

ABSTRAK

Virida Mar'atush Sholikah. (2026). Pengaruh *Workplace Spirituality* terhadap *Workforce Agility* melalui *Job Involvement* sebagai Variabel Mediasi dan Pengaruh *Workforce Agility* terhadap *Workforce Performance* (Studi Kasus pada Karyawan Generasi Z Pengguna Sistem Kerja Digital). Skripsi. Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun. Dosen Pembimbing (I) Dr. Karuniawati Hasanah, S.E., M.M. Dosen pembimbing (II) Robby Sandhi Dessyarti, S.E., M.M.

Perkembangan teknologi digital yang semakin pesat menuntut karyawan, khususnya Generasi Z, untuk memiliki kemampuan beradaptasi secara cepat terhadap perubahan di era VUCA (*Volatility, Uncertainty, Complexity, and Ambiguity*). Penelitian ini bertujuan untuk mengetahui pengaruh *workplace spirituality* terhadap *workforce agility*, pengaruh *workplace spirituality* terhadap *job involvement*, pengaruh *job involvement* terhadap *workforce agility*, peran *job involvement* sebagai mediator dalam hubungan *workplace spirituality* dengan *workforce agility*, serta pengaruh *workforce agility* terhadap *workforce performance* pada karyawan Generasi Z pengguna sistem kerja digital di Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan populasi karyawan Generasi Z di Indonesia yang menggunakan sistem kerja digital. Teknik pengambilan sampel menggunakan *non-probability sampling* dengan metode *purposive sampling*, dan data dikumpulkan melalui kuesioner berskala Likert. Analisis data dilakukan dengan bantuan SPSS versi 25, meliputi analisis deskriptif, uji validitas dan reliabilitas, uji asumsi klasik, uji regresi linear sederhana dan berganda, uji t, koefisien determinasi (R^2), serta uji efek mediasi menggunakan *PROCESS macro* yang dikembangkan oleh Hayes.

Hasil penelitian menunjukkan bahwa seluruh hipotesis yang diajukan terbukti berpengaruh signifikan. *Workplace spirituality* berpengaruh signifikan terhadap *workforce agility* (H1) dan terhadap *job involvement* (H2); *job involvement* berpengaruh signifikan terhadap *workforce agility* (H3); *job involvement* juga terbukti mampu memediasi hubungan antara *workplace spirituality* dan *workforce agility* secara signifikan (H4); serta *workforce agility* berpengaruh signifikan terhadap *workforce performance* (H5). Temuan ini menunjukkan bahwa variabel-variabel dalam penelitian ini saling berkaitan dan memediasi satu sama lain, sehingga peningkatan *workplace spirituality* dan *job involvement* dapat mendorong *workforce agility* yang pada akhirnya turut meningkatkan *workforce performance* karyawan Generasi Z pengguna sistem kerja digital.

Kata kunci: *Workplace Spirituality, Job Involvement, Workforce Agility, Workforce Performance*, Generasi Z, Sistem Kerja Digital

ABSTRACT

Virida Mar'atush Sholikah. (2026). The Effect of Workplace Spirituality on Workforce Agility through Job Involvement as a Mediating Variable and The Effect of Workforce Agility on Workforce Performance (A Case Study on Generation Z Employees Using Digital Work Systems). Undergraduate Thesis. Management Study Program, Faculty of Economics and Business, Universitas PGRI Madiun. Supervisors (I) Dr. Karuniawati Hasanah, S.E., M.M. Supervisors (II) Robby Sandhi Dessyarti, S.E., M.M.

The rapid development of digital technology requires employees, particularly Generation Z, to be able to adapt quickly to changes in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era. This study aims to examine the effect of workplace spirituality on workforce agility, the effect of workplace spirituality on job involvement, the effect of job involvement on workforce agility, the mediating role of job involvement in the relationship between workplace spirituality and workforce agility, and the effect of workforce agility on workforce performance among Generation Z employees using digital work systems in Indonesia. This study employed a quantitative approach with a population of Generation Z employees in Indonesia who use digital work systems. The sampling technique used was non-probability sampling with a purposive sampling method, and data were collected through a Likert-scale questionnaire. Data were analyzed using SPSS version 25, including descriptive analysis, validity and reliability tests, classical assumption tests, simple and multiple linear regression analysis, t-test, coefficient of determination (R^2), and mediation analysis using the PROCESS macro developed by Hayes.

The results show that all proposed hypotheses were supported and had a significant effect. Workplace spirituality significantly affects workforce agility (H1) and job involvement (H2); job involvement significantly affects workforce agility (H3); job involvement was also found to significantly mediate the relationship between workplace spirituality and workforce agility (H4); and workforce agility significantly affects workforce performance (H5). These findings indicate that the variables in this study are interrelated and mediate one another, suggesting that enhancing workplace spirituality and job involvement can strengthen workforce agility, which in turn improves the workforce performance of Generation Z employees using digital work systems.

Keywords: Workplace Spirituality, Job Involvement, Workforce Agility, Workforce Performance, Generation Z, Digital Work System