CONCEPT WORK ENGAGEMENT IN INDONESIAN STARTUPS

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ABSTRACT
The development of information technology is a good condition for the growth of startups in Indonesia. Nevertheless, the growing number of startups is followed by many other challenges, especially those related to human resource management. Startups are a different business model than ordinary companies. Startups have a high dynamic due to the demand always to be innovative. This is a challenge in managing human resources within the startup. This research aims to build the concept of work engagement in Indonesian startups.

Keywords: Startup, Work Engagement, Personal Traits, Orientation of enterprise

1. INTRODUCTION

This information technology and the Internet provide many benefits to life, where the flow of communication becomes more efficient and accelerates many affairs. This is the emergence of a new business model, where business activities take advantage of information technology and the Internet. Businesses of any scale can leverage information technology, thus creating many new and even innovative products and services. This project is known as a startup (Kasali, 2019).

A startup itself can be understood as a newly operated, still in the development stage, and tends to enter an enterprise that operates its business with a technology base. Initial funding for a startup usually comes from its capital or the family and friends of the founders (Öndas, 2021). In its development, the startup company can have a high valuation value, which comes from the funders. Startups with the unicorn category had a valuation of more than US\$1 billion, then for the decacorn category it had an evaluation of US\$10 billion, and the hectocorn had a valuation at US\$100 billion (Yesidora, 2022). However, to this valuation value, not many startups succeeded.

Because it is a thin business, a startup faces a number of challenges in operating its business. Some other studies indicate some of the main reasons a startup fails to develop its business, such as problems in teams or personnel, failure to read market opportunities, high risk of technology application, and over-funding. (Triebel, et al., 2018). Later, in 2018, Cantamessa investigated 214 startups of post-mortem reports, which showed that the main failures of startups were due to inappropriate business models, weak business development, and exhausted capital. (Mikle, 2020), products that do not fit the market, poor organization, and loss of competition. In addition, in 2018, the start-up age mostly can only last for 1-3 years (44%), 3-5 years (28%), less than 1 year (14%), and those over 5 years as much as 14% (Cantamessa, et al., 2018). Another study also explains that the most common cause of startup failure is a product that can't create a market, with 42% of start-up failures due to it.

The ideal team should have the right skills, passion, and industry experience to work in the startup. A team with different backgrounds is suitable for startups and the relationship between the team and the founders plays an important role in the operation of a startup. Post-mortem from the start-up failure research suggests that the founding team should be able to share risk among members with the founders in the early stages of the startup (Deena & Gupta, 2021).

Some studies mention that human resource capital is a major issue often faced by many start-ups, where employee engagement with companies is quite low. (Sherin Risti Irenne, 2020; Niadianti, et al., 2021). Startups can thrive because employees have a strong attachment to their work, which can be seen from their work spirit, dedication, and dissolution in the work they do. This work engagement is needed by all types of companies, both startups, and non-startups.(Soares & Mosquera, 2019; Kašpárková, et al., 2018; Fitaloka, et al., 2020).

Startup employees are also required to be able to thrive amid uncertainties and uncertainty within the company. It is different from employees in conventional companies, where there are clear arrangements, procedures, and SOPs in every action and decision. But inside the startup, it's not so clear and certain. Flexibility in working is essential for working in a startup company (Booher, 2022). This is also an opportunity for startups to work together. (Booher, 2022).

According to Engstrom (2022), there are some proper characteristics to working in a startup, such as the ability to continue to grow. Because the culture of a startup is so dynamic, employees will face a series of failure after failure, with high levels of frustration. Employees who can develop themselves to be better than any existing failure, then those employees are suitable to work in the startup. Then employees who have a high passion for learning, of course in addition to the technical competence they have. Startups will look for a workforce with the right mindset, i.e. people with the instinctive ability to continue learning and create value for the company. (Engstrom, 2022).

However, in order to be able to create a reputation between employees and the company, it is necessary to have a balance between the values that the company has, and with values owned by employees. Person environment fit is the relationship between the individual (attitudes, behaviors, and others) with the environment that the two cannot be separated. Specifically, P-E Fit discusses the relationship between reality and hope. (Goetz, et al., 2021; Cai, et al., 2018). *Work engagement is also closely related to employee satisfaction. When employees feel satisfied with their work, they tend to care more about the quality of their work and are more committed to their work.* (Lu, et al., 2016; Kašpárková, et al., 2018). This job satisfaction also represents the difference between the employee's expectations and the experience he gains from his job. The greater the difference between expectation and experience (in this case expectation is not fulfilled), the greater the dissatisfaction. When employee expectations do not meet, work engagement becomes weak. (Pujol-Cols & Lazzaro-Salazar, 2018; Soomro, et al., 2018).
Based on this, a study that explains the determining factors of work engagement of startup employees reviewed the person's environment fit, personal traits, and entrepreneurial orientation.

Work engagement is a concept of thinking where employees who have a sense of engagement in other words feel bound to their work so that when they work they will be more excited in doing their work. The aspects of work engagement include (1) vigor, which is something characterized by the high spirit and mental endurance that employees have when working, the desire to strive in the work as well as the persistence of employees in the face of difficulties. (2) Dedication is a condition in which employees engage in their work characterized by the emergence of important feelings and high enthusiasm. (3) Survival is a condition in which employees feel fully

concentrated, happy, and satisfied in their work so that they often find it difficult to leave their work and feel as if time passes quickly while working. (Soares & Mosquera, 2019; Kašpárková, et al., 2018).

Table 1. Dimensions and Indicators of Work Engagement

Dimension	Indicators
Vigour	• At work, I feel full of energy. • When I wake up in the morning, I feel like I want to go to work • In my work, I feel strong and energetic. • I can keep working for a very long time at a time • In my work, I am very sluggish, mentally • In my work, I always persist, even when things don't go well.
Dedication	• For me, my job is challenging. • My work inspires me. • I am enthusiastic about my work. • I am proud of the work I do. • I find the work I do full of meaning and purpose.
Absorption	• I was in the mood when I was working. • It's hard to get rid of my job. • I drowned in my work. • Time passes when I am at work. • When I work, I forget everything else around me. • I feel happy when I work hard.

In particular, the person's environment fit talks about the relationship between reality and expectation. Where when there is a gap between reality and individual attitudes, it will cause dissatisfaction, tension, and unwanted outcomes in the work environment. Some aspects of person-environment fit can be measured through person-job fit, person-group fit, and person-organization fit(Cai, et al., 2018; Goetz, et al., 2021; Ugwu & Onyishi, 2020; Memon, et al., 2018; Yasmeen, 2021).

Table 2. Dimensions and Indicators of Job Fit

Dimension	Indicators
Person job fit	• The extent to which your knowledge, skills, and abilities correspond to the requirements of the job satisfaction of work • Career satisfaction • I often have to deal with several things at the same time in my work. • In my work, I'm often asked to complete several tasks in a short time.
Person-group job fit	• My personality is similar to that of the team I work with. • My level of skill is comparable to that of my team. • I feel important to this team because I have different skills and abilities than my team members
Person-Organization Fit	• Value Adjustment • Compliance with the purpose • Meeting Employee Needs • Characteristic characteristics

Personality is a characteristic that is generally inherent in the individual that arises when a person faces different situations. Within the individual there are thousands of personalities that distinguish one individual from another, so they will appear in their unique behavior different from others. Some studies use personal traits for startups such as Self-admiration, Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience, Digital intelligence quotient, Optimism, Ambiguity tolerance (Na-Nan, et al., 2019; Fitaloka, et al., 2020; Presenza, 2019).

Table 3. Startup Personal Traits and Indicators

Dimension	Indicators
Self-admiration	• Seeing yourself as a perfect person. • Seeing yourself as a special person • Seeing yourself as a unique person
Extraversion	• High ambition, seeking leadership roles, persuasive, initiative • Love to be friends, and enjoy meeting people. • Individuality: pleasure in taking the opportunity and arousing joy
Agreeableness	• Cooperative: Love to help others and do something for friends, trust others • Attention: kind, cheerful, easy to forgive others
Conscientiousness	• Reliable: thorough, careful • Diligent: strive to do your best, do more than planned, work hard, persevere • Efficiency: day-to-day planning, rarely late, clean and regular
Neuroticism	• Feel confident about yourself, not disturbed by criticism
Openness to experience	• Open: cultural, loves to try new and different things, enjoys art, music, and literature • Intellectual: imaginative, likes abstract ideas and concepts, analytical and selfish, likes philosophical debate
Digital intelligence quotient	• Digital identity • Digital use • Digital safety • Digital Security • Digital emotional intelligence • Digital communication • Digital literacy • Digital rights
Optimism	• A person's belief in good things that happen more than bad things in their lives
Ambiguity tolerance	• I don't tolerate ambiguous situations well. • I prefer to avoid problem-solving that should be seen from several different perspectives • I try to avoid ambiguous situations. • I prefer familiar situations to new ones. • Problems that cannot be seen from one point of view are a little threatening. • I avoid situations that are too complicated for me to understand easily • I tolerate ambiguous situations. • I try to avoid problems that don't seem to have only one "best" solution • I usually prefer novelty to intimacy. • I don't like ambiguous situations. • I find it difficult to make choices when the outcome is uncertain. • I prefer situations where there are some ambiguities
Flexibility	• allowing variation of working hours without loss of salary including flexible hours • Flexible working schedule and telecommuting • Reduction of working hours and wages, wages and, family-related leave rights • Ad hoc provision for unexpected circumstances.

Entrepreneurial orientation is a creative and innovative ability used as a foundation and resource to create opportunities for success (Fayolle, et al., 2010). The core of entrepreneurship is the ability to create something new and different by thinking creatively and acting innovatively to create an opportunity. Entrepreneurship orientation can be measured by several aspects such as creativity, proactiveness, innovativeness, and risk-taking (Sengupta, et al., 2020; Ghosh, et al., 2020).

Table 4. Dimensions and Indicators of Enterprise Orientation

Dimension	Indicators
Kreatifitas	• Show originality in your work. • Taking risks in terms of generating new ideas in doing work. • Can find other functions (additions) of existing methods and equipment • Can solve problems • Try new ideas and approaches to solve problems • Identify opportunities for a new product/process • Create ideas that can be applied in the workplace • Become a lead in the workplace for creative things
Proactiveness	• I enjoy facing and overcoming barriers to my ideas • There is nothing more exciting than seeing my ideas turn into reality. • I'm superior in identifying opportunities. • I can see good opportunities long before anyone else can.
Innovativeness	• Product Innovation • Process Innovation • Innovative management • Marketing innovations
Risk taking	• You are willing to invest a lot of your own capital to take business opportunities • You believe that a higher risk is worth taking for a higher reward. • For you, the best plan is a risk-free plan. (negative) • You regularly take risks that are considered to obtain potential profits • I love trying new foods, new places, and entirely new experiences • I have taken risks in the last six months

Job satisfaction is one of the variables that can affect the productivity or performance of employees (Judge, et al., 2020). Other variables that can also affect employee productivity, include motivation to work, level of work stress experienced by employees, physical conditions of work, compensation, and other economic, technical, and behavioral aspects. A job that gives satisfaction to the perpetrator is a job that feels pleasant to do (Pujol-Cols & Lazzaro-Salazar, 2018). Instead, an unpleasant job to do is an indicator of unhappiness at work.

2. RESEARCH METHOD

The research methodology used to be able to see before-work engagement in this study is with quantitative research. The data source used is primary data that comes from the dissemination of the questionnaire. The company is a startup employee. The sample sampling technique used in this study is the simple random sampler technique, which is the technique of determining random samples.

The analysis is carried out using a Structural Equation Model (SEM) based on Structure Covariance. (using AMOS software). The research model proposed consists of two types of equations, namely measurement equations and structural equations. The structural equation shows the form of the relationship between the exogenic and endogenic latent variables. The measurement equation shows the form of the relationship between the exogenous (endogenous) latent variable and the observational variable which in this case is an indicator. The model in this study is as follows:
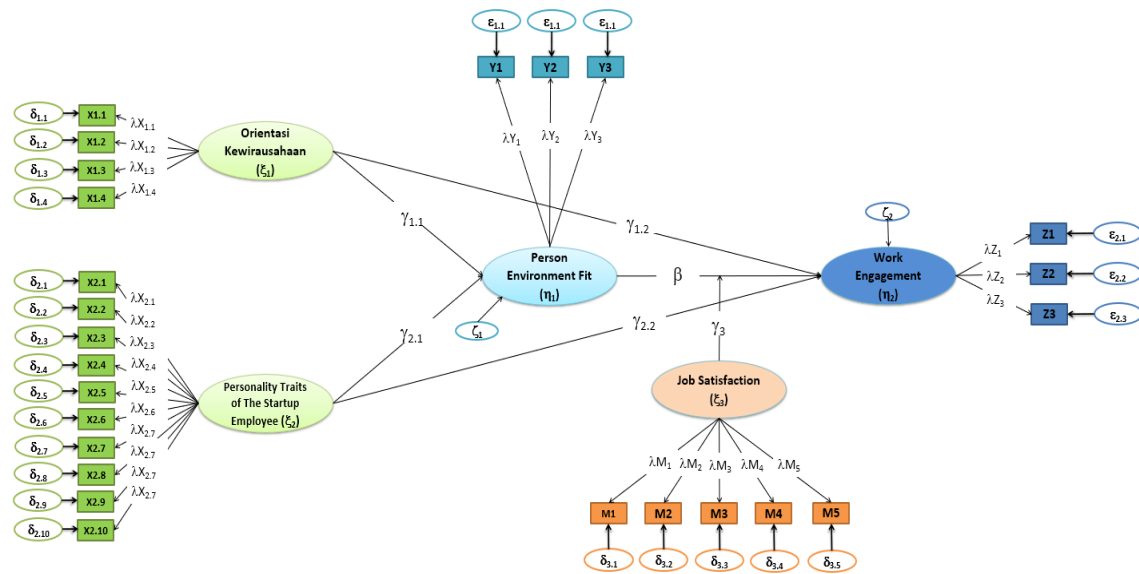
Figure 1. Work Engagement Concept for Indonesian Startups

The measurement model in this study includes the variable of two exogenous variables namely Entrepreneurship Orientation (ξ_1) and *Personality traits of the Startup employee* (ξ_2), A variable of mediation, *person-environment fit* (η_1), A variable of moderation, job *satisfaction* (ξ_2) with an endogenous variable, *work engagement* (η_2). Measurement is included in the measurement model. *First Order Confirmatory Factor Analysis.*

3. RESULTS AND DISCUSSIONS

The test of the hypothesis is done by dividing the path diagram into two sub-structures, with the following statistical hypotheses:

The hypothesis 1

H_0:   Entrepreneurial orientation does not influence the person-environment fit for startup employees in Indonesia (study at Gojek Indonesia).

H_1 :   Entrepreneurial orientation does not influence the person-environment fit for startup employees in Indonesia (study at Gojek Indonesia)

Statistical testing can be done as follows:

$H_{0.1}$: $\gamma_1 = 0$:   Entrepreneurial orientation does not influence the person-environment fit for startup employees in Indonesia (study at Gojek Indonesia);

$H_{1.1}$: $\gamma_1 \neq 0$:   Entrepreneurship orientation influences the person-environment fit for startup employees in Indonesia (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 2

H_0 :   Personality traits of the Startup employee are not about the person-environment fit of the startup employee in Indonesia (study at Gojek Indonesia).

H_1 :   Personality traits of the Startup employee versus person-environment fit in startup employees in Indonesia (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.2}$: $\gamma_2 = 0$:   Personality traits of the Startup employee are not about the person-environment fit of the startup employee in Indonesia (study at Gojek Indonesia);

$H_{1.2}$: $\gamma_2 \neq 0$:   *Personality traits of the Startup employee versus person-environment fit in startup employees in Indonesia (study at Gojek Indonesia))*.

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 3

H_0 :   Entrepreneurship orientation does not influence work engagement on startup employees in Indonesia (study at Gojek Indonesia).

H_1 :   Entrepreneurship orientation influences work engagement on startup employees in Indonesia (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.3}$: $\gamma_1 = 0$:   Entrepreneurship orientation does not influence work engagement on startup employees in Indonesia (study at Gojek Indonesia);

$H_{1.3}$: $\gamma_1 \neq 0$:   Entrepreneurship orientation influences work engagement on startup employees in Indonesia (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 4

H_0 :   *Personality traits of the Startup employee* tidak berpengaruh terhadap *work engagement* pada karyawan startup di Indonesia (study at Gojek Indonesia).

H_1 :   *Personality traits of the Startup employee* berpengaruh terhadap *work engagement* pada karyawan startup di Indonesia (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.4}$: $\gamma_2 = 0$:   *Personality traits of the Startup employee* tidak berpengaruh terhadap *work engagement* pada karyawan startup di Indonesia (study at Gojek Indonesia);

$H_{1.4}$: $\gamma_2 \neq 0$:   *Personality traits of the Startup employee* berpengaruh terhadap *work engagement* pada karyawan startup di Indonesia (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 5

H_0 :   *Person-environment fit does not affect work engagement on startup employees in Indonesia* (study at Gojek Indonesia).

H_1 :   *Person-environment fit influences work engagement on startup employees in Indonesia* (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.5}$: $\beta = 0$:   *Person-environment fit does not affect work engagement on startup employees in Indonesia* (study at Gojek Indonesia);

$H_{1.5}$: $\beta \neq 0$:   *Person-environment fit influences work engagement on startup employees in Indonesia* (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 6

H_0 :   Entrepreneurial orientation and personality traits of the Startup employee do not affect work engagement with the person-environment fit in the startup employee in Indonesia (study at Gojek Indonesia).

H_1 :   Entrepreneurship orientation and personality traits of the Startup employee influence work engagement with the mediated person-environment fit on employees of the startup in Indonesia (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.6}$: $\gamma_1, \gamma_2, \beta = 0$: Entrepreneurial orientation and personality traits of the Startup employee do not affect work engagement with the person-environment fit in the startup employee in Indonesia (study at Gojek Indonesia);

$H_{1.6}$: $\gamma_1, \gamma_2, \beta \neq 0$: Entrepreneurship orientation and personality traits of the Startup employee influence work engagement with the mediated person-environment fit on employees of the startup in Indonesia (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.

The hypothesis 7

H_0 : Entrepreneurial orientation and personality traits of the Startup employee do not influence work engagement with mediated person-environment fit and moderated by job satisfaction in the startup employee in Indonesia (study at Gojek Indonesia).

H_1 : Entrepreneurial orientation and personality traits of the Startup employee influence work engagement with mediated person-environment fit and moderated by job satisfaction in startup employees in Indonesia (study at Gojek Indonesia).

Statistical testing can be done as follows:

$H_{0.7}$: $\gamma_1, \gamma_2, \gamma_3, \gamma_4, \beta = 0$: Entrepreneurial orientation and personality traits of the Startup employee do not influence work engagement with mediated person-environment fit and moderated by job satisfaction in the startup employee in Indonesia (study at Gojek Indonesia).

$H_{1.7}$: $\gamma_1 \gamma_2, \gamma_3, \gamma_4, \beta \neq 0$: Entrepreneurial orientation and personality traits of the Startup employee influence work engagement with mediated person-environment fit and moderated by job satisfaction in startup employees in Indonesia (study at Gojek Indonesia).

The test criterion is that if $t_{hitung} > 1.96$ then H_0 is rejected and H_1 is accepted.
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4. CONCLUSIONS AND SUGGESTIONS

With the development of the concept of work engagement in Indonesian startups, which is reviewed in terms of personal traits, entrepreneurial orientation, personal environment fit, and job satisfaction that plays a role as moderation, it is expected to complement studies related to human resource management, especially for the world of startups.

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