

***The Influence of Career Development and Job Training
on Employee Engagement
with The Moderating Role of Organizational Culture
(A Case Study at PT XYZ)***

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ABSTRACT

This study aims to identify and examine the influence of Career Development and Job Training on Employee Engagement, with the moderating role of Organizational Culture, at PT XYZ. The phenomenon of low employee engagement and the varying responses regarding the effectiveness of career development programs, training initiatives, and the implementation of organizational culture serve as the basis for conducting this research. The study employs a quantitative approach with a sample of 75 permanent employees selected through purposive sampling. Data were collected using an online questionnaire, while the data analysis technique utilized Partial Least Square Structural Equation Modeling (PLS-SEM) with the assistance of the SmartPLS 4.0 application. The findings indicate that (1) Career Development has a positive and significant effect on Employee Engagement, (2) Job Training has not effect on Employee Engagement, (3) Organizational Culture does not significantly moderate the effect of Career Development on Employee Engagement, and (4) Organizational Culture does not significantly moderate the effect of Job Training on Employee Engagement.

Keywords: *Employee Engagement, Career Development, Job Training, Organizational Culture.*

**Pengaruh Pengembangan Karir dan Pelatihan Kerja
Terhadap *Employee Engagement*
Dengan Peran Moderasi Budaya Organisasi
(Studi Kasus pada PT XYZ)**

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan membuktikan pengaruh Pengembangan Karir dan Pelatihan Kerja terhadap *Employee Engagement* dengan peran moderasi Budaya Organisasi pada PT XYZ. Fenomena rendahnya keterikatan karyawan serta adanya variasi tanggapan terkait efektivitas program pengembangan karir, pelatihan, dan penerapan budaya organisasi menjadi dasar dilakukannya penelitian ini. Penelitian menggunakan pendekatan kuantitatif dengan jumlah sampel sebanyak 75 karyawan tetap yang dipilih melalui metode *purposive sampling*. Pengumpulan data dilakukan melalui penyebaran kuesioner *online*, sedangkan teknik analisis data menggunakan *Partial Least Square Structural Equation Modeling* (PLS-SEM) dengan bantuan aplikasi SmartPLS 4.0. Hasil penelitian menunjukkan bahwa (1) Pengembangan Karir berpengaruh positif dan signifikan terhadap *Employee Engagement*, (2) Pelatihan Kerja tidak memiliki pengaruh terhadap *Employee Engagement*, (3) Budaya Organisasi tidak terbukti memoderasi pengaruh Pengembangan Karir terhadap *Employee Engagement*, dan (4) Budaya Organisasi tidak terbukti memoderasi pengaruh Pelatihan Kerja terhadap *Employee Engagement*.

Kata Kunci: *Employee Engagement*, Pengembangan Karir, Pelatihan Kerja, Budaya Organisasi