

**PENGARUH LINGKUNGAN KERJA DAN KEADILAN  
PROSEDURAL KOMPENSASI TERHADAP KINERJA KARYAWAN YANG  
DIMEDIASI *WORKFORCE AGILITY* PADA KARYAWAN GENERASI Z DI  
WILAYAH DAERAH ISTIMEWA YOGYAKARTA**

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**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan keadilan prosedural kompensasi terhadap kinerja karyawan yang dimediasi *workforce agility* pada karyawan Generasi Z di Wilayah Daerah Istimewa Yogyakarta. Penelitian ini didasari oleh pentingnya sumber daya manusia di era digital dan globalisasi yang semakin dinamis serta penuh tantangan yang menuntut Perusahaan untuk memiliki tenaga kerja yang lincah (*agile*). Karyawan Generasi Z yang tumbuh di era digital, menjadi objek penelitian karena memiliki karakteristik yang adaptif, kreatif, transparansi, selalu ingin berkembang, dan fleksibel dalam bekerja, mereka kini juga mendominasi pasar tenaga kerja. Metode penelitian yang digunakan adalah metode kuantitatif dengan pendekatan survei melalui kuesioner. Populasi penelitian ini adalah karyawan Generasi Z yang bekerja di Wilayah D.I Yogyakarta, dengan teknik *simple random sampling* sehingga diperoleh 100 responden. Teknik analisis data menggunakan bantuan program IBM SPSS *Statistics* versi 25.0 dengan analisis data regresi linear berganda dan *path analysis* untuk mengetahui pengaruh langsung dan tidak langsung antar variabel. Hasil penelitian menunjukkan bahwa lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, keadilan prosedural kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan, *workforce agility* berpengaruh positif dan signifikan terhadap kinerja karyawan, lingkungan kerja berpengaruh terhadap kinerja karyawan melalui *workforce agility* sebagai pemediasi, lingkungan kerja berpengaruh positif dan signifikan terhadap *workforce agility*, keadilan prosedural kompensasi berpengaruh positif dan signifikan terhadap *workforce agility*.

**Kata Kunci:** *Lingkungan Kerja, Keadilan Prosedural Kompensasi, Kinerja Karyawan, Workforce Agility*



**THE EFFECT OF WORK ENVIRONMENT AND PROCEDURAL JUSTICE OF COMPENSATION ON EMPLOYEE PERFORMANCE MEDIATED BY WORKFORCE AGILITY ON GENERATION Z EMPLOYEES IN THE SPECIAL REGION OF YOGYAKARTA**

**Melisa Berliana**

**Abstract**

*This study aims to analyze the influence of work environment and procedural justice of compensation on employee performance, mediated by workforce agility, among Generation Z employees in the Special Region of Yogyakarta. This study focuses on the importance of human resources in the digital era, characterized by increasingly dynamic and challenging globalization, which requires companies to have an agile workforce. Generation Z employees, who grew up in the digital era, are the subject of research because they possess adaptive, creative, transparent, and always-developing characteristics in their work, and they now also dominate the labor market. The research method employed is a quantitative approach, utilizing a survey questionnaire. The population of this study consists of Generation Z employees working in the Special Region of Yogyakarta, and a simple random sampling technique was employed to obtain 100 respondents. The data analysis technique utilizes the IBM SPSS Statistics program version 25.0, employing multiple linear regression and path analysis to determine the direct and indirect effects between variables. The results of the study indicate that the work environment has a positive and significant effect on employee performance, compensation procedural justice has a positive and significant effect on employee performance, workforce agility has a positive and significant effect on employee performance, the work environment affects employee performance through workforce agility as a mediator, the work environment has a positive and significant effect on workforce agility, compensation procedural justice has a positive and significant effect on workforce agility.*

**Keywords:** *Work Environment, Procedural Justice of Compensation, Employee Performance, Workforce Agility*