can be presented based on evidence or non-physical data that directly affects the physical organization (Zamzamy., Setiadi., & Nawir, 2021).

Problems regarding the competence of employees who often go up and down, resulting in performance conditions that sometimes result in work that is not on target, changes in business conditions will always exist and this challenge is often difficult to handle quickly because the company needs to examine what things need to be done changed.

The survey showed that around 14.28 percent of the total working-age population (PUK) was affected by the COVID-19 pandemic (Kementerian Ketenagakerjaan RI, 2021).

The highest total was in the component of the working population who experienced a reduction in working hours, meaning that the company made a policy to change the environment or working conditions in the form of limiting human contact in the form of reducing employee working hours. With these changes, several problems arise, such as the working hours are not exactly 8 hours on work activities and even exceed the usual working hours, then there is a high tendency of conflict due to limited communication so that there is a waiting period for problem-solving, below can be seen the volume and money transactions electronics in Indonesian.



Figure 1. Volume and electronic money transactions  
Source : (Indonesia, 2021)

Volume fluctuations and electronic money transactions for 2019 covid data amounted to 145.1 million, decreased by 109.7 million in 2020, and electronic money transactions grew by 64.48% year on year (YoY). This data was recorded by Bank Indonesia (BI) that during the Covid-19 pandemic, electronic money transactions experienced rapid growth, electronic money transactions in April 2020 continued to grow high, reaching 64.48% YoY and digital banking transaction volume in April 2020 grew by 37.35% YoY (Miftahudin, 2020). Therefore, a decrease in the performance of the electronic transaction business due to the rapid digitalization process in the midst of COVID 19, indirectly affects the decline in employee performance which contributes to the impact of decreasing the quality of the work environment and increasing employee stress levels. When the emergence of COVID 19 the impact that arises is the number of changes that companies need to make such as locking, closing facilities, and controlling hazards in the workplace (Rusilowati, 2020).

The pandemic COVID-19 challenge needs to be considered more carefully so that it does not affect the decline in employee performance (Rusilowati, 2020). The work environment and job stress that can be handled properly have a positive impact, for example on motivation and focus which ultimately affects the performance of each individual in completing their tasks. This is by Sugandha (2019) which states that the work environment and job stress have a positive effect partially and simultaneously on employee performance. The right employee engagement can create positive employee behavior for the workplace and the company which is characterized by pleasure, improvement, and comfort while working, which certainly improves performance.

This is in line with research conducted by Diana Nurul Fidyah & Trias Setiawati (2020) which states that employee engagement has a positive and significant effect on employee performance. The results of different studies according to Erawati, Sitiari & Indiani (2019) stated that the work environment and job stress had a negative and insignificant effect on employee performance. Then some state that employee engagement has an indirect effect on employee performance. This study was conducted by Haedar et al., (2021) which stated that employee engagement had no significant effect on employee performance. The gap in the results of some of these studies became a research gap in this study. The results of the development of research gaps and several problems regarding employee performance in companies engaged in electronic transactions, the researchers are interested in studying more deeply the implications of the work environment, job stress moderated by employee engagement to improve employee performance in the electronic transaction service industry.

## LITERATURE

### Employee Performance

Performance is strongly influenced by the presence of employees, as the most important asset to achieving company goals (Kawiana, 2020). Performance criteria are dimensions of evaluating the performance of incumbents, teams, and work units (afandi, 2021, p.85-86). The process of implementing human resource management in which it examines employee involvement, teamwork, and performance management (Beardwell & Thompson, 2017, p.5). The human resource management function is developed and operated through an integrated and structured system (Mondy & Joseph, 2016, p.25)

Employee performance is related to the level of success of the work assigned to employees in the organization and is directly related to the quality, quantity, and timeliness (Adamy, 2016, p. 94). Performance or performance is a work activity that improves according to the expected results (Ibrahim, 2016, p.82). Factors that are quite influential on performance appraisal are seen in how the assessment is carried out (Siswoyo, 2018, p.88). Indicators of performance are work quality, work quantity, knowledge, reliability, attendance, and cooperation (Indrasari, 2017, p.57-58).

### **Work Environment**

The work environment is a situation where employees work that can affect employee job satisfaction in doing their work to achieve maximum work results Enny Mahmudah (2019, p.56-57) The work environment relates to an employee and can trigger individual job satisfaction when performing tasks to achieve maximum work results or productivity. The types of work environment consist of a physical work environment, namely physical conditions in the workplace that can directly or indirectly affect employees, and non-physical work environments, namely conditions related to work relationships (Enny Mahmudah, 2019, p. 58-59). Indicators of the work environment are lighting, temperature, humidity, air circulation, noise, employee relations, decoration in the workplace, music, and security at work (Umi & Hartono, 2016, p.10-15). In the work environment, there are work facilities that assist employees in completing the tasks assigned to employees to improve employee performance in a company (Afandi, 2021, p.66).

### **Job Stress**

Job stress is a combination of stressors, stress reactivity, and strains where this stimulus has the potential to trigger a fight-or-flight response (stressor) that causes physiological changes (Greenberg, 2017, p.13). Stress is a dynamic state of every person when he faces an expected opportunity, where the outcome is considered to be uncertain and significant (Robbins & Judge, 2019, p.641-642). Sources of stress occur because factors that exist in the workplace are usually related to the work itself, for example poor physical working conditions or excessive workloads (Merrill, 2017, p.378).

Indicators of job stress are task demands, role demands, interpersonal demands, organizational structure, and organizational leadership (Afandi, 2021, p.179-180). Stress is a dynamic condition in which an individual is faced with an opportunity, demand, or resource related to what the individual wants and whose outcome is considered uncertain and important (Robbins & Judge, 2013).

### **Employee Engagement**

Employee engagement has dimensions related to work, when employees work they always have a higher sense and passion so that they contribute psychologically to help in completing work well. Relevant staff can easily carry out their work (Dessler, 2020, p.18). Employee engagement is an area of organizational practice that has fallen within the subject of people or HR management but is increasingly being seen in other organizational contexts because of its impact on various business, service, or operational outcomes (Turner, 2020, p.27).

The indicators of employee engagement are recognition, empowerment, partnering, expectations considerations, and trust (Marciano, 2010, p.80-81). Affirmation of employee engagement has always been an interesting issue around the world in both businesses and individuals so it needs to be updated over time (Elliott & Corey, 2018, p.6).. Employee involvement helps in increasing retention and productivity,

customer satisfaction, profitability, and job satisfaction results which are very positive for the company (Imperator, 2017, p.21).

### **Hypothesis Development**

The work environment affects employee performance. So if this variable is increased, the employee's performance will increase and if this variable is removed, the employee's performance will decrease (Gunaseelan, 2012). The results of this study are supported by research conducted that work environment has a positive and significant effect on employee performance (Akbar, 2017). So that the lower the job stress, the better the condition of employees in carrying out each job and optimally in improving performance. The work environment is everything that is around workers/employees and is related to the comfort of a person in working to complete tasks (Enny Mahmudah, 2019).

H1 : Effect of Work Environment on Employee Performance

The consequences of the risk of job stress can have an impact on employee performance, where employees who have job stress tend not to be able to work in a focused and thorough manner (Fasbender et al., 2019; Lynawati, 2016; Manoppo, 2020; Prayogi et al., 2019; Rumawas, 2022). A dynamic condition in which a person is faced with an opportunity, demand, or resource related to what the individual wants and whose outcome is considered uncertain and (Robbins & Judge, 2019, p.641-642). Job stress is often a problem that has quite an impact on performance because the problems faced by everyone are often brought directly into a task they do at work. This is in line with previous research which suggests that job stress has a positive and significant effect on employee performance (Cindy dkk., 2020) This means that the lower the job stress, the better the condition of the employee in carrying out each job, and finally the employee can optimally improve performance.

H2 : Effect of job stress on employee performance

Employee engagement the like an area of organizational practice in the subject of people, the impact of which extends to various business, service, or operational outcomes (Turner, 2020, p.27). Employee engagement is a strong liaison, but due to the conditions of the work environment that can be handled quite well, moderating employee engagement does not affect it and is only an external factor. Therefore, in achieving better employee performance, priority is given to increasing the comfort of the right working environment as needed without going through employee engagement intermediaries. Organizations that can adapt quickly to new pressures and opportunities tend to be more successful than organizations that are slow to respond (Mohd et al., 2016).

H3 : Effect of Work Environment on Employee Performance Moderated by Employee Engagement

Performance measurement is done by focusing on a process or procedure (Mondy & Joseph, 2016, p.25). There is a strong influence from employee engagement to job stress on employee performance, the better employees can manage their job stress in producing maximum performance. As stated above, the nature of employee involvement must pay attention to the physical, emotional, and cognitive conditions that employees may experience at work (Misbah et al., 2017). This can be interpreted that through employee engagement, employees are stated to be able to strengthen employees to manage their job stress with the right allocation.

H4 : Effect of Job stress on Employee Performance Moderated by Employee Engagement

Employee engagement has a significant influence on the level of employee performance. This means that the greater the employee engagement, the higher the level of performance that can be achieved (Wulandari et al., 2021). The positive value of the coefficient is owned by the employee engagement variable, which means that when employee performance experiences an increase, it is caused by an increase in the employee engagement variable. This is supported by the results of an interview with one of the employees in which every employee who works always looks enthusiastic and works seriously so that each employee tends to work better and provide good work results for the company (Wulandari, 2021). Employees who are bound will work hard with positive thoughts, therefore they will get things done faster

or more at work, they will improve their performance, be able to focus on goals, and try to consistently achieve the success of a company Imperatori (2017).

H5 : Effect of Employee Engagement on Employee Performance

Implications of working environment job stress moderated employee engagement to improve employee performance in the electronic transaction service industry. Based on the description above, the proposed model is as follows:

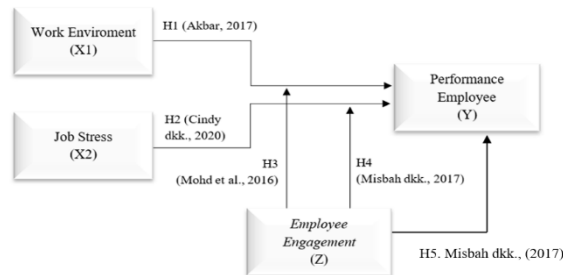


Figure 2. Conceptual Framework

**METHODS**

The type of data used in this research is quantitative. In this study, the population used was employees at companies engaged in electronic transactions in the Provinces of DKI Jakarta and Banten, Indonesia as many as 255 people. The data analysis technique in this research is descriptive analysis with the three-box method (three-box method). The measurement model test (outer model) consists of a validity test with a convergent validity and discriminant validity format as well as a reliability test. The structural model test (inner model) consists of the coefficient of determination test, evaluation of the goodness of fit, and partial significant test. The last analysis carried out hypothesis testing to obtain the conclusion that Ho was rejected or Ha was accepted. Research using statistical test tools used is Structural Equation Modeling or SEM based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Table 1. Construct and Measurements

Variable	Indicator	Measurements
Employee Performance	KK1 Employees can minimize errors in completing work	85,5
	KK2 Employees can complete tasks according to company work standards	87,6
	KK3 Employees complete work according to company targets	86,5
	KK4 Employees are willing to get more work than the target set by the company	86,9
	KK5 Employees know in accordance with the field of work	86,2
	KK6 Employees can solve work problems	86,9
	KK7 Employees show a willingness to do work without being ordered by superiors	87,3
	KK8 Employees can do work that is not their field	89,8
	KK9 Employees always come on time according to the rules	88
	KK10 Employees are never allowed to work unless they are sick	87,6
	KK11 Employees share knowledge	88,4
	KK12 Employees coordinate well with co-workers in completing tasks together	87,3

	LK1	Employees are comfortable with lighting at work	86,9
	LK2	Employees feel that the lights in the workplace are not blinding	88,4
	LK3	Employees are comfortable with the current temperature in the workplace	89,8
	LK4	Employees are easy to complete work if the air temperature is not hot	88,4
Work Environment	LK5	Employees can work quietly because the location of the workspace is free from noise	88
	LK6	Employees are comfortable working if they don't hear the sound of machines at work	86,5
	LK7	Employees have a harmonious relationship with other employees	88
	LK8	Employees are comfortable when talking to employees in different divisions	85,5
	LK9	Employees feel safe because there is a security unit at work	85,8
	LK10	Employees are happy with the security support facilities provided in the workplace	85,1
	SK1	Employees feel that the workload given is not excessive	86,2
	SK2	Employees don't mind if they work more than the normal limit	80
Job Stress	SK3	Employees feel that the responsibility given is by their abilities	86,2
	SK4	Employees carry out dual tasks that are appropriate in their fields	88
	SK5	Employees can receive opinions from other coworkers	85,1
	SK6	Employees have a good relationship with co-workers	87,3
	SK7	Employees have a good relationship with the leadership	87,6
	SK8	Employees like the leader's undemanding attitude	82,5
	EE1	Employees feel happy when appreciated when completing a task or job	88,4
	EE2	Employees feel recognized that they have the same opportunity to express their opinion	86,7
Employee Engagement	EE3	Employees are comfortable with the facilities provided to support work activities	89,5
	EE4	Employees get the opportunity to take part in training that is appropriate to the field of work they are doing	89,1
	EE5	Employees get the opportunity to convey ideas in deciding on a problem	90,2
	EE6	Employees receive internal information openly from the company	88
	EE7	Employees are comfortable with the work system implemented by the company	89,5
	EE8	Employees get certainty about career opportunities in the company	86,9
	EE9	Employees feel that the company supports every work process they do	88
	EE10	Employees feel comfortable because superiors can help provide solutions when there are problems	88,7

EE 11	Employees are very active in completing work because they trust in the company	89,1
EE 12	Employees have no intention of working elsewhere even though there is an opportunity	88

The external measurement model consists of five reflective latent variables. In the study of organizational behavior in calculating absolute path coefficients in various PLS research models, it has been accepted as an established tool (Joseph, Hair, et al., 2014). The following is the calculation of Outer Loadings:

Table 2. Outer Loadings of the Four Reflective Constructs

	Kinerja	LK	Stress Kerja	EE
KK1	0,836	LK1 0,802	SK1 0,625	EE1 0,888
KK2	0,643	LK2 0,601	SK3 0,856	EE2 0,698
KK3	0,628	LK3 0,620	SK4 0,661	EE3 0,679
KK4	0,705	LK4 0,712	SK5 0,670	EE4 0,690
KK5	0,824	LK5 0,860	SK6 0,705	EE5 0,794
KK7	0,837	LK6 0,766	SK7 0,869	EE6 0,652
KK8	0,576	LK7 0,692		EE7 0,782
KK9	0,712	LK10 0,569		EE9 0,877
KK10	0,675			EE10 0,695
KK11	0,827			EE11 0,713
				EE12 0,656

The results of the cross-loadings calculation show that the loading value of each indicator item of a variable has a loading value that is greater than the other variables. Thus, it can be explained that all variables already have better discriminatory validity compared to other variables. All variables consisting of work environment, job stress, employee engagement, and employee performance can be said to be valid.

Table 3. Output Results of PLS Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance (Y)	0,536
Work Environment (X1)	0,503
Job stress (X2)	0,544
Employee Engagement*Work Environment	1.000
Employee Engagement*Job stress	1.000
Employee Engagement (Z)	0,552

In the AVE calculation in the table above, it can be seen that the AVE value of each variable, namely the work environment, job stress, employee engagement and employee performance is more than 0.5. Then the variables used in the study can be said to be valid.

The composite reliability value of each variable has a value of  $> 0.8$  which means it is reliable or reliable. The variable that has the highest composite reliability value is employee engagement with a value of 0.931 and the lowest variable is job stress which has a value of 0.875. So it can be concluded that the instrument used in this study is stated to be reliable and reliable.

Table 4. Cronbach's Alpha PLS Output Results

Variable	Cronbach's Alpha
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Employee Performance (Y)	0,903
Work Environment (X1)	0,855
Job stress (X2)	0,828
Employee Engagement*Work Environment	1.000
Employee Engagement*Job stress	1.000
Employee Engagement (Z)	0,918

Cronbach's alpha value of each employee variable already has a value of more than 0.8 which means it meets the criteria as a reliable instrument. Based on the results of the validity and reliability tests carried out on all indicators on each of the variables above, it can be concluded that overall the instruments used in this study have passed the validity and reliability tests.

Table 5. Results of R-Square Valuee

	R-Square	R-Square Adjusted
Employee Performance	0,924	0,917

The R-Square Adjusted value obtained, the results show that the ability of work environment variables, job stress, employee engagement\* work environment (interaction between work environment and employee engagement), employee engagement\* job stress (interaction between job stress and employee engagement) and employee engagement in explaining employee performance is 0.917 or 91.7% and the model is substantial (strong). While the remaining 8.3% is influenced by other factors, such as emotional intelligence, organizational behavior, work-life balance, etc.

Table 6. Results of Q-Square Values

Variable	Composite Reliability
Employee Performance (Y)	0,919
Work Environment (X1)	0,888
Job stress (X2)	0,875
Employee Engagement*Work Environment	1.000
Employee Engagement*Job stress	1.000
Employee Engagement (Z)	0,931

Based on table 7 Q-Square values, it is known that the Q-Square value of employee performance is 0.480. The value of Q-Square > 0 and greater than 0.35, means that the model has predictive relevance and the validity of the predictive relevance fit of the model is strong. So it can be concluded that the variables of work environment, job stress, and employee engagement have predictive values that are relevant to employee performance.

## RESULTS AND DISCUSSION

Discussion of the results to be calculated and tested in this study regarding the work environment, job stress on employee performance with employee engagement as a moderating variable in electronic transaction service companies using the SmartPLS 3.0 application, the results can be described as follows:

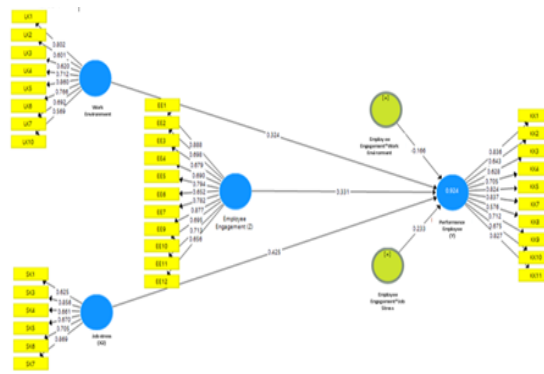


Figure 3. Structural model

The results of this study explain the structural model of the relationship between the different constructs, the researcher can proceed to estimate the t value by bootstrap internal structure model with repeated samples [46]. First, all latent constructs must be ascertained. Figure 3. can be illustrated as a structural model that has been executed in the structural equation modeling process. The path coefficients in the structural model, are checked for factors to ensure a consistent process.

Table 7. T-Statistics Test Results

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Explanation
Work Environment → Employee Performance	0,324	2,797	0,005	Significant
Job Stress → Employee Performance	0,425	4,370	0,000	Significant
Employee Engagement* Work Environment → Employee Performance	-0,166	1,592	0,112	Not Significant
Employee Engagement* Job Stress → Employee Performance	0,233	2,180	0,030	Significant
Employee Engagement → Employee Performance	0,331	4,286	0,000	Significant

Analysis of testing Hypothesis 1 (H1) is accepted: The work environment has a partial and significant effect on employee performance. Hypothesis 2 (H2) is accepted: Job stress partially and significantly affects employee performance a. Hypothesis 3 (H3) is rejected: The work environment has no negative and insignificant effect on employee performance which is moderated by employee engagement or it can be said that the moderator variable (employee engagement) does not moderate the effect of the work environment on employee performance. Hypothesis 4 (H4) is accepted: Job stress has a positive and significant effect on employee performance which is moderated by employee engagement or it can be said that the moderator variable (employee engagement) can moderate the effect of job stress on employee performance. Hypothesis 5 (H5) is accepted: partially employee engagement has a significant and significant effect on employee performance.

The work environment has a positive and significant effect on employee performance. The human capital section of the company. Companies engaged in electronic transactions always focus on the best strategy in formulating policies and procedures for HR activities through controlling and analyzing needs as well as special studies on corporate environmental governance that are tailored to the organization's resources. So the conclusion that can be drawn is that indicators of the work environment variables

consisting of lighting, temperature, noise, employee relations, and security in the workplace itself can affect employee performance. The results of this study are supported by research conducted that the work environment affects employee performance. So if this variable is increased, the employee's performance will increase and if this variable is removed, the employee's performance will decrease (Gunaseelan, 2012).

Job stress has a positive and significant effect on employee performance. Communicative relationships in the Business Directorate can be a solution for employees to reduce the impact of job stress because they can communicate openly about work problems that they face at any time. So the conclusion that can be drawn is that the indicators on the job stress variable consisting of task demands, role demands, interpersonal demands, and organizational leadership itself can affect employee performance on the part. The results of this study are supported by research conducted that suggests that job stress has a positive and significant effect on employee performance. So if the lower the job stress, the better the condition of employees in carrying out each job and optimally in improving performance (Cindy, Purba & Wijaya, 2020).

The work environment has no negative and insignificant effect on employee performance which is moderated by employee engagement or it can be said that the employee engagement variable is not able to moderate the work environment variable on employee performance. Employee engagement is like an area of organizational practice in the subject of people, the impact of which extends to various business, service, or operational outcomes (Turner, 2020, p.27). Employee engagement is a strong liaison, but due to the conditions of the work environment that can be handled quite well, moderating employee engagement does not affect it and is only an external factor. Therefore, in achieving better employee performance, priority is given to increasing the comfort of the right working environment as needed without going through employee engagement intermediaries. Organizations that can adapt quickly to new pressures and opportunities tend to be more successful than organizations that are slow to respond (Mohd et al., 2016).

Job stress has a positive and significant effect on employee performance which is moderated by employee engagement or it can be said that employee engagement variables can moderate or strengthen the job stress variable on employee performance. Job prospects in the Business Directorate are closely related to planning, monitoring, directing, and even verification which are directly connected to services to regulators, so employees need thoroughness and knowledge that needs to be retrained. Performance measurement is done by focusing on a process or procedure procedure (Mondy & Joseph, 2016, p.25). There is a strong influence of employee engagement on job stress on employee performance, the better employees can manage their job stress in producing maximum performance. As stated above, the nature of employee involvement must pay attention to the physical, emotional, and cognitive conditions that employees may experience at work (Misbah dkk., 2017). This can be interpreted by intermediary employee engagement, company employees engaged in electronic transactions are stated to be able to strengthen employees to manage their job stress with the right allocation.

Employee engagement has a positive and significant effect on employee performance. Employee loyalty will decrease to work and this factor triggers the decline in employee performance. Engagement connotes a high level of involvement in work, efforts to involve employees in performance must be based on the needs of supporting work activities, companies need to create good engagement to be able to see correctly what needs to be improved and added. So the conclusion that can be drawn is that the indicators on the employee engagement variable which consist of recognition, empowerment, partnering, expectations, considerations, and trust itself can affect employee performance on the part. The results of this study are supported by research conducted which suggests that employee engagement has a significant and significant effect on employee performance levels (Wulandari et al., 2021). This means that the greater the employee engagement, the higher the level of performance that can be achieved.

Novelty's findings in this study resulted in a model of performance improvement moderated by employee engagement that had not been widely carried out by previous researchers, especially in the electronic transaction service industry, contributions to the company if you want to improve employee performance need to improve and develop including a). Employees feel happy when appreciated when

completing a task or job (EE1), b). Employees have a good relationship with the leadership (SK7), c). Employees can work quietly because the location of the workspace is free from noise (LK5), d). Employees show a willingness to do work without being ordered by superiors (KK7).

## CONCLUSION

The work environment implies that job stress moderates employee engagement to improve employee performance in the electronic transaction service industry is very important for company leaders and managers to be able to pay attention to and understand what needs are needed by employees in supporting employee performance. Companies need to design simple media that can be implemented as a facility for the existence of company management. Managers should be able to introduce advanced features that support improving employee performance in the work environment by changing circumstances or conditions. For example, such as a tracking system that can be used as a special application for employees in the database to monitor the updated progress of each individual, will make it easier for employees to monitor the work that has and has not been carried out regularly and make it easy for companies to evaluate employee progress anywhere and anytime. By adjusting to these needs, employees can adapt easily and work processes run smoothly as they should. Companies need to design stress management programs by making exercise schedules for employees, for example by providing a special time for exercise, cycling, or light stretching. Companies need to improve their approach to employees to keep actively contributing to the company through concern for employee health, light exercise from these sports activities will minimize various pressures resulting from the demands of work faced by employees.

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