

Influence of Compensation Procedural Fairness and Employee Engagement on Workforce Agility and Its Impact on Employee Performance

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ABSTRACT

Purpose – The objective of the research is to examine the influence of compensation procedural fairness and employee engagement on workforce agility and its impact on employee performance at BPS Sulawesi Barat Province.

Methodology/approach – The causality associative research approach is used in this research design. The Structural Equation Modeling with Partial Least Square (SEM-PLS) approach is used in this study for quantitative analysis, while graphs and tables are used for descriptive analyses. The primary data used in this study was obtained from 139 respondents throughout the entire BPS Sulawesi Barat Province's units.

Findings – The findings imply that compensation procedural fairness and employee engagement have significant effects on employee performance. Additionally, fairness in the compensation procedure and employee engagement through workforce agility substantially impact employee performance. Meanwhile, compensation procedural fairness was found to have no direct significant impact on employee performance. These findings differ from previous studies.

Novelty/value – BPS Vision as the quality data provider for advanced Indonesia, must ensure the fulfilment of the demand of data users. In addition, the volatility, uncertainty, complexity, and ambiguity (VUCA) conditions of the workplace made employee engagement, workforce agility, and compensation procedural fairness necessary to respond to challenges. This study is particularly new in government data provider organisations; therefore, the conclusions are crucial for planning and evaluation.

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INTRODUCTION

Employee performance is a representation of the performance of an organisation. The better the performance of employees, the better the performance of the organisation; conversely, if the performance of employees is not optimal, the organisation's performance will also not be optimal (Leatemia, 2018). BPS employee performance is measured by various indicators, one of which is the

ability to respond to volatility, uncertainty, complexity, and ambiguity (VUCA) challenges by adapting quickly and being agile.

Many studies examined the factors that influence employee performance. For example, research conducted by Anitha (2014) concluded that employee engagement significantly affects employee performance. Research by Sendawula, Kimuli, Bananuka, & Muganga (2018) also states that training and employee engagement have a significant effect on employee performance.

Other studies suggested the opposite, where employee engagement does not significantly affect employee performance. This is similar to Joushan, Syamsun, & Kartika's (2015) research, which examined PT PLN (Persero) Bekasi Area. This is strongly influenced by an organisational culture that does not emphasise employee participation and the sense of belonging to the organisation. The assumption is that they can still thrive in performance even without high empathy.

Other research from Syahreza, Lumbanraja, Dalimunthe, & Absah (2017) suggests that compensation and work motivation significantly affect employee performance, as in their conclusions in examining 200 employees from 5 hotels in Medan. Likewise, Kundu, Mor, Bansal, & Kumar's (2019) research on Indian companies states that compensation procedural fairness has a significant influence on company performance. A study conducted by Mylona & Mihail (2018) on 490 employees in the sector service the public in Greece concluded that justice procedural compensation (salary and benefits) significantly influences employees' work achievement.

Meanwhile, Varshney & Varshney (2020), who researched small businesses in India, concluded that workforce agility as a mediating variable between emotional intelligence on employee performance has a significant influence. Employee performance is broken down based on task, adaptive, and contextual performance. According to this study, workforce agility has no meaningful relationship to task performance, while it influences other performance criteria. Workforce agility does not have a significant relationship with task performance; specifically, it can be caused by the object of research, namely small businesses. The majority of small businesses in India haven't used too much of the latest technology and methods, and employees generally still work according to old patterns that haven't allowed businesses to change quickly.

LITERATURE REVIEW

Employee Performance

Performance comes from the word work achievement (performance), as stated by Mangkunegara (2017) in Kuruway (2021) that the term performance comes from the word job performance or actual performance (work achievement or achievements achieved by a person), is the result of work in quality and quantity that is completed by someone in carrying out their duties and responsibilities. According to Gibson (2008) in Widodo (2017), performance is the desired result of behavior. In contrast, according to Murdijanto (2001), performance results from work achieved by a person or group within the organisation according to their legal authority and responsibility (Kuruway, 2021).

Employee performance consists of the following dimensions and indicators: 1) Knowledge dimension, with indicators consisting of knowledge and skills; 2) The dimension of work accuracy, with indicators of accurate and quality work; 3) Productivity dimension, with productive indicators 4) Independence dimension, with indicators of not depending on others; 5) The dimension of following policies and procedures, with indicators of implementing SOPs and complying with policies; 6) Initiative dimension, with work initiative indicators and providing solutions; and 7) Cooperation dimension, with teamwork indicators.

Compensation Procedural Fairness

Compensation procedural fairness indeed occupies an essential position for employees. The main issue of compensation justice is closely related to the allocation of compensation in employees'

perceptions. The more they are judged fair, the more consequences will be on their productivity and performance. In this case, not only compensation distributive justice but also compensation procedural justice. Procedural justice in the context of compensation is the employee's perception of the mechanism and evaluation of compensation allocation within the organisation Tjahjono (2008) in Edy (2013).

According to Colcuitt (2012) and Gibson (2012) that the dimensions and indicators of compensation procedural justice are as follows: 1) The consistency rule dimension, with its indicators consisting of consistent and fair procedures for everyone; 2) The dimension of the bias suppression rule, with indicators that do not prioritise individuals and avoid taking sides; 3) The dimension of the accuracy rule, with the indicator being an assessment of fairness based on facts; 4) The dimension of the correctability rule, with indicators that are efforts to avoid mistakes and correct mistakes; 5) The dimension of the representativeness rule, with the indicator being the involvement of all parties, both individuals and groups (teams); and 6) The ethicality rule dimension, with the indicator having ethical and moral standards.

Compensation procedural justice in an organization has a significant role in supporting organizational performance. Every employee will push himself to improve his performance if he has compensation equal to what he does. Supandi (2020) and Kusmeri (2018) concluded that compensation justice, especially compensation procedural justice, has a significant and positive influence on employee performance. Another study conducted by Mylona & Mihail (2018) on 490 employees in the public service sector in Greece concluded that procedural fairness of compensation (salary and benefits) has a significant effect on employee performance.

H1: compensation procedural fairness has a positive effect on employee performance.

Workforce agility can be interpreted as employee agility which can be seen as a proactive, adaptive and generative behavior of the workforce. It will not be possible for every employee to achieve or implement it without motivation, both internal and external motivation. The motivation that will really help is the existence of compensation that is considered equivalent to the process of employees learning and training themselves so that they can become agile and agile employees.

Many studies explain that compensation procedural justice has a significant influence and a positive direction on work force agility. The fairer the compensation procedural, the greater the resulting workforce agility. This is in accordance with research, including Eksan & Napitupulu (2019).

H2: compensation procedural fairness has a positive effect on workforce agility.

H3: Compensation procedural fairness has a positive indirect effect on employee performance through workforce agility.

Employee Engagement

Employee engagement is the involvement, satisfaction, and enthusiasm of employees or individuals for their work. Engaged employees are passionate about their jobs and feel deeply connected to their company. Conversely, employees who are not engaged only spend their time on work but do not focus their energy or attention on work (Robbins & Judge, 2013).

Employee engagement is the passion of organizational members for their work where they work and express themselves physically, cognitively, and emotionally while doing work (Albrecht, 2010). Employee engagement is critical for all organizations as it helps create a better work culture, reduces staff turnover, increases productivity, improves work and community relations, and has an impact on organizational progress. Many studies explain that employee engagement has a significant influence on employee performance, including Baharsyah & Nugrohoseno (2021) and Suhartanto & Brien (2018).

H4: employee engagement has a positive effect on employee performance.

Employee engagement is a large involvement of employees in their organization. This makes employees feel they have a big responsibility towards their place of work. Meanwhile, workforce agility reflects the attitude of flexibility, dexterity and agility possessed by employees. The greater the employee's attachment to his organization, the more agile he will be in completing work effectively and

efficiently. Research by Eksan & Napitupulu (2019) and Aidan, Alibabaei, & Mohammadi (2018) concluded that employee engagement has a significant effect on workforce agility.

H5: employee engagement has a positive effect on workforce agility.

Employee engagement has a significant influence on workforce agility (Eksan & Napitupulu, 2019). Likewise, workforce agility has a significant influence on employee performance (Tessarini & Saltorato, 2021).

H6: employee engagement through workforce agility has a positive indirect effect on employee performance.

Workforce Agility

There is no standard definition of workforce agility because researchers view workforce agility from various perspectives. Some researchers define workforce agility from work abilities and skills, while other researchers consider the phenomenon of workforce agility as attitudes and behaviors demonstrated or required by workers in an unstable global environment and business environment. Codreanu (2016) states that agility is related to a connected, flexible, light, and replicable attitude. From an organisational perspective, agility is about resisting adversity by changing it flexibly and quickly.

Workforce agility or an agile attitude possessed by employees in completing work is a much needed factor, especially in times of uncertainty at this time. Workforce agility has a significant influence on employee performance. The better the workforce agility, the better the employee's performance will be, conversely if the employee cannot apply the workforce agility attitude, the performance will be even worse. This is in accordance with research, including Tessarini & Saltorato (2021) and Isnaeni (2022).

H7: workforce agility has a positive effect on employee performance.

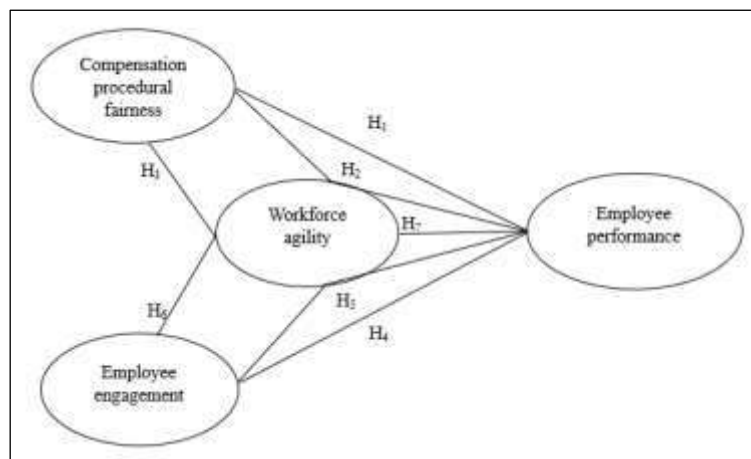


Figure 1. Conceptual Framework

METHOD

This research design uses the causality-associative research method. According to Sugiyono (2001), associative causality research is a study that seeks a relationship between one variable and another that has a causal relationship. This will be able to explain the relationship of each variable studied. The research will examine the relationship between compensation procedural fairness and workforce agility; employee engagement and workforce agility; compensation procedural fairness and employee performance; workforce agility and employee performance; and between employee engagement and employee performance. This research employs both quantitative and descriptive analysis. The quantitative analysis uses the Structural Equation Modeling with the Partial Least Square (SEM-PLS) method. This research utilises primary data collected by distributing questionnaires to employees chosen as samples using two-stage stratified random sampling. The population of this research is all civil servants (PNS) within the scope of BPS throughout Sulawesi Barat Province in early 2023, totaling 211 employees, consisting of 60 provincial BPS employees and 151 district BPS employees. The method of determining the sample, namely by simple random sampling in proportion to the number of employees of each work unit after determining the number of samples using the Slovin formula (Sugiyono, 2017). Thus, the number of samples obtained is 139 employees.

Measurement

Based on the literature review, the measurements for each variable are broken down based on the dimensions and indicators for each using a likert scale with 5 answer categories. The respondents' responses are grouped as Strongly Agree, Agree, Less Agree, Disagree, and Strongly Disagree (Sugiyono, 2021). Employee performance consists of 7 dimensions based on Dessler (2000) in Isnaeni (2021), namely the dimensions of knowledge, work accuracy, productivity, independence, following procedures, initiative, and cooperation dimensions. Workforce agility also consists of 7 dimensions based on Sherehiy & Karwosky (2014) and Muduli (2016), namely adaptation, flexibility, development, competence, speed, and informative. The compensation procedural fairness variable is based on Colcuitt (2012) and Gibson (2012) which divides into 6 dimensions, namely the consistency rule, the bias suppression rule, the accuracy rule, the correctability rule, the representativeness rule, and the ethicality rule. The employee engagement variable is based of Shrotryia & Dhanda (2020) which divides it into: alignment, affectiveness, and action-oriented.

RESULTS AND DISCUSSION

Result

Respondents to this study were 139 employees of BPS of Sulawesi Barat Province. Based on age grouping according to William H. Frey, the millennial age group is the highest at 52.52 percent, followed by Generation X which reaches 33.81 percent, and Generation Z which reaches 12.95 percent. The rest, the boomer age group, is only 0.72 percent. The proportion of men is higher, reaching 61.15 percent. the majority of respondents had Diploma IV/S-1 education which reached 61.87 percent. Then, the percentage which is also quite high is postgraduate which reaches 18.70 percent. As many as 76.98 percent of employees are married while the rest are single and divorced.

Table 1. Mean, Convergent Validity, Discriminant Validity, Construct Reliability

Variable	Indicators	Mean	Outer Loading	EP	Cross Loading			AVE	Reliability	
					WA	CPF	EE		CA	CR
EP	Knowledge	3,96	0,597	0,597	0,389	0,389	0,452	0.503	0.887	0.909
	Skills	4,01	0,647	0,647	0,377	0,248	0,391			
	Accurate	4,04	0,750	0,750	0,429	0,263	0,401			
	Quality	4,05	0,760	0,760	0,434	0,220	0,470			
	Productive	4,00	0,697	0,697	0,485	0,217	0,395			
	Independent	3,98	0,506	0,406	0,313	0,218	0,249			
	SOP application	4,09	0,698	0,698	0,433	0,422	0,484			
	Adhere to policies	4,05	0,579	0,579	0,471	0,455	0,516			
	Work initiative	4,13	0,675	0,675	0,507	0,444	0,525			
	Provide solutions	4,04	0,724	0,724	0,579	0,440	0,505			
WA	Teamwork	4,22	0,615	0,615	0,440	0,430	0,480	0.513	0.841	0.880
	Adaptation	4,02	0,728	0,495	0,728	0,477	0,495			
	Flexible	3,95	0,716	0,484	0,716	0,303	0,411			
	Participation	3,82	0,581	0,386	0,581	0,408	0,536			
	Collaboration	4,12	0,696	0,475	0,696	0,418	0,510			
	Knowledge on IT	3,88	0,679	0,384	0,679	0,423	0,359			
	Knowledge on works	3,90	0,690	0,561	0,690	0,512	0,518			
	Learning	3,65	0,733	0,514	0,733	0,528	0,479			
	Fast to learning IT	3,81	0,558	0,334	0,558	0,316	0,280			
	Informative	3,91	0,720	0,493	0,720	0,518	0,629			
CPF	Consistent	3,72	0,719	0,312	0,337	0,719	0,489	0.537	0.892	0.912
	Fair	3,56	0,796	0,354	0,423	0,796	0,510			
	Not concerned to individual	3,79	0,768	0,295	0,428	0,768	0,477			
	Avoid partiality	3,83	0,804	0,326	0,455	0,804	0,495			
	Judgment of	3,70	0,767	0,268	0,402	0,767	0,448			

Variable	Indicators	Mean	Outer Loading	EP	Cross Loading		EE	AVE	Reliability	
					WA	CPF			CA	CR
EE	fairness									
	Avoid mistakes	4,03	0,639	0,454	0,536	0,639	0,559			
	Correcting errors	4,04	0,647	0,409	0,429	0,647	0,566			
	Representative	3,58	0,618	0,333	0,465	0,618	0,409			
	Ethical and moral	4,23	0,614	0,503	0,537	0,614	0,614			
	Know the organisation goals	3,95	0,670	0,415	0,421	0,516	0,670	0.521	0.868	0.896
	The goals match the vision organisation	4,00	0,731	0,548	0,501	0,572	0,731			
	Competence	4,12	0,699	0,438	0,495	0,520	0,699			
	Maximise efforts	4,12	0,826	0,609	0,546	0,564	0,826			
	Participating	4,04	0,674	0,389	0,484	0,506	0,674			
	Develop themselves	3,88	0,728	0,505	0,657	0,617	0,728			
	Proud of the work	4,02	0,690	0,451	0,384	0,498	0,690			
	Carrying the works	4,24	0,639	0,517	0,420	0,374	0,639			
	Completing the works	4,17	0,588	0,389	0,455	0,399	0,588			

Source: Output using SmartPLS 3

Abbreviation: EP = Employee performance, WA = workforce agility, CPF = Compensation procedural fairness, EE = Employee engagement, CA = Cronbach's Alpha, CR = Composite Reliability

This research uses PLS-SEM data analysis method using the SmartPLS 3 program. The analysis begins with an evaluation of the measurement model (outer model). Based on the results of outer model analysis calculations in Table 1, the convergent validity test found that all indicators of each construction had an outer loading value above 0.7 which indicates that all indicators are the right measuring tools to measure the variables. The AVE (Average Variance Extracted) value for all variables is greater than 0.5 which indicates that the convergent validity value is high. The discriminant validity test using cross loading shows that the loading factor value of each indicator in one construct has a greater value than the other variables, which indicates that the measurement of each measured variable has high validity.

The next analysis is the inner model as shown in Table 2. There are two models formed, namely workforce agility as the dependent variable whose independent variables consist of compensation procedural fairness and employee engagement. And, employee performance as the dependent variable with the overall model explains all independent variables.

Table 2. Inner Model: R Square, Q Square, GoF

	R Square	R Square Adjusted	Q Square	GoF
Employee performance	0,552	0,543	0,543	0,566
Workforce agility	0,534	0,527	0,527	

Source: Output using SmartPLS 3

For the model with the dependent variable workforce agility, an R-Square of 0.534 is obtained, which means that the model built can explain 53.40 percent of the variation in the dependent variable and the rest is explained by other variables that have not been analyzed. The employee performance model has an R-Square of 0.552 which means that the model built can explain variations in the dependent variable of 55.20 percent while the rest is explained by other variables that have not been included in the model. Meanwhile, GoF which reaches 0.566 indicates that the fit of the model with the existing data is strong because the value is above 0.38 as the minimum value for the best model.

The next step is to test the t statistic or p-value hypothesis on the bootstrapping result algorithm. If the t-statistical value is greater than the critical z value at 1-tailed 1.645 or at a significance level of 5 percent, it can be concluded that it is significant. Second way, the determination of significance can also be determined by comparing the p-value with the level of uncertainty (α) 0.05. If the p-value is smaller than alpha (α) 0.05, the hypothesis is accepted, if the p-value is greater than alpha (α) 0.05, the hypothesis is rejected. The results of hypothesis testing are shown in Table 3 and Figure 2. This study proposes 7 hypotheses, and the results show 6 hypotheses are accepted, and 1 hypothesis is rejected.

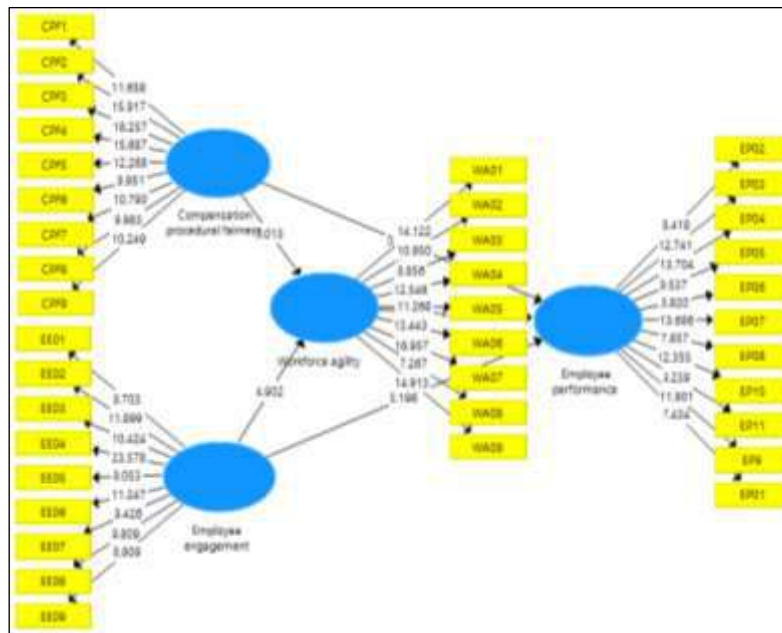


Figure 2. Hypothesis Testing Results

Source: Output using SmartPLS 3

Table 3. Hypothesis Testing Results

	Original Sample	Standard Deviation	t Statistic	p Value	Conclusion
Compensation procedural fairness → Employee performance	0,058	0,115	0,503	0,615	H1: rejected
Compensation procedural fairness → Workforce agility	0,285	0,094	3,013	0,003	H2: accepted
Compensation procedural fairness → Workforce agility → Employee performance	0,117	0,048	2,446	0,015	H3: accepted
Employee engagement → Employee performance	0,645	0,092	7,019	0,000	H4: accepted
Employee engagement → Workforce agility	0,496	0,101	4,902	0,000	H5: accepted
Employee engagement → Workforce agility → Employee performance	0,204	0,057	3,606	0,000	H6: accepted
Workforce agility → Employee performance	0,411	0,094	4,377	0,000	H7: accepted

Source: Output using SmartPLS 3

Discussion

The results of the study show that compensation procedural fairness has no significant effect on employee performance at BPS in Sulawesi Barat Province. Further, the data shows that most employees are dissatisfied with the compensation they are receiving. They argue that the performance allowances set do not provide a sense of fairness to all employees. Inequality exists. This might be greatly influenced by the majority of employees who have experienced a downgrade due to the latest regulations.

Employees, on the other hand, continue to perform effectively, which may be attributed to the rooted work culture at BPS, in which all parties work together to get the task done well. However, this cannot be simply ignored. The most suitable solution must be sought so that it does not turn into a "time bomb"

in the future. However, in contrast to the direct relationship, compensation procedural fairness considerably influences employee performance via workforce agility as an intervening element. These results are consistent with the research findings of Supandi (2020), Kusmeri (2018), Indrasari, Pintakhari, & Kartini (2018), and others. All of them conclude that compensation fairness has a significant effect on employee performance, both directly and indirectly.

Compensation procedural fairness significantly influences workforce agility in BPS throughout the Province of Sulawesi Barat Units. This indicates that employees will tend to be able to follow the organization's demands to adapt well and provide agile performance if supported with fair compensation (Muduli, 2016) and Sumukadas & Sawhney (2004). Equitable compensation received by every employee will stimulate them to continue to improve their skills so that they can quickly adapt and be agile at work (Eksan & Napitupulu, 2020).

Employee engagement on employee performance has a positive and significant influence, directly or indirectly, through workforce agility. Employees with a high employee engagement attitude will also make their performance better, this is driven by a sense of full responsibility for the organization to be able to advance the organization by knowing the goals to be achieved (Baharsyah & Nugrohoseno, 2021). Employee engagement has an important role in strengthening the position of the organization because there are many people who are ready to set up their responsibility for the advancement of the organization (Suhartanto & Brien, 2018). Employee engagement on workforce agility has a positive and significant influence. If employee engagement is high, it will make employees more alert at work, respond to problems very quickly, and be able to complete work effectively (Eksan & Napitupulu, 2019). Employee engagement is one of the organizational assets where employees have high loyalty, thus providing an agile way of working (Aidan, Alibabaei, & Mohammadi, 2018).

Workforce agility significantly influences positively on employee performance at BPS in Sulawesi Barat Province. This indicates that the better the workforce agility, the more optimal employee performance will be. Conversely, if the workforce agility is not good, the employee's performance will also not be optimal (Tessarini & Saltorato, 2021). Employees in the public sector such as BPS as data providers with very fast changes require agility and adapt quickly in their work. If you can be agile at work, it will also provide optimal performance for BPS (Isnaeni, 2022).

CONCLUSION

Based on the analysis using SEM-PLS, we can conclude that compensation procedural fairness and employee engagement has a significant effect on workforce agility, while employee engagement has a significant impact on employee performance. Furthermore, compensation procedural fairness and employee engagement through workforce agility have a considerable effect on employee performance.

Meanwhile, compensation procedural fairness has no direct significant effect on employee performance. Employees' dissatisfaction towards the downgrading regulation has not affected their performance. This shows that the BPS organisational culture is still very attached, namely team collaboration in producing exceptional performance. Nonetheless, it should be acknowledged that the situation in which certain employees were downgraded must be addressed to further optimize individual performance and, of course, organizational performance.

Suggestions for further research are how to explore other variables that have a significant influence so that they can better explain the dependent variable more thoroughly, such as organizational culture and leadership style variables.

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