

***THE ROLE OF JOB INVOLVEMENT IN MEDIATING THE EFFECT OF WORKPLACE
SPIRITUALITY ON WORKFORCE AGILITY AND ITS IMPACT ON WORKFORCE
PERFORMANCE***

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Abstrak

Perkembangan teknologi digital yang pesat menuntut karyawan, khususnya Generasi Z, untuk mampu beradaptasi secara cepat terhadap perubahan di era VUCA (*Volatility, Uncertainty, Complexity, and Ambiguity*). Penelitian ini bertujuan menganalisis 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 menggunakan pendekatan kuantitatif dengan teknik *non-probability sampling* melalui metode *purposive sampling*; data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis dengan SPSS versi 25, meliputi uji validitas, reliabilitas, asumsi klasik, regresi linear sederhana dan berganda, uji t, koefisien determinasi (R^2), serta uji mediasi PROCESS macro Hayes. Hasil penelitian menunjukkan bahwa seluruh hipotesis terbukti signifikan: *workplace spirituality* berpengaruh terhadap *workforce agility* dan *job involvement*, *job involvement* berpengaruh terhadap *workforce agility* sekaligus memediasi hubungan *workplace spirituality* dengan *workforce agility*, dan *workforce agility* berpengaruh terhadap *workforce performance*. Berdasarkan temuan tersebut, disarankan agar organisasi memperkuat nilai spiritualitas di tempat kerja dan meningkatkan keterlibatan kerja karyawan Generasi Z guna mendorong kelincahan dan kinerja kerja yang lebih optimal di era digital.

Kata Kunci: *Workplace Spirituality, Job Involvement, Workforce Agility, Workforce Performance, Generasi Z*

Abstract

The rapid development of digital technology requires employees, particularly Generation Z, to adapt quickly to change in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)

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era. This study examines 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 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. A quantitative approach was employed, using non-probability sampling with a purposive sampling method; data were collected through a Likert-scale questionnaire and analyzed using SPSS version 25, including validity and reliability tests, classical assumption tests, simple and multiple linear regression, t-tests, the coefficient of determination (R^2), and mediation analysis using Hayes' PROCESS macro. The results indicate that all hypotheses were supported: workplace spirituality significantly affects workforce agility and job involvement, job involvement significantly affects workforce agility and mediates the relationship between workplace spirituality and workforce agility, and workforce agility significantly affects workforce performance. These findings suggest that organizations should strengthen workplace spirituality and enhance job involvement among Generation Z employees to foster greater workforce agility and, consequently, improve workforce performance in the digital work era.

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

A. INTRODUCTION

The rapid advancement of digital technology has transformed how organizations operate, including human resource management. Digital systems now dominate corporate activities, requiring a workforce that can adapt quickly to change, particularly in the VUCA era (Volatility, Uncertainty, Complexity, and Ambiguity), a period marked by rapid, uncertain, and complex change (Minciu et al., 2025). This need for rapid adjustment, known as workforce agility, places considerable pressure on employees, particularly Generation Z (born 1997–2012; Isnur, 2025), who now dominate the global workforce. Sakernas data (August 2025) show that of Indonesia's 154.00 million workers, 40.52 million (26.3%) are Generation Z, with an open unemployment rate of 12.41%, well above the national average of 4.85% (BPS, 2025).

This pressure has contributed to quiet quitting, whereby employees fulfill formal duties but withhold discretionary effort, consistent with Borman and Motowidlo's (1997) distinction between task and contextual performance. Gallup (2026) reports that 64% of employees globally and 68% in Indonesia are “not engaged,” while SEEK (2026) finds 43% of Indonesian

employees experience burnout; global engagement fell to 20% in 2025 from 23% in 2022–2023, though Indonesia's engagement rose to 27% with daily stress down to 14% (Gallup, 2026). Generation Z further emphasizes work-life balance and mental well-being over overwork culture (SEEK, 2026), reinforcing quiet quitting when these needs go unmet. These conditions ultimately affect workforce performance, a critical outcome given that Indonesia's labor force contributes roughly IDR 89.33 million in GDP per worker annually (Kemnaker, 2025), underscoring the strategic need to strengthen workforce adaptability and output (Saeed *et al.*, 2022).

This study examines four constructs that together explain the quiet quitting phenomenon among Generation Z. Workplace spirituality is the independent variable, the psychological resource of meaningful work Generation Z values most (Milliman *et al.*, 2003). Job involvement is the mediating variable: Kanungo's (1982) framework explains how spiritual experience translates into active engagement, a mechanism empirically supported by Saeed *et al.* (2022). Workforce agility, captured through the proactivity–adaptivity–resilience (PAR) framework of Sherehiy and Karwowski (2014), reflects readiness to meet VUCA and digital-era demands while also functioning as an antecedent of performance. Workforce performance, following Borman and Motowidlo (1997), is the dependent variable representing the ultimate outcome of this chain, in which weakened spirituality, involvement, and agility are theorized to converge in declining extra-role contribution.

Prior findings on these relationships remain inconsistent. While several studies confirm that workplace spirituality significantly affects workforce agility (Pulungan & Martdianty, 2024; Saeed *et al.*, 2022; Rostiana & Rizki, 2025; Srimulyani *et al.*, 2025), Quraissy and Nugroho (2024) report no effect. Similarly, although Mathur *et al.* (2023) and Saeed *et al.* (2022) find workplace spirituality significantly affects job involvement, Karthikeyan *et al.* (2017) show this depends on which spirituality dimension is examined. Moreover, few studies integrate all four constructs in a single model, and most are limited to educational settings rather than general Generation Z

employees, Indonesia's largest workforce segment. Motivated by these inconsistencies, this study investigates the role of job involvement in mediating the effect of workplace spirituality on workforce agility and its impact on workforce performance among Generation Z employees using digital work systems in Indonesia, providing evidence that optimal performance is supported not only by technical competence but also by meaning and spirituality at work.

1. Research Objectives and Benefits

This study examines: (1) the effect of workplace spirituality on workforce agility; (2) the effect of workplace spirituality on job involvement; (3) the effect of job involvement on workforce agility; (4) the mediating role of job involvement between workplace spirituality and workforce agility; and (5) the effect of workforce agility on workforce performance among Generation Z employees using digital work systems in Indonesia. Theoretically, the study enriches human resource management literature on these interrelationships; practically, it helps organizations and policymakers design strategies that strengthen employees' readiness for digital transformation.

2. Literature Review

2.1 Grand Theory: Self-Determination Theory

This study is grounded in Self-Determination Theory (Deci & Ryan, 1985), which holds that fulfilling the needs for autonomy, competence, and relatedness heightens intrinsic motivation and engagement, while unmet needs, low spirituality, weak involvement, or diminished agility, may lead to withdrawal behaviors such as quiet quitting, consistent with Saeed *et al.* (2022). Spillover Theory further explains how meaningful spiritual experiences at work spill over into adaptability, proactivity, and resilience.

2.2 Workplace Spirituality

Milliman *et al.* (2003) define workplace spirituality as the degree to which individuals experience meaning, purpose, and connection at work, comprising meaningful work, sense of community, and alignment with organizational values. Saeed *et al.* (2022), the primary reference

for this study, found workplace spirituality significantly and positively affects workforce agility, echoed by Gunawan and Widodo (2024), Rostiana and Rizki (2025), and Pulungan and Martdianty (2024), though Quraisy and Nugroho (2024) found no significant effect.

2.3 Job Involvement

Kanungo (1982) defines job involvement as psychological identification with one's job, comprising identification and compatibility with the job. Mathur *et al.* (2023) and Saeed *et al.* (2022) show workplace spirituality significantly influences job involvement, though Karthikeyan *et al.* (2017) find this depends on the spirituality dimension examined. Job involvement, in turn, mediates the relationship between workplace spirituality and workforce agility Saeed *et al.* (2022), as well as quality of work life Ghalehsardi *et al.* (2023) and job satisfaction (Kumar *et al.*, 2022).

2.4 Workforce Agility

Sherehiy and Karwowski (2014) conceptualize workforce agility as comprising proactivity, adaptivity, and resilience. Prior studies (Muduli, 2017; Natapoera & Mangundjaya, 2020; Widodo *et al.*, 2023; Saeed *et al.*, 2022) consistently find that job involvement positively affects workforce agility, reinforcing its role as a proximal antecedent.

2.5 Workforce Performance

Borman and Motowidlo (1997) describe workforce performance as comprising task performance and contextual performance. Workforce agility positively influences workforce performance (Saeed *et al.*, 2022; Ardian *et al.*, 2023; Prasetiawan *et al.*, 2025; Calen *et al.*, 2025; Ramadhan *et al.*, 2026), although Irawati *et al.* (2026) found agility did not directly affect performance, with learning agility emerging as the more relevant predictor.

3. Conceptual Framework and Hypotheses

Building on the theoretical foundations above, this study positions workplace spirituality as the independent variable, workforce performance as the dependent variable, and both job involvement and workforce agility as intervening variables. The conceptual model,

adapted primarily from Saeed *et al.* (2022) and supported by Mathur *et al.* (2023), Pulungan and Martdianty (2024), Widodo *et al.* (2023), and Calen *et al.* (2025), proposes that workplace spirituality influences workforce agility both directly and indirectly through job involvement, which subsequently drives workforce performance. Based on this framework, the following hypotheses are proposed:

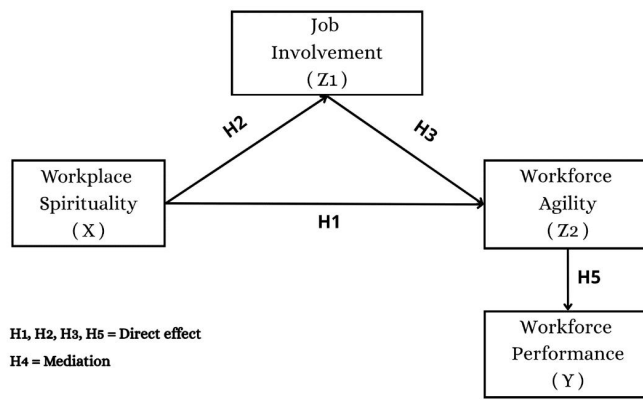


Figure 1. Conceptual Framework

H1: Workplace spirituality has a significant effect on workforce agility.

H2: Workplace spirituality has a significant effect on job involvement.

H3: Job involvement has a significant effect on workforce agility.

H4: Job involvement mediates the relationship between workplace spirituality and workforce agility.

H5: Workforce agility has a significant effect on workforce performance.

B. METHOD

This study uses a quantitative approach with primary data collected through an online questionnaire (Google Forms). The sample was selected using purposive sampling, totaling 150 Generation Z employees in Indonesia who use digital work systems in their daily operations, determined based on the guideline of Hair *et al.* (2022). The research instrument is a questionnaire adapted from Saeed *et al.* (2022) using a 4-point Likert scale. Data processing and

analysis, including validity, reliability, classical assumption, regression, hypothesis, and mediation tests (PROCESS Macro by Hayes), were conducted using IBM SPSS version 25.

C. RESULTS AND DISCUSSIONS [Times New Roman 12, Bold]

1. Respondent Characteristics

A total of 150 questionnaires were collected and met the sampling criteria, with no missing data across all measured variables. Respondent characteristics based on gender, age, education, tenure, and employment status are presented in Table 1.

Table 1. Respondent Characteristics (n = 150)

Category	Group	n	%
Gender	Male	76	50.7
	Female	74	49.3
Age	18–20 years	13	8.7
	21–23 years	37	24.7
	24–26 years	55	36.7
	27–29 years	45	30.0
Education	Senior High School	44	29.3
	Diploma	32	21.3
	Bachelor's Degree (S1)	73	48.7
	Master's Degree (S2)	1	0.7
Tenure	3–6 months	19	12.7
	6 months–1 year	36	24.0
	1–3 years	64	42.7
	> 3 years	31	20.7
Employment Status	Permanent	119	79.3
	Contract	31	20.7

Source: Primary data processed, 2026

The near-balanced gender distribution (50.7% male, 49.3% female) minimizes potential gender bias. Respondents are dominated by ages 21–29 years (91.3%), hold a bachelor's degree (48.7%), have 1–3 years of tenure (42.7%), and are mostly permanent employees (79.3%), reflecting a sample well positioned to evaluate the study's constructs.

2. Descriptive Statistics of Research Variables

All four variables scored in the high category, with total means of 48.24/60 for Workplace Spirituality, 46.96/55 for Job Involvement, 56.79/72 for Workforce Agility, and 56.70/72 for Workforce Performance. Item-level patterns show that enjoyment of daily tasks and viewing work as self-identity scored highest, while resilience after demanding situations and helping colleagues in difficulty scored lowest, indicating that resilience and collaborative behavior offer the greatest room for improvement.

3. Validity and Reliability Test

Table 2. Validity and Reliability Test Recapitulation

Variable	Number of Items	r-count Range	Validity	Cronbach's Alpha	Reliability
Workplace Spirituality (X)	15	0.614–0.780	Valid	0.930	Reliable
Job Involvement (Z1)	15	0.632–0.771	Valid	0.924	Reliable
Workforce Agility (Z2)	18	0.641–0.785	Valid	0.946	Reliable
Workforce Performance (Y)	18	0.655–0.797	Valid	0.954	Reliable

Source: Primary data processed, 2026 (r-table = 0.160; n = 150; $\alpha = 5\%$)

All 66 items across the four variables were valid, with r-count values ranging from 0.614 to 0.797, well above the r-table value of 0.160 (sig. < 0.001 for every item), so no item was dropped. Cronbach's Alpha for all four variables exceeded 0.90, categorized as excellent internal consistency, confirming that the measurement instrument used in this study is both valid and highly reliable.

4. Classical Assumption Test

The Kolmogorov-Smirnov test showed that the residuals of all three regression models (H2: $Z1 = f(X)$; H1+H3: $Z2 = f(X, Z1)$; H5: $Y = f(Z2)$) were normally distributed, with Asymp.

Sig. values ranging from 0.073 to 0.200 (all > 0.05). The multicollinearity test on the multiple regression model (H1+H3) showed a VIF of 1.430 and a Tolerance of 0.699 for both Workplace Spirituality and Job Involvement, well within the acceptable thresholds (VIF < 10; Tolerance > 0.10), indicating no problematic multicollinearity. The Glejser heteroscedasticity test showed significance values above 0.05 for all independent variables across the three models (ranging from 0.170 to 0.896), confirming that the homoscedasticity assumption was satisfied. Collectively, these results confirm that the Ordinary Least Squares (OLS) regression estimates in this study are Best Linear Unbiased Estimators (BLUE) and can be validly interpreted.

5. Hypothesis Testing Results

Table 3. Summary of Hypothesis Testing Results

Hyp.	Path	β / Effect	t	Sig.	R ²	Conclusion
H1	WPS → WA	0.726	8.412	< 0.001	0.323	Accepted
H2	WPS → JI	0.548	7.982	< 0.001	0.301	Accepted
H3	JI → WA (ctrl. WPS)	0.512	5.399	< 0.001	0.435*	Accepted
H4	WPS → JI → WA (indirect)	0.280	–	CI: 0.160–0.400	–	Accepted
H5	WA → WP	0.770	13.558	< 0.001	0.554	Accepted

Source: Output IBM SPSS 25 and PROCESS Macro v4.2 by Hayes (bootstrap 5,000 resamples), processed 2026.

*R² for the combined model of H1 and H3 ($Z2 = f(X, Z1)$). H4 significance is based on a 95% Bootstrap Confidence Interval that does not cross zero (BootLLCI = 0.160; BootULCI = 0.400).

All five hypotheses were supported. The resulting regression equations are: $Z1 = 20.549 + 0.548X$ (H2); $Z2 = 21.788 + 0.726X$ (H1, simple model); $Z2 = 11.276 + 0.446X + 0.512Z1$ (H1 and H3, combined model); and $Y = 12.956 + 0.770Z2$ (H5). Notably, when Job Involvement was entered into the model together with Workplace Spirituality, the coefficient of Workplace Spirituality on Workforce Agility decreased from 0.726 to 0.446, indicating partial mediation, which was subsequently confirmed by the PROCESS macro test for H4 (indirect effect = 0.280; BootLLCI = 0.160; BootULCI = 0.400, both positive).

6. Discussion

Effect of Workplace Spirituality on Workforce Agility (H1). Workplace spirituality positively and significantly affects workforce agility ($\beta = 0.726$; $t = 8.412$; $p < 0.001$; $R^2 = 0.323$). Employees who experience meaningful work, community, and value alignment adapt and respond to change more readily, consistent with Self-Determination Theory Deci & Ryan (1985) and Spillover Theory. This supports Saeed *et al.* (2022) and Sumampouw *et al.* (2025), though it contrasts with Quraissy and Nugroho (2024), who found no significant effect, suggesting the relationship's strength may vary by organizational context.

Effect of Workplace Spirituality on Job Involvement (H2). Workplace spirituality also positively affects job involvement ($\beta = 0.548$; $t = 7.982$; $p < 0.001$; $R^2 = 0.301$). Employees who find work existentially meaningful identify more strongly with their jobs, consistent with Milliman *et al.* (2003) and Kumar *et al.* (2022), though Karthikeyan *et al.* (2017) found only the meaningful-work dimension consistently predicts involvement.

Effect of Job Involvement on Workforce Agility (H3). Job involvement positively affects workforce agility ($\beta = 0.512$; $t = 5.399$; $p < 0.001$), raising the model's R^2 from 0.323 to 0.435, an 11.2% increment beyond workplace spirituality alone. This confirms involvement's independent role, consistent with Natapoera and Mangundjaya (2020) and Petermann and Zacher (2021), who found psychological identification fosters initiative and adaptability under pressure.

Mediating Role of Job Involvement (H4). The PROCESS macro (Model 4, 5,000 bootstraps) confirmed a significant indirect effect of workplace spirituality on workforce agility through job involvement (0.280; 95% CI [0.160, 0.400]), while the direct effect remained significant ($\beta = 0.446$), indicating partial mediation. This replicates Saeed *et al.*'s (2022) full mediation model, a design rarely tested in its entirety in prior literature (Mathur *et al.*, 2023; Sadeghian *et al.*, 2025; Muduli, 2017), helping address this gap for Generation Z employees in Indonesia.

Effect of Workforce Agility on Workforce Performance (H5). Workforce agility positively affects workforce performance ($\beta = 0.770$; $t = 13.558$; $p < 0.001$; $R^2 = 0.554$), a strong effect by Cohen's (1988) criteria and the strongest predictor in this model. Consistent with Borman and

Motowidlo's (1997) framework, this supports Makori *et al.* (2022) and Novriyan *et al.* (2023), though it contrasts with Irawati *et al.* (2026), who found agility did not directly affect performance, suggesting the mechanism may be indirect depending on job context.

D. CONCLUSIONS

This study examined the role of job involvement in mediating the effect of workplace spirituality on workforce agility, and the effect of workforce agility on workforce performance, among Generation Z employees using digital work systems in Indonesia. The findings show that workplace spirituality meaningfully shapes how employees engage with and adapt to their work: employees who experience meaningful work, community, and value alignment identify more strongly with their jobs and respond to change with greater initiative, adaptability, and resilience. Job involvement partially explains this translation from spirituality into agility, while workforce agility itself strongly drives workforce performance. Together, these findings suggest that optimal performance among Generation Z employees in digital work environments depends not only on technical competence but also on meaning, community, and psychological engagement at work.

This study has limitations. The purposive, non-probability sample was limited to Generation Z digital-system users in Indonesia, constraining generalizability to other cohorts or contexts. The cross-sectional design cannot establish causal direction, and reliance on self-reported data leaves the findings susceptible to common method bias. Only four constructs were examined; other variables, such as organizational culture or digital literacy, were not accounted for. Future research is encouraged to use longitudinal or experimental designs, broader samples, multi-source data, and additional variables to refine this model.

E. SUGGESTIONS

Future research could replicate this model using the same four variables on different populations, such as employees in specific industries, other generational cohorts, or different countries, to test its generalizability. Researchers might also extend the model with additional antecedents, moderators, or mediators, such as digital literacy, leadership style, or psychological

capital, to build a more comprehensive understanding of workforce agility and performance. A longitudinal design is recommended to strengthen causal inference, and combining quantitative methods with qualitative approaches, such as interviews or focus groups, would offer richer insight into how Generation Z employees personally experience meaning, involvement, and adaptability in digital work environments.

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