

# EMPLOYEE PERFORMANCE IN THE NEXUS OF LEADERSHIP AGILITY, PERCEIVED ORGANIZATIONAL SUPPORT, ORGANIZATIONAL COMMITMENT AND READINESS FOR CHANGE

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## EMPLOYEE PERFORMANCE IN THE NEXUS OF LEADERSHIP AGILITY, PERCEIVED ORGANIZATIONAL SUPPORT, ORGANIZATIONAL COMMITMENT AND READINESS FOR CHANGE

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### ABSTRACT

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This research aims to explore the multifaceted impact of Industry 4.0 on employee performance through the involvement of leadership agility, perceived organizational support, organizational commitment, and readiness for change in PT Angkasa Pura I - Juanda, the company responsible for overseeing airports in Indonesia. This study employs random sampling with specific inclusion criteria to gather the respondent. The data was collected from 150 employees of PT Angkasa Pura I - Juanda and analyzed using Partial Least Square through SmartPLS. The results show that the leadership agility significantly and positively influences the employee performance, individual readiness for change, and organizational commitment. Further, the perceived organizational support significantly and positively influences the organizational commitment and employee performance. Additionally, both the individual readiness for change and organizational commitment significantly and positively influences the employee performance. These results provide several implications related to the importance of leadership agility, perceived organizational support, organizational commitment, and readiness for change in fostering employee performance.

JEL: D23, M12, O15.

2  
**Keywords:** *leadership agility, perceived organizational support, readiness for change, organizational commitment, employee performance.*

### 1. INTRODUCTION

Massive shifts are occurring in rapidly evolving landscapes of business and industrial sectors, encompassing both manufacturing and services. The Fourth Industrial Revolution, commonly referred to as Industry 4.0, signals a new era where cyber-physical systems play a central role in production processes. These shifts have elevated the importance of human resource (HR) professionals, who now centralize multiple HR functions, handle vast volumes of employee data, and actively participate in HR management (HRM) (Marler & Boudreau, 2017). While many HR tasks have been integrated into daily managerial responsibilities, certain specialized functions still require the HR professionals' expertise and accountability (Isari, Bissola, & Imperatori, 2019). The responsibility for HRM is shared between managers and dedicated HR departments. However, digital transformation, the demand for continuous learning, and the adoption of smart HRM practices have expanded the HR departments' potential impact and visibility within organizations.

20  
Individual performance is a core concept within work and organizational psychology. The organizations depend on high-performing individuals to accomplish their objectives, and employees who excel in their jobs enjoy a sense of satisfaction and accomplishment (Diamantidis & Chatzoglou, 2019). A research by Diamantidis & Chatzoglou (2019) underscored the pivotal role of work environment and managerial support in influencing job performance, both directly and indirectly. Furthermore, attributes, such as adaptability and intrinsic motivation, have a direct

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impact on the job performance. In addition, commitment has been found essential for understanding various HRM-related phenomena, including retention and performance (Van Rossenberg, Cross, & Swart, 2022).

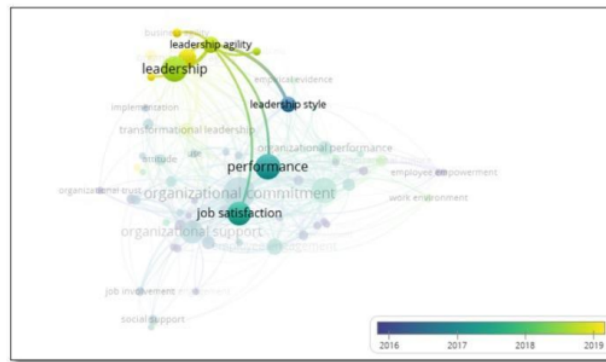
Meanwhile, Herrera & Heras-Rosas (2021) advocated for the formation of teams strongly committed to strategic goals, organizational values, and pursuing excellence in the workplace. The organizational commitment, a fundamental work attitude, directs employee behavior and instills a sense of dedication to the organization (Nguyen, Do, & Dinh, 2020). It encompasses a wide spectrum of emotions, attitudes, values, practices, and the utilization of exceptional concepts for the advantage of the organization in which the employee is employed. It signifies the employees' level of attachment and dedication to the organization and is currently recognized as a work attitude with multiple dimensions (Yalçın, Akan, & Yıldırım, 2021). A study by Alqudah, Carballo-Penela, & Ruza-Sanmartin (2022) found a positive relationship between affective commitment and readiness for change, with the readiness for change directly correlated with individual employee performance.

Adaptability in leadership is a must in the face of transformative waves of Industry 4.0. Organizational leaders play critical roles in driving the organizations toward optimal performance. The key of organizational success lies in the leaders' ability to adapt quickly to the ever-evolving business landscape. Whether in the leadership or organizational context, agility represents an entity's capability to respond flexibly to the rapidly shifting environment. This present research examines leadership agility and its significant impact from a leadership perspective. Agile leaders possess the capacity to drive the organizations toward constructive changes (Horney, Pasmore, & O'Shea, 2010). Mangundjaya (2013) revealed the leadership's influence on individual readiness for change and organizational commitment. Similarly, findings by Kostrad (2019) confirmed that the leadership agility significantly affects organizational readiness for change and organizational commitment, while Lediju (2016) had discovered a link between the leadership agility and organizational commitment and individual performance. Additionally, Nguyen *et al.* (2020) highlighted the dominant influence of leadership style on organizational commitment, followed by job satisfaction and performance. They added that the leadership style significantly impacts both job performance and job satisfaction.

Furthermore, employee development is among the most important HRM practices, as it substantially enhances overall employee performance. Rhoades & Eisenberger (2002) argued that improving the employee performance is dependent on the organizational support. When the employees perceive adequate organizational support, their trust in the organization's ability to recognize and reward of exemplary performance is reinforced. Perceived organizational support creates a sense of commitment to the organization's success, fostering a stronger connection between the employees' social identities and their organizational memberships. According to Aselage & Eisenberger (2003), the organizations can perform better when they treat their employees fairly and generously. The employees tend to respond positively to such organizational support. This present research is based on the Social Exchange Theory and Psychological Contract Theory, which provide insights into the intricate interplay between the employees and organizations that shape the employee behaviors and expectations. According to the Social Exchange Theory, the employees who perceive their employer to be supportive are more likely to exhibit high levels of performance. Additionally, the Psychological Contract Theory suggests that

the existence of unwritten agreements between the employees and organizations can influence their commitment and performance.

In this research, a bibliometric analysis on a dataset comprising 250 articles was conducted by utilizing VOSviewer software. The articles have examined variables studied in this research, including leadership agility, perceived organizational support, readiness for change, organizational commitment, and employee performance during a period of 2016-2022. Meanwhile, the bibliometric analysis involves the creation of bibliometric maps that visually represent networks, overlays, and the density of articles or online publications based on downloaded metadata. The primary goal is to identify the bibliometric relationships among these scholarly works. The mapping process is employed to provide a comprehensive view of the underlying structure of the bibliometric network (Waltman, van Eck, & Noyons, 2010).



**Figure 1. Summary of Overlay Visualization**

Based on Figure 1 above, the leadership agility is represented by a yellow node, highlighting an opportune moment for further investigation into its relationship with the employee performance. The density visualization highlights the employee performance, individual readiness to change, leadership agility, and perceived organizational support in green, suggesting potential areas for extended exploration. In contrast, the organizational commitment appears in yellow, indicating prior extensive studies. This overview indicates a promising opportunity for researchers to measure the employee performance within the context of these variables, fostering a comprehensive understanding.

PT Angkasa Pura I - Juanda, a State-Owned Enterprise that manages 15 commercial airports in central and eastern Indonesia, exemplifies this commitment to fostering the national economy while maintaining sustainability, environmental responsibility, safety, and service excellence. Achieving these visions requires a high level of performance of every organization member. Airport services are subject to significant changes and rapid developments, which are influenced by advancements in technology, government policies, and market trends. At PT Angkasa Pura I - Juanda, they foster a change-oriented culture and promote the employee growth. Consequently, this present study which aims to examine the leadership agility and readiness for change is highly relevant to PT Angkasa Pura I - Juanda as an organization. Furthermore, the airport services as a research field includes several critical topics that require additional investigation. First and foremost, it is important to examine the direct impact of leadership agility

on the employee performance, with indicators such as efficiency and customer satisfaction. Additionally, understanding the interplay between organizational commitment and leadership agility in navigating the ever-changing airport industry has been poorly understood. Moreover, there is a need to identify effective employee development strategies that enhance the organizational commitment within airport service organizations. Besides, it is also crucial to explore specific characteristics of perceived organizational support that influence the employee performance outcomes. Lastly, there is an urgent need to close the gap between theoretical frameworks, such as Social Exchange Theory and Psychological Contract Theory, and their practical implications for organizational outcomes in the airport service settings. These gaps present valuable opportunities for researches to support evidence-based HRM practices within PT Angkasa Pura I - Juanda and related organizations.

## 2. THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

### 2.1. Social Exchange Theory

The Social Exchange Theory, which derives from a work by Blau (1964:105), explores social exchanges where individuals voluntarily offer benefits, fostering reciprocity and a sense of obligation. Blau (2017) emphasizes the exchange process as fundamental to human behavior, influencing the relationships and developing concepts such as power, dependence, and cohesion. The Social Exchange Theory examines how to form and maintain mutually beneficial social relationships, with a focus on the reciprocity. At its core, the theory asserts that individuals initiate and maintain the social relationships based on expectations of mutual benefit, encompassing both intrinsic and extrinsic elements, independent of normative obligations. This perspective provides a comprehensive lens for understanding the intricate mechanisms involved in establishing and sustaining the socially beneficial relationships. The exchange of both intrinsic and extrinsic benefits serves as the primary motive for the social interaction, regardless of any pre-existing requirements. In accordance with Cropanzano, Anthony, Daniels, & Hall (2017), the Social Exchange Theory posits that the initial actions of an individual towards another person are met with behavioral responses from the individual, ultimately resulting in the formation of interpersonal relationships. As Loi, Kuhn, Sahaym, Butterfield, & Tripp (2020) highlighted, when the employees perceive that their efforts are not adequately recognized by their employers, they may exhibit disrespectful behavior and engage in inappropriate conduct.

### 2.2. Psychological Contract Theory

According to Yan & Mansor (2019), the Psychological Contract Theory is a crucial theory for examining labor interactions, which primarily focuses on the implicit expectations between the employees and organizations. Chaudhary, Bhatti, Cipran, & Bajwa (2022) argued that when the employees establish a psychological contract with the organization or employer, the employee-employer relationship becomes mutually beneficial. Both parties develop a series of reciprocal expectations. A research by Coyle-Shapiro, Costa, Doden, & Chang (2019) explained that the fulfillment and violation of psychological contracts lead to individual cognitive assessments and evaluations. When the psychological contracts are broken, it can cause emotional reactions and negative changes. On the other hand, the fulfillment of psychological contracts has the potential to form positive relationships. Herrera & Heras-Rosas (2021) emphasized that in recent years, researches on the psychological contracts and organizational commitment have expanded, and



there is a trend of increased attention to contemporary issues. These issues are becoming the focus of researches in the context of psychological contracts and organizational commitment.

### **2.3. Job Performance**

The performance in the form of task execution is defined as an explicit job behavior that incorporates fundamental job responsibilities assigned as part of the job description (Pradhan & Jena, 2017). According to a research by Ertekin & Avunduk (2021), the level of job satisfaction and job performance varies among individuals based on their socio-demographic characteristics, with higher job satisfaction leading to higher job performance. Khalid & Zarizi (2022) argued that the definition of job performance involves two key points: firstly, it is a manner of behaving, or in other words, what individuals do at work, and secondly, it is an employee behavior that adds value to the organization.

According to Judge & Robbins (2017), the job performance indicators are instruments for measuring the level of employee job performance. The job performance can be measured using several dimensions, including (1) quality of work, (2) quantity, (3) punctuality, (4) effectiveness, and (5) self-reliance. Several experts have also proposed several job performance indicators based on those dimensions. In this study, the indicators used include quality, quantity, timeliness, cost effectiveness, need for supervision, interpersonal impact, and adaptability.

### **2.4. Organizational Commitment**

According to Syed, Saeed, & Farrukh (2015), the organizational commitment typically signifies a psychological agreement between the employees and organization. Hu, Luo, Chen, & Zhong (2020) explained that the employee loyalty is characterized by emotional attachment and ethical responsibility, as committed employees will consider the consequences of their commitment on their work and professional development. The committed employees believe that it is their responsibility to assist their organization in achieving its strategic goals. Phuong, Bach, Linh, Ly, Dat, An, & Hung (2023) stated that norm-based commitment refers to a sense of responsibility to stay with the organization. Those with a high level of commitment think of it as a moral obligation and standard to stay loyal to their organization, even if they do not like it or if they do not receive greater benefits than alternative options. In short, norm-based commitment is the belief that an individual must stay in the organization to fulfill their obligations. Thus, the organizational commitment is universally acknowledged as a crucial value in the context of loyalty and responsibility. Yalçın *et al.* (2021) stated that the organizational commitment consists a range of emotions, perspectives, values, actions, and the implementation of innovative ideas for the benefit of the organization in which the employee works.

### **2.5. Individual Readiness for Change**

Armenakis, Harris, & Mossholder (1993) defined the individual readiness for change as a set of beliefs, behaviors, and intentions regarding impending changes, closely linked to perceptions of individual and organizational capacity for change success. In their schema, the readiness for change is expressed as a cognitive behavior, endorsing or resisting change efforts.

Further, Hanpachem, Morgan, & Griego (1998) extended the concept by establishing a direct link with the organizational development, portraying the readiness for change as an individual's mental, psychological, or physical preparedness to participate in the developmental activities. Holt, Armenakis, Feild, & Harris (2007) offered a more comprehensive perspective,

14 framing the readiness for change as a holistic attitude influenced by content, process, context, and individual factors.

According to Jones, Jimmieson, & Griffiths (2005), the individual readiness for change reflects an optimistic view toward changes, based on the belief that the upcoming changes will benefit both the employees and the organization. In a related context, Eby, Adams, Russell, & Gaby (2000) defined the individual readiness for change as an individual's perception of their organization's commitment to the impending changes. These perspectives contribute to a more complex understanding of the individual readiness for change, taking into account cognitive, attitudinal, and organizational dimensions.

## 2.6. Leadership Agility

An effective leadership is crucial for organizational success (Judge & Robbins, 2017), especially within formal groups where the leaders hold influence and have the authority to employ sanctions (Gibson, Ivancevich, & Donnelly, 1996). The leadership agility is the capability to lead effectively in times of rapid change, uncertainty, and increasing complexity, with benefits such as cost savings and improved performance (Joiner, 2009a; 2009b). In addition, Joiner & Josephs (2007) described five developmental stages of agile leadership, including expert, achiever, catalyst, co-creator, and synergistic.

Furthermore, according to Joiner (2009a; 2009b), the leadership agility involves increased awareness and intentionality in order to improve the effectiveness in real-time conditions. This approach includes developing a broader perspective and introducing fresh insights. On the other hand, Joiner & Josephs (2007) defined the leadership agility through four domains and five developmental stages. The four agility domains are context-setting agility, stakeholder agility, creative agility, and self-leadership agility. The context-setting agility involves examining an organization's internal and external environment, anticipating the changes, developing initiatives, and determining desired outcomes. The agile leaders seamlessly transition between visionary, strategic, and tactical directive behaviors in task management.

## 2.7. Perceived Organizational Support

94 The Organizational Support Theory explores the psychological processes that result from the perceived organizational support. First, in line with the reciprocity norms, the perceived organizational support should instill a sense of commitment to protect the organization's welfare. Second, the perceived organizational support care, encouragement, and respect should address socioemotional demands by encouraging the employees to identify with their organizational role. Third, the perceived organizational support aims to boost the employees' trust in the organization's recognition and reward of enhanced performance, sometimes known as performance-reward expectations. This method leads to positive outcomes, such as increased job satisfaction and positive employees' state of mind, while benefiting the organization with improved commitment and performance, and lower turnover (Rhoades & Eisenberger, 2002). The Social Exchange theory posits that the organizations can generate positive outcomes by enhancing the employees' perceptions of organizational support (Eisenberger, Cummings, Armeli, & Lynch, 1997).

59 Eisenberger, Fasolo, & Davis-LaMastro (1990) found a positive correlation between the perceived organizational support and employee presence, commitment, and performance. Other studies consistently support the favorable link between the perceived organizational support and

92  
individuals' commitment (Rhoades, Eisenberger, & Armeli, 2001; Settoon, Bennett, & Liden, 1996), with additional researches showing that the organizational support effectively reduces employee turnover (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Rhodes *et al.*, 2001). Further, Eisenberger *et al.* (1997) had found a positive association between company assistance and improved job satisfaction across diverse employee samples from various companies.

## 2.8. Hypothesis Development

80  
Akkaya & Sever (2022) underscored the significance of agile leadership and organizational performance for the companies. They argued that the organizations, in order to thrive in a challenging and competitive business environment, must prioritize organizational culture and agile leadership, which in turn leads to enhanced company performance. Kostrad (2019) suggested that the leadership agility influences the organizational readiness for change and commitment. Meanwhile, Mohd, Qader, Faraj, Mohammad, & Qulah (2021) concluded that organizational agility influences the organizational commitment. Similarly, researches by Asbari, Hidayat, & Purwanto (2021) and Novitasari, Goestjahjanti, & Asbari (2020) suggested that the individual readiness for change affects the employee performance. Lediju (2016) stated that agile leader behavior significantly affects the organizational commitment and productivity. However, there are limited researches examining the relationship between leadership agility and its impact on the employee performance, individual readiness for change, and organizational commitment. Therefore, hypotheses that can be formulated are as follow:

- H1:** Leadership agility significantly and positively influences the employee performance of the employees at PT Angkasa Pura I - Juanda.
- H2:** Leadership agility significantly and positively influences the individual readiness of the employees at PT Angkasa Pura I - Juanda.
- H3:** Leadership agility significantly and positively influences the organizational commitment of the employees at PT Angkasa Pura I - Juanda.

46  
The perceived organizational support focuses on the exchange relationship between employees and the organization, capturing the employees' overall perception of how the organization values their contributions and cares about their well-being. Gigliotti, Vardaman, Marshall, & Gonzalez (2019) proposed that restaurant employees' perceived organizational support affects their individual readiness to change. Huang (2022) demonstrated that the perceived organizational support reinforces the positive relationship between attitudes toward change and active participation in the change efforts. Similarly, Bitew (2023) highlighted the perceived organizational support's significant and positive impact on the organizational commitment. In addition, a research by Salau (2022) found that the perceived organizational support significantly affects the employee performance. Therefore, hypotheses that can be formulated are as follow:

- H4:** Perceived organizational support significantly and positively influences the individual readiness for change of the employees at PT Angkasa Pura I - Juanda.
- H5:** Perceived organizational support significantly and positively influences the organizational commitment of the employees at PT Angkasa Pura I - Juanda.



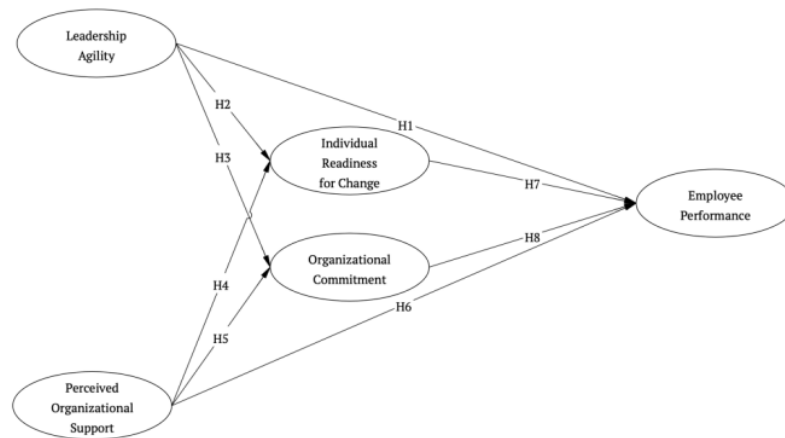
**H6:** Perceived organizational support significantly and positively influences the employee performance of the employees at PT Angkasa Pura I - Juanda.

Indriastuti & Fachrunnisa (2021) mentioned that the employees' readiness to deal with the organizational changes is critical for achieving a high performance. Thus, the employees with a higher level of readiness for change will likely exhibit better performance. Kaplan & Kaplan (2018) concluded that affective commitment has an explicit impact on the employee performance. In contrast, normative commitment and continuance commitment do not influence the employee performance. Therefore, hypotheses that can be formulated are as follow:

**H7:** Individual readiness for change influences the employee performance of the employees at PT Angkasa Pura I - Juanda.

**H8:** Organizational commitment influences the employee performance of the employees at PT Angkasa Pura I - Juanda.

The conceptual framework of this research is depicted as follows:



**Figure 2. Conceptual Framework**

### 3. RESEARCH METHODS

This study employed a random sampling method, and the population consisted of all employees at PT Angkasa Pura I – Juanda. However, there were several criteria to be met to obtain relevant data and facilitate the identification of target samples, where they must have a minimum educational qualification of a high school diploma and a work experience of a minimum of 2 years. There were 240 respondents participated. Nevertheless, according to the Slovin formula, this study only needed a total sample size of 150 employees.

In terms of data, this study utilized primary data obtained through distributing questionnaires. The data was further analyzed using partial least square (PLS) in SmartPLS. The PLS was a variant-based structural equation analysis (SEM) method that allowed for a simultaneous testing of measurement models and structural model testing. The measurement models assessed the data validity and reliability, while the structural models investigated causality through hypothesis testing with predictive models. As explained by Ghazali & Latan (2015), the

PLS was such a soft modeling analysis method that did not require specific scale measurements for the data, making it suitable for smaller sample sizes as little as 100.

## 89 4. DATA ANALYSIS AND DISCUSSIONS

### 4.1. Respondent Profile

Based on the data, the respondent profile could be categorized based on their gender, age, educational qualification, and length of service / work. It was found that most of the respondents were male (73%). This indicated that there was a higher demand for male workers in airport services, particularly in PT Angkasa Pura I and units like Airport Operation Air Side Section and Airport Security Protection. In terms of their age, most of the respondents were 30-50 years old, followed by other age groups of below 30 years old (37%), and over 50 years old (11%). This implied that in PT Angkasa Pura I, maturity and experience were proven effective for understanding work responsibilities and company conditions.

Further, the data also shows that most of the respondents have an almost balanced proportion of educational qualifications, where there were high school graduates (33%), graduates with diploma degree (32%), and graduates with an undergraduate degree (30%). The remaining 5% of them possessed postgraduate qualifications. This implied a reasonably educated pool of employees at PT Angkasa Pura I, which resulted in a group of educated respondents, enhancing the questionnaire understanding and ensuring accurate data collection. Furthermore, this study finds that most of the respondents have worked for 2-6 years (41%), followed by those who have worked for 7-11 years (32%), and over 11 years (27%). The majority falls within the 7-11 years category, indicating a solid grasp of roles and a good understanding of dynamics at PT Angkasa Pura I - Juanda. This work experience was expected to contribute to well-informed responses, aligning with prevailing organizational conditions.

### 4.2. Outer Model Evaluation

#### 4.2.1. Validity

The results of validity test show that all indicators of employee performance (EP) (EP1-EP12), leadership agility (LA) (LA1-LA8), organizational commitment (OC) (OC1-OC8), and perceived organizational support (POS) (POS1-POS8) exhibit a loading factor value of  $\geq 0.70$ , meeting convergent validity criteria. Meanwhile, for the individual readiness for change (IRFC), most of the indicators have a loading factor value of  $\geq 0.70$  (IRFC1, IRFC6, and IRFC8), although only IRFC7 is at 0.548, but it is considered acceptable. Further, the cross-loading results also indicate that each construct has a stronger correlation with its main measurement than others, meeting the discriminant validity criteria. This affirms the validity of measurement instruments for all variables.

#### 4.2.2. Average Variance Extracted

The results of measuring average variance extracted (AVE) values can be seen in the following Table 1:

Table 1. AVE

Variable	AVE
EP	0.614
IRFC	0.867
LA	0.723
OC	0.581
POS	0.689

Source: SmartPLS (2023)

The results show that all AVE values of the variables are  $\geq 0.50$ . Based on the previous literature, it can be concluded that each indicator effectively represents the variables under investigation in this study (Hair, Ringle, Hult, & Sarstedt, 2014).

#### 4.2.3. Reliability

The results of measuring composite reliability (CR) and Cronbach's Alpha values can be seen in the following Table 2:

Table 2. CR and Cronbach's Alpha

Variable	CR	Cronbach's Alpha
EP	0.950	0.942
IRFC	0.981	0.974
LA	0.954	0.944
OC	0.917	0.896
POS	0.946	0.935

Source: SmartPLS (2023)

The table above reveals that all the variables examined in this study possess CR and Cronbach's alpha value of  $\geq 0.70$ . Consequently, based on the literature review, it can be concluded that all variables in this study are reliable and robust (Hair *et al.*, 2014).

#### 4.3. Inner Model Evaluation

As indicated in Table 3 below, the  $R^2$  value for the IRFC structural model, influenced by both the LA and POS variable, is 0.185 or 18.5%. This signified that the variations in the LA and POS variable could only explain 18.5% of the IRFC variations. The remaining 81.5% could be explained by other variables not included in the study.

Moving on to the OC structural model, impacted by the LA and POS variables, the  $R^2$  value is 0.428 or 42.8%. This suggested that 42.8% of the OC variances could be explained by the LA and POS variable, leaving the remaining 47.2% to be explained by other variables not included in the study.

Furthermore, in the EP structural model, influenced by the LA and POS variable through the IRFC and OC variable, the  $R^2$  value equals to 0.649 or 64.9%. This implied that the LA and POS variable could only explain 64.9% of the EP variations through the intermediaries of IRFC and OC variables. The remaining 35.1% could be explained by other factors not included in the study.

Table 3.  $R^2$ 

Variable	$R^2$
LA and POS toward IRFC	0.185
LA and POS toward OC	0.428
LA, POS, IRFC, and OC toward EP	0.649

Source: SmartPLS (2023)

The results of calculating the Q<sup>2</sup> value reveal that the goodness of fit for this research model is 83.6%. This percentage signified the extent to which the model aligned with the observed data and estimated parameters. Meanwhile, the remaining 16.4% could only be explained by external factors beyond the scope of this study, impacting the phenomenon under investigation.

#### 4.4. Results of Hypothesis Testing

The following Table 4 presents the path coefficient:

**Table 4. Path Coefficient**

	Original Sample	T-Statistics	P-Value
IRFC → EP	0.173	2.264	0.024
LA → EP	0.633	11.730	0.000
LA → IRFC	0.358	3.258	0.001
LA → OC	0.349	4.161	0.000
OC → EP	0.283	3.152	0.002
POS → EP	0.224	3.391	0.001
POS → IRFC	0.141	1.664	0.097
POS → OC	0.438	5.059	0.000

Source: SmartPLS (2023)

The results show that almost all hypotheses (H1, H2, H3, H5, H6, H7, and H8) can be supported empirically ( $p < 0.05$ ). The leadership agility significantly and positively influences the employee performance, readiness for change, and organizational commitment. In addition, the perceived organizational support only significantly and positively influences the organizational commitment and employee performance. Besides, the readiness for change and organizational commitment significantly and positively influence the employee performance. However, the results of this study cannot support the fourth hypothesis proposing that the perceived organizational support significantly and positively influences the readiness for change. This study confirms the opposite, with  $p > 0.05$ .

#### 4.5. Discussion

##### 4.5.1. Leadership Agility Significantly and Positively Influences Employee Performance

The first hypothesis proposes that the leadership agility significantly and positively influences the employee performance of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. The positive coefficient suggests that as the higher the level of leadership agility, the higher the employee performance would be.

In the context of Industry 4.0, the organizations worked collaboratively, demanding specialized managerial practices. The HR professionals had integrated various HR activities and managed a substantial amount of employee data (Marler & Boudreau, 2017). While several HR activities could be shared among the managers, several functions still required the expertise of HR professionals (Isari *et al.*, 2019).

Further, the leadership agility, as an agile approach prioritizing the collaboration, implemented flexible leadership styles, teamwork, and adaptability to diverse circumstances. (Setiawati, 2021) showed that the changes in leadership agility had an impact on the employee performance equivalently. In a volatile, uncertain, complex, and ambiguous (VUCA) world, the leaders must exhibit agility and adaptability, perceived as valuable by the employees. Akkaya &



Sever (2022) argued that the agile leaders acted flexibly in the face of changing conditions, allowing for optimal organizational adaptation.

In this study, this leadership style effectively enhanced the employee performance at PT Angkasa Pura I - Juanda. The leaders that initiated the organizational change had provided unwavering support, emphasizing the need to align the personal beliefs with the organizational objectives. The leaders with agility and emotional intelligence encouraged the employees to execute their tasks efficiently while following the work standards. A greater level of leaders' agility correlated with more significant changes in the employee performance, demonstrating the ability to motivate and collaborate effectively with the team members.

#### 4.5.2. Leadership Agility Significantly and Positively Influences Individual Readiness for Change

The second hypothesis proposes that the leadership agility significantly and positively influences the individual readiness for change employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. This finding proves that the employees were more prepared to embrace the changes as the leaders demonstrated a greater level of agility. In the VUCA world, the leaders must be strategic, be sensitive to changes or to adapt quickly, and be culturally sensitive in order to effectively navigate the dynamic business landscapes. The crucial aspect of the leadership agility framework was in the ability to respond to changes and adapt rapidly. Thus, the leaders must promote and support the employees in embracing the changes within the environment at PT Angkasa Pura I - Juanda.

Further, the leaders had an important responsibility in determining the organization's success and path toward optimal performance. In the context of PT Angkasa Pura I - Juanda, the leaders initiated the changes, especially in response to the technological advancements, which demonstrated their commitment to successful implementation to the employees. Therefore, the employees could recognize global technological shifts and their impact on the system changes within PT Angkasa Pura I - Juanda. Thus, there was an effective adaptation in the airport services domain, mainly at PT Angkasa Pura I - Juanda. A study by Holt *et al.* (2007) asserted that the readiness for change was critical for successful organizational changes, influenced by appropriateness, crucial support, efficacy, and valence. Hence, providing the psychological support to the employees was crucial in this context.

Besides a study by Muafi, Fachrunnisa, Siswanti, El Qadri, & Harjito (2019) explained that the leaders could support their employees by fostering control, encouraging innovations, proactivity, and risk-taking which could significantly influence their individual readiness for change. In addition, the leaders exhibiting adaptability, agility, and responsiveness could also prepare the employees to be ready to embrace the changes.

#### 4.5.3. Leadership Agility Significantly and Positively Influences Organizational Commitment

The third hypothesis proposes that the leadership agility significantly and positively influences the organizational commitment of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. This showed that the agile leaders could foster the commitment among the employees at PT Angkasa Pura I - Juanda.

It had been confirmed that the agile leaders played an important role in leading and empowering others, with responsiveness and innovation essential for long-term business development and success (Akkaya, Panait, Apostu, & Kaya, 2022). The employees at PT Angkasa Pura I - Juanda exhibited a strong sense of belonging to the organization, where they had considered their coworkers as their own family. This was the results of the leaders' work who had managed to maintain the employees' personal views and organizational goals, resulting to them having a quick problem-solving skill in response to the organizational changes. The organization's purpose was proven to be in line with the employees' personal values and views, hence enhancing their commitment. Additionally, the leaders' ability to address the problems and control emotions also contributed to the increased organizational commitment.

A research by Lediju (2016) suggested that visionary and facilitative leadership significantly increased the organizational commitment by focusing on inspiring and empowering others. The agile leadership behavior had been believed to affect the organizational commitment and productivity substantially. Yazıcı, Özgenel, Koç, & Baydar (2022) research supported this finding, stating that the agile leadership characteristics positively influenced the affective work commitment. The mediation analysis indicated that the employee voice partially mediated the relationship between the agile leadership characteristics and affective job commitment. Overall, the agile leadership at PT Angkasa Pura I - Juanda could be associated with the increased organizational commitment and positive outcomes.

#### **4.5.4. Perceived Organizational Support Significantly and Positively Influences Individual Readiness for Change**

The fourth hypothesis proposes that the perceived organizational support significantly and positively influences the readiness for change of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis cannot be supported empirically. This finding suggests that the employees were more likely to embrace the changes that aligned with the organizational goals, even when extensive organizational support was not explicitly provided. Gigliotti *et al.* (2019), had found a direct impact of perceived organizational support on the individual readiness for change, along with indirect effects mediated through trust. Similarly, studies by Ramdhani & Desiana (2021) and Anggraeni & Febrianti (2022) also found that the perceived organizational support directly influenced the individual readiness for change.

In fact, the perceived organizational support was based on the employees' assessment of the extent to which the company valued their contributions and concerned for their well-being. The employees with a high level of perceived organizational support were more likely to perform well. This dynamic reciprocity encouraged a mutually beneficial relationship between the employees and the organization. However, it is evidenced that the extensive perceived organizational support by PT Angkasa Pura I - Juanda has no impact on their employees' individual readiness for changes. Instead, the employees' individual readiness for change appeared to stem from their awareness of the need to quickly adapt to the rapid technological transformations within the global landscape. They understood the need of acquiring relevant competencies that were relevant to their respective fields of work.

#### 19 4.5.5. Perceived Organizational Support Significantly and Positively Influences Organizational Commitment

The fifth hypothesis proposes that the perceived organizational support significantly and positively influences the organizational commitment of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. This demonstrated that the more the organization paid attention to its employees, the more committed they would be.

Most employees of PT Angkasa Pura I - Juanda had been working for more than seven years. This indicated that the employees had a strong desire to stay in the organization. The employees felt appreciated and valued by PT Angkasa Pura I - Juanda for their efforts in working for the organization. They felt a sense of ownership and proud of their career at PT Angkasa Pura I - Juanda until they retired.

Suhermin (2019) stated that the organizational commitment is expressed through employee identification and engagement. The committed employees would maintain their membership and be willing to make more efforts to achieve the organizational goals. Thus, the perceived organizational support affected the organizational commitment. A study by Bitew (2023) found that the employees who were not well appreciated and supported by their employer or fellow coworkers would have poor commitment to the organization. This showed the importance of a positive perceived organizational support from the employees' perspective to increase their organizational commitment.

#### 4.5.6. Perceived Organizational Support Significantly and Positively Influences Employee Performance

The sixth hypothesis proposes that the perceived organizational support significantly and positively influences the employee performance of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. The positive coefficient indicates that the higher the level of employee performance, the higher their perceived organizational support.

The perceived organizational support explained the organization's efforts to acknowledge, reward, and enhance the employee welfare based on their contributions. Eisenberger *et al.* (2002) emphasized that the organizational support was fundamental to the employee expectations. When the employees perceived support aligned with their expectations, they were more likely to commit and fulfill their responsibilities. Eisenberger & Stinglhamber (2011) suggested that providing necessary support would increase the employees' perceived organizational support, enthusiasm, and performance. Further, Emerson (2013) noted that meeting the employees' socio-emotional needs through the perceived organizational support correlated with a higher level of employee performance.

This finding highlighted that the organizational support of PT Angkasa Pura I - Juanda had effectively met the employee needs, enhancing their appreciation and welfare through the comprehensive remuneration system. This strategic approach helped in the retention of top-tier human resources, as a high perceived organizational support fostered a sense of gratitude among the employees. This motivation led to the increased employee performance, demonstrated through the adherence to company rules, achievement of targets, and precision in task completion. Further, the relationship between the perceived organizational support and employee performance was in

line with the Psychological Contract Theory, emphasizing unwritten promises and commitments between the employees and PT Angkasa Pura I - Juanda regarding the opportunities, career advancement, work environment, and organizational loyalty.

#### **4.5.7. Individual Readiness for Change Significantly and Positively Influences Employee Performance**

The seventh hypothesis proposes that the individual readiness for change significantly and positively influences the employee performance of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. Previously, Weiner, Lewis, & Linnan (2009) studied the readiness for change, specifically examining the employees' readiness at psychological and behavioral levels for the organizational changes. The psychological aspect involved the employees' willingness and belief in change benefits. In contrast, the behavioral aspect focused on collaborative efforts by the management and employees in implementing the change initiatives.

At PT Angkasa Pura I - Juanda, the organizational changes were supported by the committed leadership support, allowing the employees to understand and effectively implement the necessary changes. In the Industry 4.0 era, the employees had recognized the importance of changes for the organizational success, which could be done by prioritizing customer service and maintaining the work quality through collaborations.

Madsen, Jone, & Miller (2006) argued that the changes were foundational for improved performance at all levels. The organizations neglecting the significance of individual readiness risks had less successful change interventions than those which had prepared their employees for necessary changes. Indriastuti & Fachrunnisa (2021) stated that the prepared employees outperformed other fellow employees. Similarly, Novitasari *et al.* (2020) and Tumulo, Lumbanraja, & Harahap (2022) found that the readiness for change significantly affected the employee performance. Several factors of readiness for change had been elaborated by Rahi, Alghizzawi, Ahmad, Khan, & Ngah (2022), including perceived competence, autonomy, interconnectedness, and specific strategies. The self-efficacy appeared as a crucial factor, enhancing the relationship between the employee readiness for change and successful implementation.

#### **4.5.8. Organizational Commitment Significantly and Positively Influences Employee Performance**

The last hypothesis proposes that the organizational commitment significantly and positively influences the employee performance of employees at PT Angkasa Pura I - Juanda. Based on the results of this study, this hypothesis can be supported empirically. According to Petrou, Demerouti, & Schaufeli (2018), the employees played a pivotal role in adapting to the organizational changes, complementing the managerial responsibilities in communicating and implementing these changes. Sofat, Kiran, & Kaushik (2015) emphasized that the organizations faced internal and external pressures for the changes, making effective management of organizational change a critical concern across various industries.

This finding is consistent with the Psychological Contract Theory proposed by Fantinelli, Galanti, Guidetti, Conserva, Giffi, Cortini, & Di Fiore (2023), which underlined the relationships characterized by loyalty and mutual support between the employees and organizations. This theory



explained that both parties must support each other in achieving their shared goals, needs, interests, and well-being. The findings of Ulabor & Bosede (2019) and Loan (2020) indicated that increased employee commitment led to a higher level of performance. Similarly, Zhenjing, Chupradit, Ku, Nassani, & Haffar (2022) emphasized the positive relationship between the two variables. Moreover, Herrera & Heras-Rosas (2021) argued that in today's business environment, it was necessary to shift towards a model that prioritized the organizational commitment. It could be done only if the organizations form a team whose members were highly committed to the strategic objectives of the organization, and their HRM practices must also prioritize the employee well-being to achieve increased organizational commitment.

The employees at PT Angkasa Pura I - Juanda perceived the organizational goals as integral to achieving the organization's vision. Thus, they had attempted to align these goals with their aspirations for self-actualization and contributions to the organization. This alignment fostered the employees' confidence, allowing them to perform better according to their responsibilities and standards at PT Angkasa Pura I - Juanda. Given that most employees had worked for more than seven years, it could be concluded that longer employment indicated a greater commitment. It was because their emotional attachment to the organization supported their ability to complete the job responsibilities and meet the quality standards.

## 5. CONCLUSIONS, SUGGESTIONS, AND LIMITATIONS

### 5.1. Conclusions

This study provides critical insights into the importance of leadership agility, readiness for change, and organizational support in fostering employee performance and commitment within a dynamic business environment. The leadership agility is found to significantly and positively influence the employee performance, individual readiness for change, and organizational commitment. Similarly, the perceived organizational support also significantly and positively influences both organizational commitment and employee performance, but not the readiness for change. In addition, the readiness for change and organizational commitment significantly and positively influence the employee performance. In addition, this study has examined the applicability of the Social Exchange Theory within an organizational context at PT Angkasa Pura I - Juanda, specifically by analyzing how their employees respond to their perceived organizational support, organizational commitment, and leadership flexibility. This study finds that the employees' perceptions of their psychological contracts with the company have an impact on their performance. These findings suggest that investing in the leadership development programs that focus on the leadership agility and perceived organizational support can improve the employee performance in today's rapidly changing business landscapes. Practically, this study suggests the managers to enhance their leadership skills to be more responsive to changes and more prepared to face any challenges that occur.

### 5.2. Suggestions

PT Angkasa Pura I - Juanda should invest in the leadership development programs to enhance their leadership agility, improve communication during the organizational changes, and prioritize the perceived organizational support. They are also suggested to recognize and leverage the value of long-serving employees, establish mechanisms for regular feedback, foster a culture of adaptability, and implement the performance management systems. Continuously monitoring

and evaluating the effectiveness of these initiatives to enhance the employee performance and commitment are also important. As highlighted by the results of this study, there is a significant role of leadership agility, organizational support, and individual readiness to change in enhancing the employee performance and commitment. Hence, it is important to develop a comprehensive approach to the leadership development that incorporates these elements. These goals could only be achieved if the organizations should invest in leadership programs that cultivate flexibility, nurture supportive environments, and enable the leaders to effectively manage the changes. Furthermore, fostering a culture of open communication and trust can boost the employees' perceived of organizational support and their readiness to adapt to the changes. By aligning the leadership behaviors with the organizational objectives and employee demands, the organizations can create an environment that promotes high performance and commitment in the face of changing business landscapes. This theoretical framework emphasizes the importance of leadership adaptability and supportive organizational cultures in driving the employee success and organizational resilience.

For these reasons, longitudinal studies should be conducted to investigate the long-term effects of leadership agility, perceived organizational support, and individual readiness to change on the employee's performance and commitment. Moreover, qualitative researches can also offer more profound insights into the underlying processes associated with these relationships in specific organizational settings.

### 5.3. Limitations

This study has faced several limitations, including potential biases in self-reported data and the fact that of the conditions at PT Angkasa Pura I - Juanda could not be generalized to other conditions in other organizations. Additionally, the study's cross-sectional nature might not capture long-term trends or causal relationships. Therefore, future researches are suggested to address these limitations by utilizing mixed methods approaches, incorporating both self-reported data and objective measures to reduce potential biases. Conducting comparative studies across multiple organizations would also offer more comprehensive insights into the generalizability of findings beyond PT Angkasa Pura I - Juanda.

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**/0**

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17

PAGE 18

PAGE 19

PAGE 20

---

PAGE 21

---

PAGE 22

---