

# THE ROLE OF PERSONALITY TRAITS OF STARTUP EMPLOYEES IN INFLUENCING PERSON-ENVIRONMENT FIT AND ITS IMPLICATIONS FOR WORK ENGAGEMENT: ORGANIZATIONAL PRODUCTIVITY INSIGHTS

Herman Cahyadi<sup>1</sup>, Haris Maupa<sup>2</sup>, Sarwo Edy Handoyo<sup>3\*</sup>

<sup>1,2,3</sup> Doctor of Management Science, Postgraduate Program, Universitas Tarumanagara, Jakarta, Indonesia  
Email: [hcahyadi.id@gmail.com](mailto:hcahyadi.id@gmail.com), [haris.maupa@untar.ac.id](mailto:haris.maupa@untar.ac.id), [sarwoh@untar.ac.id](mailto:sarwoh@untar.ac.id)

\*Corresponding Author

Submitted: 19-02-2024, Revised: 21-04-2024, Accepted: 18-06-2024

---

## ABSTRACT

*Startup companies are consistently required to innovate their business models creatively in order to achieve a disruptive business model. The high level of creativity sets the startup position apart significantly from traditional ventures. Effective human resource management strategies are a fundamental element necessary for the growth of a startup. Startup companies often encounter challenges related to the demands for creativity in their work, resulting in a work engagement that presents a significant challenge for their employees. In practice, the need for creativity in the workplace often leads to a work engagement filled with challenges for its employees. This is closely associated with the appropriate personality traits of employees in the work environment, ensuring that the existing employees have a person-environment fit. This research aims to investigate the influence of personality traits of startup employees on person-environment fit, and its implications for work engagement. This research involved 341 respondents who are startup company Gojek Indonesia employees. The sampling method was conducted using simple random sampling. The confirmatory testing of this study was performed using SEM-PLS (structural equation modeling-partial least square). The analysis results indicate that the personality of startup employees, measured by self-admiration, extraversion, agreeableness, conscientiousness, neuroticism, openness to experience, digital intelligence quotient, optimism, ambiguity tolerance, and flexibility, plays a significant role in influencing person-environment fit and significantly impacts changes in work engagement at Gojek. The suggested managerial implication is the selection of employees with appropriate personality traits, which will create a person-environment fit and consequently lead to high work engagement. This will enhance the opportunities for startups to increase their productivity, particularly in terms of creating creative and innovative products, thereby fostering disruption in the company's business environment.*

**Keyword:** *Personality Traits of Startup Employees; Person-Environment Fit; Startup; Work engagement*

## 1. INTRODUCTION

Indonesia is one of the countries with growing startup companies. Startups have the characteristics of high risk, dynamic, and the potential to change existing structures. One of the main obstacles startups face is uncertainty (Kuckertz, 2021). Startup companies are always required to be able to create business model innovations in creative ways to achieve disruptive business models. High creativity makes the position of a startup utterly different from traditional businesses. Human resource management strategy is the main component needed in developing startups. In the context of a startup business that is a new company, limited resources sometimes make startups face challenges in retaining the talent they have recruited. As a result, many startups experience employee losses in the early stages of their development. *Work engagement* is integral to startup employees who are full of dynamics.

Several studies say that human capital is the main problem often faced by many startup companies, where employee engagement with the company is relatively low (Sherin Risti Irenne, 2020; Niadianti, Sunaryo, & Asiyah, 2021). Startup companies can thrive because employees have a solid attachment to their work, which can be seen from their work spirit, dedication, and dissolution. This work engagement is needed by all types of companies, both startups and non-startups (Fitaloka et al., 2020; Soares & Mosquera, 2019). The failure of startups in developing their business is inseparable from the role of support from available human resources.

However, to create a relationship between employees and the company, it is necessary to have a match between the company's values and those owned by employees. Person-environment fit is a relationship between individuals (attitudes, behaviors, and others) and the environment that cannot be separated. In particular, P-E Fit discusses the relationship between reality and expectations. (Goetz, Wald, & Freisinger, 2021; Cai, Cai, Sun, & Ma, 2018).

Employees who can develop themselves to be better than every failure are suitable to work at a startup. Then, employees who have a high desire to learn, of course, in addition to their technical skills. Startup companies will look for workers with the right mindset, namely people with instinctive abilities to continue to learn and create value for the company (Engstrom, 2022). Startup employees are also required to be able to develop amid the uncertainty and uncertainty of the situation within the company. This differs from employees in conventional companies, where there are clear procedures, procedures, and SOPs in every action and decision. However, in startups, this needs to be clarified and specific. Flexibility in working is essential for working in a startup company (Booher, 2022).

Understanding personality traits is vital in HR management because it helps nurture employees more effectively (Widarni & Mora, 2021). With a deep understanding of employee personality characteristics, management can design appropriate development, motivation, and placement strategies. This allows for adjusting leadership styles and managing conflicts based on individual preferences, creating a more positive work environment. In addition, understanding personality traits also supports smarter recruitment decisions, improves employee and job compatibility, and promotes psychological well-being that positively impacts productivity and job satisfaction.

Several studies show that employee personality fit will make a person's environment fit better and will increase work engagement. For example, extroverted individuals are better suited to environments requiring social interaction and team collaboration. (Yildiz Durak, 2023). On the other hand, more introverted individuals tend to be more comfortable in a work environment that allows them to work independently (Cheung et al., 2022). In addition, factors such as level of conscientiousness, openness to new experiences, and level of emotional stability also play an essential role in determining the extent to which individuals feel suitable or unsuitable for their work environment (Bleidorn et al., 2019). This fit affects an individual's performance and job satisfaction. Gojek itself is one of the startup companies in Indonesia that started its startup business in 2010, which aims to solve the problems of Indonesian people, especially in Jakarta, through transportation. However, only a few employees, nor 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 need to be made aware and prepare themselves for the dynamics of startup companies. (Rangrez, Amin, & Dixit, 2022). This then makes employees more burdened with the ambiguity of existing work, resulting in high stress on startup employees. (Sekerka &

Benishek, 2021; Garg, Gera, & Punia, 2021). However, some employees want to work in a startup company to add experience, therefore the orientation of these employees to the company is not a long-term orientation. (Li, Li, & Chen, 2022). This is also reflected in Gojek Indonesia, where the number of employees with less than one year of work experience is the most employees in the company. This situation then led to a high turnover in Gojek. Based on this presentation, this study aims to determine the influence of personality traits on work engagement through person-environment fit in Indonesian startup companies. Given the dynamic nature of startups, this study holds principal importance, which significantly differs from conventional companies. Therefore, an examination of employee characteristics suitable for these work conditions is imperative.

Personality traits refer to patterns of behavior, emotions, and characteristics consistent and persistent in a person over time (Bleidorn et al., 2019; Hughes et al., 2020; Presenza et al., 2020). They include extraversion, openness to new experiences, neuroticism, conscientiousness, and emotional stability. Extraversion describes the extent to which individuals tend to open up and socialize with others, while neuroticism reflects a person's level of emotional stability (Fitaloka et al., 2020; Matz & Harari, 2021; Petric, 2022). Openness to new experiences indicates an interest in new ideas and experiences. Precision includes accuracy and precision in tasks, while emotional stability reflects the ability to cope with stress and pressure. Personality traits affect how individuals interact with the world and can influence behavior, preferences, and responses to specific situations and new experiences, indicating an interest in new ideas and experiences. Precision includes accuracy and precision in tasks, while emotional stability reflects the ability to cope with stress and pressure. Personality traits affect how individuals interact with the world and can influence behavior, preferences, and responses to certain situations (Sundermeier & Kummer, 2019; Thielmann et al., 2020).

Personality traits are generally inherent in individuals who are raised to face various situations. In individuals, thousands of personalities distinguish one individual from another, thus it will appear in his unique behavior different from others. Personality traits are measured on self-admiration, extraversion, agreeableness, conscientiousness, neuroticism, openness to experience, digital intelligence quotient, optimism, ambiguity tolerance, and flexibility. (Bandera & Passerini, 2018; Kerr et al., 2019; Na-Nan et al., 2019; Presenza et al., 2020).

Person-Environment Fit (PE Fit) refers to the extent to which an individual's characteristics match or conform to the demands and values of the environment in which they are located, especially in the context of an organization or work environment. This fit includes aligning personal characteristics, such as skills, values, preferences, and needs, with job demands, organizational culture, and environmental norms (Andela & van Der Doef, 2019; Rauvola et al., 2020). When there is a good fit between the individual and his environment, the individual tends to be more satisfied, productive, and a high performer. Conversely, non-conformities can result in tension, confusion, and decreased performance. Person-environment fit is essential to an individual's success in the work environment (Carstens et al., 2021; Goetz et al., 2021). Person-environmental fit is crucial for an individual's success in the work environment as it ensures alignment between personal characteristics and the organizational context. This synergy enhances job satisfaction, performance, and overall well-being, contributing to a more successful and fulfilling professional experience (De Cooman & Vleugels, 2022; Stone et al., 2019).

The measurement of Person-Environment Fit is based on several previous studies, namely person-job fit, where this indicator measures the extent to which the level of knowledge, skills, and abilities of employees by job requirements, satisfaction with work results, career satisfaction, do not mind when having to handle several affairs simultaneously, and must complete several tasks in a relatively short time.(Cai et al., 2018; Memon et al., 2018; Ugwu & Onyishi, 2020; Yasmeen, 2021).

The second measurement is person-group fit, which measures the extent to which an employee has a level of conformity or compatibility with other group members. Some studies suggest that the measurement of person-group fit is seen from personality compatibility with other team members, the level of ability comparable to other team members, and the feeling of having an essential role in the team because it has unique skills and is different from other colleagues in the group (Cai et al., 2018; Goetz et al., 2021; Griva et al., 2021; Memon et al., 2018; Rabenu et al., 2021; G. G. Sharma & Stol, 2020; Ugwu & Onyishi, 2020; Yasmeen, 2021)

Work engagement is a concept of thought where employees who have a sense of engagement, in other words, feel attached to their work therefore when they work, they will be more enthusiastic about doing their job. Bakker (2018) defines work engagement as something positive related to behavior at work, which includes thoughts about the relationship between workers or employees and their work, characterized by vigor, deed, action, and appreciation (absorption) of work (Bakker & Albrecht, 2018). In other words, employees with high work engagement will channel all their thoughts and energy toward their work and be more enthusiastic. Work engagement measurement can be reviewed from vigor, dedication, and absorption (Aldabbas et al., 2023; Ghosh et al., 2020; Jung & Yoon, 2021; Soares & Mosquera, 2019; Vassos et al., 2019).

Individuals who exhibit positive personality traits have a high chance of achieving congruence between themselves and the work environment in their workplace. Qualities like ambition for peak performance, honesty, collaborative aptitude, and openness often foster positive relationships with colleagues and superiors (Na-Nan, Roonpleam, & Wongsuwan, 2019). This can increase their capacity to adapt to the organizational culture and the principles it emphasizes, thereby establishing a good work environment (Presenza, Abbate, Meleddu, & Sheehan, 2020). Additionally, Individuals who exhibit positive personality traits also generally have solid interpersonal abilities and high collaboration skills, which helps foster efficient collaboration and increase productivity levels. Consequently, they are more likely to achieve a congruence between their personality and a work environment that fosters personal development and satisfaction. This assertion finds support in numerous prior studies, which indicate that the personality traits of startup employees play a role in influencing person-environment fit (Goetz, Wald, & Freisinger, 2021; Presenza, Abbate, Meleddu, & Sheehan, 2020). Therefore, a hypothesis can be developed that personality traits influence person-environment fit.

The connection between Person-Environment Fit (PE Fit) and work engagement refers to the extent to which the alignment between individual characteristics and the work environment can influence the level of employee engagement or dedication to their tasks (Ugwu & Onyishi, 2020; Um et al., 2023). PE Fit involves the balance between individual attributes, such as values, personality, and skills, with the requirements and values embraced by the organization (Kaur & Kang, 2021). When there is a positive alignment between individuals and the work environment, it is expected that employees will feel more comfortable and suited to the surroundings. On the other hand, work

engagement is the level of involvement and enthusiasm employees have toward their work. With employees perceiving a supportive environment, their commitment to the job increases, accompanied by elevated motivation to contribute optimally. Thus, the positive relationship between Person-Environment Fit and work engagement indicates that when individuals perceive alignment with the work environment, their engagement and performance tend to increase (Bhattarai & Budhathoki, 2023; Ugwu & Onyishi, 2020). This could foster a work environment that is both more productive and satisfying, thereby positively impacting productivity and employee retention (P. B. Sharma, 2020; Yasmeen, 2021). Therefore, a hypothesis can be developed that person-environment fit influence work engagement.

Individuals displaying positive personality traits often possess qualities such as self-assurance, integrity, strong interpersonal abilities, heightened motivation, a tolerance for ambiguity, and a willingness to take risks (Goetz, Wald, & Freisinger, 2021). In the workplace, these characteristics exert a positive influence on work engagement (Nakaya & Ishida, 2022). Individuals possessing positive personality traits often exhibit a strong dedication to their work, experience emotional engagement, and demonstrate robust internal motivation to attain success (Barreiro & Treglown, 2020). They are prone to actively participate in their assigned tasks, exhibit heightened interaction with colleagues and the organization, and actively pursue novel challenges. Consequently, they experience greater job satisfaction, heightened productivity, and make positive contributions to the overall success of the organization. Several studies also show that personality traits play a role in employee work engagement (Goetz, Wald, & Freisinger, 2021; Presenza, Abbate, Meleddu, & Sheehan, 2020). Therefore, a hypothesis can be developed that personality traits influence work engagement.

Individuals exhibiting positive personality traits, such as a proactive nature, openness, and strong social skills, typically align well with the requirements 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 experience a sense of ease in their work environment tend to demonstrate higher levels of engagement, enthusiasm, and commitment toward accomplishing organizational goals (Soomro, Breiteneker, & Shah, 2018). This fosters a productive and meaningful work environment, with the potential to enhance overall individual and organizational performance. 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 has the potential to elevate work engagement (Anderson, 2019; Cai, Cai, Sun, & Ma, 2018). Therefore, the hypothesis can be developed into personality traits that can influence person-environment fit and have implications for work engagement.

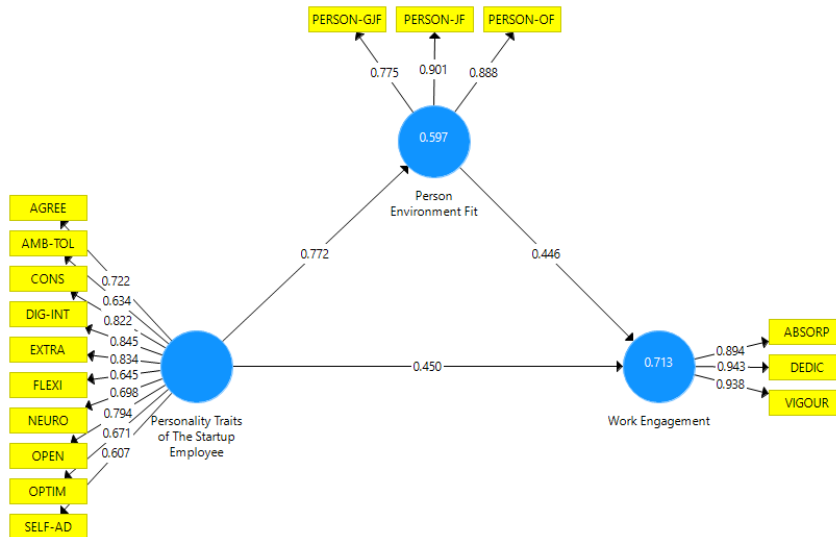
## **2. RESEARCH METHOD**

This study used a quantitative approach. This research is verificative research. The research data used is primary data derived from questionnaires distributed to respondents. The research sample was obtained by simple random sampling of 341 Gojek startup employees. The verification testing of this study was conducted with SEM-PLS (structural equation modeling-partial least square). SEM-PLS is a comprehensive software program with an intuitive graphical user interface, helped popularize the

method (Sarstedt & Cheah, 2019). Partial Least Squares Structural Equation Modeling (PLS-SEM) is justified due to its suitability for small sample sizes, handling complex models, and not requiring strict data normality assumptions. It is versatile and effective, especially in situations with limited data or non-normally distributed variables (Ringle et al., 2020; Sarstedt et al., 2021, 2022).

### 3. RESULTS AND DISCUSSIONS

Based on the calculation results using SEM-PLS, a model of personality traits of the startup employee on person-environment fit and its impact on work engagement is as follows.



**Figure 1. The influence of Entrepreneurship Orientation and Personality Traits of the Startup Employee on Person-Environment Fit and its impact on Work Engagement**

After obtaining a model of the influence of personality traits of the startup employee on person-environment fit and its impact on work engagement, outer model testing will be carried out, which includes convergent validity (loading factor), average variance extracted (AVE), composite reliability, and Cronbach alpha. The calculation results show that all loading factor values show the relationship between the observed variable (manifest) and the variable above 0.6. Based on each construct in the study has good validity. Furthermore, AVE testing will be carried out further to strengthen the results of convergent validity with criteria if the AVE value  $> 0.5$  (Hair et al., 2019), Then, the construct used in the study is valid. Cronbach's alpha and composite reliability to determine whether construct reliability is good or not. Each construct is said to be reliable if it has Cronbach's alpha and composite reliability greater than 0.70 (Hair et al., 2017) It is reliable. The following are presented: AVE test results and reliability of the model.

**Table 1. AVE, Cronbach's Alpha and Composite Reliability**

Latent Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Personality Traits of The Startup Employee	0,901	0,919	0,536
Person Environment Fit	0,818	0,892	0,734
Work Engagement	0,916	0,947	0,856

**Table 2. Cross Loadings**

	<b>Personality Traits of The Startup Employee</b>	<b>Person Environment Fit</b>	<b>Work Engagement</b>
AGREE	<b>0,722</b>	0,531	0,525
AMB-TOL	<b>0,634</b>	0,513	0,473
CONS	<b>0,822</b>	0,636	0,700
DIG-INT	<b>0,845</b>	0,678	0,689
EXTRA	<b>0,834</b>	0,646	0,690
FLEXI	<b>0,645</b>	0,523	0,477
NEURO	<b>0,698</b>	0,514	0,570
OPEN	<b>0,794</b>	0,605	0,608
OPTIM	<b>0,671</b>	0,511	0,503
SELF-AD	<b>0,607</b>	0,457	0,522
PERSON-GJF	0,559	<b>0,775</b>	0,509
PERSON-JF	0,733	<b>0,901</b>	0,737
PERSON-OF	0,678	<b>0,888</b>	0,762
ABSORP	0,693	0,662	<b>0,894</b>
DEDIC	0,748	0,769	<b>0,943</b>
VIGOUR	0,764	0,767	<b>0,938</b>

Tables 1 and 2 show that all latent variables have AVE values greater than 0.5. This indicates that the indicators that make up the latent construct have good convergent validity. The discriminant fact of the cross-loading value shows that the hand is highly correlated to its construct compared to other constructs. Therefore, the research model has good discriminant validity in discriminant cross-loading facts. In addition, each latent construct has a Cronbach's alpha value of more than 0.7, indicating that the latent construct has good reliability. In addition, the composite reliability value of all latent constructs also has a value greater than 0.70. Cronbach's alpha and composite reliability values obtained show that the model has good reliability. In addition, HTMT testing with the following results:

**Table 3. Heterotrait-Monotrait Ratio (HTMT)**

Variable	Person Environment Fit	Personality Traits of The Startup Employee	Work Engagement
Person Environment Fit			
Personality Traits of The Startup Employee	0.892		
Work Engagement	0.892	0.870	

Based on the HTMT results, it shows that there are no HTMT values above 0.90. This shows good discriminant validity. After testing the outer model, then testing the inner model consisting of R-square, f-square, Q-square and GoF. The value of r square obtained is as follows.

**Table 3. R-square**

Variable	R Square
Person Environment Fit	0,597
Work Engagement	0,713

Based on Table 3 above, it is known that the r-square value of person-environment fit is 0.597; this shows that the variable personality traits of the startup employee can explain the person-environment fit of 0.597 or 59.7%. The r-square value of work engagement is 0.713; this shows that the personality traits variable of the startup employee through person-environment fit is able to explain work engagement of 0.713 or 71.3%.

The f-square personality traits of the startup employee value against person-environment fit were 1,480 each, which was included in the large category. The f-square personality traits of the startup employee and person-environment fit values for work engagement were 0.285 and 0.280, respectively, where the effect was included in the moderate category. Furthermore, the Q-square value obtained is as follows:

**Table 4. Q-square**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Personality Traits of The Startup Employee	3410.000	3410.000	
Person Environment Fit	1023.000	581.962	0.431
Work Engagement	1023.000	404.701	0.604

Based on the results of the calculation above, it is known that the value of the Q square is greater than 0; this means that the observed values have been reconstructed well therefore the structural model has predictive relevance. The GoF value in the structural model is 0.604. These results show that the structural model has GoF, which is included in the excellent category.

Furthermore, hypothesis testing was carried out by comparing the t-statistic value with the t-table, 1.96, or using p-values compared to  $\alpha$  1%, 5%, and 10% or 0.01, 0.05, and 0.1. Here is a table of the results of testing the hypothesis of the structural model.

**Table 5. Hypothesis testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Keputusan
Personality Traits of The Startup Employee -> Person Environment Fit	0.772**	0.771	0.035	21.980	0.000	H <sub>0</sub> ditolak
Person Environment Fit -> Work Engagement	0.446**	0.450	0.048	9.279	0.000	H <sub>0</sub> ditolak
Personality Traits of The Startup Employee -> Work Engagement	0.450**	0.448	0.047	9.517	0.000	H <sub>0</sub> ditolak
Personality Traits of The Startup Employee -> Person Environment Fit -> Work Engagement	0.345**	0.346	0.040	8.688	0.000	H <sub>0</sub> ditolak

\*\*\*significant on 1%

\*\*significant on 5%

\*significant on 10%

Based on the results of hypothesis testing, it is known that the whole hypothesis is accepted. The seven hypotheses are as follows.



- personality traits of the startup employee have a significant positive effect on person environment fit, where the p-value is smaller than alpha at  $0.000 < 0.01$ ; 0.05 and 0.1 (significant at 1%, 5% and 10%).
- person-Environment Fit has a significant positive effect on work engagement, where the p-value is smaller than alpha at  $0.000 < 0.01$ ; 0.05 and 0.1 (significant at 1%, 5%, and 10%).
- personality traits of the startup employee have a significant positive effect on work engagement, where the p-value is smaller than alpha at  $0.006 < 0.01$ ; 0.05 and 0.1 (significant at 1%, 5%, and 10%).
- personality traits of the startup employee have a significant positive effect on person environment fit and impact work engagement, where the p-value is smaller than alpha at  $0.000 < 0.01$ ; 0.05 and 0.1 (significant at 1%, 5% and 10%).

Work engagement becomes a significant issue in the workplace, particularly in startups, due to the dynamic and demanding nature of these environments (Gemeda & Lee, 2020; Teo et al., 2020). Startups often operate under high pressure, requiring employees to be highly committed and motivated (Kearney & Lichtenstein, 2023; Mangiza & Brown, 2020). However, the fast-paced nature and uncertain conditions may lead to burnout and disengagement. Managing work engagement in startups is crucial for sustaining productivity, fostering a positive workplace culture, and retaining valuable talent in the competitive startup ecosystem (Dey et al., 2023; Priyanka et al., 2023). The analysis results show that the personality traits of the startup employee significantly positively affect the person's environment fit. The calculation results show that the Digital intelligence quotient is the highest factor in explaining the influence of personality traits on person-environment fit. This demonstrates that the higher the employee's digital literacy ability, the higher the person-environment fit. Good digital literacy in employees in information technology companies positively impacts person-environment fit. Person-environment fit refers to the extent to which a person's characteristics match the demands of his work environment (Armitage & Amar, 2021; De Cooman & Vleugels, 2022). In the context of information technology-based companies, digital literacy can enhance this fit by creating an environment that supports the development and use of employees' digital skills. Digital literacy is a challenge for employees in many companies (Kijkasiwat, 2021; Tama et al., 2022). Employees with high digital literacy tend to adapt more effectively to job demands in the information technology industry (Cetindamar et al., 2021). They can understand and integrate the latest technologies, contribute to innovation, and carry out technical tasks more efficiently. This creates a stronger person-environment fit, improves employee performance, and reduces the gap between individual capabilities and company needs. In addition, digital literacy can increase employees' sense of competence and job satisfaction in a work environment supported by information technology (Armitage & Amar, 2021; Cetindamar Kozanoglu & Abedin, 2021; Silamut & Petsangsri, 2020). With a high level of digital literacy, employees can also possess sensitivity to changes in the digital landscape, enabling them to adapt and generate ideas effectively in their performance (Kateryna et al., 2020; Sabil et al., 2023). In addition, the second highest factor is extraversion. This shows that employees with high ambition, looking for leadership roles, persuasive, initiative, friendly, gregarious, happy to meet people, and happy to take opportunities and generate excitement fit in a startup work environment. This is related because these employees adapt quickly, communicate well, and proactively seek opportunities (Kusanke et al., 2023; Men et al., 2021). The extraverted attitude can enhance employees' resilience within the office environment (Kim, 2020). In startup contexts that often require intensive collaboration, innovation, and risk-taking, extraversion characteristics can help build a dynamic work culture, motivate teams, and facilitate positive interactions (Katimertzopoulos

et al., 2023). Their communication ability supports negotiation and partnership formation, which is often crucial in startup business growth (Armitage & Amar, 2021). Employees with good personality traits are likelier to achieve better person-environment fit in their workplace (Chang et al., 2020; Stone et al., 2019; van Zyl et al., 2022; Wang et al., 2021; Williamson & Perumal, 2021). Features such as ambition in attaining their best achievements, honesty, being able to work together, and openness tend to create positive relationships with colleagues and superiors (Na-Nan, Roopleam, & Wongsuwan, 2019). This can improve their ability to adapt to the organizational culture and values upheld, thus creating a harmonious work environment (Presenza, Abbate, Meleddu, & Sheehan, 2020). Employees with positive personality traits can effectively adapt to organizational culture and upheld values, fostering a harmonious work environment (Garaika et al., 2019; Metwally et al., 2019; Tyagi, 2021; Xi et al., 2020). Their ability to support and seamlessly integrate contributes to the overall cohesion within the company.

The analysis results also show that personal environment fit significantly positively affects work engagement. Employees with good personality traits tend to have self-confidence (Garaika et al., 2019), honesty, good interpersonal skills, and high motivation, are tolerant of ambiguity, and dare to take risks (Goetz et al., 2021). These traits have a positive impact on work engagement in the workplace (Nakaya & Ishida, 2022). Employees with good personality traits tend to be highly committed to their work, feel emotionally involved, and have a strong internal motivation to succeed. They are more likely to be engaged in the tasks they work on, have high engagement with colleagues and the company, and seek new challenges. As a result, they feel more satisfied with their work, increase productivity, and contribute positively to the organization's overall success. Some studies have also shown that personality traits affect employee work engagement (Goetz et al., 2021; Presenza et al., 2020).

Next, the personality traits of the startup employee have a significant positive effect on work engagement. The personality traits of startup employees significantly affect the level of work engagement. Employees with positive characteristics like openness, extraversion, and perseverance tend to be more engaged in their work. They have high intrinsic motivation, enthusiasm for challenges, and the ability to adapt quickly. Meanwhile, employees with personality traits that support cooperation, such as kindness and friendliness, tend to build strong relationships in startup teams, increasing engagement levels and contributing positively to the company's growth and success.

Overall, the analysis results show an influence of the startup employee's personality traits on person-environment fit and have implications for work engagement. Employees with positive personality traits, such as a proactive personality, openness, and good social skills, tend to be better suited to the demands and values of their work environment. This can create a better fit 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 positively impacts employee work engagement. Employees who feel a good fit in their work environment tend to be more engaged, passionate, and committed to achieving organizational goals (Soomro, Breiteneker, & Shah, 2018). This creates a productive and meaningful work environment with the potential for improved individual and overall organizational performance. Based on previous research, it was also suggested 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).

#### 4. CONCLUSIONS AND SUGGESTIONS

The results of the analysis show that the personality of startup employees measured by self-admiration, extraversion, agreeableness, conscientiousness, neuroticism, openness to experience, digital intelligence quotient, optimism, ambiguity tolerance, and flexibility plays a significant influence on person-environment fit, and has a substantial impact on changes in work engagement on Gojek. The suggested managerial implication is that selecting employees with the right personality traits will create a person-environment fit and affect high work engagement. The personality of startup employees needs to be considered, which is an essential factor in increasing person-environment fit and work engagement, as well as the level of digital literacy and characteristics that tend to be extraverted. This research's significance lies in identifying suitable characteristics within the startup work environment—a business model evolving alongside technological advancements. Companies are advised to prioritize hiring individuals with high digital literacy and extraversion. Additionally, providing training for existing employees can help develop these skills and characteristics within the workforce. Understanding the characteristics of employees suitable for the startup environment is crucial to ensure effective collaboration, innovation, and adaptability in the fast-paced and ever-changing business dynamics. This is key in increasing opportunities for startups to increase their productivity, especially in creating creative and innovative products to disrupt the company's business environment. Subsequent research could further explore additional potential factors, such as job stress or burnout, to provide a more comprehensive understanding of their impact within the work environment.

#### REFERENCES

- Aldabbas, H., Pinnington, A., & Lahrech, A. (2023). The influence of perceived organizational support on employee creativity: The mediating role of work engagement. *Current Psychology*, 42(8), 6501–6515.
- Andela, M., & van Der Doef, M. (2019). A comprehensive assessment of the person–environment fit dimensions and their relationships with work-related outcomes. *Journal of Career Development*, 46(5), 567–582.
- Armitage, L. A., & Amar, J. H. N. (2021). Person-Environment Fit Theory: Application to the design of work environments. In *A handbook of theories on designing alignment between people and the office environment* (pp. 14–26). Routledge.
- Bandera, C., & Passerini, K. (2018). *Personality Traits and the Digital Entrepreneur: A New Breed or Same Actor?*
- Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences*, 159, 109892.
- Bhattacharai, G., & Budhathoki, B. P. (2023). Impact of person-environment fit on innovative work behaviour: Mediating role of work engagement. *Problems and Perspectives in Management*, 21(1), 396–407.
- Bleidorn, W., Hill, P. L., Back, M. D., Denissen, J. J. A., Hennecke, M., Hopwood, C. J., Jokela, M., Kandler, C., Lucas, R. E., & Luhmann, M. (2019). The policy relevance of personality traits. *American Psychologist*, 74(9), 1056.
- Cai, D., Cai, Y., Sun, Y., & Ma, J. (2018). Linking empowering leadership and employee work

- engagement: The effects of person-job fit, person-group fit, and proactive personality. *Frontiers in Psychology*, 9, 1304.
- Carstens, Z., Koekemoer, E., & Masenge, A. (2021). Sustainable person-environment fit and subjective career success: The moderating role of resilience. *Journal of Psychology in Africa*, 31(6), 572–579.
- Cetindamar, D., Abedin, B., & Shirahada, K. (2021). The role of employees in digital transformation: a preliminary study on how employees' digital literacy impacts use of digital technologies. *IEEE Transactions on Engineering Management*.
- Cetindamar Kozanoglu, D., & Abedin, B. (2021). Understanding the role of employees in digital transformation: conceptualization of digital literacy of employees as a multi-dimensional organizational affordance. *Journal of Enterprise Information Management*, 34(6), 1649–1672.
- Chang, C.-M., Liu, L.-W., Hsieh, H.-H., & Chen, K.-C. (2020). A multilevel analysis of organizational support on the relationship between person-environment fit and performance of university physical education teachers. *International Journal of Environmental Research and Public Health*, 17(6), 2041.
- Cheung, T., Graham, L. T., & Schiavon, S. (2022). Impacts of life satisfaction, job satisfaction and the Big Five personality traits on satisfaction with the indoor environment. *Building and Environment*, 212, 108783.
- De Cooman, R., & Vleugels, W. (2022). Person-environment fit: theoretical perspectives, conceptualizations, and outcomes. In *Oxford Research Encyclopedia of Business and Management*.
- Dey, C., Khan, S., Iyer, S., Mohamad, Z., & Khan, A. A. (2023). ENHANCING AND SuSTAINING EMPLOYEE ENGAGEMENT THROuGH HRM PRACTICES: A STuDY ON INDIAN uNICORN STARTuPS. *Management*, 21(4), 202–213.
- Fitaloka, R., Sugarai, B., Perkasa, A. R. A., & Saputra, N. (2020). Leadership agility and digital quotient influence on employee engagement: a case of PT X and Pinrumah. com. *The Winners*, 21(2), 113–117.
- Garaika, G., Margahana, H. M., & Negara, S. T. (2019). Self efficacy, self personality and self confidence on entrepreneurial intention: study on young enterprises. *Journal of Entrepreneurship Education*, 22(1), 1–12.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4).
- Ghosh, D., Sekiguchi, T., & Fujimoto, Y. (2020). Psychological detachment: A creativity perspective on the link between intrinsic motivation and employee engagement. *Personnel Review*, 49(9), 1789–1804.
- Goetz, N., Wald, A., & Freisinger, E. (2021). A person-environment-fit-model for temporary organizations-Antecedents for temporary working settings. *International Journal of Project Management*, 39(1), 1–9.
- Griva, A., Kotsopoulos, D., Karagiannaki, A., & Zamani, E. D. (2021). What do growing early-stage digital start-ups look like? A mixed-methods approach. *International Journal of Information Management*, 102427.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Sage, Thousand Oaks, CA.
- Hair, J. F., Risher, J. J., Sarstedt, & M.andRingle, C. M. (2019). *When to use and how to report the results of PLS-SEM*", *European Business Review*, Vol. 31 No. 1, pp. 2-24.

- Hughes, D. J., Kratsiotis, I. K., Niven, K., & Holman, D. (2020). Personality traits and emotion regulation: A targeted review and recommendations. *Emotion, 20*(1), 63.
- Jung, H.-S., & Yoon, H.-H. (2021). Generational effects of workplace flexibility on work engagement, satisfaction, and commitment in South Korean deluxe hotels. *Sustainability, 13*(16), 9143.
- Kateryna, A., Oleksandr, R., Mariia, T., Iryna, S., Evgen, K., & Anastasiia, L. (2020). Digital literacy development trends in the professional environment. *International Journal of Learning, Teaching and Educational Research, 19*(7), 55–79.
- Katimertzopoulos, F., Vlados, C., & Koutroukis, T. (2023). Business and Regional Innovation Culture: An Overview of the Conceptualization of Innovation Culture. *Administrative Sciences, 13*(11), 237.
- Kaur, N., & Kang, L. S. (2021). Person-organisation fit, person-job fit and organisational citizenship behaviour: An examination of the mediating role of job satisfaction. *IIMB Management Review, 33*(4), 347–359.
- Kearney, C., & Lichtenstein, B. (2023). Generative Emergence: Exploring the Dynamics of Innovation and Change in High-Potential Start-Up Ventures. *British Journal of Management, 34*(2), 898–914.
- Kerr, S. P., Kerr, W. R., & Dalton, M. (2019). Risk attitudes and personality traits of entrepreneurs and venture team members. *Proceedings of the National Academy of Sciences, 116*(36), 17712–17716.
- Kijkasiwat, P. (2021). Opportunities and challenges for Fintech Startups: The case study of Thailand. *ABAC Journal, 41*(2), 41–60.
- Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: exploring the effects of organizational resilience on internal crisis communication. *Journal of Public Relations Research, 32*(1–2), 47–75.
- Kusanke, K., Heynen-Behnke, J., & Winkler, T. J. (2023). *Personality Traits and Ambidextrous Work Environments in IT Organizations—A Person-Job Fit Perspective*.
- Mangiza, P., & Brown, I. (2020). Requisite skills profile of software development professionals for startups. *Conference of the South African Institute of Computer Scientists and Information Technologists 2020*, 102–109.
- Matz, S. C., & Harari, G. M. (2021). Personality–place transactions: Mapping the relationships between Big Five personality traits, states, and daily places. *Journal of Personality and Social Psychology, 120*(5), 1367.
- Memon, M. A., Salleh, R., Nordin, S. M., Cheah, J.-H., Ting, H., & Chuah, F. (2018). Person-organisation fit and turnover intention: the mediating role of work engagement. *Journal of Management Development, 37*(3), 285–298.
- Men, L. R., Qin, Y. S., & Mitson, R. (2021). Engaging startup employees via charismatic leadership communication: The importance of communicating “vision, passion, and care.” *International Journal of Business Communication, 23294884211020490*.
- Metwally, D., Ruiz-Palomino, P., Metwally, M., & Gartzia, L. (2019). How ethical leadership shapes employees’ readiness to change: The mediating role of an organizational culture of effectiveness. *Frontiers in Psychology, 10*, 2493.
- Na-Nan, K., Roopleam, T., & Wongsuwan, N. (2019). Validation of a digital intelligence quotient questionnaire for employee of small and medium-sized Thai enterprises using exploratory and confirmatory factor analysis. *Kybernetes, 49*(5), 1465–1483.
- Nakaya, Y., & Ishida, S. (2022). Human Resources Strategies in High-tech Startups during the Seed Phase: The Relationship between Recruitment, Career, and Tolerance of Uncertainty. *2022 IEEE*

- International Conference on Industrial Engineering and Engineering Management (IEEM)*, 57–61.
- Petric, D. (2022). The introvert-ambivert-extrovert spectrum. *Open Journal of Medical Psychology*, 11(3), 103–111.
- Prezenza, A., Abbate, T., Meleddu, M., & Sheehan, L. (2020). Start-up entrepreneurs' personality traits. An exploratory analysis of the Italian tourism industry. *Current Issues in Tourism*, 23(17), 2146–2164.
- Priyanka, R., Ravindran, K., Sankaranarayanan, B., & Ali, S. M. (2023). A fuzzy DEMATEL decision modeling framework for identifying key human resources challenges in start-up companies: Implications for sustainable development. *Decision Analytics Journal*, 6, 100192.
- Rabenu, E., Shkoler, O., Lebron, M. J., & Tabak, F. (2021). Heavy-work investment, job engagement, managerial role, person-organization value congruence, and burnout: A moderated-mediation analysis in USA and Israel. *Current Psychology*, 40, 4825–4842.
- Rauvola, R. S., Rudolph, C. W., Ebbert, L. K., & Zacher, H. (2020). Person–environment fit and work satisfaction: Exploring the conditional effects of age. *Work, Aging and Retirement*, 6(2), 101–117.
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, 31(12), 1617–1643.
- Sabil, S., Herjuna, S. A. S., Hakim, L., Suharmono, S., & Utami, E. Y. (2023). The Influence of Startups in Increasing Entrepreneurship Awareness and Digital Literacy. *West Science Journal Economic and Entrepreneurship*, 1(09), 251–257.
- Sarstedt, M., & Cheah, J.-H. (2019). *Partial least squares structural equation modeling using SmartPLS: a software review*. Springer.
- Sarstedt, M., Hair, J. F., Pick, M., Liengaard, B. D., Radomir, L., & Ringle, C. M. (2022). Progress in partial least squares structural equation modeling use in marketing research in the last decade. *Psychology & Marketing*, 39(5), 1035–1064.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587–632). Springer.
- Sharma, G. G., & Stol, K.-J. (2020). Exploring onboarding success, organizational fit, and turnover intention of software professionals. *Journal of Systems and Software*, 159, 110442.
- Sharma, P. B. (2020). EFFECT OF PERSON-ENVIRONMENT FIT ON WORK ENGAGEMENT. THE ROLE OF ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL IDENTIFICATION. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(6), 5967–5977.
- Silamut, A., & Petsangsri, S. (2020). Self-directed learning with knowledge management model to enhance digital literacy abilities. *Education and Information Technologies*, 25(6), 4797–4815.
- Soares, M. E., & Mosquera, P. (2019). Fostering work engagement: The role of the psychological contract. *Journal of Business Research*, 101, 469–476.
- Stone, R. P., Leuty, M. E., Rayburn, R., & Wu, B. H. (2019). Person–environment fit at work: Relationships with workplace behaviours. *Australian Journal of Career Development*, 28(3), 234–244.
- Sundermeier, J., & Kummer, T. (2019). Startup founders' personality attributes in crowdfunding campaigns: The relevance of hubris and charisma in raising seed funding online. *Proceedings of the 52nd Hawaii International Conference on System Sciences (HICSS)*, 4476–4482.
- Tama, I. P., Nugroho, W. S., Mahmudy, W. F., & Purnami, P. (2022). The Evaluation of Technology Startup Role on Indonesian SMEs Industry 4.0 Adoption Using CLD-ABM Integrated Model.

- Sustainability*, 14(14), 8462.
- Teo, S. T. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415.
- Thielmann, I., Spadaro, G., & Balliet, D. (2020). Personality and prosocial behavior: A theoretical framework and meta-analysis. *Psychological Bulletin*, 146(1), 30.
- Tyagi, N. (2021). Aligning organizational culture to enhance managerial effectiveness of academic leaders: an interface for employee engagement and retention. *International Journal of Educational Management*, 35(7), 1387–1404.
- Ugwu, F. O., & Onyishi, I. E. (2020). The moderating role of person-environment fit on the relationship between perceived workload and work engagement among hospital nurses. *International Journal of Africa Nursing Sciences*, 13, 100225.
- Um, J.-Y., Park, H.-Y., & Yoon, S.-Y. (2023). Effect of Empowerment on Perceived Person-Environment Fit and Work Engagement: Focusing on Online Travel Platform Employees. *J. Glob. Bus. Trade*, 19(1), 125–142.
- van Zyl, L. E., Van Vuuren, H. A., Roll, L. C., & Stander, M. W. (2022). Person-environment fit and task performance: exploring the role (s) of grit as a personal resource. *Current Psychology*, 1–20.
- Vassos, M., Nankervis, K., Skerry, T., & Lante, K. (2019). Can the job demand-control-(support) model predict disability support worker burnout and work engagement? *Journal of Intellectual & Developmental Disability*, 44(2), 139–149.
- Wang, D., Zong, Z., Mao, W., Wang, L., Maguire, P., & Hu, Y. (2021). Investigating the relationship between person–environment fit and safety behavior: A social cognition perspective. *Journal of Safety Research*, 79, 100–109.
- Widarni, E. L., & Mora, A. G.-O. (2021). *How to Understand and Develop Humans: Based on Psychology and Management Perspectives for Better Human Resources and Organizational Performance*. BookRix.
- Williamson, M. K., & Perumal, K. (2021). Exploring the consequences of person–environment misfit in the workplace: A qualitative study. *SA Journal of Industrial Psychology*, 47, 1798.
- Xi, J., Koch, K., Othman, B., & Liu, P. (2020). Employees Perspectives of the Determinants of Corporate Culture in Western-based Multinational Corporations Operating in China. *Revista Argentina de Clínica Psicológica*, 29(5), 392.
- Yasmeen, B. B. (2021). Reciprocal Relationship among Job Crafting, Work Engagement, Leader-Member Exchange, and Person-Environment Fit: A Study of Tourist Guide in Pakistan. *Journal of Workplace Behavior*, 2(1), 30–45.
- Yildiz Durak, H. (2023). Role of personality traits in collaborative group works at flipped classrooms. *Current Psychology*, 42(15), 13093–13113.