THE EFFECT OF WORK STRESS AND JOB ROTATION ON EMPLOYEE PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS A MEDIATION ON EMPLOYEES AT PT. MITRA BETON MANDIRI PEKANBARU

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Abstract

Performance refers to the level of effectiveness and efficiency achieved by individuals or groups in carrying out their duties and obligations. This study aims to determine the effect of work stress and job rotation on employee performance with employee engagement as a mediator in employees at PT Mitra Beton Mandiri Pekanbaru. The population in this study were employees at PT Mitra Beton Mandiri Pekanbaru with a saturated sampling technique totaling 56 respondents who were analyzed using SEM-PLS 4.0. The results of this study indicate that work stress has a negative effect on employee performance and job rotation has no effect on employee performance, while employee engagement has a positive effect on employee performance. Work stress has a negative effect on employee engagement, while job rotation has no effect on employee engagement. Employee engagement can mediate the effect of work stress and job rotation on employee performance. that the employee performance construct can be explained by the variables of work stress, job rotation, and employee engagement as much as 98.3% while the employee engagement construct can be explained by the variables of work stress and job rotation as much as 98.1%.

Key words: Performance, Employee Engagement, Work Stress, Job Rotation

Introduction

Human resources are one of the important assets that contribute greatly to achieving organizational goals. Therefore, a leader must be able to establish good relationships with his staff, as well as pay attention to the needs and desires of employees who have the skills, energy, and creativity that are greatly needed by the organization, thus providing an advantage over other organizations and supporting the achievement of goals. In order for management to run optimally, the organization needs to have qualified and trained employees, and make efforts to improve their performance. Every organization must pay attention to this because good employee performance is the key to the success of the organization as a shaper, thinker, and driver of goals. In addition, the organization needs to analyze the factors that can improve employee performance. In this case, the role of the leader is very important to provide motivation to employees so that organizational goals can be achieved.

Unsatisfactory employee performance also occurred in one of the companies, namely PT Mitra Beton Mandiri Limited Liability Company. a company operating in the field of ready-mix

concrete production and sales of other building materials, such as Box Culvert, Curbstone, Paving Block, crushed stone (split), bulk cement, sand, and additives. PT Mitra Beton Mandiri has participated in various large construction projects, including the construction of the Riau University auditorium building, the Sport Center and Smart High School in Kuantan Singingi, and the Passenger Terminal of Sultan Syarif Qasim II Airport, Pekanbaru.

In a competitive work environment, work stress is one of the main challenges faced by employees, especially in industries with high work demands such as PT. Mitra Beton Mandiri Pekanbaru. Employees are often faced with great work pressure, both in terms of production targets, efficiency demands, and increasing workloads. This condition can lead to decreased motivation, mental fatigue, and reduced employee engagement in their work. If left without the right solution, prolonged work stress has the potential to increase employee turnover rates, where employees choose to leave and look for other jobs that are considered more stable and less stressful. In addition, the company also implements a job rotation system as a strategy to improve employee skills and flexibility. However, in practice, job rotation that is not balanced with adequate training can cause discomfort, difficult adjustments, and increased stress levels, which can ultimately have a negative impact on employee performance and organizational stability. Therefore, it is important to understand how work stress and job rotation affect employee performance, as well as the role of employee engagement in mediating this relationship at PT. Mitra Beton Mandiri Pekanbaru.

Literature Review

Human Resource Management

According to Susan (2019:264), Human Resource Management can be interpreted as a field related to the utilization of manpower in carrying out tasks to achieve optimal results, as well as being effective and efficient in achieving the goals desired by the company, employees, and the community.

Employee performance

According to (Sedarmayanti, 2017), Performance is the result of an individual or group of people in an organization to achieve the formal goals of the organization, in accordance with their authority and responsibility, without violating the provisions of laws and regulations, and in accordance with work regulations and ethics. Meanwhile, according to (Rivai, 2013) states,

performance is the right attitude of people as a result of the work they create in accordance with their role in society ". In several definitions of performance above that the researcher explains, the author concludes that performance is a result or success of employees in carrying out their duties responsibly and not violating existing regulations.

Employee Engagement

Employee engagement is a psychological condition in which employees feel interested in contributing to the success of the company and have a strong motivation and desire to go beyond their obligations at work. In general, employee engagement can be defined as the level of commitment and attachment that employees have to the organization and the values applied in the organization (Handoyo & Setiawan, 2017).

Job Stress

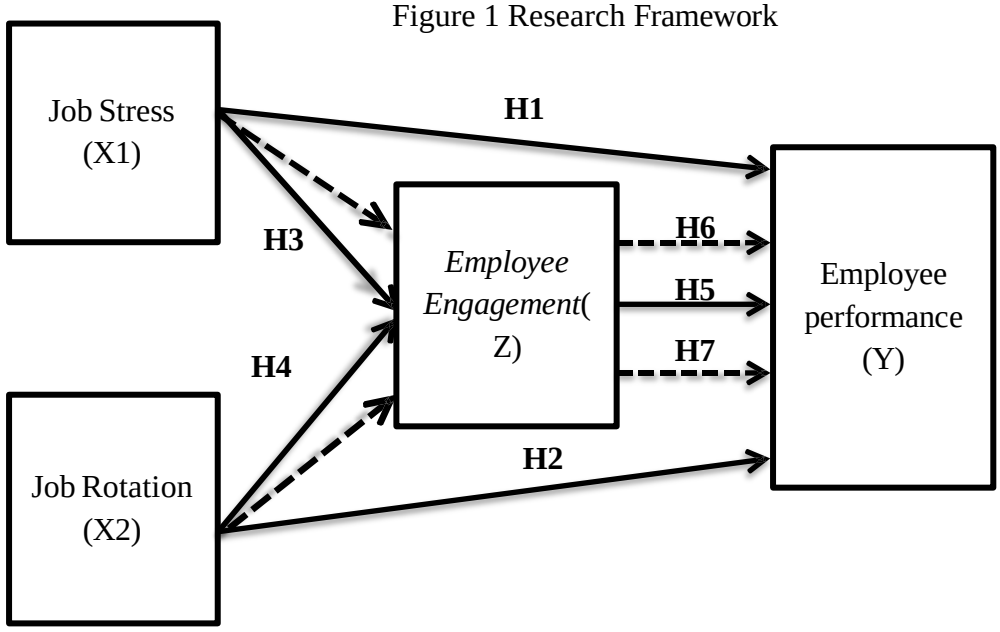
Manoppo (2020) explains that stress can cause behavioral changes that disrupt relationships between individuals. Nurjaya (2020) adds that stress experienced by a person can affect the way they work, engagement, and the immune system.

Job Rotation

Job rotation is a lateral transfer of employees that aims to reduce boredom at work and improve employee skills (Setiadi et al., 2021).

Research Framework

Figure 1 Research Framework



Research methods

Population and sample

Sugiyono (2018:130) states that population is a general area consisting of objects or subjects that have certain qualities and characteristics, which are determined by researchers to be studied and then conclusions are drawn. The population in this study were employees of PT Mitra Beton Mandiri Pekanbaru, consisting of:

Table 1 Number of Employees of PT Mitra Beton Mandiri Pekanbaru

NO	PART	NUMBER OF EMPLOYEES
1	Distribution	8
2	Lab	8
3	Warehouse	5
4	Logistics	4
5	Maintenance	4
6	Operational	25
7	Administration	2
TOTAL		56

Source: PT Mitra Beton Mandiri, 2025

In sampling in this study, a non-probability sampling technique was used with a saturated sampling method. The determination of the sample was carried out by making all members of the population as samples (Sugiyono, 2017).

Operational definition of variables

Table 2 Operational Definition of Variables

NO	Variables	Definition	Indicator	Scale/ Size
1	Employee Performance (Y)	Performance is the work results achieved by employees in carrying out their duties in accordance with the responsibilities given to them. More specifically, performance is defined as a record of employee outcomes resulting from the function of a job, both in terms of quality and quantity. (Indriani et al, 2019)	1. Quality of work 2. Quantity of work 3. Responsibility 4. Cooperation 5. Initiative (Indriani et al, 2019)	Likert
2	*Employee Engagement*(Z)	*Employee engagement*is the extent to which employees are engaged, committed, and motivated to contribute to their organization. This includes how connected employees feel to the company's values, as well as how satisfied they are with the work environment and the support they receive. (Koeswayo et al, 2024)	1. Commitment 2. Job satisfaction 3. Motivation 4. Emotional Engagement 5. Initiative 6. Relationship with Leadership 7. Perception of Corporate Reputation (Koeswayo et al, 2024)	Likert

3	Job Stress (X1)	Job stress is a condition of tension or pressure felt by employees in response to work demands that exceed their ability to cope. This stress reflects the feeling of pressure experienced by employees when facing work demands (Wolor et al., 2019).	1. Workload 2. Task Completion Time 3. Role Ambiguity 4. Difference in Value 5. Family Environment 6. Physical and Mental Health 7. Job satisfaction (Wolor et al, 2019)	Likert
4	Job Rotation (X2)	Job rotation is a process in which an organization intentionally moves employees from one job to another to reduce boredom by giving them a variety of tasks. The goal is to increase employees' understanding of the internal and external forces that affect their jobs. (Dewi et al, 2017)	1. Rotation Frequency 2. Placement Duration 3. Employee Satisfaction Level 4. Employee performance 5. Employee Adaptation 6. Skills Development 7. Employee Retention (Dewi et al, 2017)	Likert

Method of collecting data

Based on the indicator variables in this study, the author developed a research instrument and used data collection techniques through questions in a questionnaire.

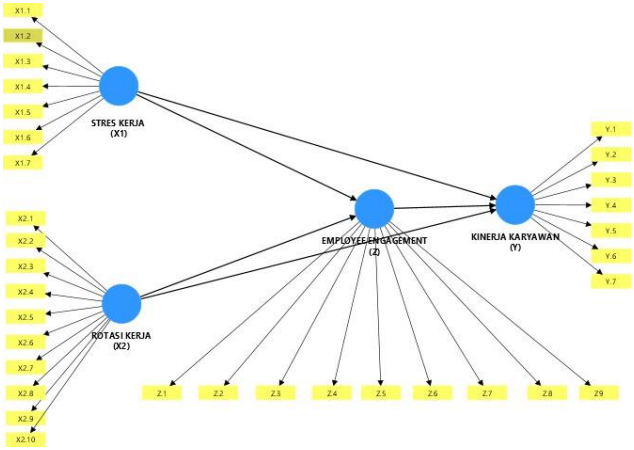
Data Analysis Techniques

This study uses SmartPLS 4.0 software to analyze multiple linear regression data. Partial Least Square (PLS) is a single model and multiple component model used for canonical correlation using the algorithm (Fauzi and Sulistyowati, 2022). In this study, data analysis was carried out using quantitative methods and descriptive analysis.

Data Analysis Methods

The outer model and inner model measurement models are analyzed using path diagrams that have been previously designed using the SmartPLS 4.0 program. The path diagrams that have been designed can be seen in Figure 2.

Figure 2 The designed path diagram

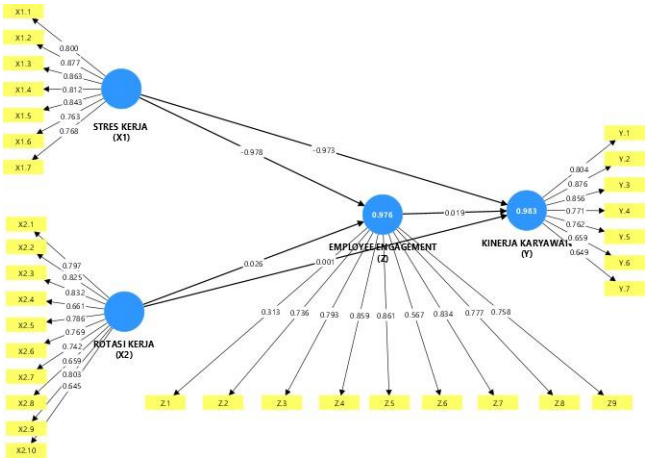


Source: Processed primary data output, 2025

Measurement Model Testing (Outer Model)

Evaluation of measurement or outer model is done to assess the validity and reliability of the model. Validity and reliability tests of the questionnaire are needed to ensure that the questionnaire used in the study is able to measure the research variables well. An instrument is said to be valid if it is able to measure what is desired and reveal data from the variables studied accurately. The outer model can be seen in Figure 3.

Figure 3 Outer Model



Source: Processed primary data output, 2025

Data Validity Test

Validity testing is carried out to determine whether the research instrument used is valid or not. In SEM-PLS there are two ways to measure the validity of a reflective indicator, namely by measuring validity through Convergent Validity and discriminant validity.

Convergent Validity

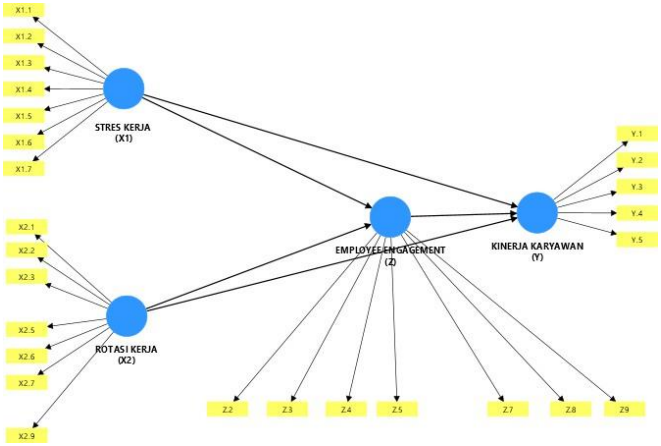
To test Convergent Validity, the outer loading or loading factor value is used. The indicator is declared to meet Convergent Validity in the good category if the outer loading value is >0.7 (Ghozali & Latan, 2017). The following are the outer loading values of each variable.

Table 3 Outer Loading

NO	VARIABLES	INDICATOR	MARK LOADING	INFORMATION
1	WORK STRESS (X1)	X1.1	0.800	Meet Convergent Validity
		X1.2	0.877	Meet Convergent Validity
		X1.3	0.863	Meet Convergent Validity
		X1.4	0.812	Meet Convergent Validity
		X1.5	0.843	Meet Convergent Validity
		X1.6	0.763	Meet Convergent Validity
		X1.7	0.768	Meet Convergent Validity
2	JOB ROTATION (X2)	X2.1	0.797	Meet Convergent Validity
		X2.10	0.645	Does Not Meet Convergent Validity
		X2.2	0.825	Meet Convergent Validity
		X2.3	0.832	Meet Convergent Validity
		X2.4	0.661	Does Not Meet Convergent Validity
		X2.5	0.786	Meet Convergent Validity
		X2.6	0.769	Meet Convergent Validity
		X2.7	0.742	Meet Convergent Validity
		X2.8	0.659	Does Not Meet Convergent Validity
		X2.9	0.803	Meet Convergent Validity
3	EMPLOYEE PERFORMANCE (Y)	Y.1	0.804	Meet Convergent Validity
		Y.2	0.876	Meet Convergent Validity
		Y.3	0.856	Meet Convergent Validity
		Y.4	0.771	Meet Convergent Validity
		Y.5	0.762	Meet Convergent Validity
		Y.6	0.659	Does Not Meet Convergent Validity
		Y.7	0.649	Does Not Meet Convergent Validity
4	EMPLOYEE ENGAGEMENT (Z)	Z.1	0.313	Does Not Meet Convergent Validity
		Z.2	0.736	Meet Convergent Validity
		Z.3	0.793	Meet Convergent Validity
		Z.4	0.859	Meet Convergent Validity
		Z.5	0.861	Meet Convergent Validity
		Z.6	0.567	Does Not Meet Convergent Validity
		Z.7	0.834	Meet Convergent Validity
		Z.8	0.777	Meet Convergent Validity
		Z9	0.758	Meet Convergent Validity

At the Convergent Validity stage, there are 4 reflective constructs that have been determined, there are 3 from the job rotation variable statements, 2 from the employee performance variable statements and 2 from the employee engagement variables that do not meet the assessment criteria, namely having a loading factor below 0.7.

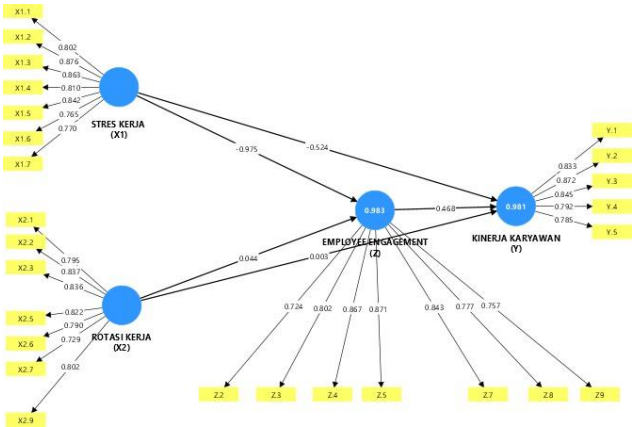
Figure 4 Respecified Path Diagram



Source: Processed primary data output, 2025

The re-specified path diagram will then be re-estimated to see whether the outer loading value of Convergent Validity is correct. The results of the re-specification calculation can be seen in Figure 5.

Figure 5 Outer Loading Recalculation Results



Source: Processed primary data output, 2025

The indicator is stated to meet Convergent Validity in the good category if the outer loading value is >0.7 (Ghozali & Latan, 2017). The following are the outer loading values of each research variable.

Table 4 Outer Loading That Has Been Respecified

NO	VARIABLES	INDICATOR	MARK LOADING	INFORMATION
1	WORK STRESS (X1)	X1.1	0.800	Meet Convergent Validity
		X1.2	0.877	Meet Convergent Validity
		X1.3	0.863	Meet Convergent Validity
		X1.4	0.812	Meet Convergent Validity
		X1.5	0.843	Meet Convergent Validity
		X1.6	0.763	Meet Convergent Validity
		X1.7	0.768	Meet Convergent Validity
2	JOB ROTATION (X2)	X2.1	0.797	Meet Convergent Validity
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		X2.5	0.786	Meet Convergent Validity
		X2.6	0.769	Meet Convergent Validity
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		X2.9	0.803	Meet Convergent Validity
3	EMPLOYEE PERFORMANCE (Y)	Y.1	0.804	Meet Convergent Validity
		Y.2	0.876	Meet Convergent Validity
		Y.3	0.856	Meet Convergent Validity
		Y.4	0.771	Meet Convergent Validity
		Y.5	0.762	Meet Convergent Validity
4	EMPLOYEE ENGAGEMENT (Z)	Z.2	0.736	Meet Convergent Validity
		Z.3	0.793	Meet Convergent Validity
		Z.4	0.859	Meet Convergent Validity
		Z.5	0.861	Meet Convergent Validity
		Z.7	0.834	Meet Convergent Validity
		Z.8	0.777	Meet Convergent Validity
		Z9	0.758	Meet Convergent Validity

Source: Processed primary data output, 2025

From the table above, it can be seen that all indicators used in this study for the variables of work stress (X1), Job Rotation (X2) and Employee Performance (Y), as well as Employee Engagement (Z) have met the criteria for a good outer loading value, namely >0.70.

Discriminant Validity

The second criterion used in the assessment of the outer model is discriminant validity. The discriminant validity test uses the cross loading value. Indicators are stated to meet discriminant validity if the cross loading value on the variable is greater than other variables. The cross loading value can be seen in table 5.

Table 5 Cross Loading

	WORK STRESS (X1)	JOB ROTATION (X2)	EMPLOYEE PERFORMANCE (Y)	EMPLOYEE ENGAGEMENT (Z)
X1.1	**0.802**	-0.295	-0.833	-0.802
X1.2	**0.876**	-0.364	-0.872	-0.867
X1.3	**0.863**	-0.397	-0.845	-0.871
X1.4	**0.810**	-0.088	-0.747	-0.752
X1.5	**0.842**	-0.396	-0.785	-0.843
X1.6	**0.765**	-0.225	-0.792	-0.777
X1.7	**0.770**	-0.223	-0.785	-0.757
X2.1	-0.200	**0.795**	0.204	0.221
X2.2	-0.252	**0.837**	0.258	0.275
X2.3	-0.437	**0.836**	0.443	0.457
X2.5	-0.330	**0.822**	0.357	0.375
X2.6	-0.111	**0.790**	0.135	0.149
X2.7	-0.170	**0.729**	0.181	0.194
X2.9	-0.241	**0.802**	0.256	0.269
Y.1	-0.802	0.295	**0.833**	0.802
Y.2	-0.876	0.364	**0.872**	0.867
Y.3	-0.863	0.397	**0.845**	0.871
	WORK STRESS (X1)	JOB ROTATION (X2)	**EMPLOYEE PERFORMANCE (Y)**	EMPLOYEE ENGAGEMENT (Z)
Y.4	-0.765	0.225	**0.792**	0.777
Y.5	-0.770	0.223	**0.785**	0.757
Z.2	-0.655	0.270	**0.649**	0.724
Z.3	-0.802	0.295	**0.833**	0.802
Z.4	-0.876	0.364	**0.872**	0.867
Z.5	-0.863	0.397	**0.845**	0.871
Z.7	-0.842	0.396	**0.785**	0.843
Z.8	-0.765	0.225	**0.792**	0.777
Z9	-0.770	0.223	**0.785**	0.757

Source: Processed primary data output, 2025

Based on the data presentation in table 5, it can be seen that each indicator in the research variable has a greater cross loading value than other variables. It can be stated that the indicators used in this study have good discriminant validity.

In addition to observing the cross loading value, discriminant validity can also be known through other methods, namely by looking at the Average Variant Extracted (AVE) value. for each variable, the value is required to be >0.5 for a good model. The AVE value can be seen in table 6.

Table 6 Average Variance Extracted (AVE)

VARIABLES	Average variance extracted (AVE)
JOB ROTATION_(X2)	0.644
WORK STRESS _(X1)	0.671
EMPLOYEE ENGAGEMENT_(Z)	0.652
EMPLOYEE PERFORMANCE_(Y)	0.683

Source: Processed primary data output, 2025

The output from the AVE above shows that the AVE value of the variableJob Stress (X1),Job Rotation (X2), Employee Engagement (Z)AndEmployee Performance (Y)has a value greater than 0.5, thus it can be stated that each variable has good discriminant validity.

Data Reliability Test

The construct is declared reliable if the composite reliability and Cronbach's alpha values are above 0.70 (Ghozali & Latan, 2015). The results of the composite reliability and Cronbach's alpha tests can be seen in table 7.

Table 7 Cronbach Alpha & Composite Reliability

VARIABLES	Cronbach's alpha	Composite reliability (rho_a)
WORK STRESS (X1)	0.918	0.920
JOB ROTATION_(X2)	0.911	0.963

VARIABLES	Cronbach's alpha	Composite reliability (rho_a)
EMPLOYEE ENGAGEMENT_(Z)	0.910	0.915
EMPLOYEE PERFORMANCE_(Y)	0.883	0.886

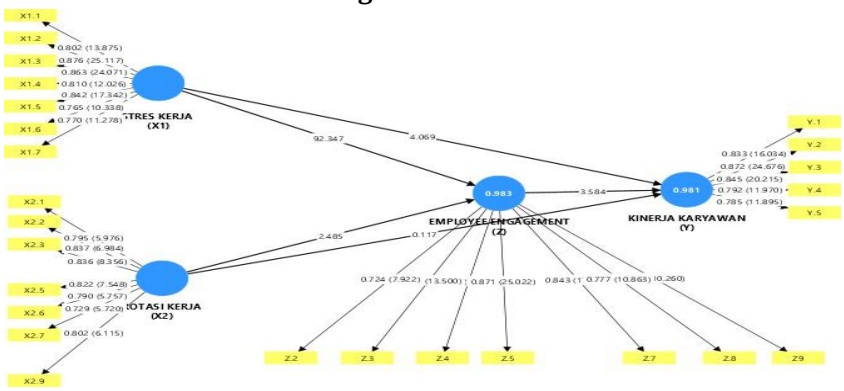
Source: Processed primary data output, 2025

Based on the data presentation above, it can be seen that the composite reliability and Cronbach's alpha values of each research variable are > 0.70. Thus, the research results have met the requirements for composite reliability and Cronbach's alpha values so that all variables have a high level of reliability.

Structural Model Testing (Inner Model)

The structural model describes the relationship between latent variables. The test conducted to assess the structural model is to look at the R-Square for the predictive power of the structural model. Changes in the R-Square value can be used to explain the influence of substance or the most fundamental. The inner model can be seen in Figure 6.

Figure 6 Inner Model



Source: Data Processing, 2025

R-Square

In assessing the structural model with PLS, we start by looking at the R-Square value for each endogenous latent variable as the predictive power of the structural model. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence. R-Square values of 0.67, 0.33 and 0.19 indicate strong, moderate and weak models (Ghozali & Latan, 2015). The R-Square value can be seen in table 8.

Table 8 R-Square

VARIABLES	R-square	R-square adjusted
EMPLOYEE ENGAGEMENT_(Z)	0.983	0.982
EMPLOYEE PERFORMANCE_(Y)	0.981	0.980

Based on the data presentation above, it is known that the Employee Performance construct can be explained by the variablesJob stress (X1),Job Rotation (X2), and Employee Engagement (Z) as much98.3% while the construction*Employee Engagement*(Z)can be explained by variablesJob stress (X1)AndJob Rotation (X2) is 98.1%.

F-Square

The F-Square (F2) value is used to determine the effect of the predictor variable (X) on the dependent variable (Y). The F-Square value ranges from $0.02 \leq F2 < 0.15$ indicating that the variable has a weak effect, $0.15 \leq F2 < 0.35$ indicating that the variable has a moderate effect, and $F2 \geq 0.35$ indicating that the variable has a high effect.

Table 9F-Square

VARIABLES	f-square
WORK STRESS _(X1) -> EMPLOYEE ENGAGEMENT_(Z)	0.476
WORK STRESS _(X1) -> EMPLOYEE PERFORMANCE_(Y)	0.265
JOB ROTATION_(X2) -> EMPLOYEE ENGAGEMENT_(Z)	0.097
JOB ROTATION_(X2) -> EMPLOYEE PERFORMANCE_(Y)	0.000
EMPLOYEE ENGAGEMENT_(Z) -> EMPLOYEE PERFORMANCE_(Y)	0.205

Source: Processed primary data output, 2025

Based on the results of the F-Square study, the work stress variables have a high influence (0.476) on employee engagement, and the work stress variables have a moderate influence (0.256) on employee performance. The work rotation variable has a weak influence (0.097) on employee engagement, the work rotation variable has no influence (0.000) on employee performance.employee performance, employee engagement has a moderate influence (0.205) onemployee performance.

Hypothesis Testing

To determine whether a hypothesis is accepted or not, it is necessary to conduct a hypothesis test using the bootstrapping function in SmartPLS 4.0. The hypothesis is considered accepted if the significance level is less than 0.05 or the p-value exceeds its criterion value.

Table 10 Hypothesis Test Results

VARIABLES	Original sample (O)	T statistics	P values	RESULTS
WORK STRESS _(X1) -> EMPLOYEE PERFORMANCE_(Y)	-0.524	4,069	0.000	ACCEPTED
JOB ROTATION_(X2) -> EMPLOYEE PERFORMANCE_(Y)	0.003	0.117	0.907	REJECTED
WORK STRESS _(X1) -> EMPLOYEE ENGAGEMENT_(Z)	-0.975	92,347	0.000	ACCEPTED
JOB ROTATION_(X2) -> EMPLOYEE ENGAGEMENT_(Z)	0.044	2.485	0.013	ACCEPTED
EMPLOYEE ENGAGEMENT_(Z) -> EMPLOYEE PERFORMANCE_(Y)	0.468	3,584	0.000	ACCEPTED
WORK STRESS _(X1) -> EMPLOYEE ENGAGEMENT_(Z) -> EMPLOYEE PERFORMANCE_(Y)	-0.456	3,595	0.000	ACCEPTED
JOB ROTATION_(X2) -> EMPLOYEE ENGAGEMENT_(Z) -> EMPLOYEE PERFORMANCE_(Y)	0.021	2.007	0.045	ACCEPTED

Source: Processed primary data output, 2025

Discussion

The Impact of Work Stress on Employee Performance

Based on the results of the hypothesis test conducted, hypothesis 1 (H1) which states that

work stress has a negative effect on employee performance at PT Mitra Beton Mandiri Pekanbaru can be accepted (H1 is accepted). The value (original sample/original sample) of the effect of work stress on performance is -0.524.

Then the resulting t-statistic value is 4.069, which means that the result is said to be SIGNIFICANT because the t-statistic value is greater than the t-table (4.096>1.673) and the P-Value value is 0.000, which means it is less than 0.05 (0.000 <0.05).

The results of this study are in accordance with research conducted by Rahayu et al., (2024), Indrayana et al (2024) stated that work stress has a negative effect on employee performance. Thus stating that work stress has a negative effect on employee performance. The higher the work stress, the lower the employee performance at PT Mitra Beton Mandiri Pekanbaru.

The Influence of Job Rotation on Employee Performance

Based on the results of the hypothesis test conducted, hypothesis 1 (H2) which states that work stress has a positive effect on employee performance at PT Mitra Beton Mandiri Pekanbaru can be accepted (H2 is rejected). The value (original sample/original sample) of the effect of job rotation on employee performance is 0.003.

Then the resulting t-statistic value is 92.374 which means that the result is said to be NOT SIGNIFICANT because the t-statistic value is smaller than the t-table (0.117 <1.673) and the P-Value value is 0.000 which means it is smaller than 0.05 (0.000 <0.05).

The results of this study are in accordance with research that has been conducted by(Nurkhayati, N & Khasbulloh, 2023),(Adilla S & Budiono, 2024) stated that job rotation has a positive but not significant effect on employee performance.. Thus stating that job rotation has a positive effect on employee performance. The higher the job rotation, the higher the employee performance at PT Mitra Beton Mandiri Pekanbaru.

The Influence of Work Stress on Employee Engagement

Based on the results of the hypothesis test conducted, hypothesis 3 (H3) which states that work stress has a negative effect on employee engagement at PT Mitra Beton Mandiri Pekanbaru can be accepted (H3 is accepted). The value (original sample/original sample) of the effect of work stress on employee engagement is -0.524.

Then the resulting t-statistic value is 4.069, which means that the result is said to be SIGNIFICANT because the t-statistic value is greater than the t-table (4.096>1.673) and the P-Value value is 0.000, which means it is less than 0.05 (0.000 <0.05).

The results of this study are in accordance with research that has been conducted by(Pranitasari D & Kusumawardani C, 2024),(Irmawati and Rudini, 2024)states that work stress has a negative effect on employee engagement. So it states that work stress has a negative effect on employee engagement. The higher the work stress, the lower the employee engagement at PT Mitra Beton Mandiri Pekanbaru.

The Impact of Job Rotation on Employee Engagement

Based on the results of the hypothesis test conducted, hypothesis 4 (H4) which states that work stress has a positive effect on employee performance at PT Mitra Beton Mandiri Pekanbaru can be accepted (H4 is accepted). The value (original sample/original sample) of the effect of job rotation on employee performance is 0.044.

Then the resulting t-statistic value is 2.485, which means that the result is said to be SIGNIFICANT because the t-statistic value is smaller than the t-table (2.485 <1.673) and the P-Value value is 0.000, which means it is smaller than 0.05 (0.000 <0.05). The results of this study are in accordance with research conducted by (Dewi et al, 2017),(Agustian and Rachmawati, 2021) stated that job rotation has a positive and significant effect on employee engagement.. So it states that job rotation has a positive effect on employee performance. The higher the job rotation, the better.*employee engagement*at PT Mitra Beton Mandiri Pekanbaru.

The Influence of Employee Engagement on Employee Performance

Based on the results of the hypothesis test conducted, hypothesis 5 (H5) which states that employee engagement has a positive effect on employee performance at PT Mitra Beton Mandiri Pekanbaru can be accepted (H5 is accepted). The value (original sample/original sample) of the effect of employee engagement on employee performance is -0.456.

Then the resulting t-statistic value is 3.584, which means that the result is said to be SIGNIFICANT because the t-statistic value is smaller than the t-table (3.584 <1.673) and the P-Value value is 0.000, which means it is smaller than 0.05 (0.000 <0.05).

The results of this study are in accordance with research that has been conducted by(Sucahyowati, H & Hendrawan, A, 2020),(Ramadhan N & Sembiring. J, 2014) stated that employee engagement has a positive effect on employee performance.. So it states that job rotation has a positive effect on employee performance. The higher*employee engagement*, the higher the employee performance at PT Mitra Beton Mandiri Pekanbaru.

The Influence of Work Stress on Employee Performance Mediated by Employee Engagement

Based on the results of the hypothesis test conducted, hypothesis 6 (H6) which states that work stress has a negative effect on employee engagement at PT Mitra Beton Mandiri Pekanbaru can be accepted (H6 is accepted). The value (original sample/original sample) of the effect of work stress on employee engagement is 0.468.

Then the resulting t-statistic value is 3.595, which means that the result is said to be SIGNIFICANT because the t-statistic value is greater than the t-table (3.595>1.673) and the P-Value value is 0.000, which means it is less than 0.05 (0.000 <0.05).

The results of this study state that employee engagement mediates work stress negative influence on employee performance. When employees experience high stress, it can reduce their level of engagement. Employees who feel stressed may become apathetic and less engaged, which impacts their performance. Stress can cause employees to view their work negatively, so that even though they are engaged, this engagement does not result in good performance. Employees may only do the minimum work without trying harder.

The Influence of Job Rotation on Employee Performance Mediated by Employee Engagement

Based on the results of the hypothesis test conducted, hypothesis 7 (H7) which states that job rotation has an effect on employee performance mediated by employee engagement at PT Mitra Beton Mandiri Pekanbaru can be accepted (H7 is accepted). The value (original sample/original sample) of the effect of work stress on employee engagement is 0.021.

Then the resulting t-statistic value is 2.007, which means that the result is said to be SIGNIFICANT because the t-statistic value is greater than the t-table (2.007>1.673) and the P-Value value is 0.000, which means it is less than 0.05 (0.000 <0.05).

The results of this study are in accordance with research that has been conducted by(Ahmad I, et al 2024),stated that job rotation has an effect on employee performance mediated by employee engagement.. Thus stating that job rotation positively mediates the positive influence on employee performance. Employees who see that the organization provides opportunities for job rotation tend to feel appreciated. This sense of appreciation can increase engagement and motivate them to perform better.

Conclusion

Performance refers to the practice of managing and implementing Work Stress and job rotation carried out through employee engagement. Based on the results of the t-test, it shows that Work Stress has a significant negative effect on employee performance and employee

engagement. While job rotation does not show a significant effect on employee performance, but job rotation has a positive effect on employee engagement. This shows that when employees experience high levels of stress, their performance tends to decline. Work stress can be caused by various factors, such as excessive workload, uncertainty in tasks, and lack of support from the work environment. Therefore, it is important for management to understand and manage work stress so that employees can work more effectively and productively. although employees feel that job rotation can provide variation in tasks and improve their skills. This shows that although job rotation is designed to reduce boredom and improve skills, its implementation needs to be more planned and accompanied by adequate training. In addition, employee engagement has been shown to have a positive effect on employee performance, with employees who feel involved showing better work results. Overall, these findings emphasize the importance of stress management and developing employee engagement as strategies to improve performance in the work environment.

Furthermore, employee engagement can significantly mediate job stress and job rotation. When employees experience high stress, their engagement levels tend to decrease, which in turn negatively impacts performance. Conversely, effective job rotation can increase employee engagement, helping them feel more valued and motivated in carrying out their tasks. Thus, increasing employee engagement not only helps reduce the negative impact of job stress but also maximizes the benefits of job rotation, resulting in better overall performance. This study emphasizes the importance of management strategies that focus on stress management and developing employee engagement as the key to achieving optimal performance in organizations.

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