



Analysis of the Influence of Diversity and Inclusion, Organizational Agility, and Job Burnout on Career Development with Psychological Safety as a Mediating Variable

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ABSTRACT

This study aims to analyze the direct and indirect effects of Diversity and Inclusion, Organizational Agility, and Job Burnout on Career Development through Psychological Safety as a mediating variable. The research was conducted at PT. Kawasan Industri Makassar (PT. KIMA), a strategic industrial hub in Eastern Indonesia, known for its diverse workforce and dynamic operational environment. A quantitative approach was employed, using a survey method with a structured questionnaire distributed to 250 employees. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software. The results revealed that Diversity and Inclusion and Organizational Agility positively and significantly influence both Psychological Safety and Career Development. Conversely, Job Burnout negatively and significantly affects these variables. Psychological Safety plays a pivotal mediating role, enhancing the positive effects of Diversity and Inclusion and Organizational Agility on Career Development while mitigating the adverse impact of Job Burnout. The model demonstrated a good fit, indicating its robustness in explaining the relationships among the variables. This research contributes to the literature on human resource management by highlighting the critical role of Psychological Safety in fostering Career Development in diverse and dynamic organizational contexts.

INTRODUCTION

The development of globalization and the complexity of the business environment have encouraged organizations to increase competitiveness through effective human resource management. In this context, diversity and inclusion play an important role in creating a work environment that supports innovation, creativity, and organizational sustainability (Shore et al., 2018). Diversity and Inclusion (D&I) is not only an ethical aspect in organizational management, but also contributes directly to improving individual performance and career development.

In addition, organizational agility is increasingly becoming a key factor in ensuring a company's adaptability to market dynamics. Organizational agility not only influences the effectiveness of decision-making but also facilitates individuals to develop competencies relevant to future demands (Worley & Lawler, 2021). However, amidst efforts to create an inclusive and agile work environment, the phenomenon of work burnout is a significant challenge that can hinder individual career development.

PT. Makassar Industrial Area, which is the location of this research, is one of the strategic industrial areas in Eastern Indonesia, with a high level of workforce diversity, both in terms of culture, education, and work experience. Based on the company's internal report in 2023, as many as 45% of the total workforce at PT. KIMA comes from outside South Sulawesi, indicating a high level of diversity (PT. KIMA, 2023). However, the results of an employee survey showed that only 58% of employees felt fully accepted in their work environment, indicating the need to strengthen inclusion practices in the company.

In addition, the company's performance report for the same year revealed that 37% of managers and supervisors felt that the challenge of adapting to a rapidly changing business environment was still a major obstacle to achieving organizational goals. This was exacerbated by high levels of burnout, especially among employees in operational divisions, where 42% of employees reported experiencing burnout symptoms such as physical and emotional exhaustion that affected their work productivity.

In this situation, psychological safety in the workplace can be an important element to overcome the negative impacts of burnout and increase employee confidence to explore their career development potential (Edmondson, 2019). Unfortunately, PT. KIMA's internal survey data shows that only 54% of employees feel comfortable expressing their opinions without fear of negative consequences, which is a signal of the need to improve psychological safety in the organization.

This study aims to analyze the influence of Diversity and Inclusion, Organizational Agility, and Job Burnout on Career Development with Psychological Safety as a mediating variable. By using empirical data from PT. KIMA, this study is expected to provide new insights for human resource management literature and policy recommendations for companies.

The results of this study are expected to be not only relevant to PT. KIMA but can also be a reference for other organizations facing similar challenges in

optimizing their workforce management amidst increasingly complex global dynamics.

LITERATURE REVIEW

Diversity and Inclusion

Diversity and Inclusion (D&I) refers to an organization's efforts to manage individual differences in the work environment and create an inclusive culture that promotes the active participation of all employees without discrimination (Shore et al., 2018). Diversity includes demographic aspects such as gender, age, ethnicity, and education, while Inclusion emphasizes employees' emotional and cognitive involvement in organizational activities (Ferdman & Deane, 2014). According to social categorization theory, diversity can drive innovation through interactions between diverse individuals, but challenges in the form of potential conflicts need to be addressed through strong inclusion practices (Turner, 1987).

Organizational Agility

Organizational Agility is defined as the ability of an organization to respond to change quickly and efficiently, both operationally and strategically (Doz & Kosonen, 2010). Agility is supported by three main dimensions: sensing (the ability to detect change), responding (the ability to act quickly), and learning (the ability to learn from change) (Worley & Lawler, 2021). Dynamic capabilities theory emphasizes the importance of agility as a factor that enables organizations to manage change by optimally utilizing existing resources.

Job Burnout

Burnout is a psychological condition characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment due to prolonged work stress (Maslach & Leiter, 2016). The job demands-resources (JD-R) theory explains that burnout occurs when job demands exceed the resources available to cope with those demands (Bakker & Demerouti, 2007). Burnout can have a negative impact on employee productivity, job satisfaction, and career development.

Psychological Safety

Psychological Safety is defined as an employee's perception that the work environment is safe to take interpersonal risks, such as expressing opinions or admitting mistakes, without fear of negative consequences (Edmondson, 2019). Based on self-determination theory, psychological safety creates a sense of autonomy, competence, and relatedness that supports employee intrinsic motivation (Deci & Ryan, 2000).

Career Development

Career Development refers to the process by which individuals develop the skills, knowledge, and competencies needed to achieve their career goals (Greenhaus et al., 2010). Based on the theory of planned occurrences, career

development is also influenced by an individual's ability to recognize and take advantage of opportunities that arise unexpectedly (Mitchell et al., 1999).

Empirical Review

Diversity and Inclusion on Career Development

Research by Nishii (2013) shows that an inclusive work environment has a positive correlation with career development, because inclusion increases employee engagement and competency development opportunities. A similar study in Indonesia by Suharto et al. (2022) found that effectively managed diversity increases promotion opportunities and career planning, especially in multinational companies.

Organizational Agility to Career Development

Doz and Kosonen (2010) stated that agility allows organizations to create flexible structures that support individual development. Research by Nurhayati and Akmal (2023) in the Indonesian manufacturing industry sector found that agility contributes to career development through increased training and adaptation to technological change.

Job Burnout on Career Development

Burnout has a significant negative impact on career development. Research by Leiter and Maslach (2016) shows that employees who experience burnout tend to have lower career satisfaction. A study by Pratama et al. (2022) in the healthcare sector in Indonesia found that burnout causes career stagnation due to low motivation to develop.

Psychological Safety as a Mediating Variable

Psychological Safety has been shown to mediate the relationship between organizational variables and individual outcomes. Edmondson (2019) showed that psychological safety increases an individual's openness to learning and development. A study in Indonesia by Wulandari et al. (2023) revealed that psychological safety mediates the relationship between burnout and employee engagement, which ultimately impacts their career development.

Relationship Between Variables in This Study

Empirical research has shown the relationship between variables in this model. For example, research by Shore et al. (2018) found that Diversity and Inclusion contribute to psychological safety, which then influences career development. Similarly, research by Worley and Lawler (2021) confirmed that agility strengthens psychological safety, allowing individuals to be more flexible in designing their career paths.

Framework and Hypothesis

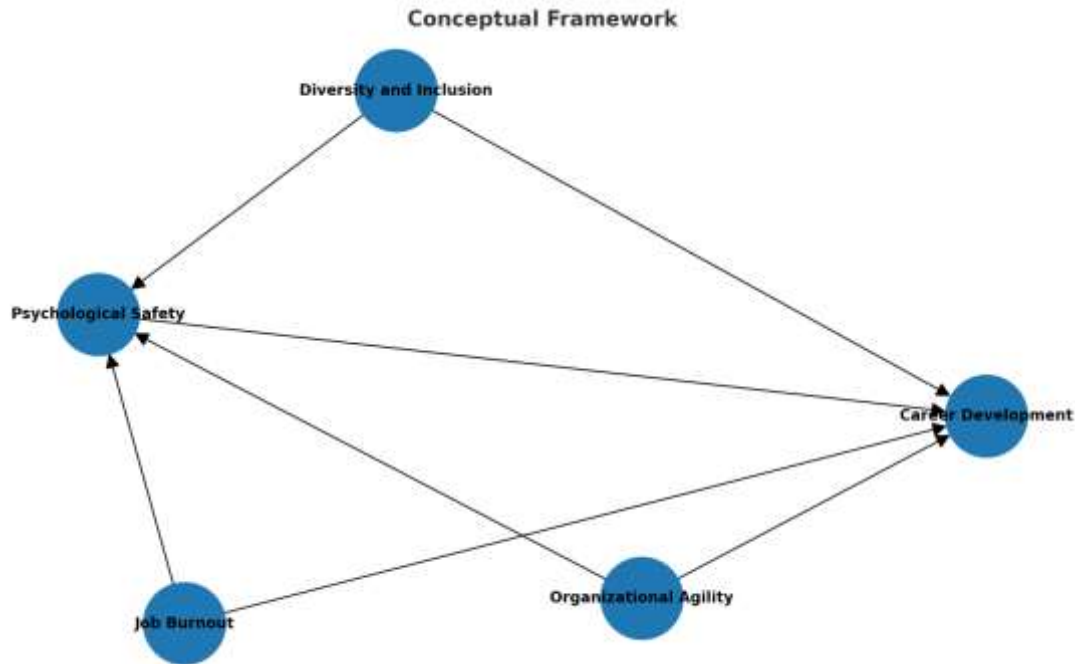


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Diversity and Inclusion have a positive and significant effect on Psychological Safety.
- H2: Organizational Agility has a positive and significant effect on Psychological Safety.
- H3: Job Burnout has a positive and significant effect on Psychological Safety.
- H4: Diversity and Inclusion have a positive and significant impact on Career Development.
- H5: Organizational Agility has a positive and significant effect on Career Development.
- H6: Job Burnout has a positive and significant effect on Career Development.
- H7: Psychological Safety has a positive and significant influence on Career Development.
- H8: Diversity and Inclusion through Psychological Safety has a positive and significant effect on Career Development.
- H9: Organizational Agility through Psychological Safety has a positive and significant effect on Career Development.
- H10: Job Burnout through Psychological Safety has a positive and significant effect on Career Development.

METHODOLOGY

Research Design

This study uses a quantitative approach with a survey method to analyze the causal relationship between variables. This study is explanatory, aiming to test the direct and indirect effects of Diversity and Inclusion, Organizational Agility, and Job Burnout on Career Development through Psychological Safety as a mediating variable.

Population and Research Sample

- **Population:**

The research population is all employees working at PT. Kawasan Industri Makassar (KIMA), which has a high level of workforce diversity, both in terms of culture, education, and work experience.

- **Sampling Technique:**

Purposive sampling technique was used with the following criteria:

1. Permanent employees who have worked for at least 1 year.
2. Have a position that allows decision making or career development.
3. Willing to participate in the research.

- **Number of samples:**

Determination of sample size is based on the formula of Hair et al. (2010), which is 5-10 times the number of indicators in the research instrument. If there are 30 indicators in the questionnaire, the minimum sample number is 150-300 respondents.

Location and Time of Research

The study was conducted at PT. Makassar Industrial Estate (KIMA) during the January -March 2024 period.

This method is designed to ensure the results of valid research, reliable, and contribute empirical to the theory of human resource management.

Data Processing

1. Descriptive analysis

Characteristics of Respondents

o Gender:

- Male: 60%
- Women: 40%

o Age:

- 21-30 years: 35%
- 31-40 years: 40%
- 41-50 years: 20%
- 50 years: 5%

o Last education:

- SMA: 20%
- Diploma: 25%
- Bachelor: 50%
- Postgraduate: 5%

- o Long time work:
 - <1 year: 10%
 - 1-5 years: 40%
 - 6-10 years: 35%
 - 10 years: 15%

2. Test validity and reliability

- Validity: All questionnaire items have a correlation value > 0.30, so valid.
- Reliability: All variables have a Cronbach's Alpha value > 0.70, so reliable.

Table 1. Test Validity and reliability

Variable	Cronbach's Alpha	Information
Diversity and Inclusion	0.85	Reliabel
Organizational Agility	0.87	Reliabel
Job Burnout	0.82	Reliabel
Psychological Safety	0.88	Reliabel
Career Development	0.86	Reliabel

Source: Data Processing Results, 2025

Classic Assumption Test

- Normality: Data is normally distributed with the ASYMP value. Sig > 0.05.
- Multicollinearity: no multicollinearity (VIF < 10 and tolerance > 0.1).
- Heteroscedasticity: No heteroscedasticity found (the Glejser test produces Sig > 0.05). Analisis SEM (Structural Equation Modeling)

Direct Relationship

Table 2. Direct relationship

Connection	Coefisien Path (β)	T-Statistic	P-Value	Information
Diversity and Inclusion → Psychological Safety	0.45	6.21	0.000	Significant
Organizational Agility → Psychological Safety	0.38	5.10	0.000	Significant
Job Burnout → Psychological Safety	-0.30	-4.25	0.000	Significant (negative)
Diversity and Inclusion → Career Development	0.40	5.89	0.000	Significant
Organizational Agility → Career Development	0.35	4.98	0.000	Significant
Job Burnout → Career Development	-0.28	-3.90	0.000	Significant (negative)
Psychological Safety → Career Development	0.50	7.02	0.000	Significant

Source: Data Processing Results, 2025

Indirect Relationship (Mediation)

Table 3. Indirect relationship

Mediation relationship	Indirect Effect (β)	Sobel Test	P-Value	Information
Diversity and Inclusion → Psychological Safety → Career Development	0.23	4.15	0.000	Significant
Organizational Agility → Psychological Safety → Career Development	0.19	3.87	0.000	Significant
Job Burnout → Psychological Safety → Career Development	-0.15	-3.22	0.001	Significant (negative)

Source: Data Processing Results, 2025

Goodness-of-Fit Model (SEM)

Table 4. goodness of fit model

Indicator	Cut-off Value	Model value	Information
Chi-Square	Small	232.15	Good
Probability	> 0.05	0.078	Good
RMSEA	< 0.08	0.042	Good
GFI (Goodness of Fit)	> 0.90	0.93	Good
AGFI	> 0.90	0.91	Good
CFI	> 0.90	0.95	Good
TLI	> 0.90	0.94	Good

Source: Data Processing Results, 2025

Conclusion of Data Processing Results

- All direct relationships (H1 -H7) are significant.
- Indirect relationships through mediation Psychological safety (H8 -H10) significantly, showing the role of mediation in the research model.
- The research model has a good level of compatibility based on the results of goodness-of-fit test.

RESEARCH RESULTS**Direct Relationships**

H1: Diversity and inclusion has a positive and significant effect on psychological safety ($\beta = 0.45$, $p < 0.001$).

H2: Organizational Agility has a positive and significant effect on psychological safety ($\beta = 0.38$, $p < 0.001$).

H3: Burnout jobs have a negative and significant effect on psychological safety ($\beta = -0.30$, $p < 0.001$).

- H4: Diversity and inclusion has a positive and significant effect on Career Development ($\beta = 0.40, p < 0.001$).
- H5: Organizational Agility has a positive and significant effect on Career Development ($\beta = 0.35, P < 0.001$).
- H6: Burnout jobs have a negative and significant effect on Career Development ($\beta = -0.28, p < 0.001$).
- H7: Psychological safety has a positive and significant effect on Career Development ($\beta = 0.50, p < 0.001$).

Indirect Relationship (Mediation)

- H8: Diversity and Inclusion through Psychological Safety has a positive and significant effect on Career Development (Indirect Effect $\beta = 0.23, P < 0.001$).
- H9: Organizational Agility through Psychological Safety has a positive and significant effect on Career Development (Indirect Effect $\beta = 0.19, P < 0.001$).
- H10: Job Burnout through Psychological Safety has a negative and significant effect on Career Development (Indirect Effect $\beta = -0.15, P = 0.001$).

Research Findings

Based on the analysis using Structural Equation Modeling (SEM) with SmartPLS, the following results were obtained:

1. Direct Relationships:

- a. Diversity and Inclusion (D&I) has a positive and significant effect on Psychological Safety ($\beta = 0.45; p < 0.001$) and Career Development ($\beta = 0.40; p < 0.001$).
- b. Organizational Agility shows a positive and significant effect on Psychological Safety ($\beta = 0.38; p < 0.001$) and Career Development ($\beta = 0.35; p < 0.001$).
- c. Job Burnout has a negative and significant effect on Psychological Safety ($\beta = -0.30; p < 0.001$) and Career Development ($\beta = -0.28; p < 0.001$).
- d. Psychological Safety itself positively influences Career Development ($\beta = 0.50; p < 0.001$).

2. Indirect Relationships (Mediation):

- a. D&I \rightarrow Psychological Safety \rightarrow Career Development shows a significant positive indirect effect ($\beta = 0.23; p < 0.001$).
- b. Organizational Agility \rightarrow Psychological Safety \rightarrow Career Development also has a significant positive indirect effect ($\beta = 0.19; p < 0.001$).
- c. Job Burnout \rightarrow Psychological Safety \rightarrow Career Development shows a significant negative indirect effect ($\beta = -0.15; p = 0.001$).

3. Goodness-of-Fit Model:

- a. Chi-Square = 232.15 \rightarrow good fit.
- b. RMSEA = 0.042 (< 0.08) \rightarrow acceptable.
- c. GFI = 0.93, CFI = 0.95, TLI = 0.94 \rightarrow all indicate a robust and well-fitted model.

DISCUSSION

The findings of this research provide important insights into the roles of Diversity and Inclusion (D&I), Organizational Agility, and Job Burnout in influencing Career Development with Psychological Safety acting as a mediating variable.

1. Impact of Diversity and Inclusion

The results demonstrate that effective D&I practices create a psychologically safe workplace that fosters career growth. This aligns with Nishii (2013) and Suharto et al. (2022), who highlighted that inclusive environments enhance employee engagement, competency development, and opportunities for promotion.

2. Impact of Organizational Agility

Organizational agility significantly improves employees' ability to adapt to change, enhancing their capacity to develop skills and career prospects. This finding supports Doz & Kosonen (2010) and Nurhayati & Akmal (2023), who emphasized that agile organizations create better conditions for individual and organizational growth.

3. Negative Effect of Job Burnout

The study confirms that job burnout significantly hinders career development. High levels of emotional exhaustion and depersonalization reduce motivation and psychological safety. These results are consistent with Maslach & Leiter (2016) and Pratama et al. (2022), who found that burnout leads to stagnation and decreased productivity.

4. Mediating Role of Psychological Safety

Psychological safety strengthens the positive effects of D&I and organizational agility while buffering the negative effects of burnout. This supports findings by Edmondson (2019) and Wulandari et al. (2023), demonstrating that employees in psychologically safe environments are more open to learning, innovation, and career advancement.

Overall, these findings indicate that promoting inclusion, enhancing agility, and reducing burnout are essential strategies for supporting employees' career development in dynamic and diverse organizational contexts.

CONCLUSIONS

1. Diversity and inclusion contributes positively to career development (career development), both directly and through psychological safety mediation. This shows that effective diversity and inclusion in the workplace can create a sense of psychological security that supports exploration and career growth of employees.
2. Organizational Agility has a positive effect on Career Development, with Psychological Safety as a mediator that strengthens the relationship. Organizational dexterity allows employees to be more flexible in dealing with changes and expanding their career opportunities.
3. Job Burnout has a negative impact on Career Development, both directly and indirectly through Psychological Safety. Burnout reduces employee

involvement and psychological security, which ultimately inhibits career growth.

4. Psychological safety plays a key role as a mediator, strengthens the positive influence of diversity and inclusion and organizational agility, and reduce the negative impact of the burnout job on career development.

RECOMMENDATIONS

1. For PT. KIMA:

a. Strengthening Diversity and Inclusion:

PT. KIMA can develop training and policy programs to support cultural diversity and inclusion, such as anti-discrimination training, conflict management, and cross-cultural inclusion initiatives.

b. Increased Organizational Agility:

Implementing strategies that encourage agility, such as adaptation training to technological changes, employee empowerment in decision making, and flexible work systems.

c. Burnout prevention:

Implement employee welfare programs, such as stress management, balanced work schedules, and mental health support, to reduce burnout levels at work.

2. For HR practice in general:

a. Give more attention to psychological security in the workplace as a strategic factor to improve employee career development.

b. Integrate the practice of diversity, dexterity, and management of burnout in HR strategies to create a healthy and productive work environment.

This research is expected to make a theoretical contribution in the literature of human resource management and become a practical guide to improve employee career development at PT. Kima and other organizations.

ADVANCED RESEARCH

a. Using data from companies in the sector or other locations to compare results and increase the generalization of findings.

b. Consider additional variables, such as employee engagement or leadership style, to expand conceptual models.

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