

6. Organizational Commitment and Work Involvement on Employee Work Agility in the Restructuring Condition

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Organizational commitment and work involvement on employee work agility in the restructuring condition

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ABSTRACT

In order to increase the productivity of the sugar business performance as well as assist the Government in realizing national sugar self-sufficiency, PT. XYZ restructured the sugar business. The business restructuring will certainly bring about significant changes in each business area, including organizational changes. The condition of business restructuring requires employees to be adaptive, resilient and proactive or in other words have good workforce agility. In addition, employees' organizational commitment and employees' job involvement in business restructuring conditions are a key variable for the business restructuring process to be successful. For this reason, this study aims to determine the effect of these two variables on employee work agility. The method used is a survey method by distributing three scales (OCQ, JIS, and WAS) online to research participants who are Management Employees of PT. XYZ working in Sugar Commodity. The analysis used in this research is a quantitative method using simple regression analysis. The results of this study indicate that first, there is a significant and positive effect of organizational commitment on workforce agility as evidenced by the t-value of 8.818 and a significance of 0.000. Second, job involvement also has a significant and positive effect on workforce agility as evidenced by the t-value of 10.399 and a significance of 0.000. Third, from the calculation of the coefficient of determination, it can be concluded that organizational commitment and job involvement have the influence on workforce agility of 29.1% and 36.4%, respectively.

Keywords:

business restructuring
job involvement
organizational
commitment
workforce agility

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INTRODUCTION

Business development is currently entering an era called the era of disruption which is marked by the emergence of new competitors who can run their business to be much more efficient and effective. In addition, there are many new technological discoveries that can change the model and map of a business. Therefore, running a business and managing all the resources owned by the company in the current era requires agility, flexibility, and fast response to adapt (Miceli et al., 2021). One of the most important resources in adapting to this era of disruption is human and technological resources. This is also to deal with business changes that occur today.

This rapid business change requires work agility and talent preparation for employees to change technology (Azmy, 2021). According to Varshney and Varshney (2020), workforce agility is the ability of employees to respond quickly and flexibly to uncertainty and even complexity in organizational change. The speed and adaptability of employees in facing business changes is a very important factor for companies to successfully pass business competition. Work agility is very beneficial for employees and companies, this is because work agility is able to encourage employees to be smart, competent, able to collaborate, and understand the culture and information systems so that they become company advantages and are able to survive in very dynamic business conditions (Breu et al., 2002).

PT. XYZ, which is one of the plantation company groups in Indonesia, is currently restructuring its sugar business. PT. XYZ does this in order to increase the productivity of sugar business performance while

assisting the government in achieving national sugar self-sufficiency. The restructuring of the sugar business carried out by PT. XYZ will bring the impact of major changes, very significant changes, namely organizational changes. This is also considering that this business restructuring plan will be carried out by merging subsidiaries into a sub-holding. Indeed, business restructuring is the parent of various company efforts to improve performance in the future, it is principally an effort to rearrange corporate components so that the future of the corporation has better performance. However, restructuring that does contain changes is often followed by rejection or resistance from internal parties, especially employees, according to Sopiah (2008) mentions the main reasons employees try to inhibit change, including 1) fear of the unknown, people who hinder a change because they are worried that they cannot adjust to a new organization, 2) breaking routing, people who tend to maintain a routine because they have become comfortable with the situation at hand.

The union as a forum for employee representatives also continues to voice to management and the press that the company must pay attention to the fate of employees in the restructuring of the sugar business that will be carried out this time. This is one indication of employee concern and anxiety in dealing with changes caused by the business restructuring. This anxiety was also confirmed in preliminary interviews that most employees of PT. XYZ sugar commodities feel less confident that they can adjust to the work system, work targets according to the new demands later. Employee unpreparedness in the face of changes in business restructuring indicates that employee agility is still low.

Factors that can affect job agility include employee engagement and job satisfaction (Azmy, 2021), employee engagement and work engagement (Natapoera & Mangundjaya, 2020), organizational perception and affective commitment (Sya & Mangundjaya, 2020), workplace spirituality (Saeed et al., 2022), self-efficacy and organizational commitment (Laynazka & Rahmani, 2021). Therefore, in this study, organizational commitment and work involvement are made as the first factor and the second factor that affects work agility, respectively.

Based on the explanation above, the author is interested in conducting research on the effect of organizational commitment and work involvement on employee work agility in the conditions of sugar business restructuring of PT. XYZ. The researchers would like to give more insight into the information of how organizational commitment have a positive effect on work agility in the conditions of restructuring the sugar business and whether work involvement has a positive effect on work agility in the conditions of restructuring a company.

METHOD

This type of research can be categorized as descriptive research with a quantitative approach. The types and sources of data used in this study are primary data. Primary data is data obtained or collected by researchers directly from the first source at the location of research or object of research. The source of this research data data was obtained through interviews and distribution of questionnaires to employees of PT. XYZ which contains questions about variables of organizational commitment, work involvement, and work agility and the author conducts a literature study through books, journals related to this research. The scale used as a measuring tool in this study consists of three measurement scales, namely Workforce Agility Scale (Sherehiy & Karwowski, 2014), Organizational Commitment Questionnaire (Angle & Perry, 1981) and Job Involvement Questionnaire.

Work Agility is measured using the Workforce Agility Scale which was adopted from Laynazka and Rahmani's (2021) research which is a development of Sherehiy and Karwowski (2014) measuring instruments and has been adapted into Indonesian by the UGM Psychology Mind and Behavior Laboratory team. The measurement tool from the Indonesian language adaptation has a reliability value of 0.923 and includes aspects of proactivity (7 items), adaptability (11 items), and resilience (5 items). Organizational commitment is measured using the Organizational Commitment Questionnaire (OCQ) adopted from the research of Laynazka and Rahmani (2021) developed by Porter et. al. (1974) and revised by Angle and Perry (1981). OCQ developed by Angle and Perry (1981) has a reliability value of 0.90. This measuring instrument was also adapted into Indonesian by Puspita (2017) and is known to have a reliability of 0.702. Work involvement is measured using the Job Involvement Questionnaire (JIQ) which was adopted from the research of Rikmaratri and Prohimi (2018) which is an adaptation of the Kanungo measuring instrument (1982). In the research of Rikmaratri and Prohimi (2018), this Job Involvement Questionnaire measuring instrument has a reliability value of 0.757.

The population in this study is all employees of PT. XYZ Sugar Commodity which totaled 949 people. The sampling technique in this study uses nonprobability sampling with incident sampling. Regarding the determination of the number of samples, Sekaran and Bougie (2016) stated that sample sizes larger than 30 and less than 500 are appropriate for most research. Sample sizes larger than 30 and less than 500 are appropriate for most studies. Furthermore, according to Gay et. al. (2012) for descriptive method research, the minimum sample is 10% of the population. Referring to some of the opinions above, this study will use a sample of 100 respondents. The methods and analysis used in research are quantitative methods with simple regression analysis.

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RESULTS AND DISCUSSION

This study succeeded in capturing 191 leadership employees as respondents, this means that the number of respondents who were successfully netted was 20.13% of the population, which was 949 leadership employees. Of the 191 leadership employees who were respondents, 93% of them (178 people) were men and 7% (13 people) were women. In addition, in general, respondents are Bachelor (S1) graduates, which is around 43% and high school, which is around 40% of all respondents. When viewed based on their age, the majority of respondents are in the age group of more than 45 years (50%), this is also in line when viewed based on the length of work, the majority of respondents have worked for more than 15 years (60%).

Validity Test

The validity test is carried out by correlating the score of the question item with the total score of the construct or variable.

Table 1. Validity Test Result of "Organizational Commitment" Variable

Item	Sig.	Pearson Correlation	Information
X1.1	0.000	0.572	Valid
X1.2	0.000	0.682	Valid
X1.3	0.000	0.485	Valid
X1.4	0.000	0.410	Valid
X1.5	0.000	0.540	Valid
X1.6	0.000	0.686	Valid
X1.7	0.000	0.396	Valid
X1.8	0.000	0.658	Valid
X1.9	0.000	0.326	Valid
X1.10	0.000	0.658	Valid
X1.11	0.000	0.613	Valid
X1.12	0.000	0.560	Valid
X1.13	0.000	0.692	Valid
X1.14	0.000	0.698	Valid
X1.15	0.000	0.545	Valid

Source: Data Processed

The above result is known that the Sig. value of all items is less than 0.05 and *Pearson Correlation* is positive then all items are valid.

Table 2. Validity Test Result of "Work Involvement" Variable

Item	Sig.	Pearson Correlation	Information
X2.1	0.000	0.654	Valid
X2.2	0.000	0.573	Valid
X2.3	0.000	0.745	Valid
X2.4	0.000	0.817	Valid
X2.5	0.000	0.744	Valid
X2.6	0.000	0.789	Valid
X2.7	0.000	0.726	Valid
X2.8	0.000	0.843	Valid
X2.9	0.000	0.671	Valid

Source: Data Processed

The above result is known that the Sig. value of all items is less than 0.05 and *Pearson Correlation* is positive then all items are valid.

Table 3. Validity Test Result of "Work Agility" Variable

Item	Sig.	Pearson Correlation	Information
Y.1	0.000	0.820	Valid
Y.2	0.000	0.759	Valid
Y.3	0.000	0.778	Valid
Y.4	0.000	0.834	Valid
Y.5	0.000	0.739	Valid
Y.6	0.000	0.833	Valid
Y.7	0.000	0.845	Valid
Y.8	0.000	0.676	Valid
Y.9	0.000	0.782	Valid
Y.10	0.000	0.833	Valid
Y.11	0.000	0.591	Valid
Y.12	0.000	0.738	Valid
Y.13	0.000	0.858	Valid
Y.14	0.000	0.860	Valid
Y.15	0.000	0.652	Valid
Y.16	0.000	0.894	Valid
Y.17	0.000	0.763	Valid
Y.18	0.000	0.789	Valid
Y.19	0.000	0.697	Valid
Y.20	0.000	0.855	Valid
Y.21	0.000	0.834	Valid
Y.22	0.000	0.885	Valid
Y.23	0.000	0.887	Valid

Source: Data Processed

The above result is known that the Sig. value of all items is less than 0.05 and *Pearson Correlation* is positive then all items are valid.

Reliability Test

The reliability test was carried out by calculating the Alpha Cronbach value possessed by each instrument variable in the study.

Table 4. Reliability Test Result of the Variables

Variable	Alpha Cronbach's	Information
Organizational Commitment (X1)	0.831	Reliable
Work Involvement (X2)	0.888	Reliable
Work Agility (Y)	0.972	Reliable

Source: Data Processed

The results obtained that these three research instruments have *Cronbach's Alpha* value greater than 0.6. So it can be concluded that this research is reliable.

Linearity Test

Table 5. Linearity Test Result of the Variables

Variable	Sig. Linearity	Sig. Deviation from Linearity	Information
Organizational Commitment (X1)	0.000	0.000	Linear
Work Involvement (X2)	0.000	0.000	Linear

Source: Data Processed

The results of linearity were obtained that the independent variables of organizational commitment (X1) and work involvement (X2) had a linearity significance value of < 0.05 and a linearity error significance of < 0.05 . So it can be concluded that the variables of organizational commitment (X1) and work engagement (X2) are linear with the dependent variable of work agility (Y), but there is still a linear relationship in errors in the linear model between organizational commitment (X1) and work engagement (X2) with work agility (Y).

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Multicollinearity Test

Table 6. Multicollinearity Test Result of the Variables

Variable	Tolerance	VIF	Information
Organizational Commitment (X1)	0.672	1.489	No Multicollinearity
Work Involvement (X2)	0.672	1.489	No Multicollinearity

Source: Data Processed

The calculation of the tolerance value shows that there is no independent variable that has a tolerance value of more than 0.10 and in the Variance Inflation Factor (VIF) value there is no independent variable that has a VIF value of less than 10. Therefore, it can be concluded that there is no multicollinearity between independent variables in regression.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test Result of the Variables

R ²	C ² -count	C ² -table	Information
0.148	28,268	223,160	No Heteroscedasticity

Source: Data Processed

Chi Square (C2) calculation is obtained from the multiplication of the number of samples with the value of R Square (R²). While the Chi Square (C2) table is seen from the Chi Square table with a free degree (df) of 190 and a significance level of 0.05. From the calculation results, it was found that the calculated C2 value was less than the C2 table, so it can be concluded that there is no heteroscedasticity in this research data.

Simple Linear Regression Analysis

Table 8. Simple Linear Regression Test Result

Variable	Coefficient	Sig.
(Constant)	44,676	0,000
Organizational Commitment (X1)	1,809	0,000
(Constant)	64,293	0,000
Work Involvement (X2)	2,001	0,000

Source: Data Processed

T Test

Table 9. T Test Result (X1)

Variable	T-count	T-table	Sig.	Information
Organizational Commitment (X1)	8,818	1,972595	0,000	Significant

Source: Data Processed

The calculated t value is 8.818 while the table t value is 1.972595 with a significance level of 5% and df = 189. Therefore, it can be concluded that the calculated t value is greater than the table t, which means that there is a significant influence between the variables of organizational commitment to work agility.

Table 10. T Test Result (X2)

Variable	T-count	T-table	Sig.	Information
Work Involvement (X2)	10,399	1,972595	0,000	Significant

Source: Data Processed

The calculated t value is 10.399 while the table t value is 1.972595 with a significance level of 5% and df = 189. Therefore, it can be concluded that the calculated t value is greater than the table t, which means that there is a significant influence between work engagement variables on work agility.

F Test (Simultaneous)**Table 11.** F Test Result (Simultaneous)

Variable	T-count	T-table
Organizational Commitment (X1) and Work Involvement (X2)	68,107	3,043722

Source: Data Processed

The calculated F value is 68.107 while the table F value is 3.043722 with $k = 2$ and $df = 189$. So it can be concluded that the calculated F value is greater than the table F, which means that organizational commitment (X1) and work engagement (X2) simultaneously affect the variable work agility (Y).

Interview Results**Organizational commitment**

Interviews with two research subjects who are leadership employees at PT. XYZ in the context of organizational commitment variables, it can be concluded that most employees whose service period is more than 10 years do not think about leaving the company and looking for a new job for several reasons, including first, working at PT. XYZ is pride for employees in the eyes of family and social, meaning that in terms of social status in the environment where employees work at PT. XYZ is also seen as having a good social status like civil servants. Second, they on average have families with wives and children whose financial needs must be met so it is quite speculated if they have to quit their jobs and find a new job.

Work Engagement

Interviews with two research subjects who are leadership employees at PT. XYZ in the context of work involvement variables can be concluded that they are quite active in work in their field as well as additional activities such as the formation of adhoc teams, task forces, and office activity committees can interpret their work at PT. XYZ is. According to them, they often work outside of working hours, but they can accept these roles and obligations because they are needed in company operations. They realize that their position as a leadership employee is a critical position for company operations which means it is very vital and directly related to achieving company targets.

Work agility

Interviews with two research subjects who are leadership employees at PT. XYZ in the context of work agility variables can be concluded that at the beginning of hearing the restructuring plan, employees are generally quite restless, anxious, and very worried about their fate in the company. However, after the management carried out a change management program treatment to maintain all employees of PT. XYZ was affected by the Sugar Business Restructuring which was carried out in the form of training & socialization in an organized manner through change agents consisting of employees and labor unions, so slowly the anxiety and worry were reduced. Employees are given information that in principle management will indeed rotate, mutate, re-train, and structure the organization but not to the point of laying off employees. Employees are quite ready if they are placed in a new position according to their skills, or re-train if the new position is not in accordance with their skills

From the results of the analysis that has been done, it can be concluded that organizational commitment has a significant effect on work agility. This can be seen from the organizational commitment variable which based on the results of a simple linear regression analysis has a calculated t value of 8.818 and a significance smaller than 0.05 so that the variable has a significant influence on work agility. The value of a simple regression coefficient of 1.809 (which is positive) means that the organizational commitment variable has a positive effect on work agility. That way, it can be concluded that the higher the commitment of the employee organization, the employee work agility will also increase and vice versa. The value of the coefficient also means that according to the results of a simple regression analysis, employee work agility will increase by 1,809 units for every one unit increase from organizational commitment. This research is also in line with Sya and Mangundjaya's (2020) research which found that there is a positive relationship between affective commitment and work agility in the workplace. This organizational commitment makes employees feel they have to endure and even sacrifice themselves for the company so that employees are better able to show work agility (Menon & Suresh, 2020).

The results of the analysis that have been carried out show a significant influence of work involvement on the work agility of PT. XYZ sugar commodity. This can be proven from the calculated t value of the work involvement variable, which is 10.339 and the significance is smaller than 0.05 so that the work involvement variable has a significant influence on work agility. The value of a simple regression coefficient of 2.001 (which is positive) means that the variable of work involvement has a positive effect on work agility. That way, it can

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be concluded that the higher the employee's work involvement, the employee's work agility will also increase and vice versa. The value of the coefficient also means that according to the results of a simple regression analysis, employee work agility will increase by 2,001 units for every one unit increase of work engagement. Work involvement is a form of high contribution of individuals or employees to their work (Gardner & Schermerhorn, 2004). For this reason, work involvement measures the degree to which individuals favor their work and attach importance to the level of work achieved as a form of self-esteem (Gusmarni & Kasmiruddin, 2018).

CONCLUSION

Based on the results of research conducted by researchers on the effect of organizational commitment and work involvement on employee work agility in the conditions of sugar business restructuring PT. XYZ, it can be concluded that there is a significant and positive influence of the organization's commitment to the work agility of PT employees. XYZ sugar commodity in the condition of sugar business restructuring PT. XYZ. This positive influence shows that the higher the employee's organizational commitment, the higher his work agility, and vice versa. There is a significant and positive influence of work involvement on the work agility of PT. XYZ sugar commodity in the condition of sugar business restructuring PT. XYZ. This positive influence shows that the higher the involvement of employees in their work, the higher their work agility, and vice versa.

The results of research on the effect of organizational commitment and work involvement on employee work agility in the conditions of sugar business restructuring PT. XYZ, can be given implications, namely this study explains that organizational commitment and work engagement can affect employee work agility by 29.1% and 36.4% respectively. Therefore, to be able to maintain work agility, company employees need to manage organizational commitment and work involvement well.

Based on the results of this study to get a complete picture of how the influence of *organizational commitment* and *job involvement* on *workforce agility*, researchers can then try to develop the research population not only leadership employees but also executive employees considering the percentage of executive employees at PT. XYZ is larger than the leadership employee itself.

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