

ANALYSIS OF EMPLOYEE ADAPTABILITY, COMPENSATION, AND SAFETY KNOWLEDGE ON WORK ENGAGEMENT AT PT. LINGGA ARSY TRANSPORTASI MEDAN

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Abstract

This study aims to determine and analyze the effect of employee Adaptability, compensation, and safety knowledge on the work engagement of employees at PT Lingga Arsy Transportasi Medan, both partially and simultaneously. This research employs an associative approach with a quantitative method. The population in this study consisted of all 48 permanent employees of PT Lingga Arsy Transportasi Medan, with the sampling technique using saturated sampling (census), so that the entire population was used as the sample. Data were collected through questionnaires using a Likert scale and interviews. The data analysis technique used was multiple linear regression analysis with the assistance of the SPSS program. The results show that, partially, employee Adaptability has a positive and significant effect on work engagement, compensation has a significant effect but with a negative direction on work engagement, and safety knowledge has a positive and significant effect on work engagement. Simultaneously, employee Adaptability, compensation, and safety knowledge have a positive and significant effect on work engagement, with a coefficient of determination (Adjusted R Square) of 0.892 or 89.2%, while the remaining 10.8% is influenced by other variables outside this study. The most dominant variable affecting work engagement is safety knowledge. This study recommends that the company improve employees' Adaptability, evaluate its compensation system, and strengthen the implementation of a safety culture to enhance employee work engagement.

Keywords: *Employee Adaptability, Compensation, Safety Knowledge, Work Engagement.*

INTRODUCTION

The transportation sector serves as the backbone of Indonesia's economy and continues to experience significant development. Statistics Indonesia (BPS) recorded that the contribution of the transportation and warehousing sector to Indonesia's Gross Domestic Product (GDP) reached approximately 5.0% in 2024, an increase compared to previous years. In North Sumatra—specifically in Medan, the regional economic hub—the transportation of goods and services continues to rise alongside the growth of industry and trade. Data from the North Sumatra Transportation Agency for 2024 indicates a growing number of transportation companies operating in the region, resulting in increasingly fierce competition within the sector. This situation compels transportation companies to continuously enhance the quality of their human resources to ensure survival and competitiveness. One such company operating in Medan is PT Lingga Arsy Transportasi, whose operations rely heavily on high levels of employee work engagement.

According to Maulana et al. (2022), work engagement is a positive, work-related motivational state influenced by three key factors: employee adaptability—necessary for adjusting to changes in technology, regulations, and work procedures within the transportation industry; fair and adequate compensation, which boosts employee motivation to perform optimally; and safety knowledge—crucial given the high risk of workplace accidents in the sector, as sound safety knowledge fosters a greater sense of security and comfort among employees. Data indicates that the employee absenteeism rate at PT. Lingga Arsy Transportasi Medan rose steadily from January to December 2025. In January 2025, the rate was 2.6%, falling within acceptable limits; however, from February through December 2025, the rate exceeded the generally accepted tolerance threshold of 3–5%, peaking at 5.0% in December 2025. This high absenteeism rate points to a serious issue regarding low employee work engagement within the company. Employees with high work engagement tend to maintain consistent attendance and remain fully committed to their roles; consequently, high absenteeism serves as an early indicator that employee engagement at PT. Lingga Arsy Transportasi Medan requires serious attention and intervention from management.

Employee adaptability is a crucial factor, given that the transportation industry is constantly evolving in terms of technology, regulations, and customer needs. The Ministry of Transportation of the Republic of Indonesia (2024) notes that digital transformation in the transportation sector—including the implementation of information technology-based fleet management systems—has fundamentally altered how employees work within transportation companies. Employees unable to adapt to these changes risk experiencing a decline in productivity and work engagement. According to Oktaviani (2022), employees who can adapt quickly to change tend to exhibit higher levels of work engagement, as they feel competent and confident in facing work-related challenges. Data indicates that the adaptability of PT Lingga Arsy Transportasi Medan employees in 2025 remains low. Regarding the adoption of the fleet digitalization system, only 18 employees (40%) were able to adapt. In terms of adapting to new operational procedures, 20 employees (44%) were capable, while only 15 employees (33%) were able to adapt to the latest transportation regulations.

These figures reveal that, across all these areas, more than half of the employees still struggle to adapt to changes in the work environment. This low level of employee adaptability has the potential to hinder company operations and reduce overall employee engagement, thereby requiring serious attention from the management of PT Lingga Arsy Transportasi Medan. Given this situation, the management of PT. Lingga Arsy Transportasi Medan needs to take immediate steps to enhance employee adaptability. Measures that can be implemented include providing periodic training and briefings on fleet digitalization systems and operational procedures for new employees to ensure they gain a better understanding and become accustomed to these processes. Management should involve employees in the change process by fostering open discussion and listening to their input. Additionally, management should provide motivation and rewards to employees who demonstrate adaptive performance.

Workplace safety knowledge is a crucial factor, particularly in the transportation industry, which carries a significant risk of workplace accidents. Data from the Social Security Agency for Employment (BPJS Ketenagakerjaan) indicates that there were over 370,000 workplace accident cases in Indonesia in 2023, with the transportation sector consistently ranking among the top five sectors for accident rates. According to 2024 data from the National Transportation Safety Committee (KNKT), human error—stemming in part from a lack of safety knowledge—remains the primary cause of accidents in the land transportation sector. As shown a total of 41 workplace accidents occurred at PT Lingga Arsy Transportasi Medan during 2025. One minor accident occurred in January due to a lack of understanding regarding Standard Operating Procedures (SOPs). The highest accident rate was recorded in December 2025, comprising five minor accidents, two moderate accidents, and one severe accident; these incidents were attributed to employees' lack of understanding regarding emergency procedures and insufficient use of Personal Protective Equipment (PPE). Accident cases showed a consistent month-to-month increase, peaking in December 2025. The primary factors identified include a lack of safety knowledge and the minimal use of PPE.

Based on the background of the problem outlined above, several issues can be identified as follows:

1. Low levels of employee work engagement at PT Lingga Arsy Transportasi Medan, evidenced by rising employee absenteeism rates during the period of January–December 2025. Company data indicates an average absenteeism rate of 3.8%, with most months exceeding the normal tolerance threshold of 3%. The highest absenteeism rate occurred in December 2025 at 5.0%. Furthermore, preliminary observations revealed that some employees still demonstrate low engagement in their work, such as a lack of initiative in independently resolving operational issues and low enthusiasm for participating in company-organized training activities.
2. Low adaptability among employees at PT Lingga Arsy Transportasi Medan in facing changes in the work environment—specifically regarding technological advancements, changes in operational procedures, and transportation regulations. Preliminary observation data shows that employee adaptability remains suboptimal; only 40% of employees are able to adapt to the fleet digitalization system, 44% to new operational procedures, and just 33% to the latest transportation regulations. These conditions indicate that a significant number of employees still struggle to keep pace with changes occurring in the work environment.
3. The compensation system implemented by PT Lingga Arsy Transportasi Medan is not yet optimal in meeting employee expectations and needs. Although the company has adopted a wage policy based on prevailing minimum wage standards—specifically the 2025 North Sumatra Provincial Minimum Wage (UMP) of Rp3,282,931 and the 2025 Medan City Minimum Wage (UMK) of Rp3,402,492—compensation involves more than just the base salary amount; it also encompasses the appropriateness of incentives, allowances, and rewards, as well as compensation fairness relative to job workloads and responsibilities. Based on

preliminary interview results, some employees stated that the compensation they receive is not fully commensurate with job demands, occupational risks, and the responsibilities they shoulder; this situation is believed to potentially affect employee motivation and levels of work engagement.

4. Low safety knowledge among PT Lingga Arsy Transportasi Medan employees, as evidenced by the persistently high number of workplace accidents throughout 2025. Company data indicates a total of 41 workplace accidents, comprising 29 minor accidents, 11 moderate accidents, and 1 severe accident. Contributing factors included a lack of understanding regarding Standard Operating Procedures (SOPs), minimal use of Personal Protective Equipment (PPE), insufficient understanding of emergency response procedures, and limited employee knowledge concerning occupational safety risks. These conditions indicate a need to improve employee safety knowledge, as it is linked to a sense of security, workplace comfort, and employee engagement in performing their duties.

Based on the identification of the problem, it is necessary to delimit the scope of this study to ensure it remains focused on the specific issue under investigation. Consequently, the researcher limits the study to an analysis of the effects of employee adaptability, compensation, and safety knowledge on work engagement at PT Lingga Arsy Transportasi Medan.

LITERATURE REVIEW

Work Engagement

According to Maulana *et al.* (2022), work engagement is a positive psychological state regarding an employee's work, characterized by high levels of vigor, dedication, and absorption in performing tasks. According to Oktaviani & Sutanto (2022), work engagement refers to the level of an employee's commitment and emotional attachment to the organization and their work, which drives them to exert their best effort. Work engagement is a positive state reflecting an employee's willingness to invest fully in their work to achieve organizational goals (Oktaviani & Sutanto, 2022). Work engagement is a strong emotional and intellectual bond between employees and their work that fosters optimal work behavior (Firdaus & Prasetyo, 2023).

Employee Adaptability

According to Oktaviani & Sutanto (2022), employee adaptability is the ability of employees to effectively adjust to various changes, new demands, and dynamic work situations in order to maintain or enhance their performance. It is the individual's capacity to identify necessary changes and respond appropriately for the sake of organizational success (Oktaviani & Sutanto, 2022). According to Sari & Hadiyanto (2022), employee adaptability refers to an employee's ability and readiness to learn new skills, cope with uncertainty, and adjust work behaviors to the demands of a constantly changing environment. It encompasses the cognitive and behavioral flexibility employees demonstrate in responding to work and organizational dynamics (Sari & Hadiyanto, 2022).

Compensation

According to Hasibuan (2024), compensation encompasses all income—whether in the form of money or goods, received directly or indirectly—that employees earn in exchange for services rendered to the company. It represents the total remuneration received by employees as a result of performing work within an organization, provided in monetary or other forms (Hasibuan, 2024). Mondy and Martocchio (2022) define compensation as the totality of all forms of rewards given to employees in return for the services they provide to the organization. This definition highlights the comprehensive nature of compensation, encompassing not only direct financial aspects but also various forms of indirect rewards that contribute to the employee's overall well-being. A strategically designed compensation system serves as a powerful instrument for attracting, retaining, and motivating a high-quality workforce.

Safety Knowledge

According to Mangkunegara (2023), safety knowledge refers to the understanding of occupational health and safety that every employee must possess to prevent workplace accidents and occupational illnesses. It encompasses an employee's knowledge and understanding of all aspects related to workplace safety and security, including the use of personal protective equipment, emergency procedures, and the handling of hazardous situations. Safety knowledge is an essential asset that enables employees to work safely, thereby enhancing their work engagement (Sedarmayanti, 2021). Anwar (2022) states that safety knowledge is a fundamental component of the

safety competence required of all employees, particularly those working in high-risk environments such as the transportation, manufacturing, and construction industries.

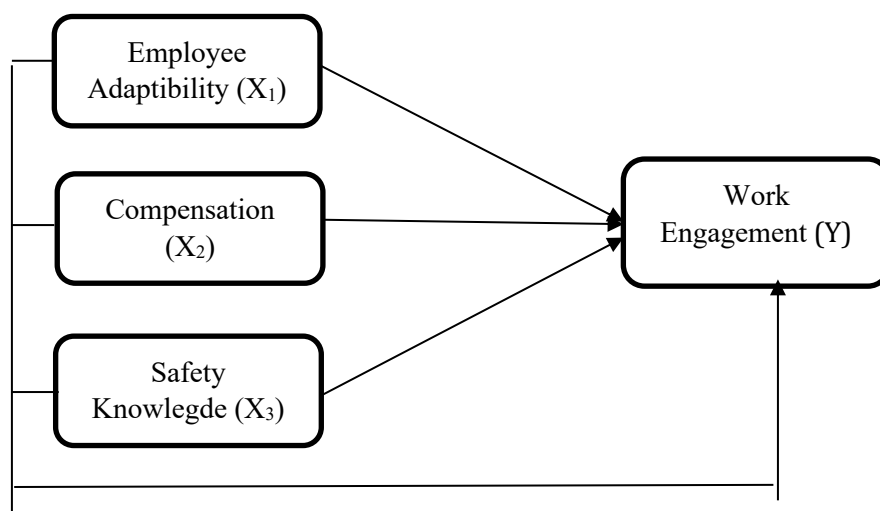


Figure 1. Conceptual Framework

Source: Researcher (2026)

The research hypotheses are:

1. H1: Employee adaptability has a positive and significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees.
2. H2: Compensation has a positive and significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees.
3. H3: Safety knowledge has a positive and significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees.
4. H4: Employee adaptability, compensation, and safety knowledge have a positive and significant simultaneous effect on the work engagement of PT Lingga Arsy Transportasi Medan employees.

METHOD

This research was conducted at PT Lingga Arsy Transportasi Medan, located at Jl. Jamin Ginting No. 651, Titi Rantai, Medan Baru District, Medan City, North Sumatra 20157. The research process spanned the stages of proposal development, data collection, data processing, analysis of results, and the compilation of the final report, taking place from February 2026 to July 2026. The study population consisted of all 48 permanent employees of PT Lingga Arsy Transportasi Medan. Permanent employees were selected as the study population because they are directly involved in the company's operational activities and possess sufficient work experience to evaluate conditions regarding employee adaptability, compensation, safety knowledge, and work engagement within the company environment. The sampling technique employed was non-probability sampling using a saturated sampling (census) approach; consequently, the sample comprised all 48 permanent employees of PT Lingga Arsy Transportasi Medan.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table 1. Validity Test Results Employee Adaptability, Compensation, Safety Knowledge, Work Engagement

Statement Items	r-count	r-table	Description
EA1	0.597	0.361	Valid
EA2	0.708	0.361	Valid
EA3	0.700	0.361	Valid
EA4	0.740	0.361	Valid
EA5	0.758	0.361	Valid
EA6	0.597	0.361	Valid
EA7	0.708	0.361	Valid
EA8	0.700	0.361	Valid
C1	0.812	0.361	Valid
C2	0.787	0.361	Valid
C3	0.812	0.361	Valid
C4	0.645	0.361	Valid
C5	0.686	0.361	Valid
C6	0.648	0.361	Valid
C7	0.787	0.361	Valid
C8	0.689	0.361	Valid
SK1	0.627	0.361	Valid
SK2	0.775	0.361	Valid
SK3	0.624	0.361	Valid
SK4	0.750	0.361	Valid
SK5	0.560	0.361	Valid
SK6	0.582	0.361	Valid
SK7	0.772	0.361	Valid
SK8	0.817	0.361	Valid
WE1	0.681	0.361	Valid
WE2	0.640	0.361	Valid
WE3	0.723	0.361	Valid
WE4	0.527	0.361	Valid
WE5	0.624	0.361	Valid
WE6	0.755	0.361	Valid
WE7	0.688	0.361	Valid
WE8	0.651	0.361	Valid

Sources: SPSS versi 25 (2026)

Based on Table 1. the results of the validity test above show that all statement items are $> r$ table 0.361, so they are hereby declared valid/legitimate.

Table 2. Reliability Test Results Employee Adaptability, Compensation, Safety Knowledge, Work Engagement

Variabel	Cronbach Alpha	Provision	Description
Employee Adaptability	0.839	0,60	Reliable
Compensation	0.871	0,60	Reliable
Safety Knowledge	0.833	0,60	Reliable
Work Engagement	0.813	0,60	Reliable

Sources: SPSS versi 25 (2026)

It is known that the Cronbach's alpha value for all research variables of employee adaptability, compensation, safety knowledge and work engagement is > 0.60 , so it can be said that the results of the reliability test for all variables are reliable.

Table 3. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	48
Mean	0.0000000
Std. Deviation	1.63667550
Absolute	0.110
Positive	0.110
Negative	-0.099
Test Statistic	0.110
Asymp. Sig. (2-tailed)	.199

Sources: SPSS versi 25 (2026)

It is known that the asymp. sig. (2-tailed) value is $0.199 > 0.05$ significance value so it can be concluded that the data tested is normally distributed.

Table 4. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Employee adaptability	0.433	2.308
Compensation	0.354	2.824
Safety knowledge	0.382	2.616

a. Dependent Variable: Work engagement

Sources: SPSS versi 25 (2026)

It is known that the results of the multicollinearity test for the employee adaptability, compensation, safety knowledge variables have a tolerance value of > 0.10 and $VIF < 10$, so this study is declared free from multicollinearity problems.

Table 5. Gletsjer Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.435	0.663		3.672	0.001
	Employee adaptability	0.002	0.037	0.009	0.052	0.959
	Compensation	0.019	0.036	0.758	0.515	0.052
	Safety knowledge	0.090	0.036	-0.917	0.053	0.251

a. Dependent Variable: ABS RES

Sources: SPSS versi 25 (2026)

Based on the Glejser test results shown in the table above, the significance values for all variables are greater than 0.05; therefore, it can be concluded that heteroscedasticity is not present.

Table 6. Multiple Linear Tregression Test Results

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-0.246	1.343		-0.183	0.856	-0.246	1.343
Employee adaptability	0.559	0.075	0.548	7.507	0.000	0.559	0.075
Compensation	-0.228	0.074	-0.249	-3.087	0.003	-0.228	0.074
Safety knowledge	0.645	0.073	0.687	8.836	0.000	0.645	0.073

Sources: SPSS versi 25 (2026)

Based on the multiple linear regression analysis results in Table 4.16, the following regression equation is obtained:

$$Y = -0.246 + 0.559X1 - 0.228X2 + 0.645X3 + e$$

Based on this equation, the following explanations can be made:

1. The constant value (α) of -0.246 indicates that if the variables Employee Adaptability, Compensation, and Safety Knowledge are assumed to be zero, the value of Work Engagement is -0.246. This constant value serves merely as a baseline in the regression model.
2. The regression coefficient for Employee Adaptability ($X1$) of 0.559 indicates that Employee Adaptability has a positive influence on Work Engagement. This means that if Employee Adaptability increases by one unit, Work Engagement will increase by 0.559 units, assuming other variables remain constant. A significance value of 0.000 (< 0.05) indicates that Employee Adaptability has a positive and significant effect on Work Engagement.
3. The regression coefficient for Compensation ($X2$) of -0.228 indicates that Compensation has a negative influence on Work Engagement within this research model. This means that every one-unit increase in compensation results in a change of -0.228 units in Work Engagement, assuming other variables remain constant. A significance value of 0.003 (< 0.05) indicates that Compensation has a significant effect on Work Engagement. The negative direction suggests that an increase in compensation received by employees is not necessarily the primary factor in boosting work engagement; other factors—such as workload, work systems, or employee perceptions regarding the appropriateness of the compensation provided—may also play a role.
4. The regression coefficient for Safety Knowledge ($X3$) of 0.645 indicates that Safety Knowledge has a positive influence on Work Engagement. This means that if Safety Knowledge increases by one unit, Work Engagement will increase by 0.645 units, assuming other variables remain constant. A significance value of 0.000 < 0.05 indicates that Safety Knowledge has a positive and significant effect on Work Engagement.

Table 7. Partial Test Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-0.246	1.343		-0.183	0.856	-0.246	1.343
Employee adaptability	0.559	0.075	0.548	7.507	0.000	0.559	0.075
Compensation	-0.228	0.074	-0.249	-3.087	0.003	-0.228	0.074
Safety knowledge	0.645	0.073	0.687	8.836	0.000	0.645	0.073

Sources: SPSS versi 25 (2026)

Based on the table above, the results of the partial test (t-test) can be explained as follows:

1. The Effect of Employee Adaptability (X1) on Work Engagement (Y)
The test results indicate that the Employee Adaptability variable has a calculated t-value of 7.507 with a significance value of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that Employee Adaptability has a positive and significant effect on Work Engagement. This means that the better an employee's ability to adapt to changes in work, operational demands, and the work environment, the higher their level of work engagement.
2. The Effect of Compensation (X2) on Work Engagement (Y)
The test results indicate that the Compensation variable has a calculated t-value of -3.087 with a significance value of 0.003. Since the significance value is less than 0.05 ($0.003 < 0.05$), it can be concluded that Compensation has a significant effect on Work Engagement. However, the regression coefficient shows a negative value of -0.228, meaning that an increase in compensation in this study was accompanied by a decrease in work engagement. This negative direction indicates that the compensation received by employees is not yet the primary factor in enhancing work engagement. This may occur because employees consider not only financial aspects but also other factors such as work environment comfort, interpersonal relationships, self-development opportunities, workload, and organizational support. Thus, although compensation has a significant effect, increases in compensation need to be balanced with the management of other work-related factors to effectively boost employee work engagement.
3. The Effect of Safety Knowledge (X3) on Work Engagement (Y)
The test results indicate that the Safety Knowledge variable has a calculated t-value of 8.836 with a significance value of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that Safety Knowledge has a positive and significant effect on Work Engagement. This means that the higher the employees' knowledge regarding workplace safety, the higher their level of work engagement.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1113.580	3	371.193	129.727	.000 ^b
Residual	125.899	44	2.861		
Total	1239.479	47			

Sources: SPSS versi 25 (2026)

Based on the above, the calculated F-value is 129.727, with a significance value of 0.000. This significance value is lower than the established significance level of 0.05 ($0.000 < 0.05$). Thus, it can be concluded that the variables Employee Adaptability (X1), Compensation (X2), and Safety Knowledge (X3) simultaneously have a significant effect on Work Engagement (Y) among employees of PT. Lingga Arsy Transportasi Medan.

Table 9. Results of the Coefficient of Determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	0.898	0.892	1.69155

Sources: SPSS versi 25 (2026)

Based on the results of the coefficient of determination test shown in Table 9. the Adjusted R Square value was 0.892 (89,2%). This value indicates that the independent variables consisting of employee adaptability,

compensation, safety knowledge were able to explain the variation of the dependent variable, namely work engagement, by 10.8%.

Discussion

The Analysis of Employee Adaptability on Work Engagement

Based on the partial test (t-test) results, the Employee Adaptability variable (X_1) yielded a calculated t-value of 7.507 with a significance level of 0.000, which is below the 0.05 threshold. These results indicate that Employee Adaptability has a positive and significant effect on the Work Engagement of employees at PT. Lingga Arsy Transportasi Medan. Consequently, the first hypothesis (H_1)—stating that Employee Adaptability positively and significantly influences Work Engagement—is accepted. These findings demonstrate that the greater an employee's ability to adapt to changes in the work environment, operational systems, technological advancements, and job demands, the higher their level of Work Engagement. Conversely, if an employee's adaptability is low, they are more likely to struggle when facing changes, potentially diminishing their motivation, morale, and engagement with both their work and the organization. This study's findings are also consistent with research conducted by Rahayu and Purwanto (2023) within the transportation sector. That study showed that technological changes, operational digitalization, and evolving workplace safety regulations require organizations to have flexible employees capable of continuous learning. The higher an employee's adaptability, the greater their work engagement, as they feel capable of meeting ever-evolving job demands.

The Analysis of Compensation on Work Engagement

Based on the partial test (t-test) results, the Compensation variable (X_2) yielded a calculated t-value of -3.087 with a significance level of 0.003, which is below the 0.05 threshold. These results indicate that compensation has a significant influence on Work Engagement; however, the direction of this influence is negative, as evidenced by the regression coefficient of -0.228. Consequently, the hypothesis stating that compensation affects Work Engagement is accepted, although the relationship identified in this study is negative. The negative regression coefficient indicates that, within the context of this study, an increase in the perception of compensation is not accompanied by an increase in employee Work Engagement levels. These findings suggest that compensation is not the dominant factor shaping the work engagement of PT. Lingga Arsy Transportasi Medan employees. In other words, while compensation plays an important role in recognizing employee contributions, work engagement is influenced more significantly by other psychological, social, and organizational factors. These results differ from those of Maulana et al. (2022), who found that compensation has a positive and significant effect on Work Engagement. Their study posited that a superior compensation system implemented by a company leads to higher employee motivation and work engagement. This discrepancy in findings may stem from differences in organizational characteristics, industry type, compensation systems, corporate culture, or the characteristics of the respondents involved in the study. In organizations with robust performance-based reward systems, compensation often serves as a primary driver for increased engagement.

The Analysis of Safety Knowledge on Work Engagement

Based on the partial test (t-test) results, the Safety Knowledge variable (X_3) yielded a calculated t-value of 8.836 with a significance level of 0.000, which is below the 0.05 threshold. These results indicate that Safety Knowledge has a positive and significant effect on the Work Engagement of PT. Lingga Arsy Transportasi Medan employees. Consequently, the third hypothesis (H_3)—stating that Safety Knowledge positively and significantly influences Work Engagement—is accepted. The study's findings demonstrate that higher levels of occupational safety knowledge among employees correspond to higher levels of work engagement. Sound safety knowledge provides employees with an understanding of how to work safely, recognize potential hazards, adhere to standard operating procedures (SOPs), and take preventive measures against workplace accident risks. With this understanding, employees feel safer and more at ease while performing their duties, enabling them to work optimally. These findings are supported by research conducted by Wulandari and Haryono (2023), which indicates a positive relationship between Safety Knowledge and Work Engagement within the transportation industry. Their study explains that companies consistently implementing a safety culture and providing occupational safety training can enhance employee trust in the organization. The perception that a company genuinely prioritizes employee safety and well-being strengthens the psychological bond between employees and the organization, thereby increasing levels of work engagement.

The Analysis of Employee Adaptability, Compensation and Safety Knowledge on Work Engagement

Based on the simultaneous test (F-test) results, it is evident that the variables of Employee Adaptability (X_1), Compensation (X_2), and Safety Knowledge (X_3) collectively exert a significant influence on the Work Engagement (Y) of employees at PT. Lingga Arsy Transportasi Medan. The test results show a significance value of 0.000—which is less than 0.05—meaning the fourth hypothesis (H_4), stating that Employee Adaptability, Compensation, and Safety Knowledge simultaneously influence Work Engagement, is accepted. Thus, it can be concluded that these three independent variables make a substantial combined contribution to enhancing employee work engagement. Furthermore, the coefficient of determination (Adjusted R-Square) result shows a value of 0.892, or 89.2%. This indicates that 89.2% of the variation in Work Engagement can be explained by the variables of Employee Adaptability, Compensation, and Safety Knowledge, while the remaining 10.8% is influenced by other factors not included in this research model. Such factors could include leadership style, organizational culture, job satisfaction, the work environment, organizational support, career development opportunities, work-life balance, or other psychological factors that potentially affect employee work engagement levels. These research findings also reinforce various prior studies. Research by Permatasari and Wijaya (2024) demonstrated that Safety Knowledge and Compensation influence employee Work Engagement in logistics companies. That study explained that employees who feel safe at work and receive appropriate rewards for their contributions exhibit higher levels of work engagement. A safe work environment fosters confidence and comfort, enabling employees to focus more effectively on completing their tasks.

CONCLUSION

Research on the influence of price perception, word of mouth, and customer experience on consumer satisfaction can yield the following conclusions:

1. Employee adaptability has a positive and significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees, with a significance value of $0.000 < 0.05$ and a regression coefficient of 0.559.
2. Compensation has a significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees, but the direction of the effect is negative, as evidenced by a significance value of $0.003 < 0.05$ and a regression coefficient of -0.228.
3. Safety knowledge has a positive and significant partial effect on the work engagement of PT Lingga Arsy Transportasi Medan employees, with a significance value of $0.000 < 0.05$ and a regression coefficient of 0.645.
4. Employee adaptability, compensation, and safety knowledge simultaneously have a positive and significant effect on the work engagement of PT Lingga Arsy Transportasi Medan employees, with a significance value of $0.000 < 0.05$, a calculated F-value of 129.727, and an Adjusted R-Square value of 0.892, indicating that the independent variables explain 89.2% of the variance in work engagement.

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. The company is advised to boost employee morale through wellness programs, team-building or recreational activities, and regular recognition, while also reinforcing the sense of purpose in their work by clearly communicating how their contributions align with company goals; this ensures employees remain motivated and proud, even when facing work-related pressure.
2. The company is advised to conduct periodic training on new systems or technologies, provide mentoring during the transition to new systems, and intensify the dissemination of operational procedures to help employees adapt more quickly to changes in technology and work processes.
3. The company is advised to review the alignment of salaries with employee workloads and responsibilities, consider salary adjustments that reflect the cost of living, and evaluate the adequacy of allowances and workplace facilities to ensure employees perceive their compensation as fair and sufficient.
4. The company is advised to regularly enhance the communication and training regarding workplace safety procedures (OHS SOPs), ensure the availability of and strict adherence to the use of Personal Protective Equipment (PPE), and routinely evaluate employees' understanding of these safety measures.

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