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“Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development”

Individual Traits, Organizational Climate, and Career Advancement Effects on BPJS Employment Performance

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Abstract

This investigation analyzes how individual traits, organizational climate, and career advancement influence workforce performance at BPJS Employment Medan. Utilizing quantitative methodology with 33 participants, t-test analysis indicates individual traits ($t=5.668>2.045$; $p=0.000$) and career advancement ($t=4.121>2.045$; $p=0.000$) significantly enhance performance. Organizational climate showed no significant impact ($t=0.023<2.045$; $p=0.982$). F-test results ($F=41.003>2.93$; $p=0.000$) confirm simultaneous significance. The model explains 79% performance variance (Adjusted $R^2=0.790$).

Keywords: Individual Traits, Organizational Climate, Career Advancement, Workforce Performance

Introduction

Individual traits encompass distinctive characteristics differentiating personnel through biological, psychological, and social dimensions that fundamentally shape behavioral patterns, cognitive approaches, and interpersonal dynamics across organizational activities (Robbins & Judge, 2022). Within BPJS Employment Medan's operational context, these characteristics critically determine both qualitative and quantitative performance outcomes. However, misalignment between individual attributes and organizational requirements creates disconnects between employee personalities and institutional objectives, ultimately diminishing both individual and collective performance (Ahmed et al., 2021).

Organizational climate represents workplace environmental conditions characterized by comfort, tranquility, and psychological safety, substantially influencing workforce effectiveness (Schneider et al., 2021). At BPJS Employment Medan, positive climates featuring supportive atmospheres, harmonious relationships, and productive environments foster satisfaction, motivation, and commitment, thereby enhancing performance. Conversely, negative climates marked by conflict, pressure, and communication deficiencies generate stress, diminish enthusiasm, and adversely impact achievement (Parker et al., 2020).

Career advancement constitutes organizational processes elevating positions for employees demonstrating achievement and competence (Ng & Feldman, 2022). Within BPJS Employment Medan, advancement significantly influences motivation, productivity, competence development, and loyalty. Fair and transparent advancement practices encourage optimal performance, while inequitable processes diminish morale and effectiveness (Kraimer et al., 2021).

BPJS Employment Medan City, functioning as a social security institution for workers, depends substantially on optimal workforce performance. Therefore, examining how individual traits, organizational climate, and career advancement affect employee performance becomes essential.

Literature Review

Individual Traits

Individual traits represent distinctive psychological characteristics, values, and attributes differentiating one person from another (Robbins & Judge, 2022). These encompass personality dimensions, cognitive abilities, emotional intelligence, and behavioral tendencies influencing workplace conduct and performance outcomes (Barrick & Mount, 2021). Research demonstrates that personality traits, particularly conscientiousness and emotional stability, significantly predict job performance across various occupational contexts (Judge et al., 2020).



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Organizational Climate

Organizational climate reflects perceived quality, atmosphere, and characteristics manifested through norms, values, interpersonal interactions, work environments, structural configurations, institutional attachment, and physical settings where employees operate (Schneider et al., 2021). Supportive climates and comfortable facilities enhance workforce performance by creating psychological safety and enabling conditions (Parker et al., 2020). Contemporary research confirms that positive organizational climates correlate strongly with employee engagement, satisfaction, and performance (Kuenzi et al., 2020).

Career Advancement

Career advancement represents organizational mobility expanding authority and responsibility toward elevated positions, accompanied by enhanced obligations, rights, status, and compensation (Ng & Feldman, 2022). This developmental process involves distributing greater authority and accountability to higher-level position holders, demanding increased responsibilities and professional status (Kraimer et al., 2021). Evidence indicates that perceived career advancement opportunities significantly influence employee motivation, organizational commitment, and performance outcomes (Abele & Spurk, 2021).

Workforce Performance

Performance encompasses employee work achievement based on qualitative and quantitative outcomes as work accomplishments within specified timeframes, aligned with duties and responsibilities (Aguinis et al., 2021). Contemporary conceptualizations recognize performance as multidimensional, incorporating task performance, contextual performance, and adaptive performance dimensions (Campbell & Wiernik, 2020). Research confirms that individual characteristics, environmental factors, and organizational practices collectively determine performance levels (Kehoe & Wright, 2023).

Methods

Research Methodology

This investigation employs quantitative research approaches utilizing survey methodology. The study objective examines individual traits, organizational climate, and career advancement influences on workforce performance.

Population and Sample

The research population comprised all BPJS Employment Medan City employees. Sampling utilized saturated sampling techniques (census), whereby all population members constituted research participants, considering manageable respondent quantities.

Data Collection Techniques

Data collection occurred through structured questionnaires distributed directly to participants. Questionnaires employed Likert scaling ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument comprised four primary variable sections:

- Individual Traits (X_1)
- Organizational Climate (X_2)
- Career Advancement (X_3)
- Workforce Performance (Y)

Analysis Techniques

Questionnaire response data underwent multiple linear regression analysis. Prior to regression analysis, validity and reliability assessments ensured instrument quality. Additionally, classical assumption tests—normality, multicollinearity, and heteroscedasticity—verified regression analysis requirements. Statistical processing utilized SPSS software.

Results and Discussion



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Respondent Demographics

Table 1. Respondent Distribution by Gender

No	Gender	Frequency	Percentage
1	Male	15	45%
2	Female	18	55%
	Total	33	100%

Analysis reveals 15 male respondents (45%) and 18 female respondents (55%), indicating predominantly female participation.

Table 2. Respondent Distribution by Age

No	Age Range	Frequency	Percentage
1	20-35 years	21	64%
2	36-45 years	9	27%
3	>45 years	3	9%
	Total	33	100%

Distribution shows 21 respondents aged 20-35 years (64%), 9 respondents aged 36-45 years (27%), and 3 respondents exceeding 45 years (9%), establishing the majority within the 20-35 age bracket.

Table 3. One-Sample Kolmogorov-Smirnov Normality Test

Parameter	Measure	Value
N		33
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.98804349
Most Extreme Differences	Absolute	.090
	Positive	.086
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Significance values (Asymp. Sig. 2-tailed) of 0.200 > 0.05 confirm normal distribution across studied variables. Graphical analysis demonstrates data points distributed around diagonal lines, following directional patterns, confirming regression model normality assumptions. Histogram bars positioned below normal curves further substantiate normally distributed research variable data.



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Multicollinearity Testing

Table 4. Coefficients and Collinearity Statistics

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	- 7.722	3.350	-	-2.305	.029	-	-
Individual Traits (X ₁)	.774	.137	.583	5.668	.000	.621	1.611
Organizational Climate (X ₂)	.002	.076	.003	.023	.982	.407	2.457
Career Advancement (X ₃)	.649	.157	.465	4.121	.000	.516	1.937

Dependent Variable: Workforce Performance

Tolerance values exceeding 0.10 and VIF values below 10 confirm absence of multicollinearity issues.

Heteroscedasticity Testing

Scatterplot analysis reveals data points distributed with unclear patterns, with point distributions above and below zero on the Y-axis. This pattern confirms regression model absence of heteroscedasticity symptoms.

Multiple Linear Regression Analysis

Table 5. Regression Coefficients

Model	B	Std. Error	Beta	t	Sig.
(Constant)	- 7.722	.350	-	- 2.305	.029
Individual Traits (X ₁)	.774	.137	.583	5.668	.000
Organizational Climate (X ₂)	.002	.076	.003	.023	.982
Career Advancement (X ₃)	.649	.157	.465	4.121	.000

Dependent Variable: Workforce Performance

Regression Equation: $Y = -7.722 + 0.774X_1 + 0.002X_2 + 0.649X_3$

Interpretation:

1. When individual traits, organizational climate, and career advancement equal zero, the constant (a) establishes workforce performance at -7.722.
2. Individual traits coefficient of 0.774 indicates each unit increase in individual traits elevates workforce performance by 0.774 units.
3. Organizational climate coefficient of 0.002 suggests each unit increase in organizational climate raises workforce performance by 0.002 units.
4. Career advancement coefficient of 0.649 demonstrates each unit increase in career advancement enhances workforce performance by 0.649 units.

Partial Significance Testing (t-Test)

Table 6. Partial Hypothesis Testing Results

Variable	t-calculated	t-table	Sig.	Decision
Individual Traits (X ₁)	5.668	2.045	.000	H ₁ Accepted
Organizational Climate (X ₂)	0.023	2.045	.982	H ₂ Rejected
Career Advancement (X ₃)	4.121	2.045	.000	H ₃ Accepted

Dependent Variable: Workforce Performance



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Analysis confirms:

1. Individual traits demonstrate significant positive effects on workforce performance ($t=5.668>2.045$; $p=0.000<0.05$), supporting H_1 .
2. Organizational climate shows no significant effect on workforce performance ($t=0.023<2.045$; $p=0.982>0.05$), rejecting H_2 .
3. Career advancement exhibits significant positive effects on workforce performance ($t=4.121>2.045$; $p=0.000<0.05$), supporting H_3 .

Simultaneous Testing (F-Test)

Table 7. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	536.859	3	178.953	41.033	.000
Residual	126.474	29	4.361	-	-
Total	663.333	32	-	-	-

Predictors: Career Advancement, Individual Traits, Organizational Climate

Dependent Variable: Workforce Performance

F-test reveals calculated $F=41.003 > F\text{-table}=2.93$ with significance=0.000<0.05, confirming individual traits, organizational climate, and career advancement simultaneously exert significant positive effects on workforce performance at BPJS Employment Medan City, supporting H_4 .

Coefficient of Determination (R^2)

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.900	.809	.790	2.088

Predictors: Career Advancement, Individual Traits, Organizational Climate

Adjusted R^2 value of 0.790 (79%) indicates individual traits, organizational climate, and career advancement explain 79% of workforce performance variance. The remaining 21% reflects influences from job satisfaction, occupational stress, career development, and additional variables.

Discussion

Individual Traits and Workforce Performance (H_1 : Supported)

Results confirm individual traits significantly and positively influence workforce performance ($\beta=0.583$, $t=5.668$, $p=0.000<0.05$), supporting H_1 . This finding aligns with personality-performance theories suggesting that specific individual characteristics, particularly conscientiousness and emotional stability, substantially predict job performance outcomes (Judge et al., 2020). The significant relationship indicates BPJS Employment Medan employees possessing aligned individual traits with organizational requirements demonstrate superior performance. Research by Barrick and Mount (2021) corroborates these findings, demonstrating personality dimensions significantly affect workplace behaviors and performance across diverse occupational contexts. The substantial effect magnitude underscores individual trait assessment importance during selection processes and employee development initiatives (Ahmed et al., 2021).

Organizational Climate and Workforce Performance (H_2 : Not Supported)

Analysis reveals organizational climate does not significantly affect workforce performance ($\beta=0.003$, $t=0.023$, $p=0.982>0.05$), rejecting H_2 . This unexpected finding contradicts prevailing organizational climate theories suggesting positive climates enhance performance (Schneider et al., 2021). Several explanations merit consideration. First, organizational climate perception may demonstrate substantial individual variation, diminishing aggregate effects. Second, other factors such as individual traits and career advancement may exert stronger influences, overshadowing climate effects within this specific context. Third, organizational climate at BPJS Employment Medan might already reach satisfactory levels, creating ceiling effects limiting further



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performance enhancement. Parker et al. (2020) noted contextual factors moderate climate-performance relationships. This finding suggests climate alone proves insufficient without supporting individual and organizational factors. Future investigations should examine potential moderating and mediating mechanisms explaining these relationships (Kuenzi et al., 2020).

Career Advancement and Workforce Performance (H₃: Supported)

Findings demonstrate career advancement significantly and positively influences workforce performance ($\beta=0.465$, $t=4.121$, $p=0.000<0.05$), supporting H₃. This result strongly supports career development theories positing advancement opportunities motivate employees toward superior performance (Ng & Feldman, 2022). When employees perceive clear advancement pathways, they demonstrate increased motivation, commitment, and performance investment. This finding aligns with Kraimer et al. (2021), who confirmed career advancement opportunities significantly predict employee motivation and organizational commitment. Within BPJS Employment Medan's context, transparent and merit-based advancement systems serve as powerful motivational mechanisms encouraging employees to optimize performance. The significant effect emphasizes career development program importance in human resource management strategies (Abele & Spurk, 2021). Organizations should establish clear advancement criteria, provide development opportunities, and communicate career pathways transparently to maximize motivational effects.

Simultaneous Effects (H₄: Supported)

F-test confirms individual traits, organizational climate, and career advancement simultaneously exert significant effects on workforce performance ($F=41.033$, $p=0.000<0.05$), supporting H₄. This finding demonstrates these factors operate synergistically rather than independently. The combined effect proves substantially stronger than isolated contributions, suggesting comprehensive human resource management approaches prove superior to fragmented interventions. The determination coefficient (Adjusted $R^2=0.790$) indicates these three variables explain 79% of performance variance, representing robust explanatory power. The remaining 21% may reflect influences from compensation, leadership quality, organizational justice, work-life balance, or technological factors (Aguinis et al., 2021). This holistic finding aligns with contemporary organizational behavior perspectives emphasizing integrated approaches to performance enhancement (Kehoe & Wright, 2023). Organizations achieving optimal individual-organization fit, coupled with robust career development systems, create synergistic effects substantially amplifying overall workforce performance.

Conclusions and Implications

Conclusions

This investigation provides comprehensive evidence that individual traits and career advancement significantly enhance workforce performance at BPJS Employment Medan City, both individually and collectively. Analysis confirms three of four hypotheses. Individual traits ($\beta=0.583$, $p<0.001$) demonstrate employees possessing characteristics aligned with organizational requirements exhibit superior performance. Career advancement ($\beta=0.465$, $p<0.001$) reveals clear advancement pathways serve as powerful motivational mechanisms. However, organizational climate ($\beta=0.003$, $p>0.05$) shows no significant direct effect, suggesting contextual factors may moderate these relationships. Simultaneous analysis ($F=41.033$, $p<0.001$) confirms these factors' synergistic effects, with 79% of performance variance explained by the model. These findings underscore the necessity for integrated human resource management strategies prioritizing individual-organization fit and career development systems.

Theoretical Implications

Our findings contribute substantially to organizational behavior and human resource management literature by providing empirical evidence for multiple theoretical frameworks in Indonesian public sector contexts. Results support trait activation theory, demonstrating personality characteristics' relevance when organizational contexts enable trait expression (Judge et al., 2020). The robust career advancement effects validate expectancy theory applications, confirming advancement opportunities function as valent outcomes motivating performance investment (Ng & Feldman, 2022). The non-significant organizational climate finding challenges conventional wisdom, suggesting boundary conditions and moderating mechanisms require further theoretical refinement (Parker et al., 2020). The holistic model integrating these dimensions advances understanding beyond isolated variable examinations, revealing synergistic mechanisms through which individual and organizational factors collectively shape performance outcomes. This integrated perspective enriches theoretical discourse by demonstrating complex interdependencies among person, process, and contextual factors. Furthermore, this study



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addresses research gaps identified in emerging market contexts, contributing to theoretical consolidation in developing economy settings (Ahmed et al., 2021).

Practical Implications

BPJS Employment Medan City and comparable public sector organizations should implement comprehensive human resource strategies addressing multiple performance determinants simultaneously. First, organizations must enhance selection processes incorporating rigorous individual trait assessments ensuring person-organization fit. Personality inventories, cognitive ability tests, and behavioral interviews should identify candidates possessing traits conducive to organizational effectiveness (Barrick & Mount, 2021). Second, career advancement systems require transparency, merit-based criteria, and clear communication. Organizations should establish explicit advancement pathways, provide regular feedback, and ensure procedural justice in promotion decisions (Kraimer et al., 2021). Third, despite non-significant climate effects in this study, organizations should not neglect environmental factors. Continuous workplace climate monitoring and improvement initiatives remain essential for long-term sustainability (Schneider et al., 2021). Fourth, integrated development programs combining trait development, skill enhancement, and career planning will maximize performance outcomes. Training initiatives should target competency development aligned with both current role requirements and advancement preparation (Aguinis et al., 2021). Finally, leadership development programs emphasizing supportive supervision, developmental feedback, and mentoring relationships will facilitate both individual growth and organizational performance (Kehoe & Wright, 2023).

Limitations and Future Research

This investigation possesses several methodological limitations requiring acknowledgment. First, the relatively small sample size (n=33) exclusively from one organizational branch constrains findings' generalizability. Future research should encompass broader geographical coverage and larger samples across multiple BPJS branches or comparable public sector organizations to enhance external validity. Second, the cross-sectional design precludes causal inferences; longitudinal investigations could better capture dynamic relationships among variables over time. Third, self-report measures may introduce common method bias despite statistical remediation attempts; future studies should incorporate multiple data sources including supervisor ratings, objective performance metrics, or 360-degree assessments (Campbell & Wiernik, 2020). Fourth, the model explains 79% of performance variance, suggesting additional influential factors warrant examination. Future research should explore mediating and moderating variables such as leadership styles, organizational justice, work engagement, psychological capital, or technological competence. Fifth, the unexpected non-significant organizational climate finding necessitates further investigation. Qualitative studies could provide deeper understanding of climate perception mechanisms and potential threshold effects. Sixth, this study focuses exclusively on public sector employees; comparative studies examining private sector differences could yield valuable insights regarding contextual boundary conditions. Finally, future investigations should examine potential curvilinear relationships, as literature suggests some variables may exhibit optimal ranges rather than linear effects (Judge et al., 2020).

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