

THE IMPACT OF ORGANIZATIONAL CLIMATE AND CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT WITH PERSONALITY AS A MODERATOR AT PT KERETA API INDONESIA (PERSERO)

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Abstract:

Background: This research aims to investigate whether the organizational environment influences employee engagement, determine whether career development affects employee engagement, and establish whether employee personality can moderate the influence of the organizational environment on employee engagement.

Purpose: This study employs a quantitative approach that emphasizes the testing of theories through the measurement of research variables using numerical data and conducting data analysis through statistical procedures.

Design/methodology/approach: This study adopts a quantitative approach, emphasizing the testing of theories through the measurement of research variables using numerical data and conducting data analysis through statistical procedures.

Findings/Result: The analysis results reveal several differences in variables during validity and reliability tests, as well as hypothesis testing.

Conclusion: Based on the conducted analysis, it can be concluded that organizational climate has a negative and insignificant effect on employee engagement, while career development has a positive and significant impact on employee engagement. Furthermore, the dimensions of extraversion, agreeableness, and conscientiousness from the big five personality traits are capable of moderating the influence of organizational climate on employee engagement.

Originality/value (State of the art): companies can find out how their workers perceive the career development system that has been implemented in the company and the extent of workers' hopes for an ideal career development system. This can provide an initial idea for companies to be able to formulate policies related to career development systems and research shows that career development systems have a positive effect on employee engagement, which is a benchmark for HR units in particular to focus more on making improvements and improvements in implementation. good career development system.

Keywords: big-five personalities, career development, employee engagement, organizational climate, personality

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INTRODUCTION

PT Kereta Api Indonesia (KAI) is one of the state-owned enterprises operating in the transportation services sector under the Ministry of State-Owned Enterprises. With the passage of time and evolving societal needs, PT KAI is compelled to continually innovate, encompassing aspects such as enhancing customer service, modernizing facilities and infrastructure, as well as implementing digitalization across various domains. In response to these demands, over the past decade, PT KAI has undergone various transformations, transitioning from a product-oriented focus to a customer-oriented approach in its corporate vision and mission, while emphasizing profit attainment through revenue generation.

Consequently, these developments have spurred changes, including alterations in policies related to the competent management of the company's human resources—specifically, the skilled workforce essential for achieving the company's objectives. Competent human resources are a critical factor for the effective functioning of any organization, necessitating management that spans from recruitment, administration, development, to the cultivation of employee loyalty extending through retirement. PT KAI (Persero) maintains a sizable organizational structure, which presents opportunities for growth and adaptation in alignment with impending business processes.

Over the past decade, numerous policy changes have been implemented, including adjustments to the compensation provided to employees, resulting in significant increases in both basic salaries and other allowances. Management policies related to human resource management are intended to yield positive impacts for all parties involved, contributing to the organization's sustained synergy, dynamism, employee comfort, and trust in the organization under which they operate. Corporate management policies are crafted with the aim of encouraging employees to contribute more and exhibit loyalty, given the investments made during the recruitment process and the provision of development programs. This aligns with the concept of engagement as proposed by Macey et al. (2009), asserting that employee engagement not only encourages greater contributions from employees but also fosters heightened loyalty, consequently reducing the inclination to leave the company.

Simultaneously, various claims have arisen asserting that employee engagement can predict the level of success of an organization (Baumruk, 2004; Harter et al. 2002; Richman, 2006), in this case, PT KAI. Employee engagement has emerged as a means for companies to measure their investment in human resources and gauge employee commitment to creating a more effective workplace (Chaudhary et al. 2011).

Patterson (2005) suggests that organizational climate is divided into four quadrants, with the “human” aspect being one of the constructs of organizational climate. Human factors are associated with workers or human resources involved in the organization. PT KAI, with its large number of human resources/workers, is likely to have various perceptions in interpreting the organizational climate in the company and responding to the career development system, considering the different characteristics of everyone. This will certainly influence how employee engagement is formed. Several empirical studies have shown that organizational climate and career development influence the level of employee engagement (Bakker et al. 2007; Chaudhary et al. 2011; Muchibi et al. 2022; Putter, 2010; Sumadhinata, 2018). This perspective is also aligned with the research conducted by Crawford et al. (2010), which suggests a positive, moderate to low correlation between organizational climate and employee engagement through a meta-analysis approach. In another study by Ika et al. (2022), it is mentioned that work from home, as part of the organizational climate, supports work-life balance, employee engagement, and organizational performance. Furthermore, personality factors also impact how an individual perceives the organizational climate and career development system, thereby influencing their level of employee engagement with the company.

“Nasution & Zulkarnain (2015) also stated that the Big 5 influence work engagement.” Additionally, research from Kim, Shin, & Swenger (2009) explains that each personality dimension (Big 5 personality) shapes the level of engagement. Based on the background explained above, PT Kereta Api Indonesia (Persero) has conducted regular measurements related to employee satisfaction, but there have been no studies that independently measure the level of employee engagement. Departing from previous research, which states that there is a significant impact between career development and employee engagement, including factors such as an interesting and challenging work

environment, working with good and appropriate people, fair salaries, and supportive superiors (Nurdin & Soeling, 2014), organizational climate is considered one of the essential job resources for workers. It has been proven to withstand the impact of factors that reduce the level of employee engagement (Bakker et al. 2007). Therefore, the objectives of this research carried out is to find out whether organizational climate has an influence on employee engagement, find out whether career development influences employee engagement and find out whether employee personality moderates the influence of organizational climate on employee engagement.

METHODS

This study adopts a quantitative approach, emphasizing the testing of theories through the measurement of research variables using numerical data and conducting data analysis through statistical procedures. According to Sekaran and Bougie (2016), quantitative research involves the use of formally structured questions with predefined response choices in questionnaires or surveys distributed to respondents. The data for this study were collected by distributing questionnaires to employees of PT KAI (Persero). The population under consideration in this research comprises the PT Kereta Api Indonesia (Persero) indefinite Time Workers located throughout the working area of PT KAI (Persero), totaling 27,756 workers, representing all worker grade levels (Table 1).

The sample size in this study adheres to the recommended guideline of being at least five (5) to ten (10) times larger than the number of questionnaire items (Hair et al. 2019). Accordingly, the respondents in this study comprise employees working at PT KAI (Persero), totaling 910 employees. The population considered in this study encompasses workers at every level in PT

Kereta Api Indonesia (Persero) area, determined using proportional allocation through the Slovin formula. The number of stratified sample members was calculated using the proportionate stratified random sampling method, applying the following formula:

$$n_i = (N_i / N) \times n$$

description n_i (number of sample members according to stratum); n (total number of sample members); N_i (number of population members according to stratum); N (total number of members of the population).

The distribution and sample calculations for each position based on Slovin's formula have been conducted as Table 2.

The study employed a hybrid approach for questionnaire distribution, utilizing both online and offline methods. Online surveys were conducted through Google Forms, distributed via email, online official letter applications, and social media platforms (WhatsApp/WhatsApp groups and Telegram). Additionally, offline distribution took place during employee assessment activities to enhance data collection efficiency.

To measure Organizational Climate, the study utilized the Organizational Climate Measure (OCM) developed by Patterson (2005). This instrument consists of 17 scales divided into four quadrants: human relations, internal process, open system, and rational goal. The OCM was chosen for its comprehensive coverage of factors influencing organizational climate.

Career Development was assessed using the Short Form-Questionnaire, specifically the Career Development Assessment developed by Whitaker. Employee Engagement was measured with the Employee Engagement Scale (EES) instrument developed by Shuck.

Table 1. Population

Working Area	Excutor	JS-S	Assisstant Manager	Manager	Vice President	Executive Vice President
Operation Area	8935	6506	880	197	13	5
Regional Division	4028	2693	292	101	7	2
Head Office	913	304	685	390	117	30
Service Center	1025	500	96	31	3	3
TOTAL	14901	10003	1953	719	140	40
All Workers				27756		

Table 2. Sample

Job	Population	Sample
Excutor	14,901	488
Supervisor	10,003	328
Assisstant Manager	1953	64
Manager	719	24
Vice President	140	5
Executive Vice President	40	1
All Sample	27,756	910

The Big Five personality traits served as moderation variables, aiding in conceptualizing, and explaining the influence of independent variables on dependent variables. These variables were measured using a 5-point Likert scale, ranging from “strongly disagree” to “strongly agree.”

Organizational Climates

The term “organizational climate” was initially introduced by Kurt Lewin in the 1930s, linking human behavior with the environment. Sabella & Suwaji (2019) later emphasized that organizational climate influences the behavior of members, impacting their performance and job satisfaction positively or negatively. Factors such as organizational policies and relationships among supervisors and colleagues contribute to shaping this climate, affecting organization members’ performance. In summary, organizational climate refers to individuals’ perceptions of their organizational environment, influencing their behavior. It embodies the collective perception of employees regarding organizational events, practices, and procedures.

According to Hyder & Lussier (2016), organizational climate is employees’ perception of the internal environment’s quality, relative to employees’ perceptions, significantly influencing subsequent behavior. Hakanen & Peeters (2015) demonstrated that a positively perceived organizational climate has a beneficial impact on employee engagement. Hunter et al. (2016) found a positive and significant relationship between organizational climate and employee engagement in their study of 174 employees at Nigeria Distilleries Ltd in Ogun State, Nigeria. Fajriah & Darokah (2016) concluded in their study that organizational climate is a crucial job resource, mitigating the impact of factors that reduce employee engagement levels. High employee turnover is considered a sign of organizational failure in maintaining work engagement among its employees.

H1: Organizational climate has a positive influence on employee engagement in PT Kereta Api Indonesia (Persero) employees.

Career Development Systems

According to Dessler (2012), career development is defined as a series of lifelong activities, such as workshops, contributing to an individual’s career exploration, consolidation, success, and achievements. Meanwhile, as cited by Andrew J. Furbin in Mangkunegara (2006), career development is a human resources activity that assists employees in planning their future careers within the company, allowing both the company and the employees to maximize their potential. Career development is indispensable for an organization because it is a need that must be continually nurtured in an employee to motivate them to enhance their performance. According to Noerdin & Soeling (2014), career development significantly influences employee engagement. In parallel with organizational climate, career development also plays a crucial role in sustaining employee engagement, where effective career development impacts employees’ desire to remain loyal to their company. Companies providing equal opportunities for all employees to develop their careers will positively influence employees’ attitudes toward their work (Rivai & Sagala, 2013).

H2: Career Development has a positive influence on employee engagement in PT Kereta Api Indonesia (Persero) employees.

Personality

Personality refers to the patterns of traits and unique characteristics that are relatively stable, rendering an individual’s behavior highly individualistic and consistent (Feist & Feist, 2008). Traits indicate individual differences in behavior, the consistency of behavior over time, and the stability of behavior across various situations. Personality is an essential aspect as it reflects how a person behaves. According to Pervin et al. (2022), personality influences an individual’s thoughts, feelings, and behaviors, making each person’s personality unique.

Personality is a unique characteristic of individuals that determines the differences in behavior or actions of each individual in adapting and interacting with the environment around them. Large organizations have a significant number of human resources, naturally

leading to differences in how they respond to the existing conditions within the company, as in this research, it is their personality. Based on the big five personality theory, personality is divided into five dimensions: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. Organizational policies and the relationship between supervisors and colleagues can create an organizational climate that impacts the performance of organization members. Based on this study, to examine the influence of Organizational climate on employee engagement with personality as a moderator, the following hypotheses can be formulated:

- H1(a):** Extraversion personality moderates the positive influence of Organizational climate on employee engagement.
- H1(b):** Agreeableness personality moderates the positive influence of Organizational climate on employee engagement.
- H1(c):** Conscientiousness personality moderates the positive influence of Organizational climate on employee engagement.
- H1(d):** Neuroticism personality moderates the positive influence of Organizational climate on employee engagement.
- H1(e):** Openness to experiences personality moderates the positive influence of Organizational climate on employee engagement.

Career development is essential for employees to demonstrate how much they can grow and be given opportunities to enhance their competencies, experiences, and sense of value within the organization. Based on this study, to examine the influence of Career Development on employee engagement with

personality as a moderator, the following hypotheses can be formulated:

- H2(a):** Extraversion personality moderates the positive influence of Career Development on employee engagement.
- H2(b):** Agreeableness personality moderates the positive influence of Career Development on employee engagement.
- H2(c):** Conscientiousness personality moderates the positive influence of Career Development on employee engagement.
- H2(d):** Neuroticism personality moderates the negative influence of Career Development on employee engagement.
- H2(e):** Openness to experiences personality moderates the positive influence of Career Development on employee engagement.

Employee Engagement

Employee engagement is defined as employees' attachment and enthusiasm towards their work. Truss et al. (2014) equate employee engagement with the positive emotional attachment and commitment of employees. According to Timpe (1992), it is stated that good or expected management behavior has an impact on employee engagement. Employee attachment is understood as a positive psychological state actively related to work (Nimon et al. 2016; Parker & Griffin, 2011), operationalized through the intensity of cognitive, emotional, and behavioral dimensions (Shuck & Wollard, 2010). Schaufeli et al. (2002) define employee attachment as a positive, satisfying state of mind related to work and characterized by enthusiasm, dedication, and the ability to absorb information. Research framework in Figure 1.

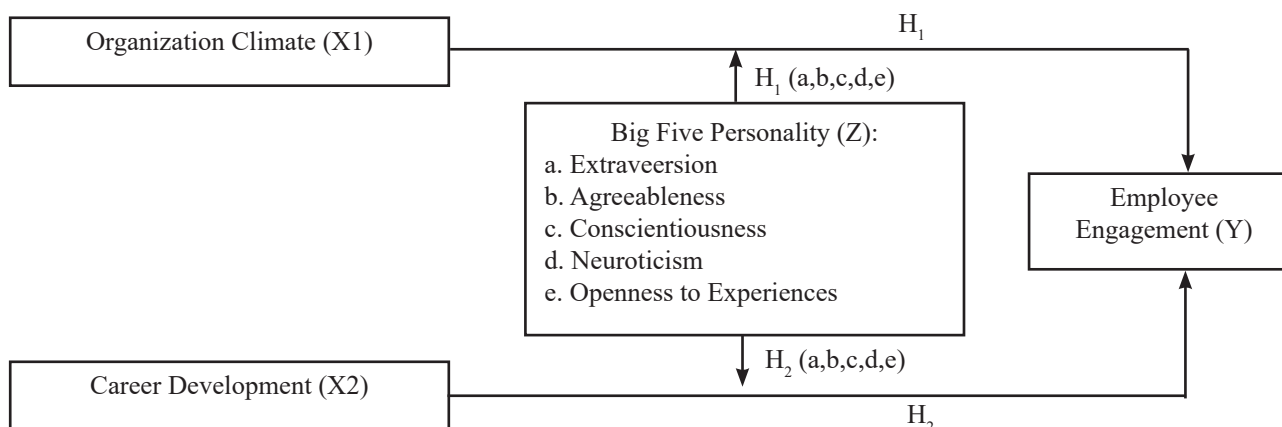


Figure 1. Research framework

RESULTS

The data analysis method employed in this research is the SEM-PLS approach using the SmartPLS Program. According to Hair et al. (2019), PLS-SEM is a measurement technique consisting of two models: the measurement model (outer model) and the structural model (inner model). The measurement model (outer model) is a stage for testing the instrument, representing how the variables being measured represent the construct. Meanwhile, the structural model (inner model) is a stage for testing the model, showing how the constructs are related to each other, ultimately answering the problem formulation or conducting hypothesis testing as formulated.

Validity Test

Convergent validity is employed to assess the validity of each indicator of constructs in the study. The testing of convergent validity can be observed through the loading factor values for each construct indicator. The commonly used rule of thumb for measuring convergent validity is a loading factor of 0.5, but it is even better if the loading factor is >0.7 (Abdillah & Jogiyanto, 2015). Discriminant validity is utilized to ensure the results of convergent validity. The method used for testing discriminant validity involves cross-loading and comparing the square root of AVE. The

rule of thumb for cross-loading in discriminant validity is >0.7 within a single variable. The rule of thumb for the square root of AVE is >0.5 , but if the rule of thumb does not reach >0.5 , the results are still considered valid as convergent validity has already been established.

Reliability Test

Reliability testing assesses the accuracy, consistency, and precision of a measurement tool. SmartPLS offers two methods for reliability testing: Composite Reliability measures the true reliability value of a construct and is considered better for estimating internal consistency. The rule of thumb for composite reliability is >0.6 (Abdillah & Jogiyanto, 2015). Cronbach's Alpha gauges the lower limit of the reliability value and ensures the value of composite reliability. The rule of thumb for Cronbach's Alpha is >0.7 (Abdillah & Jogiyanto, 2015). The calculations of Validity and Reliability Tests conducted can be seen in the Construct Assessment Table 3.

To evaluate discriminant validity, the Fornell and Larcker criteria were applied. A construct is considered to have discriminant validity if its score is higher than the scores of other constructs. As evident in Table 4, all constructs pass the discriminant validity test since the correlation values of each variable have the highest scores compared to the scores of other variables.

Table 3. Construct Assessment

Latent Variable	Factor Loadings	AVE	Cronbach's Alpha	Composite Reliability
Organizational Climate		0.757	0.679	0.862
Career Development		0.699	0.915	0.933
Agreeableness Personality		0.598	0.831	0.881
Conscientiousness Personality		0.630	0.803	0.872
Extraversion Personality		0.671	0.836	0.891
Neuroticism Personality		0.615	0.690	0.828
Openness Personality		0.596	0.887	0.912
Employee Engagement		0.533	0.912	0.926

Table 4. Fornell-Larcker Criterion

	Career Development	Employee Engagement	Organization Climate	Personality Agreeableness	Personality Conscientiousness	Personality Extraversion	Personality Neuroticism	Personality Openness
Career Development	0.836							
Employee Engagement	0.183	0.730						
Organizational Climate	0.250	0.228	0.870					
Agreeableness Personality	0.111	0.497	0.417	0.773				
Conscientiousness Personality	0.066	0.517	0.387	0.765	0.793			
Extraversion Personality	0.053	0.525	0.374	0.781	0.805	0.819		
Neuroticism Personality	-0.151	-0.429	-0.370	-0.609	-0.649	-0.645	0.785	
Openness Personality	0.058	0.478	0.362	0.721	0.784	0.800	-0.624	0.772

The research instrument (Table 5) is in another part of the questionnaire. This section contains questions related to the four TAM variables, namely perceived usefulness (PU), perceived ease (PEOU), intention to use (BI), and actual conditions of system use (AS). In this section, measurements are used using a Likert scale with a 5-point scale, namely Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5).

Validity tests and reliability tests were carried out using SmartPLS tools by carrying out SEM-PLS calculations. In SEM-PLS calculations, the validity test has two categories, the first category is convergent validity, and the second category is discriminant validity. Based on the results of the SEM-PLS calculations, for all the statement indicators and constructs in the research questionnaire, an outer loading figure is obtained which shows the correlation between the indicators and their constructs. Outer loading value in Table 6.

After evaluating the measurement model, the structural model was analyzed to test the proposed hypotheses. To assess the structural model, direct or indirect effects between the variables proposed in the hypotheses were examined. The results of the PLS-SEM analysis are presented in Table 7.

The hypothesis testing results presented in the aforementioned table reveal that organizational climate exerts a negative and statistically insignificant influence on employee engagement. This is substantiated by a significance value (p-value) of 0.144, signifying that the p-value > 0.05. The T-Statistic stands at 1.465, implying that the T-Statistic < 1.96, and the Original Sample value is -0.052 (negative). Consequently, it can be deduced that H1 in this study does not find support in accordance with the theoretical framework.

Career development manifests a positive and statistically significant impact on employee engagement. This assertion is substantiated by a significance value (p-value) of 0.000, indicating that the p-value < 0.05. The T-Statistic is recorded at 0.4156, signifying that the T-Statistic > 1.96, and the Original Sample value is 0.146 (positive). Thus, it can be ascertained that H2 in this study aligns with the theoretical premise.

Organizational climate demonstrates a positive and statistically significant effect on employee engagement when the agreeableness personality trait operates as a moderating variable. This is evidenced by a significance value (p-value) of 0.018, signifying that the p-value < 0.05. The T-Statistic is computed at 2.367, indicating that the T-Statistic > 1.96, and the Original Sample value is 0.050 (positive). Hence, it is plausible to conclude that H1(a) in this study is consistent with the stipulated theory.

Table 5. Research instrument

Variable	Dimension	Item Code	Question	
Career Development (CD)	Career Development	CD1	I am satisfied with my opportunities for professional development	
		CD2	I am satisfied with the career advancement opportunities available	
		CD3	This organization is dedicated to my professional development	
		CD4	I am satisfied with the job related training offered by Management	
		CD5	I am satisfied with the opportunity to apply my skills and talents	
		CD6	I am satisfied with the investment made by management in education and training	
Employee Engagement (EE)	Emotional Engagement	EEE2	I concentrate on my work when I am working	
		EEE3	I pay a lot of attention to my work responsibilities	
		EEE4	At work, I focus on my work	
	Behavioral Engagement	EEB2	I have a strong sense of ownership of my work	
		EEB3	I believe in the mission and goals of PT Kereta Api Indonesia (Persero).	
		EEB4	I care about the future of PT Kereta Api Indonesia (Persero).	
	Cognitive Engagemet	EEC1	I really pushed myself, to work beyond what was expected of me	
		EEC2	I am willing to put in extra effort without being asked	
		EEC3	I often go above and beyond what is expected of me to help my team succeed	
		EEC4	I work harder than expected to help PT KAI succeed	
	Personality (PR)	Extraversion	PRE3	Full of energy
			PRE4	Express enthusiasm
PRE6			Has a firm personality	
PRE8			Friendly, easy to get along with	
Agreeableness		PRA1	Tends to find fault with others (R)	
		PRA2	Helpful and unselfish with others	
		PRA4	Have a forgiving nature	
		PRA7	Caring and kind to everyone	
		PRA9	Likes working together with other people	
		Conscientiousness	PRC3	Reliable worker
PRC5			Tends to be lazy (R)	
PRC7			Doing things efficiently	
PRC8			Make a plan and follow through	
Neuroticism		PRN6	Can be moody (easily influenced by the atmosphere)	
		PRN7	Remain calm in tense situations (R)	
		PRN8	Easily nervous	
Openness		PRO1	Original, comes up with new ideas	
		PRO2	Curious about lots of different things	
		PRO3	Smart, deep thinker	
		PRO4	Have an active imagination	
	PRO5	Inventive		
	PRO6	Appreciate artistic and aesthetic experiences		
	PRO8	Likes to reflect, play with ideas		
	Organizational Climate (OC)	Involvement	OCV2	Changes were made without discussing with the people involved in M(R)
Welfare		OCW1	The company pays little attention to the interests of workers (R)	

Table 6. Outer Loading Value

	Career De- velopment	Employee Engage- ment	Organi- zation Climate	Personality Agreeable- ness	Personality Conscien- tiousness	Personality Extraver- sion	Personality Neuroti- cism	Personality Openness
CD1	0.768							
CD2	0.814							
CD3	0.874							
CD4	0.822							
CD5	0.864							
CD6	0.871							
EEB1		0.710						
EEB2		0.715						
EEB3		0.728						
EEB4		0.740						
EEC1		0.733						
EEC2		0.723						
EEC3		0.732						
EEC4		0.745						
EEE2		0.725						
EEE3		0.749						
EEE4		0.726						
OCV2			0.860					
OCW1			0.880					
PRA1				0.709				
PRA2				0.752				
PRA4				0.793				
PRA7				0.816				
PRA9				0.792				
PRC3					0.804			
PRC5					0.746			
PRC7					0.833			
PRC8					0.789			
PRE3						0.844		
PRE4						0.824		
PRE6						0.808		
PRE8						0.799		
PRN6							0.788	
PRN7							0.792	
PRN8							0.773	
PRO1								0.777
PRO2								0.765
PRO3								0.784
PRO4								0.77
PRO5								0.805
PRO6								0.737
PRO8								0.764

Table 7. Paths analysis results

Hypothesis	Original Sample (O)	T Statistics	P Values	Result
H1: Organizational climate → Employee Engagement	-0.052	1.465	0.144	Negative and Insignificant
H2: Career Development → Employee Engagement	0.146	4.156	0.000	Positive and Significant
H1(a): Organizational climate → Personality Agreeableness → Employee Engagement	0.050	2.367	0.018	Positive and Significant
H1(b): Organizational climate → Personality Conscientiousness → Employee Engagement	0.072	3.046	0.002	Positive and Significant
H1(c): Organizational climate → Personality Extraversion → Employee Engagement	0.085	3.630	0.000	Positive and Significant
H1(d): Organizational climate → Personality Neuroticism → Employee Engagement	0.024	1.619	0.106	Positive and Insignificant
H1(e): Organizational climate → Personality Openness → Employee Engagement	0.015	0.705	0.481	Positive and Insignificant
H2(a): Career Development → Personality Agreeableness → Employee Engagement	0.001	0.185	0.853	Positive and Insignificant
H2(b): Career Development → Personality Conscientiousness → Employee Engagement	-0.006	0.819	0.413	Negative and Insignificant
H2(c): Career Development → Personality Extraversion → Employee Engagement	-0.010	0.984	0.326	Negative and Insignificant
H2(d): Career Development → Personality Neuroticism → Employee Engagement	0.004	1.079	0.281	Positive and Insignificant
H2(e): Career Development → Personality Openness → Employee Engagement	-0.001	0.421	0.674	Negative and Insignificant

Organizational climate displays a positive and statistically significant influence on employee engagement in conjunction with the conscientiousness personality trait as a moderating variable. This is confirmed by a significance value (p-value) of 0.002, denoting that the p-value < 0.05. The T-Statistic is calculated as 3.046, indicating that the T-Statistic > 1.96, and the Original Sample value is 0.072 (positive). Consequently, it can be inferred that H1(b) in this study aligns with the theoretical framework.

Organizational climate exerts a positive but statistically insignificant impact on employee engagement with extraversion personality serving as a moderating variable. This is substantiated by a significance value (p-value) of 0.000, denoting that the p-value < 0.05. The T-Statistic stands at 3.630, signifying that the T-Statistic > 1.96, and the Original Sample value is 0.085 (positive). Thus, it can be concluded that H1(c) in this study is consistent with the theoretical premise.

Organizational climate demonstrates a positive yet statistically no significant effect on employee engagement when moderated by the personality trait of neuroticism. This is elucidated by a significance value

(p-value) of 0.106, indicating that the p-value > 0.05. The T-Statistic is calculated as 1.619, implying that the T-Statistic < 1.96, and the Original Sample value is 0.024 (positive). Therefore, it is plausible to assert that H1(d) in this study does not garner support in alignment with the theoretical framework.

Organizational climate establishes a positive but statistically no significant influence on employee engagement with openness personality as a moderating variable. This is evidenced by a significance value (p-value) of 0.481, indicating that the p-value > 0.05. The T-Statistic stands at 0.705, signifying that the T-Statistic < 1.96, and the Original Sample value is 0.015 (positive). Thus, it can be deduced that H1(e) in this study is not substantiated by the theoretical foundation.

Career development has a positive yet statistically no significant impact on employee engagement when the agreeableness personality trait operates as a moderating variable. This is evidenced by a significance value (p-value) of 0.853, indicating that the p-value > 0.05. The T-Statistic is computed as 0.185, implying that the T-Statistic < 1.96, and the Original Sample value is

0.001 (positive). Hence, it can be deduced that H2(a) in this study is not corroborated by the theoretical framework.

Career development demonstrates a negative and statistically insignificant influence on employee engagement with conscientiousness personality as a moderating variable. This is substantiated by a significance value (p-value) of 0.413, signifying that the p-value > 0.05. The T-Statistic is recorded as 0.819, implying that the T-Statistic < 1.96, and the Original Sample value is -0.006 (negative). Consequently, it can be concluded that H2(b) in this study is not supported by the theoretical premise.

Career development establishes a negative and statistically insignificant effect on employee engagement with extraversion personality as a moderating variable. This is confirmed by a significance value (p-value) of 0.326, indicating that the p-value > 0.05. The T-Statistic stands at 0.984, signifying that the T-Statistic < 1.96, and the Original Sample value is -0.010 (negative). Thus, it can be inferred that H2(c) in this study is not corroborated by the theoretical framework.

Career development demonstrates a positive but statistically no significant impact on employee engagement when moderated by the personality trait of neuroticism. This is elucidated by a significance value (p-value) of 0.281, indicating that the p-value > 0.05. The T-Statistic is calculated as 1.079, implying that the T-Statistic < 1.96, and the Original Sample value is 0.004 (positive). Therefore, it can be deduced that H2(d) in this study is not substantiated by the theoretical framework.

Career development establishes a negative and statistically no significant influence on employee engagement with openness personality as a moderating variable. This is evidenced by a significance value (p-value) of 0.674, signifying that the p-value > 0.05. The T-Statistic stands at 0.421, implying that the T-Statistic < 1.96, and the Original Sample value is -0.001 (negative). Thus, it can be inferred that H2(e) in this study is not supported by the theoretical foundation.

The Impact of Organizational Climate on Employee Engagement

The results of the analysis indicate that the organizational climate has a negative and non-significant influence

on employee engagement. This implies that an enhancement (increase) in the organizational climate leads to a reduction in the level of employee engagement at PT Kereta Api Indonesia (Persero). This finding contrasts with Gibson's theory (1997), which posits that the organizational climate impacts the conduct of organizational members, subsequently influencing member (employee) performance and ultimately affecting member (employee) satisfaction. The effect of the organizational climate can manifest as either positive or negative (Wirawan, 2007). This incongruity is conjectured to arise from external circumstances affecting the respondents beyond the researcher's control. Additionally, the proportion of respondents selected as the sample is not achieved.

The Influence of Career Development on Employee Engagement

The analysis outcomes reveal that career development has a positive and significant impact on employee engagement. This signifies that if policymakers at PT KAI (Persero) furnish opportunities for employees to progress in their careers, employee engagement also rises. This alignment concurs with the findings of investigations undertaken by Rivai & Sagala (2013) and Muchibi et al. (2022), which assert that a robust career development system can augment employee engagement. When corporations and institutions extend prospects for employees to advance in their careers, employees reciprocate with affirmative engagement toward the organization.

The Role of Employee Personality in Moderating the Influence of Organizational Climate on Employee Engagement

The analysis findings reveal that the dimensions of extraversion, agreeableness, and conscientiousness derived from the Big Five personality traits can effectively moderate the impact of organizational climate on employee engagement. This suggests that while organizational climate may not have a direct and substantial impact on employee engagement, its influence becomes significant when mediated by employee personalities characterized by openness to change, discipline, and a heightened degree of sociability. In essence, an organizational climate coupled with the pronounced sociability trait among employees can indeed influence employee engagement within PT KAI (Persero).

The Role of Employee Personality in Moderating the Influence of Career Development on Employee Engagement

The analysis results indicate that employee personality does not moderate the influence of career development on employee engagement at PT KAI (Persero). This implies that even though career development has a direct positive and significant impact on employee engagement, when mediated by employee personality, career development does not exert a significant influence on employee engagement. This is suspected to be attributed to external factors affecting respondents during the questionnaire completion. Moreover, the respondents are predominantly from technical operational roles, where their career development opportunities remain limited.

The limitations in this research are apparent during the data collection process. It is possible that the information provided by respondents through questionnaires may not accurately reflect the respondents' actual responses or opinions. Several factors contribute to this, including honesty in filling out opinions in the questionnaire, a sense of disbelief that the data collected will remain confidential and not be disseminated (even though the filling does not include names and other personal identities), the large number of questionnaire statement items giving rise to bias in understanding, reading, and paying close attention to each questionnaire statement. Additionally, the research was conducted online, so we cannot control the number of respondents from each position group, making it possible that the distribution of answers will be homogeneous or clustered in certain answer groups according to the position group.

Managerial Implication

The managerial implication of this research is that companies can find out how their workers perceive the career development system that has been implemented in the company and the extent of workers' hopes for an ideal career development system. This can provide an initial idea for companies to be able to formulate policies related to career development systems and research shows that career development systems have a positive effect on employee engagement, which is a benchmark for HR units in particular to focus more on making improvements and improvements in implementation. good career development system.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of data analysis and discussions presented in the previous chapters, the following conclusions are drawn: Organizational climate does not exert a positive and significant influence on the level of employee engagement and produced results where the supervisory dimension was the dimension that was considered the most dominant among PT Kereta Api Indonesia (Persero) workers. Career development has a positive and significant impact on employee engagement and shows that policy makers at PT Kereta Api Indonesia (Persero) provide opportunities to apply skills and talents to their workers or employees. Personality traits in the dimensions of extraversion, agreeableness, and conscientiousness can moderate the influence of organizational climate on employee engagement, whereas employee personality does not moderate the impact of career development on employee engagement. Meanwhile, the agreeableness personality dimension is the dimension that is considered to be the most dominant among PT Kereta Api Indonesia (Persero) workers. Finally, (5) the employee engagement variable shows that the emotional engagement dimension of employee engagement is the dimension that is considered to be the most dominant among PT Kereta Api Indonesia (Persero) workers.

Recommendations

Considering the conducted research, several recommendations can be put forward: There is a need for the development or addition of indicators that can characterize a more intricate and detailed career development, enhancing the measurement outcomes to be more comprehensive and detailed in depicting the anticipated information. Additionally, ensuring controlled distribution of respondents is necessary to render the respondent group more representative in its response.

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