

The Influence Of Compensation And Organizational Culture On Workforce Agility Mediated By Employee Engagement

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ABSTRACT

Purpose – This paper examines the influence of compensation and organizational culture on workforce agility, mediated by employee engagement, at Raja Ali Haji Maritime University (UMRAH). **Methodology/approach** – Data were collected via a survey focusing on the influence of compensation and organizational culture on workforce agility. The population consisted of 227 education personnel at UMRAH. The sample comprised 103 ASN education personnel from UMRAH.

Findings – The study found that organizational culture is a key factor directly and significantly affecting workforce agility. This highlights the importance of fostering a strong organizational culture (BerAKHLAK) to enhance workforce agility at UMRAH, enabling the university to adapt to change. **Novelty/value** – To navigate the challenges of the VUCA world (volatility, uncertainty, complexity, and ambiguity), UMRAH needs to improve workforce agility to achieve its vision and mission. Contrary to expectations, compensation did not have a significant effect on workforce agility. Instead, organizational culture, an area that has not been a primary focus at UMRAH, proved to be a more influential factor in enhancing workforce agility.

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INTRODUCTION

Facing an era full of uncertainty and complexity as identified in the VUCA concept (Volatility, Uncertainty, Complexity and Ambiguity), the need for rapid adaptation and response is increasingly becoming a primary focus. Ganguly, et al (2009) highlight the importance of proactive action from organizations in facing challenges that arise along with changes in economic dynamics, technology and social aspects. This proactive action is very important for achieving the organization's vision and mission amidst the many changes that are occurring. Every organization should prepare itself to face the VUCA era.

Raja Ali Haji Maritime University (UMRAH) is the first state university in the Riau Islands Province which is located in the city of Tanjungpinang. UMRAH as a new university must continue to develop and catch up compared to other state universities. For this reason, UMRAH as an organization must also be able to survive and develop in this VUCA era. Human resource support is needed so that UMRAH can achieve its vision and mission. Organizational capabilities are needed to maintain the organization in terms of HR management to maintain competitive advantage (Hamid, 2019). UMRAH

as a university trusted by the Ministry of Education, Culture, Research and Technology must have deep capabilities.

In 2022, at a meeting with the Deputy Deans who deal with personnel, all Deputy Deans in the UMRAH environment asked for a rollover of educational staff so that the UMRAH Chancellor issued a Decree (SK) regarding Employee Transfers in the UMRAH environment Number 540/UN53/KP/2022 which contained the internal transfer of 38 educational staff. At the end of 2023, the UMRAH HR Department was still receiving return letters from employees at the Faculty of Maritime Engineering and Technology (FTTK). A total of nine employees resigned and the Dean of the faculty returned these nine employees to the UMRAH HR department. In 2024, requests for employee returns will still occur but these requests are made verbally. Several work unit leaders still complain about educational staff and ask for transfers of educational staff.

Higher education institutions, including the Raja Ali Haji Maritime University (UMRAH), face dynamic challenges in the era of globalization and increasingly fierce competition. In this context, workforce agility becomes crucial for organizational success. The ability of human resources to adapt quickly and effectively to environmental changes is an important key. This shows that organizations need to adopt agile work practices (workforce agility). Employees are expected to have the ability to identify opportunities and threats quickly, and have the readiness to change strategies and operations flexibly. Workforce agility is a new strategy for employees where employees who have agility, one of them has cultural abilities (Breu, et al, 2002). Sherehiy & Karwowski (2014) emphasized that workforce agility is a solution for organizations oriented towards sustainable development to face various challenges.

Some researchers have focused on factors that influence workforce agility, such as compensation and organizational culture. According to interviews and pre-surveys, one of the reasons workforce agility problems occur is due to compensation. As highlighted by Ahmed & Ahmed (2014), compensation is not just an additional element, but is one of the most important aspects of Human Resources (HR) management. Sudiardhita, et al (2018) said that compensation can increase employee workforce agility which has an impact on employee performance. Organizational culture itself can be an obstacle to workforce agility, so it is important to support organizational culture to increase employee agility (Holbeche, 2019). Organizational culture ensures employee orientation towards workforce agility through an effective empowerment process (Hernawaty, H., et al, 2022).

High employee engagement can encourage workforce involvement (Sumukadas & Sawhney, 2004), where workforce involvement is important in workforce agility. However, research that specifically examines the mediating role of employee engagement and organization culture on workforce agility in university environments, especially at UMRAH, is still limited. Therefore, this research aims to analyze compensation and organizational culture on workforce agility mediated by employee engagement at Raja Ali Haji Maritime University.

LITERATURE REVIEW

In today's dynamic business environment, organizations face the challenge of fostering a culture that can effectively harness the talents and engagement of their workforce. A critical aspect of this is understanding the complex interplay between compensation, organizational culture, workforce agility, and employee engagement.

Workforce Agility

Workforce agility refers to the capacity of an organization's workforce to adapt quickly and effectively to changes in the business environment. It encompasses the ability of individuals and teams to respond to new demands, learn new skills, and embrace change. It's not just about reacting to the present but also anticipating future needs and proactively adjusting. A truly workforce agility is flexible, adaptable, and resilient, enabling the organization to navigate uncertainty and thrive in dynamic environments. Workforce agility is an ability and mindset that allows individuals and organizations to develop amidst change. This is not just a definition, but a practices that involves a series of adaptive actions and behaviors. (Gratton, L., 2015).

Dimensions of Workforce Agility (WA) or Agile Workforce (AW) according to Sherehiy & Karwowski (2014), namely: 1) Proactive; 2) Adaptive; and 3) Resilience or tough. Proactive refers to a situation where a person starts of his own free will to carry out an action that has a positive impact on environmental change (Griffin and Hesketh, 2003 in Sherehiy & Karwowski, 2014). Adaptive is the ability to change or modify oneself or one's behavior to better adapt to a new environment (Griffin and Hesketh, 2003 in Sherehiy & Karwowski, 2014). Resilience or tough is the ability to function effectively under pressure, even in a changing environment, or when strategies implemented to solve problems fail (Griffin and Hesketh, 2003 in Sherehiy & Karwowski, 2014). The indicators of proactive are; 1) anticipate problems related to change; 2) solution of change related problems; and 3) initiation of activities that lead to solutions. The indicators of adaptive are: 1) learning new duties and responsibilities; 2) interpersonal and cultural adaptation; and 3) spontaneous collaboration. The indicators of tough are: 1) positive attitude towards change, towards new ideas, technology; 2) tolerance for and dealing with uncertainty and unexpected situations, and 3) able to deal with stress.

Employee Engagement

According to Robbins and Judge (2008), employee engagement is an individual's attachment, satisfaction and enthusiasm with the work they do. Employee engagement is defined as an employee's cognitive, emotional and behavioral energy that leads to positive organizational outcomes (Shuck & Wollard, 2010) so that employee engagement can be said to be a state where employees are actively involved in their work cognitively, emotionally and behaviorally. Based on research by Shuck (2017), there are dimensions of employee engagement as follows: 1) Cognitive Engagement; 2) Emotional Engagement), and 3) Behavioral Engagement. The indicators of cognitive engagement are: 1) focus on work while working; 2) concentrate on work; 3) Many think about how to give the best, 4) focus on work while at work; and 5) lots of attention to work. The indicators of emotional engagement are; 1) organizations have a lot of personal meaning; 2) feel a strong sense of ownership towards work; 3) proud to tell others that working for his current organization; 4) believe in the mission and goals of the organization; and 5) concerned about the future of the organization. The indicators of behavioral engagement are; 1) do more than expected; 2) really push yourself to work beyond what is expected; 3) be willing to put in extra effort without being asked; 4) often goes above and beyond what is expected to help the team be successful, and 5) work harder than expected to help the organization succeed.

Compensation

There are three dimensions of compensation according to Mathis and Jackson (2017). Mathis and Jackson explained that compensation consists of three dimensions, namely (1) direct financial compensation; (2) indirect financial compensation; and (3) non-financial compensation. Mondy and Mondy (2008), direct financial compensation consists of payments a person receives in the form of wages, salaries, commissions and bonuses. The indicators of direct financial compensation are wages and incentive. Indirect financial compensation is any form of financial compensation that is not included in direct financial compensation. The indicators of direct financial compensation are social security, allowance, and insurance. Mondy & Martocchio (2016) state that non-financial compensation is the satisfaction an employee receives from the work itself and its environment, both the psychological environment and the physical environment where the person works. The indicators of non-financial compensation are praise, award, competency development, and self-development.

The reward system, which is an indicator of compensation, is one of the factors that influences workforce agility (Muduli, A., 2013).

H1: compensation has a positive and significant effect on workforce agility

Organizational Culture

According to Edgar Schein (1985), organizational culture is a pattern of basic assumptions learned by a group as they solve problems of external adaptation and internal integration, which have been proven

well enough to be considered valid and therefore taught to new members as the correct way to understand, think, and feel in relation to those problems. Hofstede (1980) argued that organizational culture is a collective mental program that differentiates one group of people from another group.

Organizational culture enables employees to be oriented towards workforce agility through an effective empowerment process (Syahrani, M., & Hernawaty, H., 2022)

Engaged employees are more likely to collaborate, innovate, and work harder, contributing to workforce agility. Thus, engagement engagement is not only an outcome but also a driver of positive organizational culture, reinforcing organizational values and facilitating its overall success (Radu, C., 2023).

Adhocracy culture is a work culture that prioritizes innovation, creativity and flexibility, play an augmenting role in organizational agility (Panduwinarsih, P., & Rahmadani, V. G., 2024). It means an organizational culture is the important thing to improve workforce agility such as an innovative, creative, and flexible workforce.

H2: Organizational culture has a positive effect on workforce agility

Compensation, Workforce Agility, Employee Engagement

Compensation plays a vital role in employee engagement, as it serves as a tangible reward for an individual's contributions and a means to motivate and retain top talent (Maisoni et al., 2019). Researchers have found that compensation affects employee engagement, as it can be a powerful tool to drive performance and commitment (Sofyan, S., et al, 2023) (Maisoni, et al., 2019). Effective compensation strategies not only provide fair and competitive rewards, but also align with the organization's values and strategic objectives, fostering a sense of purpose and belonging among employees.

H3: Compensation has a positive and significant effect on employee engagement

H6: Employee engagement mediates the relationship between compensation and workforce agility

Organizational Culture, Workforce Agility, Employee Engagement

Organizational culture, on the other hand, is the foundation upon which employee engagement is built. A strong, positive organizational culture can create a sense of psychological safety, meaningfulness, and availability, which are essential for fostering high levels of employee engagement (Hanafi, 2020). Cultures characterized by teamwork, growth opportunities, and considerate treatment of employees are more likely to cultivate engaged and committed workforces. (Devi, 2009).

H4: Organizational culture has a positive and significant effect on employee engagement

H7: Employee engagement mediates the relationship between organizational culture and workforce agility

Employee engagement has a significant influence on workforce agility create higher employee responsiveness in advancing the company's business (Azmi, Ahmad, 2021).

Talent management optimization effect on workforce agility through job satisfaction and employee engagement to develop excellent service in private hospital (Azmi, Ahmad, et. al., 2022). Employee engagement practices (quality circle, quality of work life, survey feedback, suggestion system) have the potential to directly promote workforce agility (Natapoera, Manggala, and Wustari Mangundjaya, 2020). To increase the workforce agility, training about employee engagement can be carried out (Taran, 2019; Varshney & Varshney, 2020; Kumar & Kumar, 2022). It is necessary for government institutions to prepare their employees to face various changes in their work environment by increasing workforce agility and employee engagement to increase employee performance in facing and managing changes (Saptarini, N. I., & Mustika, M. D. , 2023)

H5: employee engagement has a positive and significant effect on workforce agility

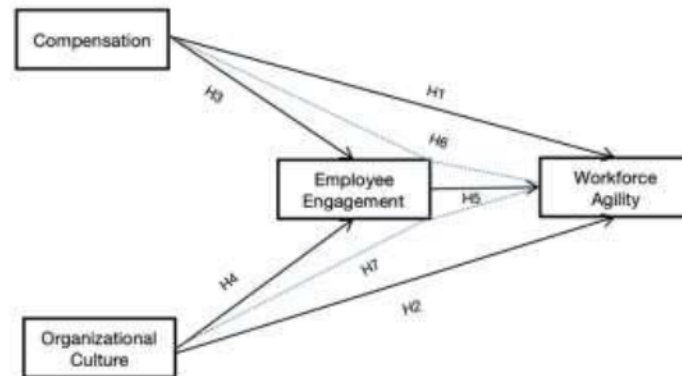


Figure 1. Conceptual Framework

METHOD

This research is quantitative research. The research will examine the relationship between compensation and the implementation of organizational culture on workforce agility, as well as the mediating influence of employee engagement. The population in this study were employees at the Raja Ali Haji Maritime University, consisting of 227 educational staff. The number of samples selected for this research was all educational staff with State Civil Apparatus status at Raja Ali Haji Maritime University, totaling 103 employees. Non-ASN educational staff at Raja Ali Haji Maritime University were not sampled in this research because the amount of compensation was different and the encouragement to implement organizational culture had not been fully put into practice. This study aims to empirically test the relationship between hypothesized latent variables. To achieve this goal, this study uses a PLS-based Structural Equation Modeling (SEM) approach with the help of SmartPLS software version 4.1.0.3. SEM analysis involves evaluating the measurement model and structural model to ensure the accuracy and validity of the measured constructs.

RESULT AND DISCUSSION

Result

As a state university that provides educational services, UMRAH has a vision to become a center of excellence for maritime higher education in Indonesia that is globally competitive and has a mission to produce competent, innovative, and characterful graduates, as well as develop maritime science and technology to support sustainable development. UMRAH has the support of Human Resources in the form of Lecturers and Education Personnel. The current lecturers are 328 lecturers with 10 non-ASN status, 62 PPPK lecturers and 256 PNS and CPNS lecturers. The number of education personnel is 223 people with 34 PNS, 69 PPPK education personnel, and 120 non-ASN education personnel.

The respondents in this study were 103 educational staff with the status of State Civil Apparatus (ASN) at Raja Ali Haji Maritime University. The researcher collected the demographics of the respondents by describing gender, employee status, age, marital status, educational qualifications, position, work unit, and length of service.

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

Variables	Indicators	Mean	Outer Loading	Cross loading				AVE	Reliability	
				OC	EE	C	WA		CA	CRa
OC	OC1	4,1	0,591	0,593	0,473	0,561	0,516	0,538	0,957	0,96
	OC2	4,17	0,744	0,746	0,52	0,384	0,598			
	OC3	4,41	0,75	0,751	0,585	0,256	0,577			
	OC4	4,5	0,63	0,628	0,44	0,235	0,402			
	OC5	4,3	0,605	0,605	0,365	0,35	0,49			
	OC6	4,46	0,724	0,723	0,5	0,362	0,524			
	OC7	4,21	0,73	0,731	0,601	0,4	0,669			
	OC8	4,32	0,75	0,751	0,585	0,389	0,654			
	BO9	4,33	0,696	0,698	0,572	0,193	0,683			
	OC10	4,65	0,716	0,713	0,459	0,195	0,435			
	OC11	4,44	0,779	0,779	0,574	0,234	0,578			
	OC12	4,54	0,825	0,823	0,632	0,241	0,524			
	OC13	4,62	0,723	0,72	0,504	0,129	0,341			
	OC14	4,67	0,746	0,743	0,532	0,156	0,402			
	OC15	4,62	0,703	0,701	0,526	0,286	0,446			
	OC16	4,28	0,745	0,746	0,535	0,252	0,674			
	OC17	4,3	0,729	0,731	0,599	0,296	0,663			
	OC18	4,26	0,779	0,779	0,662	0,228	0,689			
	OC19	4,34	0,784	0,784	0,714	0,285	0,634			
	OC20	4,52	0,801	0,799	0,702	0,214	0,536			
	OC21	4,35	0,806	0,806	0,625	0,285	0,679			
EE	EE1	4,41	0,719	0,537	0,717	0,165	0,543	0,549	0,94	0,946
	EE2	4,43	0,788	0,585	0,787	0,183	0,556			
	EE3	4,4	0,788	0,625	0,787	0,167	0,568			
	EE4	4,27	0,797	0,545	0,796	0,317	0,552			
	EE5	4,25	0,808	0,64	0,807	0,227	0,558			
	EE6	4,15	0,795	0,644	0,795	0,309	0,564			
	EE7	4,2	0,819	0,6	0,818	0,303	0,534			
	EE8	4,12	0,774	0,675	0,774	0,374	0,564			
	EE9	4,26	0,811	0,607	0,81	0,331	0,543			
	EE10	4,4	0,791	0,641	0,79	0,378	0,525			
	EE11	4,07	0,805	0,675	0,807	0,281	0,666			
	EE12	3,67	0,583	0,38	0,586	0,197	0,361			
	EE13	3,92	0,583	0,388	0,585	0,22	0,399			
C	EE14	3,84	0,555	0,443	0,558	0,19	0,503	0,531	0,82	0,827
	EE15	3,99	0,602	0,443	0,605	0,218	0,426			
	C2	4,03	0,593	0,239	0,185	0,597	0,308			
	C5	4,19	0,669	0,262	0,252	0,68	0,181			
	C6	3,42	0,681	0,299	0,284	0,69	0,334			
	C7	3,65	0,802	0,313	0,26	0,81	0,338			
	C8	4,01	0,773	0,271	0,273	0,781	0,257			
WA	C9	4,04	0,785	0,285	0,271	0,791	0,296	0,615	0,919	0,923
	WA1	4,1	0,807	0,673	0,553	0,305	0,808			
	WA2	4,03	0,862	0,694	0,589	0,35	0,862			
	WA3	4,08	0,854	0,667	0,589	0,378	0,853			
	WA4	4,04	0,864	0,624	0,635	0,295	0,864			
	WA6	3,95	0,68	0,569	0,523	0,275	0,683			
	WA7	3,87	0,771	0,649	0,599	0,354	0,773			
	WA8	4,04	0,841	0,577	0,576	0,254	0,842			
	WA9	4,11	0,703	0,494	0,513	0,342	0,706			

Abbreviation: C = Compensation, OC = Organizational Cultural, WA = Workforce agility, EE = Employee engagement, CA = Cronbach's Alpha, CR = Composite Reliability,

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS version 4 to analyze the data. The analysis commenced with an assessment of the measurement model (outer model). The results, presented in Table 1, demonstrate strong convergent validity, as all indicator loadings for each construct exceeded 0.5, confirming their suitability as measures for the respective variables. Furthermore, all constructs exhibited Average Variance Extracted (AVE) values above 0.5, indicating high convergent validity. Discriminant validity was established through cross-loading analysis, where each indicator's loading on its designated construct was greater than its loadings on other constructs, confirming the high validity of each measured variable.

Table 2. Inner Model

	R-square	R-square adjusted	Q ² predict
Employee Engagement	0.598	0.59	0.563
Workforce Agility	0.645	0.634	0.594

The R square value above shows that compensation and organizational culture quite strongly influence employee engagement, namely 59.8%, the remaining employee engagement is influenced by other variables. Compensation, organizational culture and employee engagement quite strongly influence workforce agility, namely 64.5%.

The Q-Square test is used to check whether the model created is good enough or not. The way to do this is by hiding some of the data (blindfolding). If the Q-Square value is more than 0, it means the model can predict the data well. But if it is less than 0, it means the model is not good enough to predict the data. The Q-square value ranges from 0 to 1. The higher the Q-square value, the better the model's predictive ability. Table 2 also shows that Q square is above 0, then the model has predictive ability so that the model is acceptable for this research.

Hypothesis testing was conducted on the bootstrapping results by examining both t-statistics and p-values. Significance was determined in two ways. First, if the t-statistic exceeded the one-tailed critical z-value of 1.645 (corresponding to a 5% significance level), the hypothesis was deemed significant. Second, significance was also assessed by comparing the p-value to the alpha level of 0.05. Hypotheses with p-values less than 0.05 were accepted, while those with p-values greater than 0.05 were rejected. The results of these tests, presented in Table 3 and Figure 2, indicate that six of the seven proposed hypotheses were supported, while one was not.

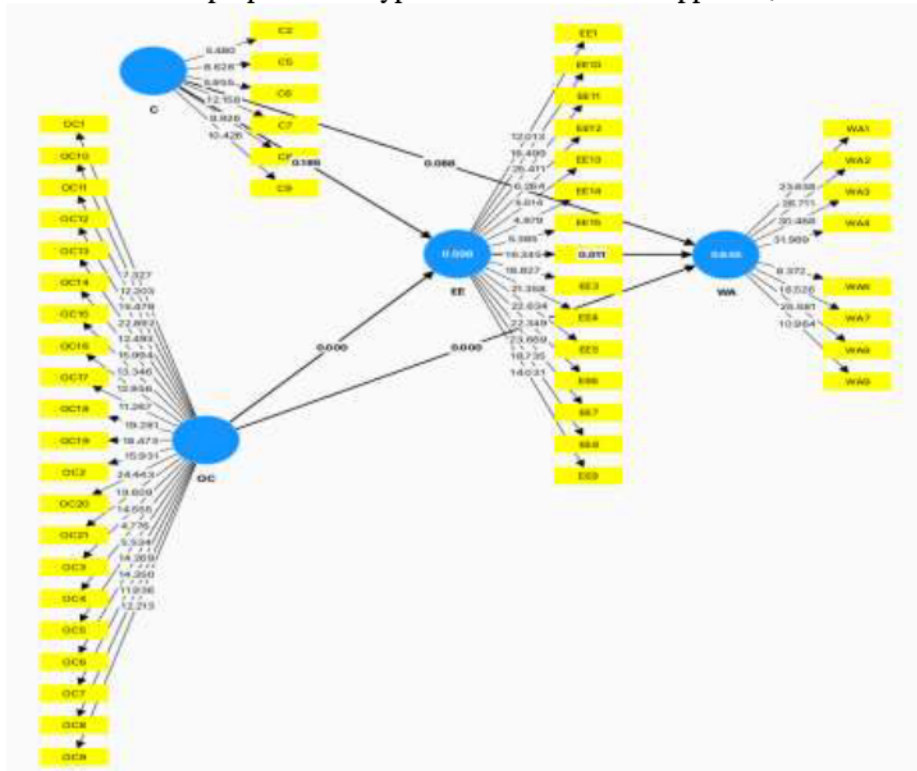
**Figure 2.** Bootstrapping

Figure 2 shows that the influence of organizational culture on employee engagement is strong, the influence of organizational culture on workforce agility is strong, the influence of employee engagement on workforce agility is moderate, the influence of compensation on employee engagement is low, and the influence of compensation on workforce agility is low.

Table 3. *Specific Indirect Effect & Path Coefficients*

Hipotesis	Original	Standard T statistics	P values	Conclusion
	Sample	Deviation		
H1 Compensation-> Workforce Agility	0.100	0.074	1.355	0.088 Rejected
H2 Organizational Culture -> Workforce Agility	0.527	0.100	5.246	0.000 Accepted
H3 Compensation -> Employee Engagement	0.064	0.071	0.897	0.185 Rejected
H4 Organizational Culture -> Employee Engagement	0.747	0.051	14.594	0.000 Accepted
H5 Employee Engagement -> Workforce Agility	0.274	0.119	2.298	0.011 Accepted
H6 Compensation -> Employee Engagement -> Workforce Agility	0.017	0.023	0.753	0.226 Rejected
H7 Organizational Culture -> Employee Engagement -> Workforce Agility	0.204	0.092	2.225	0.013 Accepted

Source: Output from smartpls v4.1.0.3

Discussion

Figure 2 and Table 3 show compensation has no direct and insignificant effect on workforce agility. Research conducted on ASN education personnel at Raja Ali Haji Maritime University shows that compensation is not the main factor in increasing workforce agility. This means that although compensation is important for employees, in the context of increasing the organization's ability to adapt quickly (workforce agility), compensation does not have a more significant effect.

Organizational culture has a direct and significant effect on workforce agility. Raja Ali Haji Maritime University needs to improve the culture of Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative (berAKHLAK) for ASN education personnel at Raja Ali Haji Maritime University in order to increase workforce agility. The indicator of openness in working together to produce added value (OC20) and the indicator of building a conducive work environment (OC12) are the indicators that most significantly influence workforce agility. The significant influence of OC20 underscores the importance of collaborative cultures where information sharing, mutual support, and open communication are prioritized. When employees feel comfortable sharing ideas and working across teams, they are better equipped to adapt to changing demands and contribute to innovative solutions. Similarly, the strong impact of OC12 emphasizes the necessity of a supportive and positive work environment. A conducive environment, characterized by trust, respect, and psychological safety, empowers employees to take risks, experiment, and learn from mistakes, all of which are crucial for agile performance. The prominence of these two indicators suggests that organizations seeking to enhance workforce agility should prioritize initiatives that promote collaborative work practices and cultivate a positive and supportive organizational climate.

Compensation has no direct and insignificant effect on employee engagement. Compensation measured from direct financial, non-direct financial and non-financial dimensions has no influence on employee engagement of ASN education staff at Raja Ali Haji Maritime University. This indicates that increasing employee engagement does not involve increasing compensation. This shows that although compensation for ASN education personnel at Raja Ali Haji Maritime University is very important and based on the average value shows that ASN education personnel at Raja Ali Haji Maritime University

consider the compensation given to be not very satisfying, this also shows that employee engagement is not from compensation.

Organizational culture which includes dimensions of Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative, has a direct and significant effect on employee engagement. To improve employee engagement, Raja Ali Haji Maritime University needs to improve the berAKHLAK culture. The values of berAKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) can be a strong foundation for building a positive organizational culture at Raja Ali Haji Maritime University. The most important organizational culture to improve for ASN education staff at Raja Ali Haji Maritime University is a strong sense of belonging to their work in the emotional attachment dimension (EE 11) and in the indicator of doing more than expected in the behavioral attachment dimension (EE7).

Employee engagement does not play a significant role as a variable that mediates compensation for workforce agility. To increase workforce agility in ASN education staff at Raja Ali Haji Maritime University cannot be done by increasing compensation, even though it is through increasing employee engagement. This shows that although compensation is important, it is not the factor that can improve workforce agility and employee engagement. The non-financial dimension of the award indicator (C7) is the one that can have the greatest influence on workforce agility for ASN education staff at Raja Ali Haji Maritime University. Even though the award indicator can have the greatest influence on workforce agility, it has not been able to provide a compensatory influence on workforce agility because educational staff have not received high marks from respondents.

Employee engagement plays a significant role as a variable that mediates organizational culture on workforce agility. Organizational culture includes service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative dimensions which have a significant influence on employee engagement of ASN education staff at Raja Ali Haji Maritime University. This makes Raja Ali Haji Maritime University needs a policy about berAKHLAK to increase the involvement of ASN educational staff at Raja Ali Haji Maritime University to improve the organizational culture of berAKHLAK.

CONCLUSION

This study reveals several key findings regarding the factors influencing workforce agility among ASN education personnel at Raja Ali Haji Maritime University. Contrary to expectations, compensation does not have a direct or significant impact on either workforce agility or employee engagement. This suggests that while adequate compensation is undoubtedly important, it is not the primary driver for enhancing agility or engagement within this specific context. Instead, the research highlights the critical role of organizational culture, specifically the "berAKHLAK" values (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative), in directly and significantly influencing both workforce agility and employee engagement.

The study pinpoints "openness in working together to produce added value" (BO20) and "building a conducive work environment" (BO12) as the most influential indicators for fostering workforce agility. These findings underscore the importance of collaborative work practices, open communication, and a supportive organizational climate characterized by trust, respect, and psychological safety. Organizations seeking to improve workforce agility should prioritize initiatives that strengthen these areas.

Furthermore, the research demonstrates that employee engagement significantly mediates the relationship between organizational culture and workforce agility. This implies that cultivating a positive "berAKHLAK" culture can indirectly enhance workforce agility by boosting employee engagement. Specifically, strengthening the emotional attachment to work (EE11) and fostering a sense of going above and beyond (EE7) are crucial for increasing engagement. While the non-financial dimension of "awards" (K7) shows potential influence on workforce agility, its impact is currently limited due to perceived low levels of recognition among staff.

In summary, Raja Ali Haji Maritime University should focus on cultivating a strong "berAKHLAK" culture to drive both employee engagement and, consequently, workforce agility. Prioritizing collaborative work environments, open communication, and a supportive climate will be more effective than solely focusing on compensation. Future research could explore strategies to enhance the impact of non-financial rewards, such as awards and recognition, to further promote workforce agility.

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