

EMPLOYEE PERFORMANCE IN THE VUCA ERA: DETERMINANTS OF AGILE LEADERSHIP AND JOB SATISFACTION

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Abstract: This research is motivated by the problem of a tendency to decrease employee performance. This study aims to identify and analyze the influence of agile leadership and employee job satisfaction in the VUCA era. This research method is descriptive with a quantitative approach. The sample in this study were 100 employees who were taken by random sampling. The instrument used in this study was a questionnaire distributed via the Google form. The instruments used have been tested for validity and reliability. The collected data was analyzed using the classical assumption test and multiple linear regression using the SPSS application. The results of this study explain 1) Agile leadership has a positive and significant effect on employee performance in the VUCA era, 2) Job satisfaction has a positive and significant effect on employee performance in the VUCA era, and 3) Agile leadership and job satisfaction have a positive and significant effect on performance employees in the VUCA era. The findings of this study indicate that if companies want to improve employee performance in the VUCA era, companies must improve agile leadership and job satisfaction.

Keywords: *Employee Performance, VUCA Era, Agile Leadership and Job Satisfaction*

1. Introduction

Employee performance is a measure of how an employee achieves the goals and objectives set by the company. Employee performance can be measured using various indicators, such as productivity levels, customer satisfaction levels, attendance rates, and success rates in completing assigned tasks (Abdullah, 2014). Employee performance is influenced by several factors such as attitude and mentality (work motivation, work discipline, and work ethics), education, skills, leadership management, income level, salary and health, social security, work climate, facilities and infrastructure, technology, and opportunities achievement (Sedarmayanti, 2017). One that influences employee performance is agile leadership. Agile leadership is a leadership style that emphasizes speed, flexibility, and adaptability in dealing with change (Junita, A., & Agility, 2021). This leadership style comes from a product development method called Agile, which emphasizes gradual and continuous product development using a short cycle method called sprint (Dwita, F., Surapto, D., & Rahman, 2022).

Agile leadership focuses on developing teams consisting of individuals who have different abilities and expertise, and invites teams to work together and collaborate to achieve set goals. Leaders who use this leadership style tend to be more accommodating and open to ideas and input from their team members, as well as giving team members freedom and responsibility to manage projects or assigned tasks (Theobald, SPrenner, Krieg, & Schneider, 2020).

Agile leadership also emphasizes open and transparent communication between leaders and team members, as well as creating a supportive work environment for the development of employee skills and careers. This leadership style is considered suitable for companies facing fast and dynamic changes, because it emphasizes the ability to adapt quickly to these changes (Attar, M., & Abdul-Kareem, 2020).

In addition, the factor that is also thought to influence employee performance is job satisfaction. Job satisfaction is a person's feelings of pleasure and displeasure towards his work. Job satisfaction is influenced by several factors, such as working conditions, salary, career, relationships with colleagues, and leadership style (Almigo, 2004). Employees who are satisfied with their jobs tend to be more productive, better at completing tasks, and more loyal to the company. In addition, job satisfaction can also improve the quality of relationships between employees, thereby increasing a sense of togetherness and cooperation among employees (Harahap, 2018).

On the other hand, employees who are dissatisfied with their jobs tend to be less productive, more easily distracted by minor problems, and more likely to leave the company. Therefore, it is important for companies to increase employee job satisfaction in order to improve their performance (Onsardi, 2018). The way that companies can do to increase employee job satisfaction is to provide appropriate salaries, create a conducive work environment, and develop careers (Ghoniya, 2011).

The VUCA era stands for Volatility, Uncertainty, Complexity and Ambiguity. It is used to describe a rapidly changing, uncertain, complex, and ambiguous environment. It can be used to describe a business, political, or social environment. The VUCA era is considered a challenging environment to navigate due to a high level of uncertainty (Aribowo & Wirapraja, 2018).

Research on the effect of agile leadership and job satisfaction on employee performance has been carried out by many previous researchers including (Dwita, F., Surapto, D., & Rahman, 2022; Hafilda, 2022; Saputra, AT, Bagia, IW, Yulianthini, 2016; Indrawati, 2013; Mujiatun, 2017; Rosita, T., & Yuniati, 2016; Azahari, H., Fantini, E., & Samsudin, 2021). The majority of previous research results reveal that agile leadership and job satisfaction have an effect on improving employee performance.

Based on the background of the problem and previous studies, the writer is interested in studying the analysis of the influence of agile leadership and job satisfaction on employee performance in the VUCA era. This study aims to identify and analyze the influence of agile leadership and job satisfaction on employee performance in the VUCA era. It is hoped that the findings of this study can provide insight to readers, especially corporate policy makers, about the importance of agile leadership and job satisfaction to improve employee performance.

2. Research Method

This research is a descriptive research with a quantitative approach. Quantitative research methods have the goal of showing relationships between variables, testing theories, looking for generalizations that have predictive value (Sugiyono, 2015). The sample in this study were 100 BUMN and private employees who were taken by random sampling. The instrument used is a questionnaire distributed via google form. The measurement of agile leadership variables uses four indicators from the Project Management Institute (2017), namely Humility, Adaptability, Visionary, and Engagement. The measurement of employee satisfaction variables uses five indicators from Afandi (2018), namely work, wages, promotions, supervision, and co-workers. Meanwhile, the measurement of employee performance variables uses five indicators from Robbins (2016), namely Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

The collected data were analyzed using the classical assumption test and multiple linear regression using SPSS.

3. Results and Discussion

3.1. Results

Overview of Research Respondents

The number of samples in this study were 100 employees. Descriptively the results of the collection and processing of research data are presented in the description below:

a) Respondents Based on Gender

Based on gender, the distribution of respondents can be seen in Table 1 which is presented below:

Table 1.
Distribution of Respondents by Gender

Gender	Frequency	%
Man	35	35
Woman	65	65
Total	100	100

Source: Data Processing, 2022

Based on Table 1 above, it is known that the respondents in this study were more male, namely 35%, while only 65% were female.

b) Respondents Based on Age

Based on age, the distribution of respondents can be seen in Table 2 which is presented below:

Table 2.
Distribution of Respondents by Age

Age	Frequency	%
> 25 Years	35	35
25 – 40 Years	40	40
> 40 Years	25	25
Total	100	100

Source: Data Processing, 2022

Based on Table 2 above, it is known that the respondents in this study were more respondents aged 25-40 years, namely 40%, while the respondents who were at least > 40 years old, namely 25%.

Overview of Research Variables

Table 3.
Research Variable Descriptive Analysis

Items	N	Max	Min	Means	std. Deviation
Employee Performance (EP)	100	5	2	3.55	0.870
Agile Leadership (AL)	100	5	2	3.70	0.860
Job Satisfaction (JS)	100	5	2	3.85	0.870

Source: Data Processing, 2022

Based on Table 3 the value of std. The overall deviation < the mean, this means that the level of distribution of the data is low. Furthermore, the mean Employee Performance (EP) is 3.55,

which means that the majority of respondents gave answers agreeing to the Employee Performance (EP) variable . The mean Agile Leadership (AL) is 3.70, which means that the majority of respondents gave answers agreeing to the Agile Leadership (AL) variable . Finally, the mean Job Satisfaction (JS) is 3.85, which means that the majority of respondents gave answers in agreement with the Job Satisfaction (JS) variable.

Validity test

Determining whether or not the questionnaire is valid, it is necessary to test the validity. The validity test in this study can be said to be valid if $r \text{ count} > r \text{ table}$ (0.199).

Table 4 .
 Validity Test Results of Employee Performance Variables, Agile Leadership, and Job Satisfaction

Variable	Items	r count	r table	Information
Employee Performance (EP)	EP1	0.357	0.199	Valid
	EP2	0.345	0.199	Valid
	EP3	0.505	0.199	Valid
	EP4	0.322	0.199	Valid
	EP5	0.530	0.199	Valid
	EP6	0.355	0.199	Valid
	EP7	0.424	0.199	Valid
	EP8	0.422	0.199	Valid
Agile Leadership (AL)	AL1	0.400	0.199	Valid
	AL2	0.233	0.199	Valid
	AL3	0.353	0.199	Valid
	AL4	0.310	0.199	Valid
	AL5	0.404	0.199	Valid
	AL6	0.310	0.199	Valid
	AL7	0.330	0.199	Valid
	AL8	0.251	0.199	Valid
	AL9	0.403	0.199	Valid
	AL10	0.505	0.199	Valid
Job Satisfaction (JS)	JS1	0.250	0.199	Valid
	JS2	0.303	0.199	Valid
	JS3	0.405	0.199	Valid
	JS4	0.325	0.199	Valid
	JS5	0.430	0.199	Valid
	JS6	0.400	0.199	Valid
	JS7	0.410	0.199	Valid
	JS8	0.420	0.199	Valid
	JS9	0.432	0.199	Valid
	JS10	0.405	0.199	Valid

Source: Data Processing, 2022

Reliability Test

Table 5.
Reliability Test Results

Variable	Cronbach's Alpha	Information
Employee Performance (EP) (X1)	0.820	Reliable
Agile Leadership (AL) (X2)	0.850	Reliable
Job Satisfaction (JS) (Y)	0.857	Reliable

Source: Data Processing, 2022

Classic assumption test

a) Normality test

Table 6
Kolmogorov-Smirnov One Sample Normality Test Results

Significance	Information
.276 ^{c,d}	Normal Distribution

Source: Data Processing, 2022

A model is said to be normally distributed if the difference value and significance value (Sig) > 0.05 . Based on the table above, it can be seen that this model is normally distributed, this is evidenced by a significance value > 0.05 , which is 0.276.

b) Heteroscedasticity Test

To see whether there is heteroscedasticity or not, it is necessary to look at the scatter plot graph, that is by looking at the points on the graph .

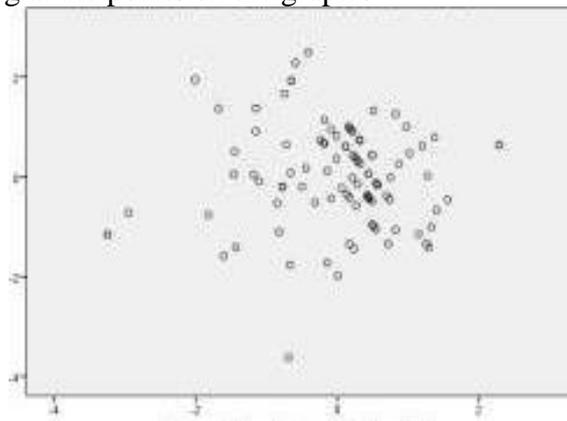


Figure 1.
Heteroscedasticity Test Results
Source: Data Processing Results, 2022

Figure 1 shows that small circles are seen randomly scattered throughout the area either above or below the number 0. This means that heteroscedasticity in the regression model of this study did not occur.

c) Multicollinearity Test

Table 7.
Multicollinearity Test Results

Variable	Collinearity Statistics		Information
	tolerance	VIF	
Employee Performance (EP) (X1)	0.360	3,650	Multicollinearity Free
Agile Leadership (AL) (X2)	0.365	4,200	Multicollinearity Free
Job Satisfaction (JS) (Y)	0.370	3,800	Multicollinearity Free

Source: Data Processing, 2022

If the *tolerance value* is > 0.10 or < 1 and $VIF < 10$, then multicollinearity does not occur. Based on the table above it can be concluded that all are free of multicollinearity, this is evidenced by a tolerance value of > 0.10 or < 1 and $VIF < 10$

Multiple Linear Regression Analysis

Table 8.
Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
Constant	6.550	6.513		.880	.370
Agile Leadership	.205	.087	.194	3.230	.000
Job Satisfaction	.525	.065	.552	5.280	.000

Source: Data Processing, 2022

Based on the results in Table 8 above, the multiple linear regression equation model 1 can be formulated as follows: From the equation above it can be read that, if the Agile Leadership and Job Satisfaction variables are 0, then Employee Performance (EP) already has a value of 6,550 unit. The Agile Leadership (AL) variable in testing the hypothesis regarding the effect of the Agile Leadership (AL) variable on Employee Performance (EP) shows a t-count value of 0.205 with a significance value of 0.00 and is in accordance with the hypothesis. This means that Agile Leadership (AL) has a significant positive effect on Employee Performance (EP) . Thus hypothesis 1 is accepted. The Job Satisfaction (JS) variable in testing the hypothesis regarding the effect of the Job Satisfaction (JS) variable on Employee Performance (EP) shows a t-count value of 0.525 with a significance value of 0.000 and is in accordance with the hypothesis. This means that Job Satisfaction (JS) has a significant positive effect on Employee Performance (EP) . Thus hypothesis 2 is accepted. The above equation shows the relationship between variables. The relationship created between Agile Leadership (AL) and Job Satisfaction (JS) on Employee Performance (EP) is significantly positive, which means that when Agile Leadership (AL) and Job Satisfaction (JS) increase, Employee Performance (EP) will increase.

F test

Table 9.
F test results

Model	Sum of Squares	df	MeanSquare	F	Sig
Regression	1651.550	2	880.270	38.075	.000b
residual	2112.270	98	23.750		
Total	3970.830	98			

Source: Data Processing, 2022

The statistical F test basically shows whether all the independent variables included in the regression model have a joint effect on the dependent variable. Table 10 above indicates that the calculated F value is 38,075 with a significance level of 0.000.

Determination Coefficient Test (R^2)

Table 10.
Determination Test Results (R^2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.655a	.456	.476	4.800

Source: Data Processing, 2022

Table 10 above shows that the Adjusted R^2 value obtained is 0.476 meaning that Employee Performance (EP) can be explained by the independent variables, namely Agile Leadership (AL) and Job Satisfaction (JS) of 47.6%. the remaining 52.4% is explained by other variables not included in this study.

Hypothesis Testing (T Test)

Table 11.
T test results

Model	t	Sig.
Agile Leadership	3.230	.029
Job Satisfaction	5.280	.000

Source: Data Processing, 2022

3.2. Discussion

Based on Table 9 above, it can be concluded that the first hypothesis in this study is that agile leadership has a positive and significant effect on Employee Performance (EP). Based on the table it is known that the Employee Performance (EP) coefficient has a positive value of 0.205 and a t-count value of 3.230 with a significance of 0.000 < 0.05. with this means that agile leadership has a positive and significant effect on Employee Performance (EP). Therefore, the relationship is in accordance with the first hypothesis, then the first hypothesis is accepted. This value indicates that if there is an increase in agile leadership by 1 unit, the Employee Performance (EP) will increase by 0.205 units .

The second hypothesis in this study is that Job Satisfaction has a significant positive effect on Employee Performance (EP). Based on the table it is known that the RP coefficient value is positive 0.525 and the t-count value is 0.552 with a significance of 0.000 < 0.05. with this means that Job Satisfaction has a positive and significant effect on Employee Performance (EP). Therefore, this relationship is in accordance with the second hypothesis, then the second hypothesis is accepted. This value indicates that if there is an increase in Job Satisfaction by 1 unit, the investment decisions of the millennial generation will increase by 0.552 units .

Agile leadership is a leadership style that emphasizes speed, flexibility, and adaptability in dealing with change. Agile leadership focuses on developing teams consisting of individuals who have different abilities and expertise, and invites teams to work together and collaborate to achieve set goals (Azahari, H., Fantini, E., & Samsudin, 2021) .

Agile leadership can have a positive influence on employee performance, because this leadership style emphasizes giving freedom and responsibility to employees, as well as providing the necessary support and training to develop their capabilities. Thus, employees feel more

involved and have high self-confidence at work, which can improve their performance (Khildani, AC, & Lestariningsih, 2021).

In addition, agile leadership also emphasizes open and transparent communication between leaders and employees, so that employees feel valued and acknowledged. This can increase employee motivation and satisfaction at work, which in turn can improve their performance. However, keep in mind that agile leadership is not always appropriate for every situation and company. Therefore, it is important for leaders to understand the characteristics of the team and company, and adjust their leadership style according to these needs (Junita, A., & Agility, 2021).

Job satisfaction is a person's feelings of pleasure and displeasure towards his work. Job satisfaction is influenced by several factors, such as working conditions, salary, career, relationships with colleagues, and leadership style (Bahri & Nisa, 2017). Job satisfaction can have a significant influence on employee performance. Employees who are satisfied with their jobs tend to be more productive, better at completing tasks, and more loyal to the company. In addition, job satisfaction can also improve the quality of relationships between employees, thereby increasing a sense of togetherness and cooperation among employees (Supatmi, ME, Nimran, U., & Utami, 2013).

On the other hand, employees who are dissatisfied with their jobs tend to be lower in productivity, more easily distracted by small problems, and more likely to leave the company (Harrisma, OW, & Witjaksono, 2013). Therefore, it is important for companies to increase employee job satisfaction in order to improve their performance. The way that companies can do to increase employee job satisfaction is to provide appropriate salaries, create a conducive work environment, and develop employee careers (Prasetyo, E., & Wahyuddin, 2003).

The results of this study refine and are in line with the results of previous studies (Dwita, F., Surapto, D., & Rahman, 2022; Hafilda, 2022; Saputra, AT, Bagia, IW, Yulianthini, 2016; Indrawati, 2013; Mujiatun, 2017; Rosita, T., & Yuniati, 2016; Azahari, H., Fantini, E., & Samsudin, 2021). The majority of previous research results reveal that agile leadership and job satisfaction have an effect on improving employee performance.

4. Conclusion

Based on the results of data processing and the results of research on Employee Performance in the VUCA Era: Determinants of Agile Leadership and Job Satisfaction, the authors can draw conclusions: 1) Agile leadership has a positive and significant effect on employee performance in the VUCA era, 2) Job satisfaction has a positive and significant effect on on employee performance in the VUCA era, and 3) Agile leadership and job satisfaction have a positive and significant effect on employee performance in the VUCA era. Based on the conclusions regarding the analysis of Employee Performance in the VUCA Era: Determinants of Agile Leadership and Job Satisfaction, the authors can provide recommendations: 1) For companies, it is better to choose leaders who can implement agile leadership and listen to employee input and provide appropriate feedback and 2) For researchers Furthermore, it is better to conduct research with other variables that are also thought to influence employee performance such as motivation, compensation, work environment and others.

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