

The Effect of Organizational Culture, Leadership Style, and Career Development on Employee Engagement (In the Cement Industry)

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Abstract:- The researchers conducted this study to determine and analyze the effect of organizational culture, leadership style, and career development on employee engagement in the cement industry. The population of this study was 241 employees. The approach used is a quantitative analysis through data collection techniques using a questionnaire given to 71 respondents. The sampling method used is probability sampling with a simple random sampling technique. The analytical method used is multiple linear regression with the help of SPSS (Statistical Package for Social Sciences) software version 25.0. The results of the study indicate that organizational culture, leadership style, and career development have a simultaneous positive and significant effect on employee engagement in the cement industry. In addition, from the test results of the correlation matrix between dimensions, in working aggressively carrying out tasks that have become responsibilities, the dimensions of the organizational culture variable can be seen. The dimensions of the leadership style variable can be seen from how superiors tell subordinates what to do in carrying out tasks. In addition, the dimensions that exist in the career development variable in the development phase are quite strong, so that the relationship between the dimensions of organizational culture, leadership style, and career development affects employee engagement.

Keywords:- Organizational Culture, Leadership Style, Career Development, Employee Engagement.

I. INTRODUCTION

Human resources are the key to organizational success in developing organizations to achieve organizational goals. One of the successes of the organization in supporting the future development of the company requires a sustainable vision, mission, strategy and values.

According to Mathis and Jackson (2006), there are some reasons for employees to leave the job: organizational components, values and culture, strategies and opportunities, well managed results-oriented, continuity and job security;

- 1) Career opportunities, continuity of training, development and guidance, career planning.
- 2) Employee relations, fair/non-discriminatory treatment, support from supervisors/ management, co-workers relations.

- 3) Competitive rewards, salaries and benefits, different performance awards, recognition, special benefits and bonuses.
- 4) Design of tasks and work; responsibility and work autonomy, work flexibility, working conditions, work/life balance.

Employee engagement is widely known as a concept in providing information about the level of employee engagement with the organization. It is a factor that encourages employees to perform maximum performance beyond what is expected, this affects the employee's decision to stay or leave the place of work.

TABLE 1. TURNOVER DATA (CEMENT INDUSTRY)

Description	Total Karyawan (per) Tahun					
	2017	%	2018	%	2019	%
Number of employees	821		520		482	
Hired	243	30%	142	27%	133	28%
Resigned	172	21%	188	36%	72	15%
Termination of contract/layoff	150	18%	229	44%	80	17%
Transfer / Mutation	0	0%	29	15%	21	29%

Source: HRD Industry Cement, Company Report 2017, 2018, 2019

According to Gallup, the ideal turnover is 10% in a year. Companies must have a leadership style that is able to bring the company to achieve its goals. Therefore, a leader must have the ability to understand the characteristics of his subordinates, with an understanding of the tasks carried out and an understanding of the characteristics of his subordinates. Each leader has a different leadership style. In this case, a leadership style that is in accordance with the characteristics of his subordinates will improve the performance of his subordinates.

Career is a job-related position occupied by a person throughout his life. Career development is a series of lifelong activities of an employee that contribute to the exploration, formation, success, and fulfillment of one's career in a company. With a good career development, engagement and organizational culture will be well formed.

This company (cement industry) was founded in 2013 and is a premium quality cement producer that is committed to maintaining consistent quality through the supply of the best cement raw materials and the construction of high-tech factories operated by a professional workforce, whose main business is producing ready-mixed concrete and precast concrete (Facade, U-Ditch, Box Culvert, Fence Panel, Mini Pile, Barrier, Canstee). In 2015, PT XYZ has received ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 quality standards.

VIPERS is a quick-term concrete solution for road repair or construction. Unlike conventional road repairs which can take days, VIPERS only takes six hours at night, so it is very suitable to be applied in various cities in Indonesia to avoid congestion during the road repair process. VIPERS was developed referring to the standard specifications of ASTM C-94 ready-mix concrete and ACI 318 and SNI 2847:2013 structured concrete.

The company's high commitment to creating quality products, thus earned the appreciation of the Indonesian people. Cement products received the Home Preferred Brand award in the Best Portland Cement category, the choice of Media Bintang Group Indonesia readers for two consecutive years in 2015-2016.

Organizational culture is a caring commitment to provide the best service with a professional service spirit and customer satisfaction oriented. The strategy used is to offer maximum service solutions by providing an explanation of composite portland cement products, bulk cement products and concrete products.

Based on the results of interviews conducted to the cement company's HR team, the researchers conducted a pre-survey regarding the factors considered to affect employee engagement to 30 respondents. The results of the pre-survey, namely organizational culture, leadership style and career development are the factors thought to have the most influence on employee engagement. The results of the pre-survey are presented in the image below:



FIGURE 1. PRE-SURVEY OF ORGANIZATIONAL CULTURE SATISFACTION, LEADERSHIP STYLE, CAREER DEVELOPMENT, AND EMPLOYEE ENGAGEMENT

From the figure, it can be seen that organizational culture has a very important role in achieving organizational goals. Why is organizational culture important, because it is the habits that occur in the organizational hierarchy representing the behavioral norms followed by members (employees) in the organization.

Leaders have their own unique and distinctive nature, character, personality, so that it is their personality that distinguishes themselves from others. In a leadership, there are leadership styles applied in an organization to form a pattern of one's behavior, motivate others so that they want to work together to achieve goals. The following pre-survey was conducted to determine the leadership style applied in the cement company:

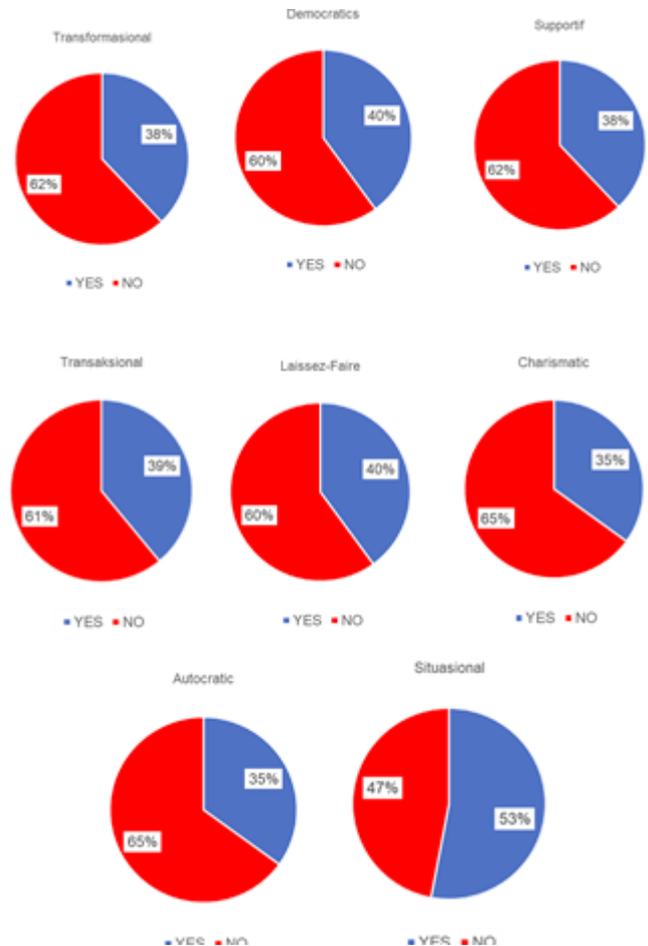


FIGURE 2. LEADERSHIP STYLE PRE-SURVEY

From the data above, it can be seen that the company's leadership style used is situational leadership style, in which a leader needs to recognize the situation faced in completing the task / work, and see the personality of each team member, so that the goals can be achieved.

Establishing a real career path, human resource managers must determine carefully work activities with appropriate workloads, determine the skills and knowledge required for the job, and classify jobs into basic job groups.

Intense competition in the business world requires human resource management in a company to continuously develop its managerial potential. Human resources are an important element in a company that is used as an asset. As a major asset in the company, it is necessary to have employee engagement.

To increase employee engagement, there are three variables that are used as references by the researchers, namely

organizational culture, leadership style and career development. A good level of employee engagement will ultimately affect a more conducive work climate, as well as have an impact on employee career development. The first factor that affects the level of employee engagement in this study is organizational culture which is the habits or norms that are applied and owned by an organization or company. The second factor that the researchers use is leadership style because actually leadership is the process of influencing or setting an example by the leader to his followers in achieving organizational goals. The third or final factor is career development which is an organized learning experience within a certain period of time to increase the possibility of increasing task performance growth, in accordance with education, training and environmental changes (mutations) in an organizational activity.

With the explanation on the background above, there are several problems that must be analyzed to increase or maintain the level of employee engagement in cement companies, including:

- 1) There are indications of low individual involvement, satisfaction and enthusiasm of employees in doing work which can be seen from the results of the employee engagement pre-survey.
- 2) There are indications that the company has a commanding leadership style as a behavior carried out by its subordinates.
- 3) There are indications that the organizational culture is still low perceived by employees of the company so that it does not cause employee engagement.
- 4) There are indications that the company has not carried out a career path for employee career development, so there is no employee engagement.

II. LITERATURE AND HYPOTHESIS

A. Organizational Culture

According to Robbins & Judge (2012: 523), organizational culture is also a differentiator of an organization from other organizations, this is related to the seven characteristics of organizational culture or referred to as the cultural dimension. The seven cultural characteristics are:

- 1) Innovation and risk taking. The extent to which employees are encouraged to be innovative and take risks.
- 2) Attention to detail. The degree to which employees are expected to demonstrate thoroughness, analysis and attention to detail.
- 3) Result orientation. The degree to which management focuses on results, rather than on the techniques and processes used to achieve those results.
- 4) People orientation. The degree to which management decisions take into account the impact of outcomes on people in the organization.
- 5) Team orientation. The extent to which organizational work activities are based on teams rather than individuals.
- 6) Aggressiveness. The extent of individual aggressiveness and competition in the organization.
- 7) Stability. The degree to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

B. Leadership Style

Kartono (2013: 4) stated that leadership is the ability to give constructive influence to others to make a cooperative effort to achieve the planned goals.

Situational leadership style from Hersey and Blanchard, based on the level of maturity and readiness of behavior or leadership style is divided into four types, namely:

- 1) Telling style (the style of telling / commanding / directing): This behavior or leadership style is high on task oriented and low on relationships with organizational members or subordinates.
- 2) Selling style (the style of offering / selling): This leadership behavior or style is carried out with both high task and relationship orientation behavior.
- 3) Participating style (the style of participation): This leadership behavior or style is carried out with a low task orientation and high relationship orientation with members of the organization.
- 4) Delegating style (the style of delegating authority): This leadership behavior or style is carried out with low task orientation and low relationships with organizational members.

C. Career Development

There are three phases in the career development program according to Ardana (2012:122-123), namely:

1. Planning Phase

In the planning phase, the activity consists of aligning employee plans and company plans regarding careers in the surrounding environment. The purpose of this phase is to identify the strengths and weaknesses of employees in carrying out their duties.

2. Briefing Phase

The briefing phase is to help employees to be able to make their plans a reality, namely by establishing the career they want, and arranging the steps that must be taken to make it happen. From the statement above, it can be concluded that there are three approaches:

- a) Guidance by conducting career counseling.
- b) Approach by organizing career information services.
- c) Providing career education to employees to develop the knowledge and abilities possessed by these employees.

3. Development Phase

The development phase is the grace period used by employees to fulfill the requirements for moving from one position to another desired position. During this phase, employees can carry out activities to improve and develop their knowledge, skills, according to the desired position. So that employees must try to realize their creativity and initiatives that can support them to enter positions in the future.

D. Employee Engagement

According to Schaufeli, Salanova, Gonzales - Romab & Bakker (2001:74) there are several characteristics of employee engagement conditions, including:

- 1) Vigor, a characteristic that is characterized by a work climate that is full of energy, mental resilience and a

willingness to put in more effort at work and survive despite facing many difficulties.

- 2) Dedication, a characteristic that is characterized by full involvement in work and feeling the importance, enthusiasm, inspiration, pride and challenge in work.
- 3) Absorption, a characteristic that is characterized by a climate of concentration and preoccupation in carrying out work, time passes quickly and it is difficult to let go of the work.

E. Frame of Thinking

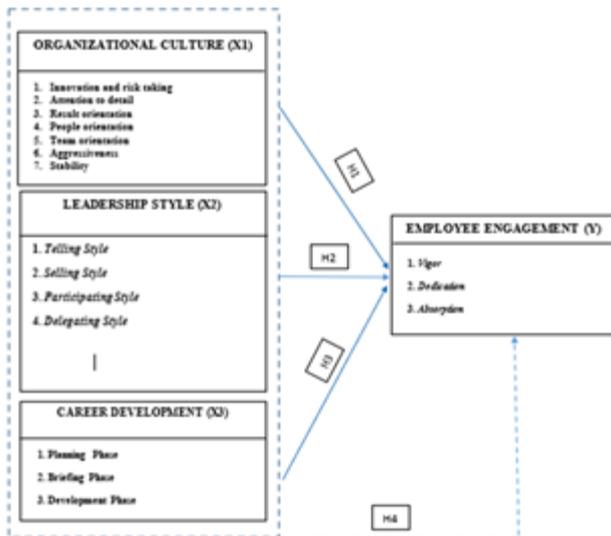


FIGURE 3. FRAMEWORK OF THINKING

F. Hypothesis

From the framework above, it can be hypothesized that:

- H1: Organizational culture has a positive effect on employee engagement in the cement industry.
- H2: Leadership style has a positive effect on employee engagement in the cement industry.
- H3: Career development has a positive effect on employee engagement in the cement industry.
- H4: Organizational culture, leadership style and career development together have a positive effect on employee engagement in the cement industry.

III. RESEARCH METHOD

In this study, the design used by the researchers is a causal study (causation), where the plan for data collection, measurement, and analysis are based on research questions from the study to further analyze the causal relationship between research variables in accordance with the prepared hypothesis, in order to be able to state whether independent variable causes the dependent variable (Sekaran & Bougie, 2017).

A. Population and Sample

The population in this study amounted to 241 people from all employees in the cement industry. The sampling technique used by researchers is simple random sampling technique from a homogeneous population (Sugiyono, 2012). The sample size taken was 71 people with a significance of 10% which was obtained from the slovin formula.

B. Data Collection Method

This study used quantitative data collection methods, where the data were obtained from primary data (questionnaires and interviews) and secondary data (observations, literature and the internet) as supporting data.

C. Data Analysis Method

In this study, the data analysis method used was carried out with the following steps: the first was to test the instrument, the second was to test the classical assumptions, the third was a descriptive analysis, the fourth was multiple linear regression analysis and the last one was the correlation matrix between dimensions.

IV. RESULT AND DISCUSSION

A. Characteristics of Respondents

In this study, the characteristics of the respondents obtained related to gender were dominated by men as many as 43 people or 61%. Based on age, the majority was aged 25 to 35 years as many as 35 people or 49%. Based on the period of service, the dominance of over 7 years was 28 people or 39%. Based on the level of education, it was dominated by strata 1 (undergraduate) as many as 24 people or 48%.

B. Validity and Reliability Test

TABLE 2. VALIDITY AND RELIABILITY TEST

Variable	Number of Statements	Range of Values (r-count)	r-table	Cronbach Alpha	Desc
Organizational Culture (X1)	14	0,423 – 0,746	0,235	0,873	Valid and Reliable
Leadership Style (X2)	8	0,422- 0,756	0,235	0,742	Valid and Reliable
Career Development (X3)	12	0,267 – 0,901	0,235	0,910	Valid and Reliable
Employee Engagement (Y)	12	0,389 – 0,826	0,235	0,899	Valid and Reliable

Source: Data processed by the author with SPSS version 25, (2021)

From the data above, it can be seen that the independent variables and dependent variables are all declared valid, because based on the decision that the value of r from the calculation results in statistics must exceed the value of r table. Furthermore, for the instrument test carried out for all variables, the independent variable and the dependent variable were declared reliable based on the standard provisions referring to Ghozali (2013) where Cronbach's alpha exceeded the set standard of 0.60, meaning that all the instruments tested had high reliability.

C. Normality Test

TABLE 3. NORMALITY TEST

		Unstandardized Residual
N		71
Normal Parameters ^{ab}	Mean	.2352941
	Std. Deviation	4,46860875
Most Extreme Differences	Absolute	.133
	Positive	.119
	Negative	-.133
Test Statistic		.133
Asymp. Sig. (2-tailed)		.050 ^c

Source: Data processed by the author with SPSS version 25, (2021)

From the data above, it can be seen that the normality test carried out in this study was carried out by testing the One Sample Kolmogorov-Smirnov statistical calculation, saying that the residual has a normal value if the significance level exceeds 0.05 (Ghozali, 2013), it can be concluded that the residual is normal.

D. Multicollinearity Test

TABLE 4. MULTICOLONIERITY TEST

Independent Variable	Multicollinearity Test	
	Tolerance	VIF
Organizational Culture (X1)	0,708	1,412
Leadership Style (X2)	0,492	2,033
Career Development (X3)	0,456	2,192

Source: Data processed by the author with SPSS version 25, (2021)

From the data above, it can be seen in the classical assumption test that all independent variables do not show multicollinearity problems, because the total tolerance value obtained exceeds 0.10 and the Variance Inflation Factor (VIF) is not greater than 0.10 (Ghozali, 2013).

E. Heteroscedasticity Test

TABLE 5. HETEROSCEDASTICITY TEST

Independent Variable	Heteroscedasticity Test
	Sig
Organizational Culture (X1)	0.677
Leadership Style (X2)	0.514
Career Development (X3)	0.413

Source: Data processed by the author with SPSS version 25, (2021)

In the heteroscedasticity test where this test absolutes the residual value which is then regressed with the research independent variable (Glejser test), which has provisions if the significance level is above 5% does not have symptoms of heteroscedasticity (Ghozali, 2013).

F. Multiple Linear Regression Analysis

TABLE 6. MULTIPLE LINEAR REGRESSION TEST RESULTS

Variable	Regression Coefficient	t	Significance
Constants	2.305	5.315	0.000
Organizational Culture (X1)	0.461	6.847	0.000
Leadership Style (X2)	0.362	4.668	0.000
Career Development (X3)	0.165	2.534	0.000
Coefficient of Determination	0.723	-	0.000
F	20.599	-	0.000

Source: Data processed by the author with SPSS version 25, (2021)

From the data above, the following multiple regression equation is based on the table above:

$$Y = 2,305 + 0,461X_1 + 0,362X_2 + 0,165 X_3$$

The explanation is as follows:

- The constant value of 2,305 means that if the organizational culture (X1), leadership style (X2), and career development (X3) are worth 0, then employee engagement (Y) is worth 2,305. Constants have a positive value, meaning that employee performance will increase with the influence of organizational culture, leadership style and career development variables.
- The result of organizational culture regression test (X1) is 0.461. The point is that for every increase in organizational culture by one point, it means that the employee engagement variable (Y) will increase by 0.461 with an estimate where independent variables other than the model are expected to be constant.
- The results of the leadership style regression test (X2) are 0.362. This means that for every increase in leadership style by one point, it means that the employee engagement variable (Y) has increased by 0.362 with an estimate where independent variables other than the model are expected to be constant.
- The result of career development regression test (X3) is 0.165. The point is that for every increase in career development of one point, it means that the employee engagement variable (Y) also increases by 0.165 with an estimate that the independent variables other than the model are expected to be constant.

G. Coefficient of Determination (R Square)

From the results of the regression test output in the R Square table, it can be seen that the Adjust R Square value reaches 51.3%. This means that the percentage results conclude that the percentage value on all the independent variable on the dependent variable has an effect by 51.3% or in other words the three independent variables in the model can be explained by the influence of 51.3% on the dependent variable, then the remaining percentage value of 48.7% is not included in this research model.

H. T Test (Partial)

In the t test by looking at the calculation of the t value which must be greater than the t table value or by having a significance value of not more than 0.05 so that it can be stated that the independent variable has a significant effect, thus the accepted hypothesis is H1 (Ghozali, 2011).

Regression coefficient testing, as follows:

Variable X1: Organizational Culture affects Employee Engagement

Where the value of sig 0.000 and the value of t = 6.847 means that H1 is accepted so that it is proven that Organizational Culture has a significant influence on Employee Engagement.

Variable X2: Leadership Style Affects Employee Engagement

Where the value of sig 0.000 and the value of t = 4.668 means that H2 is accepted so that it is proven that Leadership Style has a significant influence on Employee Engagement.

Variable X3: Career Development affects Employee Engagement

Where the value of sig 0.000 and the value of t = 2.534 means that H3 is accepted so that it is proven that Career Development has a significant influence on Employee Engagement.

I. T Test (Partial)

The F test shows a value of 20.599 with a sig value of 0.000 indicating that simultaneously the independent variables have a significant influence on the dependent variable, so it can be stated that the three independent variables (organizational culture, leadership style and career development) are simultaneously able to influence the variable employee engagement with significant.

J. Inter-Dimensional Correlation Matrix

TABLE 7. RESULTS OF ANALYSIS OF CORREATION MATRIX BETWEEN DIMENSIONS

Variable	Employee Engagement												
	Dimensions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12
Organizational Culture (X1)	X1.1	0.167	0.537	0.297	0.329	0.102	0.211	0.161	0.229	0.085	0.055	0.341	0.112
	X1.2	0.017	0.215	0.127	0.229	0.103	0.153	0.182	0.315	0.262	0.49	0.426	0.366
	X1.3	0.058	0.18	0.009	0.03	0.513	0.365	0.344	0.414	0.149	0.637	0.548	0.221
	X1.4	0.044	0.316	0.166	0.126	0.168	0.279	0.262	0.077	0.04	0.366	0.418	0.193
	X1.5	0.096	0.087	0.064	0.294	0.059	0.278	0.073	0.309	0.083	0.342	0.507	0.476
	X1.6	0.271	0.318	0.084	0.046	0.593	0.319	0.386	0.346	0.219	0.276	0.217	0.044
	X1.7	0.236	0.32	0.112	0.241	0.202	0.133	0.17	0.141	0.068	0.216	0.299	0.477
	X1.8	0.4	0.124	0.346	0.051	0.439	0.618	0.243	0.277	0.248	0.544	0.338	0.149
	X1.9	0.505	0.108	0.437	0.385	0.229	0.247	0.128	0.211	0.17	0.225	0.426	0.472
	X1.10	0.298	0.411	0.033	0.373	0.281	0.281	0.031	0.137	0.076	0.139	0.131	0.43
	X1.11	0.397	0.015	0.244	0.536	0.296	0.288	0.698	0.331	0.446	0.315	0.43	0.576
	X1.12	0.233	0.233	0.24	0.675	0.04	0.23	0.388	0.343	0.147	0.015	0.385	0.639
X1.13	0.303	0.037	0.263	0.483	0.372	0.267	0.487	0.416	0.262	0.468	0.661	0.629	
X1.14	0.271	0.316	0.084	0.046	0.550	0.319	0.286	0.346	0.219	0.276	0.217	0.044	
Leadership Style (X2)	X2.1	0.024	0.147	0.481	0.463	0.867	0.062	0.115	0.099	0.043	0.012	0.003	0.044
	X2.2	0.06	0.429	0.403	0.491	0.583	0.17	0.025	0.045	0.211	0.155	-0.008	0.066
	X2.3	0.206	0.374	0.193	0.17	0.403	0.181	0.215	0.018	0.25	0.076	0.362	0.512
	X2.4	0.358	0.027	0.484	0.267	0.619	0.182	0.081	0.031	0.258	0.05	0.222	0.564
	X2.5	0.206	0.144	0.185	0.424	0.333	0.183	0.253	0.122	0.566	0.11	0.231	0.36
	X2.6	0.057	0.465	0.45	0.179	0.496	0.068	0.33	0.298	0.376	0.217	0.188	0.187
Career Development (X3)	X2.7	0.302	0.071	0.381	0.14	0.029	0.189	0.326	0.08	0.321	0.029	0.451	0.64
	X2.8	0.249	0.24	0.18	0.11	0.131	0.049	0.053	0.366	0.173	0.304	0.068	0.362
	X3.1	0.103	0.136	0.322	0.252	0.033	0.325	0.334	0.455	0.323	0.415	0.384	0.176
	X3.2	0.496	0.392	0.258	0.278	0.137	0.168	0.301	0.004	0.205	0.259	0.191	0.123
	X3.3	0.388	0.358	0.392	0.172	0.104	0.296	0.209	0.362	0.352	0.048	0.027	0.277
	X3.4	0.205	0.347	0.23	0.019	0.076	0.082	0.012	0.003	0.135	0.037	0.03	0.212
	X3.5	0.144	0.379	0.248	0.184	0.389	0.096	0.179	0.379	0.292	0.04	0.134	0.286
	X3.6	0.279	0.083	0.299	0.088	0.282	0.33	0.074	0.112	0.207	0.01	0.123	0.084
	X3.7	0.337	0.244	0.117	0.08	0.014	0.505	0.099	0.274	0.029	0.169	0.06	0.04
	X3.8	0.088	0.044	0.106	0.211	0.294	0.386	0.267	0.202	0.234	0.394	0.158	0.015
	X3.9	0.169	0.376	0.134	0.125	0.144	0.223	0.159	0.005	0.094	0.064	0.347	0.241
	X3.10	0.209	0.192	0.12	0.01	0.103	0.08	0.176	0.28	0.048	0.188	0.074	0.083
X3.11	0.112	0.232	0.301	0.256	0.035	0.197	0.291	0.055	0.168	0.185	0.459	0.299	
X3.12	0.376	0.555	0.572	0.64	0.085	0.191	0.69	0.496	0.629	0.301	0.535	0.419	

Source: Data processed by the author with SPSS version 25, (2021)

From the data above, the correlation between dimensions is obtained, as follows:

- All dimensions of the independent variables has a significant correlation or relationship with the dimensions of employee engagement.
- Correlation or relationship between dimensions of organizational culture variables and employee engagement variable dimensions, where the dimensions of culture in organizations that are always SIGAP (Synergy, Integrity, Growth, Adaptive, Passion) in other words it has a significant correlation and has the greatest coefficient value with the dedication dimension, which has a value of 0.698, thus the level of relationship between dimensions has a strong relationship because the coefficient value is between the coefficient interval value of 0.60-0.799.
- The correlation or relationship between the dimensions of the leadership style variable and the employee engagement variable dimension, where the dimension of commanding / telling style effectively has a significant correlation and has the largest coefficient value with the dedication dimension, with a value of 0.687, thus the level of relationship between dimensions has a strong relationship. It is strong because the coefficient value is between the coefficient interval value 0.60-0.799.
- The correlation or relationship between the dimensions of the career development variable and the employee engagement variable dimension, where the dimensions of the development phase have a significant correlation and have the largest coefficient value with the dedication dimension, with a value of 0.690 meaning that the level of relationship between dimensions is included in the strong category because the coefficient value is between the coefficient interval values 0.60-0.799.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

From the results of the conducted research, it can be concluded, as follows:

- The partial test concludes that organizational culture has a positive and significant effect on employee engagement in the cement industry, meaning that an increase in organizational culture has a unidirectional impact or influence on a significant increase in employee engagement.
- The partial test concludes that leadership style has a positive and significant effect on employee engagement in the cement industry, meaning that an increase in leadership style has a unidirectional impact or influence on a significant increase in employee engagement.
- The partial test concludes that career development has a positive and significant effect on employee engagement in the cement industry, meaning that an increase in employee career development has a significant unidirectional impact or influence on employee engagement.
- The simultaneous test concludes that organizational culture, leadership style, and career development simultaneously have a positive and significant effect on employee engagement, meaning that changes in the value of independent variables, namely organizational culture,

leadership style and career development together have a direct influence on changes in dependent variables or employee engagement or in other words if the variables of organizational culture, leadership style and career development increase, there will be an increase in employee engagement and statistically significant influence. This is in line with previous research conducted by Humairoh Wardoyo (2017), there is a positive and significant influence between organizational culture on employee engagement at PT KBS (Port Services Company). In addition, according to Hendri Maisoni & Yasri Yasri (2019), the results of the study show that the leadership style variable partially and simultaneously has a positive and significant effect on employee engagement. Then for career development, it is similar to previous research tested by Charles Bohlen Purba & Bagus Supriyono (2019), which concludes that career development has a positive and significant effect on employee engagement at PT. XYZ employees.

B. Suggestions

By looking at the results of all tests and data processing that have been discussed above, several suggestions can be given as input for employee engagement, including:

- Organizational culture has a significant influence, so it can be interpreted as a determining factor for the success of employee engagement, it can be seen from the strongest dimension shown by the correlation of aggressiveness dimensions which is shown in how loyal employees are with high work teams, this is in accordance with the culture applied in the company with SIGAP culture (Synergy, Integrity, Growth, Adaptive and Passion), as well as pursuing work targets with acceleration, as well as high dedication. For this reason, it is necessary to have a KPI (Key Performance Indicator) that is appropriate and planned with the company's targets every year, so that the measurement can be objective.
- Leadership style has a significant influence, so it can be interpreted as a determining factor for the success of employee engagement, as seen from the telling style / commanding dimension as an effective leadership style in the company, coupled with the dedication dimension from employees who are always ready to carry out orders to be done. This requires clear task instructions and the expected outputs of the work.
- Career development has a significant influence, so that it can be interpreted as a determining factor for the success of employee engagement, as can be seen from the dimensions of the development phase, where in this development phase the grace period is used by employees to fulfill the requirements for moving from one position to another desired position. During this phase, employees can carry out activities to improve and improve their knowledge, skills, according to the desired position. For this, it is necessary to organize a mentor system, to have a career plan from the boss or to rotate positions.

C. Limitation

In conducting this research, the researchers have several limitations, including:

- The research is limited to three independent variables, namely organizational culture, leadership style and career development and one dependent variable, namely employee engagement.
- The research sample is not wide enough so that the data may not be fully obtained. The sample used in this study was only 71 samples. It is hoped that this research can be developed in the future
- Objectivity or honesty of respondents in filling out the questionnaire.
- Respondent's interest in filling out the questionnaire.
- Limited space for movement (social distancing) during this pandemic, researchers had difficulty in meeting and interacting with respondents because they had to keep their distance and were also constrained by the distribution of work from home schedules.

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