

The Influence of Agile Performance Management, Work Engagement, and Reward Systems on Service Performance at Maleo Town Square Mamuju

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Abstract

This study aims to find out and analyze the influence of agile performance management, work engagement, and reward system on the service performance of Maleo Town Square Mamuju employees. This study uses an associative quantitative approach. The research population is 120 employees of Maleo Town Square Mamuju, and the sample size is determined by the Slovin formula with a margin of error of 10% so that 54 respondents were selected through the proportionate stratified random sampling technique. Data were collected through observation, questionnaires, documentation, and literature studies. The quality of the instruments was tested with validity tests and reliability tests, then the data were analyzed using classical assumption tests and multiple linear regression with the help of the SPSS program. Hypothesis testing was carried out through a t-test, F test, and a determination coefficient test. The results of the study showed that (1) agile performance management had a positive and significant effect on the service performance of Maleo Town Square Mamuju employees; (2) work engagement has a positive and significant effect on service performance; (3) the reward system has a positive and significant effect on service performance; and (4) agile performance management, work engagement, and reward systems simultaneously have a positive and significant effect on service performance. Agile performance management is the most dominant variable with a Beta value of 0.486. The Adjusted R Square value of 0.707 indicates that the three independent variables are able to explain service performance by 70.7%, while the remaining 29.3% are influenced by other factors outside the research model.

Keywords

Agile Performance Management, Service Performance, Sistem Reward, Work Engagement



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INTRODUCTION

Global competition in the era of the industrial revolution 4.0 and digital transformation has placed human resources (HR) as the most strategic asset in

determining the success of an organization. The retail industry is no exception, which is one of the sectors with the highest human-intensive service intensity. In this kind of industry, the quality of employee performance is directly proportional to customer satisfaction, consumer loyalty, and ultimately the survival of the business itself, as conceptualized in the service-profit chain model by Heskett et al. (1994) which affirms that the profitability and revenue growth of service organizations are the end result of a chain that begins with the quality of the work experience of frontline employees.

Various scientific studies and reports from international research institutions consistently show that employee performance is influenced by multidimensional factors, ranging from the performance management system implemented by the organization, the level of emotional and psychological involvement of employees in their work, to the incentives and awards given as a form of recognition for employee contributions. These three dimensions are raised in this study through three independent variables, namely Agile Performance Management, Work Engagement, and Reward System which are suspected to simultaneously affect the Service Performance of Maleo Town Square Mamuju employees.

The phenomenon underlying this study stems from low employee engagement globally, a factual condition that is contrary to the ideal conditions expected of a high-performance service organization. The phenomenon of low employee engagement is one of the most crucial issues facing the global business world today. The Gallup (2025) State of the Global Workplace report noted that the global employee engagement rate fell to 21%, from 23% the previous year, the sharpest annual decline since the beginning of the COVID-19 pandemic.

This two-point decline will cause a global productivity loss of USD 438 billion by 2024. Gallup (2025) also estimates that if all organizations in the world can achieve an engagement level equivalent to best-practice organizations (around 70%), the global economy has the potential to gain additional productivity of USD 9.6 trillion, equivalent to about 9% of global Gross Domestic Product (GDP). This phenomenon is not only statistical, but also reflects the real reality felt by millions of organizations around the world. Referring to Kahn's (1990) engagement theory, one of the most fundamental works in the study of employee engagement who are disengaged and defend themselves physically, cognitively, and emotionally from their work roles, so they lack initiative, fatigue easily, are vulnerable to work stress, and are absent more often.

In the context of a retail industry that relies heavily on direct interaction between employees and customers, non-engaged employees are a real threat to service quality and customer satisfaction, while highly engaged employees are proven to produce more proactive, responsive, and high-quality service.

If pulled to the national level, Gallup data (2025) shows that Indonesia actually recorded an engagement rate of 27%, surpassing the global average (20-21%) and the Southeast Asian average (25%). Although it looks comparatively good, this figure still implies that more than 70% of Indonesian employees are not fully engaged in their work, a gap that is still very large for any organization, including those engaged in the retail sector, to address.

In line with that, Sinuhaji's (2025) study of 100 retail employees in Banten Province found that job satisfaction, both motivator and hygiene dimensions according to Herzberg's two-factor theory, had a significant effect on employee performance ($R^2 = 0.256$; $p < 0.05$), with job recognition and achievement as the most dominant motivator indicators. These findings confirm that the issue of engagement and job satisfaction is not only a global issue, but also a real occurrence for retail employees in Indonesia.

In terms of industrial growth, Indonesia actually shows promising prospects. Mordor Intelligence (2026) projects that the value of Indonesia's retail market will grow from around USD 56.87 billion in 2025 to USD 79.11 billion in 2031, with a Compound Annual Growth Rate (CAGR) of 5.65% during the period 2026-2031, driven by the expansion of modern retail and the adoption of digital payments. However, despite these growth projections, the national retail industry still faces serious HR management challenges, especially in terms of engagement, agility, and consistency of frontline employee service quality, a condition that underscores the importance of a more in-depth study of the variables that affect the performance of retail employee services.

METHODS

This study uses an associative quantitative approach. The research population is 120 employees of Maleo Town Square Mamuju, and the sample size was determined by the Slovin formula with a margin of error of 10% so that 54 respondents were selected through proportionate stratified random sampling techniques. Data were collected through observation, questionnaires, documentation, and literature studies. The quality of the instrument was tested by validity test and reliability test, then the data was analyzed using classical assumption test and

multiple linear regression with the help of the SPSS program. Hypothesis testing was carried out through a t-test, F test, and determination coefficient test.

FINDINGS AND DISCUSSION

The Effect of Agile Performance Management on Service Performance of Maleo Town Square Mamuju Employees

The results of the study showed that Agile Performance Management had a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by a calculated t value of $6.029 > t \text{ table } 2.009$ and a significance value of $0.000 < 0.05$. The regression coefficient of 0.412 shows that the better the implementation of agile performance management, the better the employee service performance. This variable also has the highest Beta value, which is 0.486, making it the most dominant factor compared to Work Engagement and the reward system.

Agile Performance Management emphasizes regular feedback, regular meetings between superiors and subordinates, feedback from various sources, skill development, customizable goals, as well as openness of the appraisal process. Khamila et al. (2023) explain that regular feedback helps employees see parts of performance that they cannot observe on their own, while regular meetings allow work obstacles to be identified early before they develop into problems. In service work, mechanisms like this are especially important because service errors occur directly in the presence of customers. Employees who immediately get direction from their superiors can improve how to serve on the same day without having to wait for an annual performance appraisal.

The working conditions at Maleo Town Square reinforce these findings. The activities of the area consisting of malls, hotels, convention halls, and various routine events make service demands change rapidly, for example during Ramadan Bazar, Late Night Shopping, or the organization of national tournaments. Work targets and priorities that can be adjusted to these changes help employees continue to provide fast and appropriate services. Initial observations in this study previously found that feedback from superiors has not been provided regularly. The finding that Agile Performance Management is the most dominant factor confirms that improvements in this aspect have the potential to have the greatest impact on service performance.

The results of this study are in line with the research of Pratama and Almansur (2024) which found that agile leadership has a positive and significant effect on employee performance at PT Jago Bahasa Inspira, an English learning service company in Kediri. Similar results were shown by Daveisha and Andayani

(2025) who found that agile working has a positive effect on team performance in 291 permanent employees of technology companies in DKI Jakarta. Both studies place flexibility, collaboration, and sustainable communication as performance drivers. The difference is that the two studies were conducted on education and technology service companies and measured performance in general, while this study was conducted in the retail and hospitality sectors with service performance as a dependent variable.

The results of the variable description showed that the average score of Agile Performance Management was only 3.17 and was in the category of quite agreed, as well as being the lowest among the four research variables. The statement with the lowest score was the employee's understanding of the performance appraisal criteria and process (X1.9) of 3.06, followed by the adjustment of work targets when business needs change (X1.7) of 3.11 and the preparation of a follow-up plan for competency development (X1.6) of 3.13. This condition shows that the most influential variables are still being implemented at a moderate level. In other words, the improvement of the implementation of agile performance management has the greatest opportunity to improve the performance of Maleo Town Square's employee services.

The findings of this study are in line with the research of Suripto and Yeni (2025) who examined digital attendance and Management Information Systems on leadership transformation in KUA Central Mamuju Regency. The study reported that the Management Information System had a significant effect, while the direct influence of digital attendance was not significant. Both variables were simultaneously reported to have an effect on leadership transformation. This comparison shows that technology or administrative mechanisms do not always have the same direct influence; the benefits depend on how the information system is used to support managerial processes and organizational decisions (Suripto & Yeni, 2025).

Based on these results, Maleo Town Square management needs to make regular feedback a work habit, for example through daily briefings, weekly brief meetings between supervisors and staff, and open presentation of performance appraisal results. Employees also need to be involved in setting work targets so that they understand the relationship between daily tasks and company goals.

The Effect of Work Engagement on Service Performance of Maleo Town Square Mamuju Employees

The results of the study showed that Work Engagement had a positive and significant effect on the Service Performance of Maleo Town Square Mamuju

employees. This is evidenced by a calculated t value of $3.882 > t$ table 2.009 and a significance value of $0.000 < 0.05$. The regression coefficient of 0.302 shows that the higher the employee's work involvement, the better the performance of the services provided to customers.

Schaufeli et al. (2002) describe work engagement as a positive state of mind towards work characterized by vigor, dedication, and absorption. Kahn (1990) explained that engaged employees will devote themselves physically, cognitively, and emotionally in carrying out work roles, while employees who are not involved tend to withdraw from their roles. In service work, these three forms of involvement are directly visible to customers. Enthusiastic employees will be more quick to help visitors, employees who are proud of their work will maintain their appearance and attitude, while focused employees will be less likely to make mistakes in serving.

This finding is in line with the research of Ramadhan and Sembiring (2014) at the Human Capital Center of PT Telekomunikasi Indonesia which found that employee engagement had a positive and significant effect on employee performance with a simultaneous effect of 76.6% . Seprianto (2021) also found that work involvement had a positive and significant effect on the performance of 127 employees of the Central Kalimantan Provincial BKKBN. In the service sector that is closer to the object of this study, Salanova et al. (2005) examined hotel and restaurant service units and found that employee work engagement is related to the service climate which then affects employee performance assessed by customers and customer loyalty. The similarity of these results shows that the influence of work engagement on performance applies to various types of organizations, both telecommunication companies, government agencies, and hotel and retail businesses.

The results of the variable description showed that the average value of work engagement was 3.47 and was in the category of agree, as well as being the highest among the four research variables. The statement with the highest score was the feeling that time passes so quickly when working (X2.7) was 3.59 , while the lowest value was in the ability to survive work when facing difficulties (X2.2) of 3.35 and the meaning of work for employees (X2.5) of 3.37 . This means that employees are quite immersed in their work, but mental resilience and meaning of work still need to be strengthened.

The Beta Work Engagement value of 0.300 is the lowest among the three independent variables. This is understandable because most of the respondents are young and educated in high school/vocational school, so their work involvement is still greatly influenced by the direction of their superiors and the rewards received.

Maleo Town Square management needs to maintain the enthusiasm and pride of employees, among other things by providing a clear meaning for each role, appreciating employees who show initiative, and creating a supportive work atmosphere.

Influence System Reward against Service Performance **Karyawan Maleo Town Square Mamuju**

The results of the study show that the reward system has a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by the calculated t-value of $4.957 > \text{table } t \text{ of } 2.009$ and a significance value of $0.000 < 0.05$. The regression coefficient of 0.327 and the Beta value of 0.394 place the reward system as the second most influential factor after Agile Performance Management.

This finding can be explained through Herzberg's (1968) two-factor theory that distinguishes hygiene factors, such as salary and working conditions, from motivating factors, such as recognition, achievement, and development. Sufficient incentives to meet living needs, overtime pay, and transportation allowances prevent dissatisfaction, while recognition, promotion, and appreciation for employees' opinions encourage motivation to provide the best service. For Maleo Town Square's employees, who are mostly at the staff level, the certainty of fair and performance-appropriate remuneration is an important incentive to maintain the quality of service, especially during peak hours and during large events.

The results of this study are in line with the research of Oktavia et al. (2026) which found that rewards had a positive and significant effect on the performance of 120 employees of PT Central Sandang Jayatama Cilacap. However, these results are different from several other studies. Alimuddin et al. (2025) found that rewards had no significant effect on the performance of finance office employees with a significance value of 0.606. Alkandi et al. (2023) in 216 industrial sector employees in Saudi Arabia also found that incentives and rewards do not have a direct effect on performance, but are affected through job satisfaction. The same pattern was found by Rosdiana (2024) in 104 employees of PT Expert Jaya Group.

The results of the variable description showed that the average value of the reward system was 3.44 and was in the agree category. The statement with the highest score was the adequacy of incentives to meet daily living needs (X3.7) of 3.54, while the lowest value was found in the importance of non-financial recognition (X3.2) and the suitability of bonuses with actual performance (X3.3) of 3.39 each. These findings are in line with the results of initial observations that awards at Maleo

Town Square are still dominated by financial aspects, while non-financial appreciation and the relationship of incentives with performance have not been consistently applied.

These differences in outcomes are likely influenced by the way rewards are measured and the characteristics of the work studied. This study measures rewards comprehensively, including financial and non-financial incentives, performance-based rewards, promotions and recognitions, incentive adequacy, and additional benefits. In addition, service jobs in malls and hotels require direct interaction with customers so that recognition of good service can be immediately felt by employees. However, the findings of Alkandi et al. (2023) and Rosdiana (2024) remind that rewards will be more effective if they are also able to increase employee job satisfaction. Maleo Town Square management needs to ensure that incentives are given based on real performance, promotions are carried out consistently for deserving employees, and non-financial rewards are given openly.

The Influence of Agile Performance Management, Work Engagement, and Reward System on Service Performance of Maleo Town Square Mamuju Employees

The results of the study show that Agile Performance Management, Work Engagement, and reward system simultaneously have a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by the calculated F value of $43.562 > F \text{ table } 2.790$ and the significance value of $0.000 < 0.05$ so that the fourth hypothesis (H_4) is accepted.

The Adjusted R Square value of 0.707 shows that the three independent variables are able to explain 70.7% of the variation in Service Performance, while the remaining 29.3% is explained by other factors outside of this study. This contribution is relatively large and shows that employee service performance is not formed by one factor alone, but by a combination of performance management systems, work engagement, and rewards received by employees.

These three variables complement each other. Agile Performance Management provides clear direction and feedback about the expected services, work engagement provides energy and dedication to carry out these directions, while the reward system provides recognition for the efforts that have been made. If one of the weak elements, such as feedback is given regularly but is not followed by a fair reward, then the employee's enthusiasm to maintain service quality can decrease. This is in line with the concept of service-profit chain proposed by Heskett et al. (1994), namely that the quality of internal services received by employees, such as work support and rewards, will drive employee satisfaction and productivity,

which in turn results in service value for customers.

The results of the variable description also show that the average value of Service Performance is 3.34 and is still in the category of quite agree. The statement with the highest score is the employee's knowledge of the products sold (Y.7) of 3.44, while the lowest score is in the effort to understand the specific needs of each customer (Y.10) of 3.28, followed by the reliability and alertness of service (Y.3, Y.4, and Y.5) which are 3.31 each. This condition shows that the performance of Maleo Town Square's employee service has not been optimal, especially in the dimensions of empathy, reliability, and responsiveness. Therefore, improvements in the three independent variables have a large room to improve employee service performance.

Based on these findings, efforts to improve Service Performance at Maleo Town Square need to be carried out in an integrated manner. It is not enough for management to only add incentives or just improve the performance appraisal process, but it is necessary to manage all three aspects simultaneously so that employees get clear direction, are encouraged to be fully involved, and feel that their efforts are appreciated.

CONCLUSION

Based on the results of the research on the influence of Agile Performance Management, Work Engagement, and the reward system on the Service Performance of Maleo Town Square Mamuju employees, the following conclusions can be drawn: 1) Agile Performance Management has a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by a significance value of 0.000 that is smaller than 0.05 and a calculated t value of 6.029 greater than the t table of 2.009. These results show that the better the implementation of regular feedback, skill development, flexible goal setting, and openness in performance assessment, the better the employee service performance. This variable also has the highest Beta value of 0.486, making it the most dominant factor affecting Service Performance. 2) Work Engagement has a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by a significance value of 0.000 which is smaller than 0.05 and a calculated t value of 3.882 greater than the table t of 2.009. These results show that the higher the enthusiasm, dedication, and appreciation of employees for their work, the better the performance of the services provided to customers. 3) The reward system has a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by a significance value of

0.000 smaller than 0.05 and a calculated t value of 4.957 greater than the t table of 2.009. These results show that the fairer and more in accordance with the financial and non-financial rewards received by employees, the better the employee service performance. 4) Agile Performance Management, Work Engagement, and the reward system simultaneously have a positive and significant effect on the Service Performance of Maleo Town Square Mamuju employees. This is evidenced by the calculated F value of 43,562 which is greater than the F of the table of 2,790 and the significance value of 0.000 which is smaller than 0.05. The Adjusted R Square value of 0.707 indicates that the three variables are able to explain the variation in Service Performance by 70.7%, while the remaining 29.3% is influenced by other factors outside of this study.

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