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The Influence of Agility, Cyberloafing Behavior, and Empowerment on Organizational Commitment With Work Stress as a Moderating Variable Among Employees in South Jakarta

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Abstract: This study aims to analyze the influence of agility, cyberloafing behavior, and empowerment on organizational commitment, with work stress as a moderating variable among employees working in South Jakarta. A survey method was employed, distributing questionnaires to a number of employees selected through purposive sampling. The collected data was then analyzed using Structural Equation Modeling Partial Least Square (SEM PLS) method. The research findings indicate that: (1) agility does not show a significant effect on organizational commitment; (2) cyberloafing behavior has a significant influence on organizational commitment; (3) empowerment also demonstrates a significant effect on organizational commitment; (4) work stress does not moderate the relationship between agility and organizational commitment; (5) work stress does not moderate the relationship between cyberloafing behavior and organizational commitment; and (6) work stress does not moderate the relationship between empowerment and organizational commitment.

Keyword: Agility, Cyberloafing, Empowerment, Organizational Commitment, Work Stress

INTRODUCTION

The modern era has presented organizations with the imperative to enhance their competitiveness, with a primary focus on strengthening organizational commitment. The successful achievement of corporate objectives heavily depends on the presence of organizational commitment that can drive high levels of innovation and creativity, as well as foster effective collaboration in alignment with established visions and missions. Nevertheless, the processes of team management and employee performance evaluation remain complex challenges, particularly for workers in South Jakarta who are employed across various industry sectors. These individuals face significant pressure to consistently maintain competitiveness, generate innovation, and uphold commitment to their organizations.

According to a Gallup Survey (2022), only 9% of employees in Indonesia are classified as "engaged" with their work, significantly below the global average of 21%. This phenomenon has serious implications, considering that research by Mowday et al. (2013) demonstrates a significant correlation between organizational commitment and productivity, and a non-significant negative correlation with employee turnover. In this context, factors such as agility, cyberloafing, and empowerment become increasingly relevant for investigation to understand and enhance organizational commitment among employees in South Jakarta.

Amidst the dynamics of economic and rapid technological developments, challenges in the professional world are becoming increasingly complex. According to data from the Badan Pusat Statistik (BPS) Provinsi DKI Jakarta (2023), out of a total of 1,731,833 residents aged 15 years and above in South Jakarta, 1,164,719 individuals, or approximately 67.24%, are categorized as part of the workforce. Of this number, 1,113,519 people are employed, while 51,200 are unemployed. The August 2023 National Labor Force Survey (Sakernas) data from BPS DKI Jakarta Province also indicates that open unemployment in South Jakarta has reached a significant figure, with 62,579 people without work.

In modern organizational management, agility refers to an organization's ability to adapt and respond rapidly to changes in the business environment. This concept encompasses various crucial aspects such as flexibility, nimbleness, and speed in facing fluctuating situations. According to Gren and Lenberg (2020), agility includes responsiveness to change, the ability to quickly acquire new skills (S. Meyer et al., 2021), and the willingness and capacity to engage in active learning (Wardhani et al., 2022). Gravett et al. (2016) add that agility also involves the ability to learn and adopt new knowledge and technologies swiftly, without sacrificing efficiency and quality. Jones (2015) emphasizes the importance of willingness and ability to engage in active learning, while Harbott (2021) highlights the capability to adapt to new situations and changes, both external and internal. Gothelf (2017) further notes that agility also encompasses the ability to create change and take initiative in identifying new opportunities and supporting innovation.

Cyberloafing refers to the use of internet facilities and digital technology for personal purposes unrelated to work during working hours (Henle & Blanchard, 2008). This phenomenon includes various activities such as browsing social media, online shopping, or watching videos, which can reduce employee productivity (Henle & Kedharnath, 2012). Ramadhan and Nurtjahjanti (2017) expand this definition to include the use of personal devices such as smartphones. Ardilasari and Firmanto (2017) add that cyberloafing is a form of deviance involving activities such as seeking entertainment, communicating via instant messaging, and downloading non-work-related files. Although generally viewed negatively, Askew (2012) notes that cyberloafing may also have potential benefits such as stress reduction, despite its impact on overall performance and productivity.

Employee empowerment refers to policies and practices that distribute power downward in an organization, enabling employees to make decisions without management approval (Wilkinson et al., 2018). This concept involves empowering organizational members to make decisions, build competencies, and act autonomously to achieve organizational goals (Seibert et al., 2017). Employee empowerment can also be defined as a process of organizational change towards better ways of working by listening to and implementing input from employees. This approach makes employees happy with their work and feel a sense of ownership, provided there is a change in organizational culture, although leadership still retains responsibility and authority (Deni & Riswanto, 2019).

According to Meyer and Allen (1997), organizational commitment has three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects the emotional bond, self-identification, and involvement of employees in the organization. Employees with high levels of affective commitment tend to remain in the organization due to a genuine desire to continue contributing. Yusuf and Syarif (2017) consider

the level of affective commitment as the primary determinant of an employee's dedication and loyalty. Based on the theoretical framework, the following hypotheses are proposed:
H1: Agility influences organizational commitment among employees working in South Jakarta.
H2: Cyberloafing behavior influences organizational commitment among employees working in South Jakarta.
H3: Empowerment influences organizational commitment among employees working in South Jakarta.

Work stress is a condition of tension that affects emotions, cognitive processes, and individual conditions. Symptoms of work stress include emotional instability, anxiety, self-isolation, insomnia, and various other health problems. According to Handoko (2017), work stress arises when individuals feel unable to meet existing job demands. Robbins and Judge (2017) explain that work stress can be categorized into two main components: time stress, which is related to the mismatch between the amount of work and available time, and anxiety stress, which is associated with feelings and job suitability experienced by employees. Mangkunegara (2017) adds that work stress can disrupt work-life balance and affect overall employee productivity and well-being.

High individual agility can increase organizational commitment, as agile employees tend to be more capable of adapting to changes and challenges. However, the level of work stress can moderate this influence. High work stress can reduce the effectiveness of agility, which in turn affects organizational commitment. Conversely, cyberloafing, the use of the internet for personal purposes during working hours, can decrease organizational commitment. When employees experience high stress, the negative impact of cyberloafing on organizational commitment may become more significant. Employee empowerment, which provides autonomy and responsibility to employees, can increase organizational commitment. However, high work stress can hinder the benefits of empowerment, thus reducing commitment. Based on these considerations, the following additional hypotheses are proposed:
H4: Work stress moderates the influence of Agility on organizational commitment among employees working in South Jakarta.
H5: Work stress moderates the influence of cyberloafing behavior on organizational commitment among employees working in South Jakarta.
H6: Work stress moderates the influence of empowerment on organizational commitment among employees working in South Jakarta.

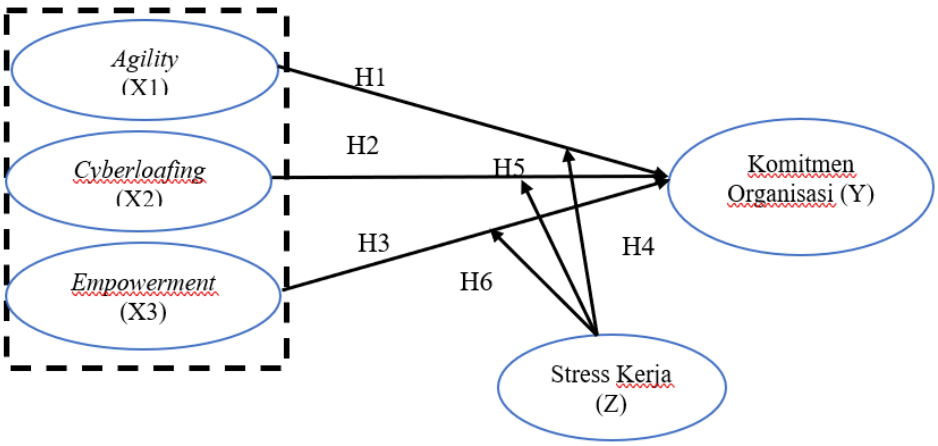


Figure 1. Research Model

METHOD

This study employs a quantitative research design to investigate relationships between variables of interest, focusing on a population of 216 employees in South Jakarta. Primary data is collected through a survey method using questionnaires. The study adopts a 4-point Likert scale to eliminate central tendency and provide definitive category options (Hertanto, 2017). For data analysis, the research utilizes SmartPLS software for Structural Equation Modeling (SEM) with Partial Least Squares (PLS). This choice is motivated by PLS-SEM's ability to elucidate variable relationships and perform multiple analyses in a single test, serving to both confirm the theoretical framework and explore latent variable relationships. The analysis technique comprises two sub-models: the measurement model (outer model) and the structural model (inner model).

The outer model analysis, as described by Desnirita and Najib (2023), evaluates measurement validity and reliability. This includes assessing convergent validity (expected loading factor > 0.7), discriminant validity (comparison of construct values), composite reliability (values > 0.7 indicate high reliability), Average Variance Extracted (AVE, adequate if ≥ 0.5), and Cronbach's alpha (minimum value of 0.6). The inner model analysis assesses relationships between latent constructs, including R Square (0.67 for substantial, 0.33 for moderate, 0.19 for weak), Effect Size (F square: 0.02 small, 0.15 moderate, 0.35 large), and significance testing through bootstrapping (using 200-1000 samples for estimation accuracy). This comprehensive approach allows for detailed and clear analysis of the latent variables and their indicators.

RESULTS AND DISCUSSION

Following the distribution of Google Form questionnaires to employees in South Jakarta, 216 respondents were deemed eligible for data analysis after thorough screening. Before proceeding with PLS data analysis, this study describes the respondent characteristics based on individual profiles. Delineating respondent profiles is crucial as it serves as a reference for understanding participant involvement in effective human resource management decision-making. The following section presents a detailed description of the respondent profiles in this study. This demographic data provides valuable insights into the sample composition, enhancing the interpretation of subsequent analyses and the study's potential applicability to similar populations.

Table 1. Karakteristik Responden

Profil Responden		Jumlah	Persen
Gender	Laki-laki	99	44,14
	Perempuan	117	55,86
Usia	20 - 25	40	18,52
	26 – 30	78	36,11
	31 – 35	37	17,13
	36 – 40	24	11,11
	41 – 45	18	8,33
	46 - 50	18	8,33
	51 – 55	1	0,46
Pengalaman Bekerja	1 – 2 tahun	60	27,78
	3 – 4 tahun	114	52,77
	>5 tahun	42	19,44
Pendidkan Terakhir	S2	11	5,09
	S1	185	85,64
	D3	8	3,70
	D4	2	0,92
	SMA	10	4,62

Source: Research data

Based on the presented data, the dominant respondent profile indicates that the majority are female, representing 55.86% of total respondents. The most prominent age group is 26-30 years, comprising 36.11% of the sample. Most respondents, 52.77%, have been employed for 3-4 years. The most common education level among respondents is a bachelor's degree (S1), with a significant percentage of 85.64%. Conversely, the least dominant profiles include male respondents (44.14%), the 51-55 age group representing only 0.46% of the total, those who have worked for more than 5 years (19.44%), and respondents with a D4 education level, reaching only 0.92%. This profile provides an overview of the most common and rarest characteristics among respondents in this study.

Data analysis using PLS is conducted through evaluation of the measurement model and structural model. In evaluating the measurement model, assessment is performed through tests of convergent validity, discriminant validity, and reliability. Meanwhile, evaluation of the structural model is carried out by assessing VIF, R2, f2, and path coefficients. According to Chin (in Susanto et al., 2020), convergent validity in this study is evaluated using two main criteria: outer loadings or loading factor values and average variance extracted (AVE). For outer loadings or loading factor values, the generally required value is 0.7 (Desnirita & Najib, 2023). However, Chin (in Susanto et al., 2020) states that for early-stage research, values between 0.5-0.7 are still acceptable. Furthermore, Desnirita and Najib (2023) assert that convergent validity is considered fulfilled if the average variance extracted (AVE) value is ≥ 0.5.

Table 2. Covergent Validity

Variabel	Indicator	Loading factor	Average Variance Extracted	Covergent Validity
Agility	Mudah mengingat informasi baru	0.808	0.652	Valid
	Aktif mencari cara efektif mempelajari hal	0.825		Valid
	Terbuka terhadap perspektif orang lain	0.795		Valid
	Mampu berinteraksi dalam organisasi	0.827		Valid
	Belajar dari kesalahan dan beradaptasi	0.783		Valid
	Dapat beradaptasi dengan perubahan	0.793		Valid
	Mampu mengatasi hambatan dalam penyelesaian	0.803		Valid
	Cepat menyelesaikan tugas-tugas yang diberikan	0.823		Valid
Cyberloafing	Tidak mengakses media sosial saat kerja	0.841	0.675	Valid
	Tidak belanja online saat jam kerja	0.799		Valid
	Tidak mengunjungi situs non-pekerja	0.841		Valid
	Tidak bermain game online saat bekerkja	0.827		Valid
	Tidak mengunduh musik via internet kantor	0.809		Valid
	Tidak mengunduh video via internet kantor	0.811		Valid
Empowerment	Pekerjaan memenuhi kebutuhan sehari-hari	0.789	0,634	Valid
	Pekerjaan sesuai keinginan	0.782		Valid
	Memiliki pengalaman di bidang pekerjaan saat ini	0.760		Valid
	Beban kerja sesuai kemampuan	0.796		Valid
	Punya cara pribadi menyelesaikan pekerjaan lebih	0.808		Valid
	Memiliki otonomi dalam pengambilan keputusan	0.823		Valid
	Yakin pekerjaan berdampak positif bagi	0.781		Valid
	Merasa pendapat berpengaruh pada kebijakan	0.827		Valid
Komitmen Organisasi	Bangga menjadi bagian organisasi	0.787	0,643	Valid
	Ingin menghabiskan sisa karir di organisasi ini	0.800		Valid
	Berhasrat menjadi bagian tim organisasi	0.806		Valid
	Khawatir sulit mendapat pekerjaan baik jika	0.722		Valid
	Merasa berkewajiban tetap bekerja di organisasi	0.837		Valid
	Meyakini pentingnya loyalitas pada organisasi	0.837		Valid
	Mempertimbangkan dampak negatif jika	0.818		Valid
Stres Kerja	Meluangkan waktu untuk hal penting di luar	0.802	0,668	Valid
	Optimis mengerjakan tugas dengan target realistis	0.795		Valid

Variabel	Indicator	Loading factor	Average Variance Extracted	Covergent Validity
	Mampu menyeimbangkan pekerjaan dan aktivitas	0.827		Valid
	Menyelesaikan tugas tepat waktu dengan	0.811		Valid
	Mengelola stres untuk tetap fokus dan produktif	0.843		Valid
	Memiliki fasilitas perpustakan, laboratorium, dan	0.825		Valid

Source: Research data

This research demonstrates that all indicators across the five variables - agility, cyberloafing, empowerment, organizational commitment, and work stress - exhibit good convergent validity. The loading factor values for each indicator are above 0.7, indicating that these indicators effectively measure their respective constructs. Additionally, the average variance extracted (AVE) values for each variable are above 0.6, although ideally, AVE values should be above 0.7. Cyberloafing has the highest AVE value at 0.675, while empowerment has the lowest at 0.634. These values are still acceptable and indicate that the latent variables can explain more than 60% of the variance in their indicators.

For the agility variable, the strongest indicators are the ability to interact within the organization (0.827) and actively seeking effective ways to learn relevant matters (0.825). For cyberloafing, the strongest indicators are not accessing social media and not visiting non-work-related sites, both with values of 0.841. In the empowerment variable, the strongest indicators are feeling that one's opinions influence company policies (0.827) and having autonomy in work-related decision-making (0.823). Organizational commitment has its strongest indicators in feeling obligated to continue working and believing in the importance of loyalty, both with values of 0.837. Lastly, for work stress, the strongest indicator is the ability to manage stress to remain focused and productive, with a value of 0.843.

In the context of Structural Equation Modeling (SEM) with Partial Least Squares (PLS), the Fornell-Larcker test is used to assess discriminant validity. This test aims to evaluate a construct's ability to distinguish itself from other constructs in the measurement model (Kamis et al., 2020). Its primary purpose is to verify that the indicators measuring a construct have a stronger relationship with the intended construct compared to other constructs in the model (Kamis et al., 2020).

Table 3. Discriminant Validity

Variabel	*Agilty*	*Cyberloafing*	*Empowerment*	Komitmen Organisasi	Stres Kerja
Agility	0,807				
Cyberloafing	0,499	0,822			
Empowermnet	0,637	0,502	0,796		
Komitmen	0,516	0,592	0,624	0,802	
Stres Kerja	0,640	0,448	0,601	0,550	0,817

Source: Research data

Table 3 demonstrates that all measured variables exhibit good convergent and discriminant validity. The square root values of Average Variance Extracted (AVE) on the main diagonal range from 0.796 to 0.822, indicating strong convergent validity. The cyberloafing variable has the highest value at 0.822, while the empowerment variable has the lowest at 0.796. Discriminant validity is also satisfied as all inter-variable correlations are lower than the square root of AVE for each variable. The strongest relationship is observed between empowerment and agility with a correlation of 0.637. Conversely, the weakest relationship is between work stress and cyberloafing with a correlation of 0.448. Interestingly, cyberloafing generally shows low correlations with other variables, except for organizational commitment, which has a correlation of 0.592. On the other hand, empowerment demonstrates fairly consistent correlations with all variables, ranging from 0.502 to 0.637. Overall, these results

confirm that each variable in the study measures a distinct concept, ensuring the validity of further analysis.

Reliability testing is conducted to evaluate the consistency and stability of measurement results from a research instrument. In this context, reliability is assessed based on two main parameters: Cronbach's alpha and composite reliability values. A predictor or construct is considered reliable if the Cronbach's alpha and composite reliability values exceed 0.7 for confirmatory research, while for exploratory research, values above 0.6 are still acceptable (Desnirita & Najib, 2023). The use of both parameters allows researchers to assess the extent to which items in the research instrument produce consistent and reliable results. This approach to reliability testing enables a comprehensive evaluation of the measurement instrument's stability and internal consistency. By considering both Cronbach's alpha and composite reliability, researchers can gain a more robust understanding of the reliability of their constructs, enhancing the overall quality and trustworthiness of the study's findings.

Table 4. Reliability andAVE Results

Variabel	*Cronbach's Alpha*	*Composite Reliability*	AVE	*Result*
Agility	0.924	0.937	0.652	Reliabel
Cyberloafing	0.904	0.926	0.675	Reliabel
Empowerment	0.917	0.933	0.634	Reliabel
Komitmen	0.907	0.926	0.643	Reliabel
Stress Kerja	0.901	0.923	0.668	Reliabel

Source: Research data

Table 4 demonstrates excellent reliability test results for all variables in the study. The Cronbach's alpha values for the five variables are above 0.9, ranging from 0.901 for work stress to 0.924 for agility, indicating very high internal consistency. Composite Reliability also shows highly satisfactory results, with the lowest value of 0.923 for work stress and the highest of 0.937 for agility, confirming strong reliability. The average variance extracted (AVE) values for all variables are above the acceptable threshold of 0.5, ranging from 0.634 for empowerment to 0.675 for cyberloafing. This indicates that more than 60% of the variance in the indicators can be explained by their latent constructs. Agility has the highest reliability values, while work stress is slightly lower but still very good.

After meeting the outer model evaluation criteria, the next step is to evaluate the inner model through assessment of VIF, R2, and f2. VIF analysis is performed to determine the extent of correlation between constructs, with VIF values < 5 being desirable. The f2 analysis aims to ascertain the strength of each endogenous variable's influence on the exogenous variables (Sarstedt et al., 2021). This comprehensive evaluation of both the measurement (outer) model and the structural (inner) model ensures a robust analysis of the relationships between variables. The VIF assessment helps in identifying potential multicollinearity issues, while R2 provides insights into the explanatory power of the model. The f2 analysis further refines our understanding by quantifying the effect sizes of the relationships between constructs. Together, these analyses provide a solid foundation for interpreting the model's results and drawing meaningful conclusions from the study.

Table 5. VIF, R2, and F2 Results

Construct	VIF	R2	R2 Adjusted	F2 Komitmen Organiasi
Agility	2,638			0,001
Perilaku Cyberloafing	2,161			0,083
Empowerment	2,655			0,065
Stres Kerja	2,061			0,026
Komitmen Organisasi		0,533	0.517	

Source: Research data

The structural model evaluation indicates no correlation between constructs based on the VIF values. The R2 and adjusted R2 values for organizational commitment are 0.533 and 0.517 respectively, suggesting that this construct is moderately strong in explaining variance. Agility has a VIF value of 2.638 and an f2 value of 0.001, indicating a very weak correlation. Cyberloafing behavior shows a VIF of 2.161 and f2 of 0.083, suggesting a weak correlation. Empowerment, with a VIF of 2.655 and f2 of 0.065, also indicates a weak correlation. Work stress has a VIF of 2.061 and f2 of 0.026, demonstrating a very weak correlation.

Overall, this model exhibits good predictive capability and potential for further development, as all construct models have values above 0. The R2 values for organizational commitment indicate that the model explains a moderate amount of variance in this construct, which is a positive sign for the model's explanatory power. The VIF values for all constructs are well below the threshold of 5, indicating no significant multicollinearity issues. This suggests that the predictor variables are sufficiently independent of each other. The f2 values provide insights into the effect sizes of the relationships between constructs. While most relationships show weak to very weak effect sizes, this doesn't necessarily negate their importance. Even small effects can be meaningful in certain contexts, especially in complex behavioral models. These results suggest that while the model has predictive capability, there may be opportunities to refine it further. The weak correlations indicated by the f2 values might point to areas where the relationships between variables could be explored more deeply or where additional factors might be considered to strengthen the model's explanatory power.

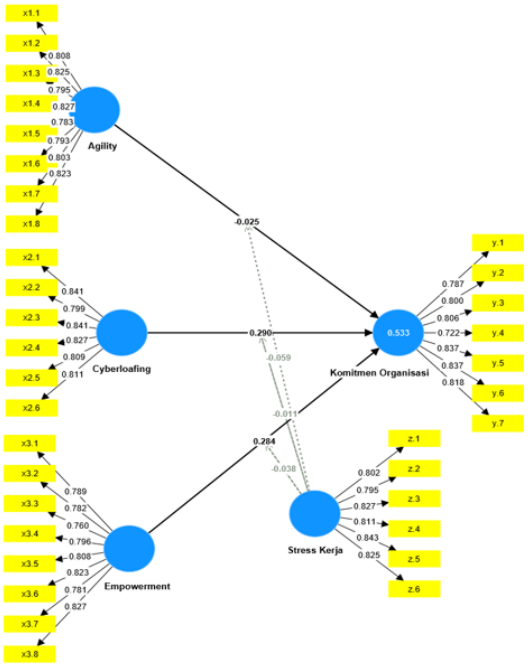


Figure 2. Structural Model Results

Table 6. Structural Model Results

	Original sample (O)	*Sample mean (M)*	*Standard deviation (STDEV)*	*T statistics*	*P values*
Agility -> Komitmen Organisasi	-0,025	-0,023	0,070	0,362	0,718
Cyberloafing -> Komitmen Organisasi	0,290	0,289	0,061	4,755	0,000
Empowerment -> Komitmen Organisasi	0,284	0,298	0,083	3,400	0,001
Stres Kerja -> Komitmen Organisasi	0,159	0,163	0,069	2,296	0,022
Stres Kerja x *Agility* -> Komitmen	-0,059	-0,052	0,076	0,777	0,437

Stres Kerja x *Cyberloafing* ->	-0,011	-0,003	0,079	0,141	0,888
Stres Kerja x *Empowerment* ->	-0,038	-0,045	0,089	0,424	0,671

Source: Research data

In the Partial Least Squares (PLS) analysis, statistical testing using the bootstrapping method yielded several significant findings. According to Ghozali (2021), an independent variable is considered to have a significant partial effect on the dependent variable if the t-value exceeds the t-table value or the p-value is below the 0.05 significance threshold. Applying this criterion, our analysis reveals that agility does not significantly influence organizational commitment (p-value 0.718, t-statistic 0.362), leading to the rejection of H1. This unexpected result contrasts with Sya and Mangundjaya (2019) findings, which demonstrated a positive relationship between agility and commitment. However, our findings align more closely with Simatupang et al. (2023) perspective, suggesting that highly agile employees may prioritize their individual work over company interests, potentially diminishing their organizational commitment. This discrepancy in results can be further elucidated by considering Holbeche (2023) view, which posits that agility requires comprehensive integration into organizational structures to positively impact employee commitment. Thus, the lack of significant influence observed in our study may be attributed to insufficient integration of agility practices within the organizational frameworks of companies in South Jakarta, highlighting the complex interplay between agility, organizational structure, and employee commitment.

Cyberloafing behavior demonstrates a significant influence on organizational commitment (p-value 0.00, t-statistic 4.755), confirming H2. The study identifies higher cyberloafing tendencies among males, particularly those aged 26-30 with 3-4 years of work experience and a bachelor's degree. This supports Sheikh et al. (2015) finding that men engage in cyberloafing more frequently in the workplace, though the reasons for this difference may be multifaceted. Interestingly, these findings contradict the research conducted by Putra and Nurtjahjanti (2019) which found that there is a significant negative relationship between organizational commitment and cyberloafing. The results of this study also differ from Sani and Sahana (2022), who stated that organizational commitment statistically has a negative and significant effect on cyberloafing behavior.

Empowerment also significantly affects organizational commitment (p-value 0.001, t-statistic 3.400), validating H3 and reinforcing Seibert et al. (2011) research on the positive correlation between employee empowerment and organizational commitment. Empowerment plays a crucial role in enhancing organizational commitment among male employees as they feel more involved, valued, and have an important role in the organization. The demographic profile of males aged 26-30 years, with 3-4 years of work experience, and holding bachelor's and master's degrees indicates a group ready to accept additional responsibilities and having high aspirations for career development, making empowerment highly effective in increasing their commitment to the organization.

This research shows that empowerment has a significant influence on organizational commitment. This positive influence is due to the feelings of autonomy, responsibility, and trust experienced by employees when they are empowered, which increases their sense of belonging to the organization and encourages employees to be more committed to the organization's goals and values. These findings reinforce the research of Seibert et al. (2011) which shows that employee empowerment positively correlates with agility and commitment to the organization, as well as creating an environment where employees feel capable of effectively addressing challenges. Additionally, Albrecht and Andreetta (2011) found that employees who feel empowered are more focused on their work and less likely to engage in work-avoidance behaviors, and empowerment plays an important role in reducing work stress levels. Supporting this statement, Supriadi et al. (2022) state that involving employees in work can reduce work stress levels and maximize employee performance.

Zuhdi (2021) research also supports that employee empowerment accompanied by achievement motivation and organizational trust significantly influences employee creativity, which in turn increases their commitment to the organization. Furthermore, Tamba (2020) highlights that empowerment in decision-making in the field of nursing care can increase organizational commitment. Kariuki and Kiambati (2017) state that organizational commitment can mediate the relationship between employee empowerment and organizational performance. Finally, research by Sohaee et al. (2018) found that psychological empowerment of employees is associated with increased organizational commitment, indicating that psychologically empowering employees can enhance their commitment to the organization. Luthans (2011) affirms that empowered employees tend to have higher levels of engagement and commitment.

Interestingly, work stress does not moderate the relationships between agility, cyberloafing behavior, or empowerment and organizational commitment. The p-values (0.437 for agility-commitment relationship, 0.671 for cyberloafing-commitment relationship) and t-statistics below significance thresholds lead to the rejection of H4, H5, and H6. These findings offer valuable insights into the complex dynamics of organizational behavior, particularly in the context of South Jakarta's workforce. They highlight the need for nuanced approaches to employee management, considering factors like gender, age, and work experience. The results also underscore the importance of empowerment in fostering organizational commitment, while challenging some pre-existing notions about the impacts of agility and cyberloafing. The study's outcomes suggest areas for further research, especially regarding the unexpected positive relationship between cyberloafing and organizational commitment, and the non-significant role of work stress as a moderator. These findings could have significant implications for human resource management practices and organizational policy development in similar contexts.

CONCLUSION

This research reveals several interesting findings regarding the factors influencing organizational commitment among employees in South Jakarta. First, it was found that agility does not have a significant impact on organizational commitment. Employees can exhibit high performance regardless of their level of agility, suggesting that other factors may be more influential in shaping organizational commitment in a dynamic work environment. On the other hand, cyberloafing behavior was found to be the most dominant factor affecting organizational commitment, indicating that non-work activities during working hours can reduce employees' level of commitment. Additionally, empowerment was also found to have a positive impact on organizational commitment, indicating that giving autonomy and responsibility to employees can enhance their loyalty to the company.

Interestingly, work stress was not found to be a significant moderating variable in the relationship between agility, cyberloafing, or empowerment and organizational commitment. This suggests that employees in South Jakarta are able to maintain their level of organizational commitment despite fluctuations in adaptability, cyberloafing behavior, or the level of empowerment they experience, even in high-pressure work situations. These findings provide valuable insights for companies in developing strategies to build and maintain employee commitment in complex urban environments like South Jakarta. Companies need to consider factors such as employee empowerment and managing cyberloafing behavior, while also paying attention to other aspects that may be more relevant in shaping organizational commitment in this increasingly dynamic work era.

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