

The Interplay of Entrepreneurial Orientation, Personality Traits and Person-Environment Fit in Predicting Work Engagement: Evidence from an Indonesia Startup

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Abstract. This study examines the moderating role of person-environment fit on the relationship between entrepreneurial orientation, personality traits, and work engagement in an Indonesian startup company. Drawing on the resource-based view and technology acceptance model, we hypothesize that entrepreneurial orientation and personality traits positively influence work engagement, and that person-environment fit moderates these relationships. A sample of 90 employees from Gojek, a leading Indonesian startup, completed surveys measuring the key constructs. Using structural equation modeling with partial least squares (SEM-PLS), we found support for the positive effects of personality traits and person-environment fit on work engagement, but not for entrepreneurial orientation. Person-environment fit also moderated the relationship between personality traits and work engagement, but not between entrepreneurial orientation and work engagement. These findings highlight the importance of considering individual and organizational factors in fostering work engagement in startup contexts, and provide practical insights for managers and entrepreneurs seeking to optimize employee motivation and performance.

Keywords: Person-Environment Fit, Personality Traits, Entrepreneurial Orientation, Work Engagement.

1. Introduction

Startups are rapidly developing in the Industrial Revolution 4.0 era, as well as in emerging countries. Indonesia has become one of the countries with the world's largest number of startups according several studies (Sundermeier & Kummer, 2019; Siswanto et al., 2020). People often associate startups with the creation of innovative, technology-driven products and services, aiming to address market gaps that other businesses have yet to address (Bakker et al., 2012; Shuck, 2011; Marsadd, 2024). Therefore, startups are high-risk, dynamic, and have the potential to disrupt the existing order. Uncertainty is one of the biggest challenges for startups (Wei et al., 2021). A key component of startup success is work engagement, this emphasizes how crucial it is to help companies develop an engaged culture in order to reduce employee attrition and improve overall organizational performance (Kulkarni et al., 2020; FASTER Capital, 2024).

Startup chances of success in a cutthroat market greatly impacted of several obstacles. In the context of a startup being a new venture, limited resources often mean that startups have limited ability to retain the employees they hire. As a result, many startups lose employees in the early stages of their development. Work engagement is an important factor for dynamic startup employees (Fitaloka et al., 2020; Jung, H.-S., & Yoon, H.-H., 2021). Several studies state that human resource capital is the main problem often faced by many *startup companies*, where employee engagement with the company is quite low (Sherin Risti Irenne, 2020; Niadianti, Sunaryo, & Asiyah, 2021). *Work engagement* is needed by all types of companies, both *startups* and non-*startups* (Fitaloka et al., 2020; Soares & Mosquera, 2019) The high level of failure of startups in developing their business cannot be separated from the supporting role of available human resources. However, to be able to create engagement between employees and the Satarup company, there needs to be a match between the values that the company has and the values that the employees have. *Person Environment Fit* is the relationship between an individual (attitudes, behavior and others) and the environment, the two of which cannot be separated. Specifically, PE Fit discusses the relationship between reality and expectations (Goetz, Wald, & Freisinger, 2021; Cai, Cai, Sun, & Ma, 2018).

Employees who can evolve after each failure are suitable for working in startups. Then employees who have a high will to learn, of course, in addition to their technical skills. Startup companies will look for employees with the right attitude, namely people with the instinctive ability to continue learning and creating value for the company (Engstrom, 2022). Startup employees must also be able to thrive amidst the ambiguity and uncertainty of the situation. Actually, this different from employees in conventional companies, where there are clear procedures, procedures and SOPs for every action and decision. But in *startups*, this is not so clear and certain. Flexibility at work is very important for working in a *startup company* (Booher, 2022). This is different from employees in conventional companies, where there are clear procedures, processes and SOPs for every action and decision. But in startups, it's not so clear and certain. Flexibility at work is very important for working in a startup company (Booher, 2022). Individuals with an entrepreneurial orientation tend to look for a situations that allow them to take initiative, innovate, and adapt quickly to environmental changes. They tend to seek work environments that provide them with freedom and support to develop new ideas. Conversely, environments that are too structured and less conducive to innovation may be less suitable for individuals with an entrepreneurial orientation. Therefore, entrepreneurial orientation may be an important factor in determining an important factor in determining an individual's level of fit with their work environment, which in turn influences job performance and satisfaction (Donbesuur et al., 2020; Tajeddini et al., 2020).

The "Gojek" platform is a successful startup company in Indonesia that began operations in 2010. Its innovative business model intends to address transportation-related issues facing Indonesian society, particularly in Jakarta. However, not many employees, or prospective employees, are aware of the challenges of working in a *startup business* Several studies explain that employees and prospective employees dream of joining and being involved in the development of *startup businesses*, but are not

truly aware of and prepare themselves for the dynamics in *startup companies* (Rangrez, Amin, & Dixit, 2022). This then makes employees increasingly burdened with existing work ambiguity, and results in high stress for *startup employees* (Sekerka & Benishek, 2021; Garg, Gera, & Punia, 2021). However, there are also employees who want to work in *startup companies* just to gain experience, so these employees' orientation to the company is not a long-term orientation (Bruneel, et al, 2022). This is also reflected in Gojek Indonesia, where the number of employees with less than 1 year of work experience is the largest number of employees in the company. This situation then causes high turnover at Gojek.

As regarding the interaction effect above, the threats and opportunities arising in Indonesia with 'Gojek' as *stratup company* are interesting phenomena due to this relate with how to *startup companies* improved their performance. Existing research demonstrates that early fit studies concentrated mostly on the direct main impacts of Person-Environment Fit (Goetz, N., Wald, A., & Freisinger, E. (2021). Generally speaking, the direct and interactive effects of Person Environment Fit on work engagement are well established (Ugwu & Onyishi, 2017), but despite the robust research on the moderating effects of Person Environment Fit on relationship between entrepreneurial Orientation and Personal traits on work engagement have not been explored. Moreover, is dire need to conduct this research for improving performance *stratup* companies in Indonesia. The purpose of this study is to determine the impact of entrepreneurial orientation and personality traits on work engagement through person environment fit in Indonesian startup companies. It would be parochial to limit our knowledge of work engagement for startup employee environments, while this study explored moderating with Person Environment fit. The universality of the construct would still be lacking if only there was a direct relationship.

Entrepreneurial orientation is linked to higher levels of work engagement, according to a number of studies (Schuh, et al (2024).; Liao, 2021; Ho, Bryant, & Walker, 2022). It is worthwhile to conduct the research to fill the explanation gap because there is insufficient research evidence or a thorough explanation of entrepreneurial orientation in startup organizations in fostering employee work engagement. Several previous studies have shown that the appropriateness of an employee's personality leads them to better fit into the work environment and increases their engagement at work. Based on studies, extraverts tend to be better suited to environments that require social interaction and teamwork (Yildiz Durak, 2023). On the other hand, individuals who are more introverted tend to be more comfortable in work environments that allow them to work independently (Cheung et al., 2022) . In addition, factors such as the level of conscientiousness, openness to new experiences, and level of emotional stability also play an important role in determining the extent to which individuals feel suited or unsuited to their work environment (Bleidorn et al., 2019). Therefore, this study proves the existence of an intervening role in the relationship between entrepreneurial orientation and work engagement.

The aforementioned discussion and several previous studies indicate that the research gap needs to be filled. With person-environment fit acting as a mediating. This study purposes to investigate the direct and indirect effects of entrepreneurial orientation and personality factors on work engagement among employees of stratup companies. The study is to determine whether work engagement among employees of startup companies is influenced by entrepreneurial orientation and personality traits, and whether person-environment fit acts as a mediating in this relationship.

2. Literature Review

2.1 Human Resource Management Theory and Resource-Based View (RBV) Theory

Theoretical frameworks for guiding this study encompasses *Human Resource Management Theory* (Armstrong & Yusron, 2021; Harahap & Hasibuan, 2021; Hasibuan, 2016) which refers to organizational justice theory, explaining employees' perceptions of fairness in the distribution of resources and work outcomes, and how these perceptions affect their job satisfaction and engagement. Organizational justice includes how an individual views the outcomes they receive from the company

in relation to the efforts they have put into the organization. (Judge & Robbins, 2017). Middle grand theory using resource-based view (RBV), this theory explained a strategic management framework that emphasizes the importance of a firm's internal resources and capabilities in achieving sustainable competitive advantage. This theory posits that firms are heterogeneous due to their unique resource configurations, which can lead to varying strategic outcomes (Barney, 1991).

2.2 Entrepreneurial Orientation and Personality Traits

Entrepreneurship is the outcome of focus and a methodical approach to using creativity and innovation to address market possibilities and requirements (Zimmerer, Scarborough, & Wilson, 2008; Scarborough & Cornwall, 2020). The ability to invent something novel and distinctive is the essence of entrepreneurship. Opportunities can be created by imaginative thinking and inventive action. A firm orientation based on the ideas of seeking for and seizing chances can also be understood as having an entrepreneurial orientation (Wales, Kraus, Filser, Stöckmann, & Covin, 2021). Being able to think creatively and act innovatively to generate opportunities is the essence of the entrepreneurial spirit. It is the ability to create something new and unusual. One major factor influencing businesses' search for chances in the business sector is entrepreneurship. Employee inventiveness, risk-taking, proactivity, and originality can all be used to gauge an organization's entrepreneurial orientation (Ahmed et al., 2019; Kollmann et al., 2021; Munir et al., 2019).

Personality traits refer to patterns of behavior, emotions, and characteristics that are consistent and persistent in a person over time (Presenza et al., 2020) *Personality traits* are characteristics that are generally inherent in an individual that appear when someone faces various situations. Within an individual there are thousands of personalities that differentiate one individual from another, so that it will appear in their unique behavior that is different from other people. The measurement of personality traits is self-admiration, extraversion, agreeableness, conscientiousness, neuroticism, openness to experience, digital intelligence quotient, *optimism, ambiguity tolerance, flexibility* (Bandera & Passerini, 2018; Kerr et al., 2019; Na-Nan et al., 2019; Presenza et al., 2020).

2.3 Person-Environment Fit and Work Engagement

Person-Environment Fit refers to the extent to which individual characteristics match and values of the environment in which they are located, especially in the context of an organization or work environment. This fit includes alignment between personal characteristics such as skills, values, preferences, and needs, with job demands, organizational culture, and environmental norms (Rauvola et al., 2020) The measurement of *Person Environment Fit* is based on several previous studies, *person-job fit*, where this indicator measures the extent to which an employee's level of knowledge, skills and abilities are in accordance with job requirements (Cai et al., 2018; Memon et al., 2018; Ugwu & Onyishi, 2020; Yasmineen, 2021) Several studies suggest that the measurement of *person-group fit* is seen from the suitability of personality with other team members, a level of ability that is comparable to other team members, and the feeling of having an important role in the team because of having unique and different abilities among other colleagues in the team. (Cai, et al., 2018; Goetz, et al., 2021; Ugwu & Onyishi, 2020; Memon, et al., 2018; Yasmineen, 2021; Ho, et al., 2022; Rabenu, et al., 2021; Sharma & Stol, 2020; Griva, et al., 2021)

According to the theory, work engagement is the idea that employees should feel connected to their work, or engaged, in order to increase their enthusiasm for it. According to Bakker (2018), work-engagement is a positive behavior related to work that includes thoughts about the relationship between workers or employees and their work, which is characterized by vigor, dedication, and appreciation for their work (Bakker & Albrecht, 2018). Put differently, workers who experience high levels of work engagement will devote all of their attention and energy to their work and will be more excited about their jobs. Vigor, devotion, and absorption can be used as indicators of how engaged one is at work

(Aldabbas et al., 2023; Ghosh et al., 2020; Jung & Yoon, 2021; Soares & Mosquera, 2019; Vassos et al., 2019).

2.4 Entrepreneurial Orientation on The Person-Environment Fit

Employees with entrepreneurial traits are able to contribute significantly to the person-environment fit in the workplace due to their ability to build and maintain productive relationships and adapt to diverse work environments. Several studies have shown that the better the level of Entrepreneurial Orientation of an employee, the higher the fit with the work environment (Ho et al., 2022; Liao, 2021; Sengupta et al., 2021). Based on this, the following hypothesis can be constructed:

H1: Entrepreneurial orientation has a significant impact on the person-environment fit of startup employees in Indonesia.

2.5 Personality Traits on The Person-Environment Fit

Employees with good personality traits are more likely to achieve better Person-environment fit in their workplace. Traits such as being ambitious in achieving their best performance, honesty, being able to work together, and openness tend to create positive relationships with coworkers and superiors (Nan-Nan, Roopleam, & Wongsuwan, 2019). This can increase their ability to adapt to the organization's culture and values, thereby creating a harmonious work environment (Presenza, Abbate, Meleddu, & Sheehan, 2020). In addition, employees with good personalities also tend to have strong interpersonal skills and the ability to work in a team, which supports effective collaboration and high productivity. Thus, they have a greater chance of achieving a fit between their personality and the work environment that encourages personal development and satisfaction. This is also supported by several previous studies, where Personality traits of the Startup Employee affect Person-environment fit (Goetz et al., 2021; Presenza et al., 2020). Based on this, a hypothesis can be constructed as follows:

H2: Personality traits of the startup employee have significantly affected the person-environment fit of startup employees in Indonesia.

2.6 Entrepreneurial Orientation on The Work Engagement

Employees with entrepreneurial traits tend to have high motivation, enthusiasm, and strong initiative. They have an internal drive to achieve success and feel personally responsible for their work results (Sengupta, Sharma, & Singh, 2020). This entrepreneurial trait can have a positive effect on workplace engagement. Employees with entrepreneurial traits tend to be more involved in their work, have a high level of commitment, and feel in control of their tasks. They may also be more creative in finding solutions and have a proactive attitude towards change (Kollmann et al., 2021). All of this contributes to increased work engagement, where employees feel more involved, excited, and have a strong emotional connection to their work. Entrepreneurial orientation also influences employee work engagement, according to several studies (Sengupta, Sharma, & Singh, 2020; Liao, 2021; Ho, Bryant, & Walker, 2022). We can construct the following hypothesis based on these findings:

H3: Entrepreneurial orientation has an effect on the work engagement of startup employees in Indonesia.

2.7 The Impact of Personality Traits on Work Engagement

Employees with good personality traits tend to have traits such as confidence, honesty, good interpersonal skills, high motivation, tolerance for ambiguity, and dare to take risks. (Goetz, Wald, & Freisinger, 2021; Nakaya & Ishida, 2022). Employees with good personality traits tend to have a high

commitment to their work, feel emotionally engaged, and have strong internal motivation for success. They are more likely to participate in their tasks, have a high level of engagement with colleagues and companies, and look for new challenges. As a result, they feel more satisfied with their work, increase productivity, and contribute positively to the success of the organization as a whole. Some studies also show that personality traits play a role in employee work engagement. According to studies by Goetz, Wald, & Freisinger (2021) and Presenza, Abbate, Meleddu, & Sheehan (2020), personality traits have a significant impact on employee work engagement. Based on discussion above, a hypothesis can be constructed as follows:

H4: Personality traits of the startup employee have an effect on the work engagement of startup employees in Indonesia.

2.8 Person-Environment Fit Has an Effect on The Work Engagement

Employees with a high entrepreneurial orientation tend to seek out work environments that support creativity, innovation, and risk-taking. This fit increases employee job satisfaction, engagement, and performance, while a mismatch can lead to dissatisfaction and stress. Therefore, entrepreneurial Orientation can affect Person-environment fit and individual success in their work environment (Sengupta, Sharma, & Singh, 2020; Liao, 2021; Ho, Bryant, & Walker, 2022). When employees perceive their work environment as suitable for them, it can enhance their work engagement, leading to a sense of wholehearted work, constant enthusiasm, increased task involvement, high involvement with coworkers and the company, and a desire for new challenges. In other words, an employee's work engagement can be indirectly increased by entrepreneurial orientation through Person-environment fit (Ho, Bryant, & Walker, 2022; Liao, 2021). Based on this, the following research hypothesis can be constructed:

H5: Person-environment fit has an effect on the work engagement of startup employees in Indonesia.

2.9 Person-Environment Fit as Moderating

A high level of person-environment fit has a positive impact on employee work engagement. Employees who feel a good fit with their work environment tend to be more engaged in their work, more enthusiastic, and more committed to achieving organizational goals (Soomro, Breiteneker, & Shah, 2018). This creates a productive and meaningful work environment, with the potential to improve individual and overall organizational performance. Based on previous research, it has also been suggested that there is a relationship between personality traits and person-environment fit, (Goetz et al., 2021; Presenza et al., 2020) and this can increase work engagement (Anderson, 2019; Cai et al., 2018).

H6: Person-environment fit moderates the relationship between entrepreneurial orientation and work engagement of startup employees in Indonesia

Job satisfaction creates positive feelings, pride, and intrinsic motivation that boost employee engagement (Chan, 2019; Pujol-Cols & Lazzaro-Salazar, 2018). When employees feel satisfied with their work, they are more likely to give extra effort, participate actively, and have better performance. With the increasing level of job satisfaction, it is assumed that, based on analysis from previous surveys, it will potentially strengthen the influence between employee orientation and work engagement through person-environment fit as an intervening variable. According to studies conducted by Ho et al., 2022; Lu et al., 2016; Soomro et al., 2018; and Ugwu & Onyishi, 2020, this assumption holds true. Based on this, the following hypothesis is constructed:

H7: Person-environment fit moderates Personality traits of the startup employee and work engagement of startup employees in Indonesia

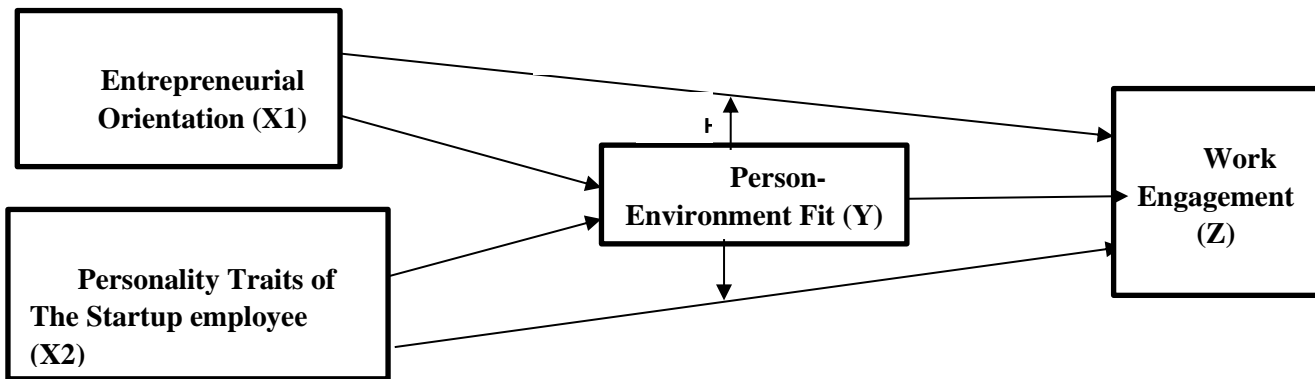


Fig.1: Conceptual Framework

3. Methodology

3.1 Data and Sample

This study uses a quantitative approach. This study utilizes primary data collected through questionnaires and interviews, focusing on the variables of work engagement, person-environment fit, job satisfaction, entrepreneurial orientation, and startup personal traits. The study's population consists solely of 'Gojek' individuals who are employed at Stratup Indonesia in Jakarta. We collect samples accurately using a simple random sampling technique. The following general guidelines for sample size minimization guided the number of samples used in the study: We obtained the research sample using a simple random sampling technique. We selected the number of samples for the study based on the minimum sample requirement, determination formula (Sugiyono, 2018):

$$n = \frac{N}{1 + Ne^2}$$

Description:

N = Population Size

n = Sample Size

e = Sampling error rate of 5%.

The number of populations the Gojek startup are 456 employees then by calculating formula the minimum sample in this study is 90 employees. Data collection is accomplished by providing respondents with a set of written questions to answer. We distribute a questionnaire to the employees of Gojek Indonesia. Interviews in this study essential purposes to *In-depth understanding*, researchers conduct to gather detailed insights into participants' experiences, beliefs, and motivations, which can reveal complex social phenomena. Qualitative data analysis obtained through interviews and sources secondary, which begins with preparing and organizing data (i.e., text data like transcript, or image data like photo) for analysis, then reduce the data become theme through the process of coding and summarization code (*coding*), and finally present data in form chart, table, or discussion (Creswell, 2013). Stages in analysis qualitative according to Huberman and Miles (2002) through data reduction, data display, and withdrawal or verification conclusion.

3.2 Variables and Indicators

The following are the variables and indicators used in this study, namely the variables Entrepreneurship Orientation (X1), Personality traits of the Startup employee (X2) Person Environment-Fit (Y), Work Engagement (Y)

Table 1. Variables and Indicators

Variables	Indicators	References source
Entrepreneurial Orientation (X1)	<ul style="list-style-type: none"> • Creativity • Proactiveness • Innovativeness • Risk Taking 	Linton (2019); Hernández-Perlines, et al. (2020), Sengupta, et al. (2020); Ghosh, et al. (2020)
Personality traits of the Startup employee (X2)	<ul style="list-style-type: none"> • Self-administration • Extravesion • Agreeableness • Conscientiousness • Neuroticism • Openess to Experience • Digital Intellegence quotient • Optimism • Ambiguity tolerance • Flexibility 	Prezenza (2019); Kerr, et al. (2019); Sundermeier & Kummer (2019); Fitaloka, et al. (2020)
Person Environment-Fit (Y)	<ul style="list-style-type: none"> • Person Job Fit • Person group Job Fit • Person Organization Fit 	Goetz, et al. (2021); Ugwu & Onyishi, (2020); Yasmeen, (2021); Ho, et al. (2022_)
Work Engagement (Y)	<ul style="list-style-type: none"> • Vigour • Dedication • Absorption 	Jung & Yoon, (2021); Sengupta, et al. (2020); Fitaloka, et al. (2020); Rara, 2019; Aldabbas, et al. (2021)

3.3 Method of Analysis

This study employs a validity and reliability test. We use both tests to determine whether a question or statement item is suitable as a measuring tool for the variable under investigation. We conducted a validity test using the Pearson Product Moment. If the value of the validity coefficient is greater than or equal to 0.3, the instrument is considered valid and capable of measuring the specified research variables (Sugiyono, 2018). Meanwhile, a validity test establishes whether a question item or statement is suitable as a measuring tool for the variable under investigation. Reliability is the measure's trustworthiness, stability, steadiness, consistency, predictability, precision, or accuracy. We conducted the reliability test using the Cronbach Alpha formula; if a variable's reliability coefficient is greater than or equal to 0.7, we consider it reliable and successful in measuring the variable we measure (Azwar, 2010).

The measurement model in this research includes two exogenous variables, namely entrepreneurial orientation (ξ_1) and *Personality traits of the Startup employee* (ξ_2), one mediating variable, namely *person-environment fit* (η_1), one moderating variable, *job satisfaction* (ξ_2), namely and one the

endogenous variable is *work engagement* (η_2). Measurement model included in the measurement model *First Order Confirmatory Factor Analysis*. This research model has the following structural equations :

$$\eta_1 = \gamma_1\xi_1 + \gamma_2\xi_2 + \zeta_1$$

$$\eta_2 = \gamma_1\xi_1 + \gamma_2\xi_2 + \beta\eta_1 + \zeta_2$$

$$\eta_2 = \gamma_1\xi_1 + \gamma_2\xi_2 + \gamma_3\xi_3 + \gamma_4\xi_3*\eta_1 + \gamma_5\xi_3*\xi_1 + \gamma_6\xi_3*\xi_2 + \beta\eta_1 + \zeta_3$$

Information:

ξ	:	<i>Ksai</i>
η	:	<i>Eta</i>
λ	:	<i>Lambda</i>
γ	:	<i>Gamma</i>
δ	:	<i>Delta</i>
ε	:	<i>Epsilon</i>
ζ	:	<i>Zeta</i>

The hypotheses testing in study done with SEM-PLS (structural equation modeling-partial least squares). Analysis tools statistics *Structural Equation Modeling* (SEM) is used with stages its operations include: (1) model specifications, (2) model identification, (3) model estimation, (4) testing suitability model, and (5) model modification (Hair et al, 2017).

4. Results and Discussion

4.1 Sample Respondents

Respondent data in this study present in Table 2, the background of the respondent which can be used as input to explain the results obtained from the study.

Tabel 2. Respondents Characteristics

	Categories	Frequency	%	Total
Gender	Men	194	56,89%	341
	Women	147	43,11%	
Age	≤30 years	141	41,35%	341
	31-40 years	162	47,51%	
	41-50 years	37	10,85%	
	>50 years	1	0,29%	
Years of work	1-4 years	194	56,89%	341
	4-6 years	107	31,39%	
	>6 years	40	11,7%	

Based on the results of respondents' characteristics, the majority of respondents were 31-40 years of age, or 162 people (47.51%), while majority of respondents were male or 194 (56.89%) and female or 147 (43.11%). Based on the results of the survey, the majority of respondents responded from 1 to 4 years of age, which is 194 or 56,89% of the respondents.

4.2 The Results of Validity and Reliability Test

Results of testing the validity of the instrument on four research variables. Based on these results (Table 3), it can be seen that there are shows the loading factor value for each construct of each variable.

Tabel 3. Loading Factor

Indikator/Variabel	<i>Loading Factor</i>	R	<i>Loading Factor</i> $\geq 0,6$
CRE <- <i>Entrepreneurship Orientation</i>	0,916	0,6	Valid
INNO <- <i>Entrepreneurship Orientation</i>	0,778	0,7	Valid
PRO <- <i>Entrepreneurship Orientation</i>	0,894	0,7	Valid
RISK <- <i>Entrepreneurship Orientation</i>	0,875	0,6	Valid
AGREE <- <i>Personality traits of The Startup Employee</i>	0,722	0,6	Valid
AMB-TOL <- <i>Personality traits of The Startup Employee</i>	0,637	0,6	Valid
CONS <- <i>Personality traits of The Startup Employee</i>	0,822	0,6	Valid
DIG-INT <- <i>Personality traits of The Startup Employee</i>	0,845	0,6	Valid
EXTRA <- <i>Personality traits of The Startup Employee</i>	0,834	0,6	Valid
FLEXI <- <i>Personality traits of The Startup Employee</i>	0,645	0,6	Valid
NEURO <- <i>Personality traits of The Startup Employee</i>	0,698	0,6	Valid
OPEN <- <i>Personality traits of The Startup Employee</i>	0,793	0,6	Valid
OPTIM <- <i>Personality traits of The Startup Employee</i>	0,671	0,6	Valid
SELF-AD <- <i>Personality traits of The Startup Employee</i>	0,607	0,6	Valid
PERSON-GJF <- <i>Person-environment fit</i>	0,773	0,6	Valid
PERSON-JF <- <i>Person-environment fit</i>	0,901	0,6	Valid
PERSON-OF <- <i>Person-environment fit</i>	0,889	0,6	Valid
KONTEN <- <i>Job satisfaction</i>	0,835	0,6	Valid
PRO&GAJI <- <i>Job satisfaction</i>	0,727	0,6	Valid
REKAN <- <i>Job satisfaction</i>	0,814	0,6	Valid
SISTEM <- <i>Job satisfaction</i>	0,854	0,6	Valid
SUPERVISI <- <i>Job satisfaction</i>	0,755	0,6	Valid
ABSORP <- <i>Work engagement</i>	0,893	0,7	Valid
DEDIC <- <i>Work engagement</i>	0,943	0,7	Valid

Based on the table 3, it can be seen that all loading factors have a value of more than 0.7. A collection of statements to measure a variable is said to be reliable and successful in measuring the variable we are measuring if the reliability coefficient is greater than or equal to 0.7 (Azwar, 2013). As for the results from reliability testing is as following.

Table 4. Reliability Test Results Questionnaire Study

Variable	Index Reliability	Critical Value	Information
Orientation Entrepreneurship	0.863	0.7	Reliable
Personality Traits of Startup Employees	0.937	0.7	Reliable
Person Environment Fit	0.829	0.7	Reliable
Work Engagement	0.941	0.7	Reliable

According on table 2 regarding the reliability test on the research questionnaire. It can be seen that the reliability value of the statement items on the five variables being studied is greater than 0.7. These results indicate that the statement items in the questionnaire are reliable for measuring the variables.

4.3 Result and Findings

The results of examination data using SEM-PLS, a model of the influence of entrepreneurship orientation and personality traits of the startup employee on person environment fit and its effect on work engagement is obtained, as follows.

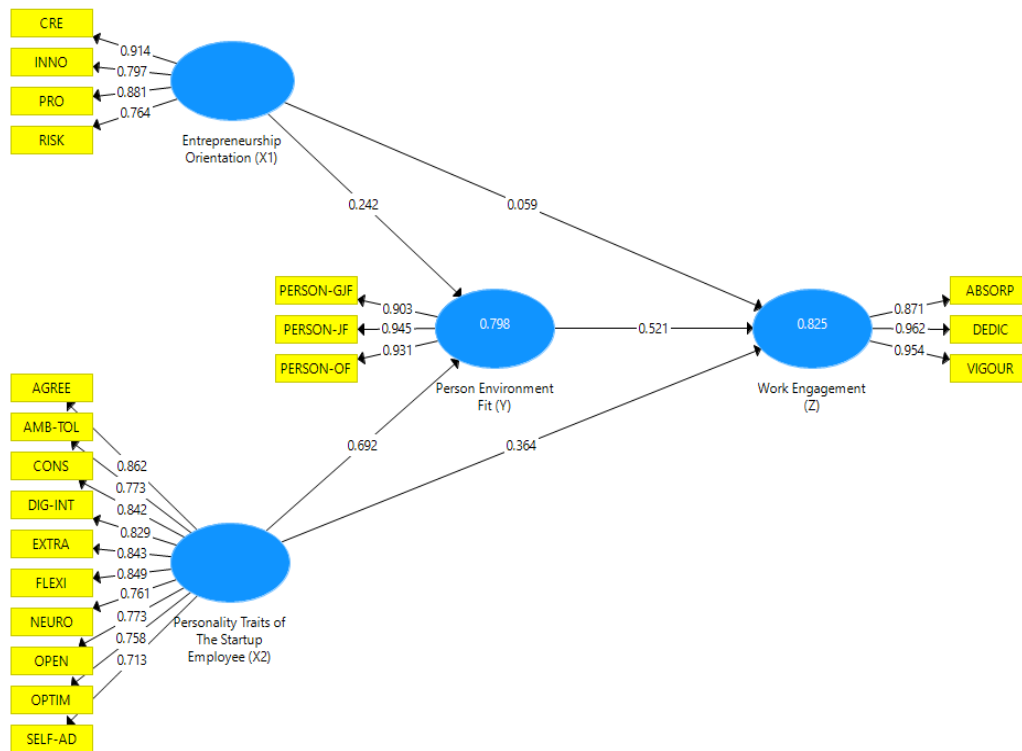


Fig.2: The Entrepreneurial Orientation and Personality Traits of the Startup Employees towards Person Environment Fit and its impact on Work Engagement

After obtaining a model of the influence of entrepreneurship orientation and personality traits of the startup employee on person environment fit and its impact on work engagement, the *external model* will be tested next. which includes *convergent validity (loading factor)*, *average variance extracted (AVE)*, *composite reliability* and *Cronbach alpha*. From the calculation results, it is known that all *loading factor values* indicating the relationship between observed variables (*manifest*) and variables

are above 0.7. Thus, it can be concluded that based on each construct in the research it has good validity. which is greater than 0.70. It can be said to be reliable (Hair et al., 2017) . Below are presented the results of the AVE and *reliability tests* on the model.

Tabel 5. AVE, Cronbach's Alpha and Composite Reliability

Latent Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Orientation (X1)	0,862	0,906	0,708
Personality Traits of The Startup Employee (X2)	0,938	0,947	0,643
Person Environment Fit (Y)	0,918	0,948	0,859
Work Engagement (Z)	0,922	0,950	0,865

According AVE testing will be carried out to further strengthen the results of *convergent validity* with the criterion that if the AVE value is > 0.5 (Hair et al., 2019) then the construct used in the research is valid. *Cronbach's alpha* and *composite reliability* to determine whether the truck's construct reliability is good or not. Each construct is said to be reliable if it has *Cronbach's alpha* and *composite reliability*

Tabel 6. Cross Loadings

	<i>Entrepreneurial Orientation (X1)</i>	<i>Personality Traits of The Startup Employee (X2)</i>	<i>Person Environment Fit (Y)</i>	<i>Work Engagement (Z)</i>
CRE	0,914	0,746	0,748	0,694
INNO	0,797	0,533	0,567	0,528
PRO	0,881	0,745	0,756	0,731
RISK	0,764	0,552	0,509	0,533
AGREE	0,642	0,862	0,742	0,721
WITH-TOL	0,569	0,773	0,757	0,692
CONS	0,671	0,842	0,742	0,757
DIG-INT	0,646	0,829	0,749	0,743
EXTRA	0,707	0,843	0,696	0,691
FLEX	0,703	0,849	0,792	0,762
NEURO	0,559	0,761	0,619	0,613
OPEN	0,670	0,773	0,731	0,687
OPTIM	0,558	0,758	0,651	0,656
SELF-AD	0,476	0,713	0,533	0,626
PERSON-GJF	0,649	0,747	0,903	0,725
PERSON-JF	0,723	0,880	0,945	0,855
PERSON-OF	0,790	0,813	0,931	0,879
ABSORP	0,558	0,696	0,696	0,871
DEDIC	0,756	0,852	0,887	0,962
VIGOUR	0,756	0,863	0,878	0,954

Based on Table 5 and Table 6, it shows that all latent variables have an AVE value of more than 0.5. This indicates that the indicators that form the latent construct have good *convergent validity*. Based on the *discriminant validity* of the *cross loading value*, it shows that the indicator has a high correlation with the construct compared to other constructs. So it can be concluded that the research model has good discriminant validity in *cross loading discriminant validity*. Apart from that, each latent construct has a *Cronbach's alpha value* of more than 0.7, this indicates that the latent construct has good *reliability*. Apart from that, the *composite reliability* value of all latent constructs also has a value greater than 0.70. Based on the *Cronbach's alpha* and *composite reliability* values obtained, it shows that the model has good reliability. After testing the *outer model*, then testing the *inner model* consisting of R-square, f-square, Q-square and GoF. The r square value obtained is as follows.

Table 7. R-square

Variables	R Square
Person Environment Fit (Y)	0.798
Work Engagement (Z)	0.825

Table 7 above shows that the r-square value of person environment fit is 0.798, this shows that the entrepreneurial orientation and personality traits of the startup employee variables are able to explain person environment fit by 0.798 or 79.8%. The r-square value of work engagement is 0.825, this shows that the variables entrepreneurial orientation and personality traits of the startup employee through person environment fit are able to explain work engagement of 0.825 or 82.5%. The F-square value of entrepreneurial orientation and personality traits of the startup employee on person environment fit is 0.114 and 0.937 respectively, where the influence is included in the small and large categories. The f-square value of entrepreneurial orientation, personality of the startup employee and person environment fit on work engagement is 0.007; 0.313 and 0.154 where the effect is included in the small category. Next, the Q-square value obtained is as follows.

Table 8. Q-square

	SSO	SSE	Q ² (=1-SSE/SSO)
Entrepreneurship Orientation (X1)	360.000	360.000	
Personality Traits of The Startup Employee (X2)	900.000	900.000	
Person Environment Fit (Y)	270.000	89.782	0.667
Work Engagement (Z)	270.000	81.752	0.697

According Table 8 the calculation results above, it is known that the value of *Q square* is greater than 0, this means that the observed values have been reconstructed well so that the structural model has predictive relevance. The GoF value in the structural model is 0.790. These results indicate that the structural model has a GoF that is included in the good category. Therefore, hypothesis testing is carried out, by comparing the t-statistic value with the t-table, which is 1.96 or by using a p-value compared to α 1%, 5% and 10% or 0.01, 0.05 and 0.1. The following is a table of structural model hypothesis testing results.

Table 9. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Entrepreneurial Orientation (X1) -> Person Environment Fit (Y)	0.242***	0.242	0.070	3.460	0.001	Ha accepted
Entrepreneurial Orientation (X1) -> Work Engagement (Z)	0.059	0.061	0.095	0.626	0.532	Ha rejected
Personality Traits of The Startup Employee (X2) -> Person Environment Fit (Y)	0.692***	0.690	0.069	10.075	0.000	Ha accepted
Personality Traits of The Startup Employee (X2) -> Work Engagement (Z)	0.364***	0.372	0.133	2.733	0.006	Ha accepted
Person Environment Fit (Y) -> Work Engagement (Z)	0.521***	0.511	0.140	3.731	0.000	Ha accepted
Entrepreneurial Orientation (X1) -> Person Environment Fit (Y) -> Work Engagement (Z)	0.126**	0.125	0.052	2,438	0.015	Ha accepted
Personality Traits of The Startup Employee (X2) -> Person Environment Fit (Y) -> Work Engagement (Z)	0.361***	0.352	0.103	3,517	0,000	Ha accepted

Note: ***significant at 1%, **significant at 5% *significant at 10%

Table 9 presents the results of hypothesis testing, that all hypotheses are accepted, except H2. The seven hypotheses are Hypothesis 1 (H1), the results show that hypothesis is accepted, it means that entrepreneurial orientation has a significant positive effect on person environment fit, where the p-value is smaller than alpha, $0.001 < 0.01; 0.05$ and 0.1 (significant at 1%, 5% and 10%). Meanwhile, the results of Hypothesis 2 (H2), the results statistics show that entrepreneurial orientation does not have a significant effect on work engagement, or hypothesis is rejected. Where as the *p-value* is greater than alpha, $0.532 > 0.01; 0.05$ and 0.1 (significant at 1%, 5% and 10%). It means that entrepreneurial orientation no effect on work engagement employee of 'Gojek' stratap. Furthermore, the results testing Hypothesis 3 (H3), personality traits of startup employees have effect positive significant to person environment fit. Its means that hypothesis is accepted, where the *p-value* is smaller from alpha, $0.000 < 0.01; 0.05$ and 0.1 (significant at 1%, 5% and 10%). This finding gives evidence that personal trait effect on person environment fit 'Gojek' stratap employee. On another result of hypothesis 4 (H4), that the personality traits of the startup employee have a significant positive effect on work engagement or hypothesis is accepted. The result shows that the p-value is smaller than alpha, namely $0.006 < 0.01; 0.05$ and 0.1 (significant at 1%, 5% and 10%). It mean that personality traits of the startup employee have an effect on work engagement employee of 'Gojek' stratap.

Regarding examine the person environment fit as moderating. The results of testing hypothesis 5 (H5) provide evidence that person environment fit has a significant positive effect on work engagement, where the p-value is smaller than alpha, namely $0.000 < 0.01; 0.05$ and 0.1 (significant at 1%, 5% and

10%). Empirical evidence from the results of testing hypothesis 6 (H6), shows that entrepreneurial orientation has a significant positive effect on person environment fit and has an impact on work engagement, where the *p-value* is smaller than alpha, namely $0.015 < 0.05$ and 0.1 (significant at 5% and 10%). personality traits of the startup employee have a significant positive effect on person environment fit and have an impact on work engagement, where the *p-value* is smaller than alpha, $0.000 < 0.01$; 0.05 and 0.1 (significant at 1%, 5% and 10%). Therefore, person-environment fit increasing the relationship entrepreneurial orientation and personality traits on work engagement.

4.4 Discussion

Work engagement is really needed by companies because it has a positive impact on productivity, performance and employee satisfaction. Employees who are involved in their work tend to be more dedicated, enthusiastic and focused on their tasks. They are also more likely to contribute creatively and take initiative. Apart from that, work engagement is also closely related to higher employee retention rates. Employees who feel involved tend to be more loyal to the company. This has a positive impact on organizational culture and the long-term sustainability of the business. The research results show that entrepreneurship orientation has a significant positive effect on person environment fit. This shows that entrepreneurial traits, such as initiative, creativity, and willingness to take risks, enable them to adapt to dynamic and changing work environments. (Munir, Jianfeng, & Ramzan, 2019). They tend to create new opportunities, face challenges, and take proactive steps to achieve company goals. Their courage in taking risks and exploring new ideas helps them adapt to rapidly changing work environments, such as technological developments or market trends (McCarthy, Puffer, & Lamin, 2018). Employees with entrepreneurial traits are able to contribute significantly to person-environment fit in the workplace due to their ability to build and maintain productive relationships and adapt to diverse work environments. Several studies show that the better the level of entrepreneurial orientation of an employee, the higher their suitability for the work environment (Sengupta, Sharma, & Singh, 2020; Liao, 2021; Ho, Bryant, & Walker, 2022).

Employees with good personality traits are more likely to achieve better *Person-environment fit in their workplace*. Traits such as being ambitious in achieving their best performance, honesty, being able to work together, and openness tend to create positive relationships with colleagues and superiors (Nan-Nan, Roppleam, & Wongsuwan, 2019). This can increase their ability to adapt to the organization's culture and upheld values, thereby creating a harmonious work environment (Presenza, Abbate, Meleddu, & Sheehan, 2020). In addition, employees with good personalities also tend to have strong interpersonal skills and the ability to work in teams, which supports effective collaboration and high productivity. Thus, they have a greater chance of achieving a match between their personality and a work environment that promotes personal development and satisfaction. This is also supported by several previous studies, where *Personality traits of the Startup employee influence on Person-environment fit* (Goetz, Wald, & Freisinger, 2021; Presenza, Abbate, Meleddu, & Sheehan, 2020).

However, entrepreneurial orientation does not have a significant positive effect on work engagement. There are several possible reasons why entrepreneurial orientation may not have a direct effect on employee work engagement. This result consistent with Laguna et al. (2018), which authors found that while there were positive associations, the relationships were not statistically significant with work engagement. This longitudinal study examined the dynamic relationship between entrepreneurial orientation and work engagement over time. The authors found that while there were positive associations, the relationships were not statistically significant at all measurement points. First, not all employees may have the interest or inclination to become entrepreneurially involved. Employees may focus more on routine tasks or assigned roles. Second, the work environment or organizational culture may not promote or encourage an entrepreneurial orientation, so that employees do not feel the encouragement or incentive to develop entrepreneurial initiatives. Finally, other factors such as leadership, team support, or personal factors can be more dominant in influencing employee work

engagement levels. Employees with good *personality traits* tend to have traits such as self-confidence, honesty, good interpersonal skills, and high motivation, are tolerant of ambiguity, and dare to take risks (Goetz, Wald, & Freisinger, 2021). These traits have a positive impact on *work engagement* in the workplace (Nakaya & Ishida, 2022). Employees with good *personality traits tend to have a high commitment to their work, feel emotionally involved, and have strong internal motivation to achieve success*. They are more likely to be engaged in the tasks they work on, have high engagement with coworkers and the company, and seek new challenges. As a result, they feel more satisfied with their work, increase productivity, and contribute positively to the overall success of the organization. Several studies also show that *personality traits* play a role in employee (Goetz, Wald, & Freisinger, 2021; Presenza, Abbate, Meleddu, & Sheehan, 2020)*work engagement*.

In addition, the results of the analysis also show that when individuals feel that their personal characteristics are in line with the demands and values of the work environment, they tend to be more involved in work. This congruence creates a feeling of emotional attachment to the organization and their tasks. They feel recognized and valued, which increases motivation and enthusiasm for work. Conversely, dissonance can lead to disappointment, stress, and lack of engagement. Therefore, Person-Environment Fit plays an important role in creating a work environment that supports work engagement and employee well-being. The results further show that employees with high entrepreneurial orientation tend to look for work environments that support creativity, innovation, and risk taking. This fit increases employee job satisfaction, engagement, and performance, while nonconformity can lead to dissatisfaction and stress. Therefore, entrepreneurial orientation can influence *person-environment fit* and individual success in their work environment (Sengupta, Sharma, & Singh, 2020; Liao, 2021; Ho, Bryant, & Walker, 2022). With employees who feel that the work environment suits them, this can increase their *work engagement*, where employees will feel like they are working wholeheartedly, always enthusiastic while working, more likely to be involved in the tasks they are working on, and have high involvement with colleagues and companies, and looking for new challenges. In other words, an employee's *work engagement* can be increased indirectly by entrepreneurial orientation through *Person-environment fit* (Ho, Bryant, & Walker, 2022; Liao, 2021).

Other results also confirm that employees with positive *personality traits*, such as a proactive personality, openness, and good social skills, tend to be more compatible with the demands and values of their work environment. This can create a better match between employees' personal characteristics and working conditions, which in turn increases the level of *Person-environment fit* (Yasmeen, 2021). A high level of *person-environment fit has a positive impact on employee work engagement*. Employees who feel comfortable with their work environment tend to be more involved in their work, more enthusiastic, and more committed to achieving organizational goals (Soomro, Breitenecker, & Shah, 2018). This creates a productive and meaningful work environment, with the potential to improve individual and organizational performance as a whole. Based on previous research, it was also stated that there is a relationship between *personality traits* and *person-environment fit*, (Goetz, Wald, & Freisinger, 2021; Presenza, Abbate, Meleddu, & Sheehan, 2020) and this can increase *work engagement* (Anderson, 2019; Cai, Cai, Sun, & Ma, 2018).

According to the findings, "Gojek" startup companies can improve employee engagement by doing the following: 1) Communicating the startup's vision and values to staff members clearly and compellingly is one of the first steps toward engaging and motivating them. The company's vision and values, reflecting the organization's purpose, goals, and culture, should foster employee passion and direction-sharing. 2) Emphasize work-life balance, which increases engagement. Give employees flexible work options, such as remote work or adjustable schedules, to assist them in juggling work and personal obligations. Establish appropriate expectations, promote breaks and downtime, and prevent burnout. Due to the more specialized nature of the research object and observation unit, additional focused research on the same topic (Indonesian startup) using factors not seen in this study is required in order to produce more thorough study results and comprehension. We can achieve this by conducting

research that breaks down demographic factors, particularly in terms of the age generation of respondents, and by adding prospective variables like burnout, which may determine work engagement.

5. Conclusion

This study contributes to the literature on work engagement and entrepreneurship by examining the roles of entrepreneurial orientation, personality traits, and person-environment fit in shaping work engagement in the context of an Indonesian startup company. Our findings highlight the importance of personality traits and person-environment fit for fostering employee engagement, while also revealing some boundary conditions for the effects of entrepreneurial orientation. These results extend previous research by demonstrating the relevance of individual and organizational factors for work engagement in a developing economy startup setting.

Theoretically, our study underscores the utility of integrating resource-based and technology acceptance perspectives to understand the drivers of work engagement, and the value of considering person-environment fit as a boundary condition. Practically, our findings suggest that startup managers and entrepreneurs should pay close attention to the personality characteristics of their employees and the degree of fit between individual preferences and organizational demands in order to optimize employee motivation and performance. However, our study is not without limitations. The cross-sectional nature of our data precludes causal inferences, and the focus on a single startup company may limit the generalizability of our findings. Future research could address these issues by employing longitudinal or experimental designs and sampling from a wider range of startup firms. Additionally, researchers could explore other potential moderators or mediators of the relationships between entrepreneurial orientation, personality traits, and work engagement, such as leadership styles, organizational culture, or job characteristics. Despite these limitations, our study makes a valuable contribution to the growing literature on work engagement and entrepreneurship in the context of startups and developing economies. By highlighting the importance of individual and organizational factors in shaping employee engagement, we provide insights that can help managers and entrepreneurs to create more motivating and productive work environments. We encourage future research to build on these findings and continue to explore the complex interplay of factors that drive work engagement and performance in startup settings.

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