

## **Influence of Work Design on Employee Commitment in Star Capital Group with Agile Work Culture**

<sup>1</sup>Eyfrel Likuajang, <sup>2</sup>Eny Ariyanto

<sup>1,2</sup>Universitas MercuBuana, Indonesia

<sup>1</sup>Magister Management, Universitas MercuBuana, Indonesia

---

**Abstract:** *This study aims to know the effect of work design on work commitment in Star Capital Group company; and find out which actual indicator of the job design influences work commitment the most. This research method is quantitative approach. Data collection techniques are carried out through surveys, with a questionnaire instrument. The population is all employees of the Star Capital Group. The sampling technique uses saturated samples, because all population elements are sampled. The number of samples are 170 employees. The analysis technique uses the ordinary least square (OLS) through SPSS software. The results showed that work design had a positive and significant effect on work commitment. Among the five dimensions of work design, four dimensions (job variation, job significance, job autonomy, and feedback) have a positive and significant effect on work commitment. Only the dimension of work identity has a negative and significant effect on work commitment. Dimension of work variations are the most influential on work commitment.*

---

Date of Submission: 25-07-2020

Date of Acceptance: 09-08-2020

---

### **I. INTRODUCTION**

Corporate culture in the industrial era 4.0 experienced various changes as part of technological development and digital transformation (Machado, 2016). One influence of technological developments in the industrial era 4.0 is the emergence of a work culture and company operating system called agile work culture. Agile work culture is a thing or concept that is still relatively new, but then various types of companies, especially digital-based companies began to apply it to the work culture and operational activities of the company.

The role of technology in the world of companies and jobs then began to appear more active when a new work culture (one example of agile culture) resulted in the creation of various kinds of designs and modern work models that were finally able to influence the state of the labor market on a global scale. Research of Bosch (2016) that also strengthened by Jordan (2014) found that technology has a strong influence on job design in companies in the industrial era 4.0, the majority of which are digital start-up companies, thus creating a work culture based "work intelligence" where traditional work designs are slowly being replaced by modern work designs.

Job design in agile cultured companies that dominantly influenced by technological developments is expected to produce a modern, flexible and concise work design to improve the performance, satisfaction and commitment of employees working in the company. This was also corroborated by research conducted by Umar (2013) which found that modern job design has a more significant effect on work commitment than traditional job design in the current technological era.

If we look at the work culture adopted by start-up companies today that are identical with the agile culture, then the design of work in agile culture companies that are flexible and responsive in logical thinking will certainly be able to produce increased creativity, innovation and the ability of employees to carry out tasks and its responsibilities so that it can indirectly affect work commitments, work quality and creativity of company employees with this agile culture. Research conducted by Nielsen & Montemari (2012) and De Jong et al, (2014) states that job design has an influence on work commitment and work quality of employees. On the other hand, employee commitment has no significant impact on employee job performance (Ariyanto, 2020). This situation raise the curiosity of researcher to elaborate more on factors affecting commitment of employee within the organization especially related to work commitment.

Another research conducted by Raharjo, et al. (2018) found that organizational culture and job design both had a significant influence on employee work commitments in a company. Research of Tamhir, L., Sujanto, B., Karnati (2019) proves the effect of work design on affective commitment. Affective commitment is one of the three dimensions of work commitment. The other two dimensions of work commitment are continuity commitment, and normative commitment.

The results of the previous research are interesting to be tested further in the Indonesian context, especially in the case of the Star Capital Group, which has been implementing agile culture for the past three years. This group has several business units that are engaged in several business fields such as financial services, information and technology, and renewable energy industries that apply agile culture in the overall operational system of the company.

But unlike the results of previous studies (De Jong et al., 2015; Raharjo et al., 2018), the application of agile work design in the Star Capital Group did not show a positive effect on employee work commitments. Company data shows that employee turnover is relatively high at 11.96% in 2019. Similarly, management's findings are not satisfied with the innovation and initiative of their employees in improving the quality of their work. These data prove that the design of agile work does not have a positive impact on employee work commitments at Star Capital Group companies. The 2019 data need to be further tested, because it will be a material for company evaluations about the continued implementation of work designs with an agile culture. That is where the significance of this research is for the Star Capital Group and for other companies that are or will be implementing work designs based on agile culture.

## II. LITERATURE REVIEW AND HYPOTHESIS

### Agility

Agility is defined as the result of integrating awareness to change opportunities or challenges, both internal and external environment, with the ability to use resources in responding (proactively / reactively) to these changes, all in a timely and flexible manner (Li, X., & Holsapple, 2018).

What is the relationship between agility and organization? According to Olteanu (2018) if an organization adopts agile culture as a project management approach, all parts of the organization will be affected. Agile culture will not run just like that, because it requires prerequisites. In addition to training and workshops all employees are needed regarding agile culture; the most important thing is the formation of an agile community within the organization. It is the community that continues to carry out endless learning, adopt change by change, and deliver promising innovations.

The same thing was stated by Krehbiel & Miller (2018). Although it is recognized that agile can be an important part as an "umbrella" in quality management; agile cannot stand alone; other elements still needed to support the creation of agile culture in an organization

### Job Design

Work design, according to (Bakker, A. B., & Demerouti, 2018) is about "how the work, tasks and roles are structured, enforced, and modified, and their effects on individual, group and organizational outcomes. Job design variables (X) include five dimensions (Hackman & Oldham, 1975). The following is an explanation for each dimension.

a. Job Variety (Skill Variety) (X1) is the extent to which a job requires a variety of activities that vary (different), which involve the use or a number of different skills and talents in employees (Hackman & Oldham, 1975). According to (Nair & Vohra, 2010), workers who consider their work to lack skill variations tend to feel alienated and feel less likely to be placed as part of their organizational development. (De Vries et al., 2006) found that the level of variation in work was positively related to employee knowledge contribution.

b. Task Identity (X2), i.e. the extent to which the work requires completion of the "whole" and identifiable part, i.e. doing work from beginning to end with visible results (Hackman & Oldham, 1975). According to Gagné et al (2019), when employees identify them with their tasks, they can internalize external demands and expectations and require fewer external opportunities to encourage desirable behavior (Pee, 2011) supporting views (Hackman & Oldham, 1975) that work with a high duty identity allows employees to follow the main internship in providing complete service units.

c. Task Significance (X3), namely the extent to which work has a significant impact on the lives or work of others, both within the immediate organization or in the external environment (Hackman & Oldham, 1975). A meta-analysis conducted by Morgeson (2006) shows that the task of increasing motivation is to enable employees to experience their work as more meaningful work. More or less the same thing stated by Grant & Fried (2007) that employees go outside the office to carry out important tasks in the framework of social behavior that refers to actions with freedom of time, the search for knowledge, or skills for the benefit of others; all of which will encourage employee knowledge contribution to the environment.

d. Job Autonomy (X4), namely the extent to which the work provides independence, and substantial freedom, and discretion for employees in scheduling work and in determining the procedures used to carry it out (Hackman & Oldham, 1975). According to Pee (2011) in high autonomy work, the results of the work are more dependent on individual efforts, initiatives, and decisions rather than on the adequacy of instructions from supervisors or standard operating procedures. Therefore individuals who work on high autonomy tend to feel stronger responsibility for the results of their work. According to Foss et al (2010), increased work autonomy is intrinsically preferred to motivating employees to contribute scientifically.

e. Feedback (from the job itself) (X5), namely the extent to which carrying out work activities required by work can cause employees to get direct and clear information about the effectiveness of their performance (Hackman & Oldham, 1975). According to Deci, E.L (1985), receiving feedback about one's performance is an element of feeling that is critical and competent, so that it becomes a strong predictor of motivation. Foss et al (2010) found that receiving feedback is a positive task of management in increasing employee motivation which in turn can increase the contribution of their intra-organizational knowledge.

### **Work Commitment**

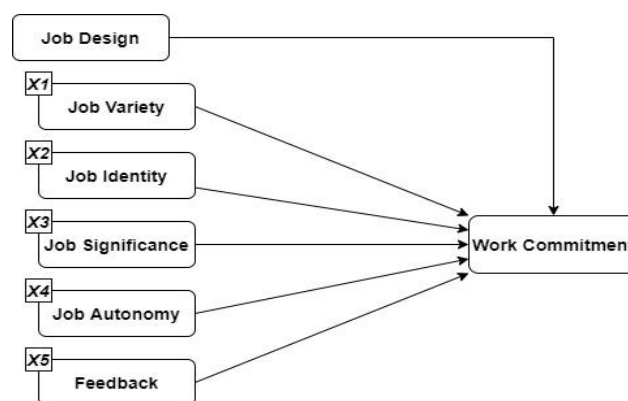
Commitment is defined as an internal force (mindset) that binds individuals to the target (social or non-social) and / or actions or relevance to these targets (Staniok, 2016). There are several types of commitment within any organization. In example, Ariyanto (2020) states one type of commitment that affecting employee performance which is organizational commitment. This research focuses on commitment toward the job of the employee. Work Commitment Variable, include three dimensions (Allen & Meyer, 1993) which are:

a. Affective commitment (Y1), refers to employee emotions, employee's identification, and employee's involvement in the organization. This dimension is an affective attachment to the organization (affective attachment to organization). Beck & Wilson (2000) suggest that organizational members who are committed to a fixed affective level because they see their personal work relationships as in accordance with the goals and values of the organization where they work. According to Sheldon (1971) affective commitment is an attitude or orientation towards the organization, which connects the person's identity to the organization. Hall, D.T., Schneider, B., Nygen (1970) defines this affective component as a process in which the goals of the organization and people become increasingly congruent.

b. Continuance commitment) (Y2), refers to the awareness of the costs of leaving the organization. This dimension is the perceived cost (if) leaving the organization (perceived cost of leaving). According to (Beck & Wilson, 2000), continuity commitments can be seen as employees' instrumental additions to the organization, where the association of individuals with the organization is based on an assessment of the economic benefits gained. According to Hrebiniak, L.C.;&Alutto (1972), another view for commitment to continuity is that structural phenomena that occur due to individual transactions with organizations.

c. Normative commitment (Y3), referring to the feeling of obligation to continue (Mgulqulwa, 2008) called this dimension as an obligation to remain in obligation (obligation to remain at the obligation). According to Marsh & Mannari(2011), normative components seen as the commitment of employees who consider it morally right to remain in the company. Normative commitment is also seen as a totality of normative pressures that are internalized to act in ways that meet the goals and interests of the organization.

Numerous studies show the influence or relationship of work design and work commitment (Ling &Toh, 2014; Singh & Gupta, 2015; Spagnoli, P., & Caetano, 2012; Valaei&Rezaei, 2016; Wickramasinghe, 2016) Based on problem formulation, theoretical studies, and previous studies, we can further refine the conceptual model of research as follow:



**Figure 1:** Conceptual Model of Research

Based on the conceptual model of research above, it can formulated hypothesis as follow

**Hypothesis 1:** Job design influences work commitments for company management that implements agile organizational culture.

**Hypothesis 2:** The dimensions of the work design variable affect the work commitment of employees in companies with an agile culture. These hypothesis are detailed as follows:

**Hipotesis 2a:** Job variations has an effect on work commitment

**Hipotesis 2b:** Job identity has affect work commitment

**Hipotesis 2c:** The significance of the job has an effect on work commitment

**Hipotesis 2d:** Job autonomy has an effect on work commitment:

**Hipotesis 2e:** Feedback of job has an effect on work commitment:

### III. RESEARCH METHODS

This study aims to examine the effect of job design on work commitment. The research was carried out in February 2020, and took the population of all employees of PT Star Capital with total 173 people. The company is located in Sinarmas Land Plaza Tower 2 Building 11th Floor, Thamrin Road, Central Jakarta. Because the population size is relatively small, all members of the population are made research respondents.

The research approach uses quantitative methods, with survey research designs. (Cooper, D.R., & Schindler, 2014). Survey research in this study is to answer questions about the relationship between variables (Creswell, J.W., & Creswell, 2018), and is classified as a causal explanatory study. Causal explanatory studies are studies that seek to explain the impact on changes in a dependent variable when there is a change in the independent variable (Cooper, D.R., & Schindler, 2014).

**Tabel 1. Operationalization of Research Variables**

	Indicator	Variables	No. of Questionnaires	Valuation
1.	Job variety (X1)	Job Design	5	Ordinal scale
2.	Job identity (X2)	Job Design	7	(Likert 1-5)
3.	Job significance (X3)	Job Design	4	1= strongly
4.	Job autonomy (X4)	Job Design	4	disagree,
5.	Feedback (X5)	Job Design	3	2=disagree,
6.	Affective commitment (Y1)	Job Commitment	4	3=Neutral
7.	Continuance commitment (Y2)	Job Commitment	3	4= Agree
8.	Normative commitment (Y3)	Job Commitment	3	5= Strongly agree

This research data analysis method uses Statistical Product and Service Solutions (SPSS) to test the validity and reliability of research instruments (questionnaires), and perform a regression between indicators of work design variables on work commitment, regression between dimensions of work design on work commitment, and do inter-dimensional correlation test using Pearson Correlation (Santoso, 2017).

### IV. RESULTS AND DISCUSSION

#### Profile of Respondent Characteristics

Members of the study population are 173 people. All returned questionnaire entries online. However, there were 3 respondents returning the questionnaire with incomplete entries, and the researchers excluded them from the subsequent data analysis process. Thus, the effectiveness of data collection of 98.26% of the target population, or complete data entry was obtained from 170 respondents.

Profile of respondents according to gender are 116 men (68.23%) and 54 women (31.76%). Profile of respondents by age: ≤25 years 23 (13.52%), 26-30 years 57 people (33.52%), 31-35 years 42 people (24.70%),

36-40 years 27 (15, 88%), 41-45 years 7 (4.11%), 46-50 years 12 (7.05%), 51 years ≤ 3 (1.76%). Distribution of respondents according to graduate education: graduated from high school / vocational school 6 (3.52%), diploma 3 (1.76%), undergraduate 115 (67.64%), post graduate 45 (26.47%). Respondents according to position

of assignment: administrative staff 59 (34.70%), associate 53 (31.17%), managerial 40 (23.52%), executive 18 (10.58%). Respondents according to their tenure: less than one year 66 (38.82%), between one to 2 years 48 (28.23%), more than 2 years 53 (31.17%).

#### Variable Description

The result of variable description shows that the mean value of the calculated work design variable is 3.69. Based on class intervals for the Likert Scale 1-5, the value of 3.69 falls into the "agree" category ( $3.40 < X \leq 4.20$ ), although it is not yet included in the "strongly agree" category ( $4.20 < X \leq 5.00$ ). This means that the average perception of respondents is to approve the current work design, which is work design based on agile culture.

The average value of the calculated work commitment variable is 3.58. Based on class intervals for the Likert Scale 1-5, a value of 3.58 is included in the "agree" category ( $3.40 < X \leq 4.20$ ), although it is not yet included in the "strongly agree" category ( $4.20 < X \leq 5.00$ ). The average value shows that the average perception of respondents is to approve the values that exist in the work commitment. This can be said that employees in the Star Capital Group tend to have relatively high work commitments.

### **Classical Assumption Test**

The classic assumption tests in this study include the normality test, linearity test, and heteroscedasticity test. The classic assumption test in this study does not include the autocorrelation test, because the data in this study are one-time data or on-shot or cross-sectional data. Likewise the classic assumption test in this study does not include a multicollinearity test, because the independent variables only amount to one piece. This is because the multicollinearity test is a test of the presence or absence of correlations between independent variables, which means it is assumed that the number of independent variables is more than one (Ghozali, 2012).

The first normality test results show that the Asym Sig (2-tailed) value for the variable work commitment, and work design respectively 0.004 and 0,000. Means the value of Asyg Sig (2-tailed) <0.05. This shows that the data variable work commitment, and work design is not normally distributed. Therefore it is necessary to make efforts to overcome this data abnormality by transforming data (Ghozali, 2012). The second normality test results using the data transformation method. The results show that the Asym Sig (2-tailed) value for the work commitment variable, and the original work design were 0.004 and 0,000, respectively, changed to 0.200 and this value applies to both variables. Means the value of Ash Sig after data transformation (0.200)> 0.05. This shows that the data variable work commitment, and work design has normal distribution.

Furthermore, the linearity test aims to find out whether two variables (independent variable and dependent variable) have a linear relationship or not significantly. It is assumed that the two variables have a linear relationship if the significance value (linearity) is less than 0.05. Linearity test results show that based on a test of linearity with a significance level of 0.05, a significance value (linearity) of less than 0.05 is obtained. Means that the variable work design and work commitment has a linear relationship.

### **Multiple Regression**

The results of multiple linear analysis to test the effect of work design variables on work commitment shows that the Adjusted R<sup>2</sup> (R Squared) is 0.381 (38.1%) which means the contribution / contribution of the influence of the independent variable (work design) to the dependent variable (work commitment) is 38, 1%. This means that the work design can explain the work commitment of 38.1%. The remaining influence (100% - 38.1% = 61.9%) has other variables outside the work design variable. Means the explanation of work commitments, amounting to 38.1% is explained by the work design, and by 61.9% explained by other variables outside the work design.

The coefficient value of the influence of work design on work commitment is 0.362. This means that the work design regression coefficient of work commitment amounted to 0.362. This figure means that each work design variable increases by 1 (one) unit, then work commitment will increase by 0.362.

The results of the significance test of the effect of work design on work commitment show that the value of t count (10.253)> t table (1.97419); and p-value (0,000) <critical value (0.05). Based on the results of this significance test, it means that work design has a positive and significant effect on work commitment. This means that **hypothesis 1** is proven.

Furthermore, the effect of each dimension of the working design variable on the work commitment variable is as follows:

- 1) Job variation (X1) has a positive and significant effect on work commitment, with a regression coefficient of 0.350. That the effect is significant, it can be seen from the p or p-value (0,000) <critical value (0.05). Therefore hypothesis 2a is accepted.
- 2) Job identity (X2) has a negative and significant effect on work commitment, with a regression coefficient of -0.205. That the effect is significant, it can be seen from the p value or p-value (0.005) <critical value (0.05). Therefore hypothesis 2b is failed to accept.
- 3) Job significance (X3) has a positive and significant effect on work commitment, with a regression coefficient of 0.312. That the effect is significant, it can be seen from the p or p-value (0,000) <critical value (0.05). Therefore hypothesis 2c is accepted.
- 4) Job autonomy (X4) has a positive and significant effect on work commitment, with a regression coefficient of 0.201 that the effect is significant, seen from the p or p-value (0.005) <critical value (0.05). Therefore the 2d hypothesis is accepted.
- 5) Feedback (X5) has a positive and significant effect on work commitment, with a regression coefficient of 0.172. That the effect is significant, it appears from the p value or p-value (0.026) <critical value (0.05). Therefore hypothesis 2e is accepted.

### **Relationship Between Variable Dimensions**

Correlation analysis between dimensions of work design variables, with dimensions of work commitment using Pearson Correlation shows that:

- 1) The five dimensions of work design, each has a positive relationship with each dimension of work

commitment. Means not only at the variable level that work design influences work commitment, but at the level of dimensions both variables are correlated.

2) There are 15 inter-dimensional correlations, most correlations (13 correlations) are significantly correlated. Only two correlations were not significant, namely the correlation between job identity (X2) with affective commitment (Y1), and correlation between feedback (X5) and affective commitment (Y1).

3) Judging from the level of correlation, only one correlation is very low (between 0,000 and 0.199); while the largest remaining are those with low correlations (7 correlations, ie between 0.300 to 0.3999) and 7 correlations with moderate correlations (between 0.400-0.599).

4) The highest correlation is the correlation between the feedback dimension (X5) with normative commitment (Y3) with a correlation level of 0.597. The lowest correlation is between job identity (X2) with affective commitment (Y1).

### **Hypothesis Testing Results Discussion**

The results of this study which show the positive influence of work design on work commitment are in line with the results of previous studies, including research (Ling &Toh, 2014; Singh & Gupta, 2015; Spagnoli, P., & Caetano, 2012; Valaei&Rezaei, 2016; Wickramasinghe, 2016) all of which prove the positive influence of work design on work commitment.

Bosch (2016) and Jordan (2014) provide an explanation why the design of agile work as a modern work design has more influence on work commitment than traditional work design on work commitment. The two researchers view that work design with agile culture contains predominantly technology that makes modern work designs have characteristics of "work intelligence", work speed, ease and flexibility of work. Such work designs are more capable of producing increased creativity, innovation, and employee work abilities; which ultimately also has a positive impact on performance to work commitment.

Why work design affects work commitment, Raharjo et al. (2018) explains the relationship between two dimensions in job design, namely the dimensions of autonomy and variations in work. Both dimensions give employees the freedom to decide when and how to do certain tasks. Work autonomy and work variations allow employees to have a greater sense of responsibility, and generate willingness to do varied work. Autonomy and variations in work provided by the company to employees make employees feel given responsibility, motivating employees to feel they have authority in their field of work, and this will increase employee work commitment.

Work autonomy, as defined by Hackman and Oldham (1980), refers to the extent to which a person has the freedom, wisdom and independence to schedule and determine his own work procedures. That work autonomy can affect work commitment, because the five indicators of work autonomy from (Hackman & Oldham, 1975) The researcher is condemning the occurrence of work commitments. The five indicators of the autonomy dimension are the power to make decisions, input into standard operating procedures (SOP), can negotiate with customers / or other parties, can work independently, and are free from conflicting work orders.

Tamhir, Sujanto, and Karnati (2019) explain why work design can affect work commitment by analyzing one dimension of work commitment, in this case affective commitment. Work design can improve work efficiency and effectiveness, match employees' individual tasks with the group, and can achieve quality work life, and increase job satisfaction. Dimensions in work design can interact effectively to enhance positive behavior and maintain greater work commitment. A good work design is a combination of a combination, skills, motivation, and techniques to create a conducive work climate, so that work design can affect the affective commitment of employees.

Considering that work design can increase work commitments, then if work commitments in the Star Capital Group have not been maximized, it is important to evaluate the current work design of the Star Capital Group. The five work design indicators (job variation, job identity, job significance, job autonomy, and feedback) should be carefully evaluated. Regarding indicators of job identity, should receive special attention, considering that in this study only these indicators have a negative effect on work commitment.

As explained by Olteanu (2018), agile culture will not go away, because it requires prerequisites. Besides training and workshops that are needed by all employees related to agile culture; the most important thing is how to form an agile community in the organization. The community must continue to do learning without end, adopt change for change, and bring forth innovations that give hope. Star Capital Group companies must also systematically and conceptually involve other elements in the company in order to support the creation of agile culture in an organization (Krehbiel& Miller, 2018).

Star Capital Group companies must be able to vary jobs according to variations in the capacity of employees (Hackman & Oldham, 1975). Work must also be identifiable, so that it is clear what the job target is, the overall scope of work, clearly the start and end of the work (Gagné et al., 2019). Employees must feel that their work is meaningful and significant in the company (Hackman & Oldham, 1975). Companies must also give autonomy to employees to carry out their work. Another thing is to collect feedback from employees,

because it is important to evaluate the work system in the company earlier Pee (2011)

## V. CONCLUSION AND SUGGESTIONS

Work design has a positive and significant effect on work commitment. If broken down by dimension, four of the five indicators of work design variables (job variation, job significance, job autonomy, and feedback), the strongest work design dimension influencing work commitment is the dimension of work variation.

If the results of this study are related to agile culture, then if the Star Capital Group wants to increase work commitments, one of the keys is to increase the role of work design. If at present the work committees are still low in the Star Capital Group, work redesigns are needed that encourage employees to have work commitments.

This study has limitations, among others, regarding the limited number of variables. The researchers are expected to add more variables, so that we get a comparison of the variables that affect work commitments in companies that have agile work culture.

## REFERENCES

- [1]. Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects? *Journal of Business Research*, 26(1), 49–61. [https://doi.org/10.1016/0148-2963\(93\)90042-N](https://doi.org/10.1016/0148-2963(93)90042-N)
- [2]. Ariyanto, Eny. (2020). O Analysis of the Relationship between Organizational Commitment, Job Satisfaction, and Employee Job Performance at PT Star Capital Jakarta. *IOSR Journal of Business and Management (IOSR-JBM)*, 22(7), 21-30. <https://doi.org/10.9790/487X-2207012130>.
- [3]. Bakker, A. B., & Demerouti, E. (2018). Job Demands-Resources Theory : Taking Stock and Looking Forward Job Demands – Resources Theory : Taking Stock and Looking Forward. *Journal of Occupational Health Psychology* at 20, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- [4]. Beck, K., & Wilson, C. (2000). Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure. *Journal of Vocational Behavior*, 56(1), 114–136. <https://doi.org/10.1006/jvbe.1999.1712>
- [5]. Bosch, D. E. (2016). Job characteristics in smart industries and the challenges for job design. December. <http://essay.utwente.nl/71526/>
- [6]. Cooper, D.R., & Schindler, P. . (2014). *Business Research Methods (Twelfth Ed)*. McGraw-Hill International Edition.
- [7]. Creswell, J.W., & Creswell, J. . (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (Fifth edit)*. SAGE Publications, Inc
- [8]. De Jong, J. P. J., Parker, S. K., Wennekers, S., & Wu, C. H. (2015). Entrepreneurial Behavior in Organizations: Does Job Design Matter? *Entrepreneurship: Theory and Practice*, 39(4), 981–995. <https://doi.org/10.1111/etap.12084>
- [9]. De Vries, R. E., Van Den Hooff, B., & De Ridder, J. A. (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication Research*, 33(2), 115–135. <https://doi.org/10.1177/0093650205285366>
- [10]. Deci, E.L., & R. . (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum
- [11]. Foss, N. J., Husted, K., & Michailova, S. (2010). Governing knowledge sharing in organizations: Levels of analysis, governance mechanisms, and research directions. *Journal of Management Studies*, 47(3), 455–482. <https://doi.org/10.1111/j.1467-6486.2009.00870.x>
- [12]. Cagné, M., Tian, A. W., Soo, C., Zhang, B., Ho, K. S. B., & Hosszu, K. (2019). Different motivations for knowledge sharing and hiding: The role of motivating work design. *Journal of Organizational Behavior*, 40(7), 783–799. <https://doi.org/10.1002/job.2364>
- [13]. Ghozali, I. (2012). *Apalikasi Analisis Multivariate dengan Program IBM SPSS (Cetakan VI)*. Badan Penerbit Universitas Diponegoro.
- [14]. Grant, A. M., & Fried, Y. (2007). Work Matters: Job Design in Classic and Contemporary Perspectives. S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology*, 417–453.
- [15]. Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60(2), 159–170. <https://doi.org/10.1037/h0076546>
- [16]. Hall, D.T., Schneider, B., Nygen, H. (1970). Personal factos in organizational identification. *Administrative Science Quarterly*, 15(176–189).
- [17]. Hrebiniak, L.C.; & Alutto, J. . (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 17, 555–572.
- [18]. Jordan, F. J. (2014). *Innovation, Commercialization, And Start-Ups In Life Sciences (1st Edition)*. Crc Press.
- [19]. Krehbiel, T., & Miller, D. (2018). Should Agile be Part of Your Quality Management System? *Journal of*

- International Technology and Information Management, 27(1), 2.
- [20]. Li, X., &Holsapple, C. . (2018). Entrepreneurial Work Design for Organization Agility. *Journal of Management Policy and Practice*, 19(3), 35–50
- [21]. Ling, F. Y. Y., &Toh, W. (2014). Boosting facility managers' personal and work outcomes through job design. *Facilities*, 32, 825–844. <https://doi.org/10.1108/F-04-2013-0031>
- [22]. Machado, C. (2016). *Human Resource Management and Technological Challenge* (1st edition). Cengage South-Western.
- [23]. Marsh, R. M., &Mannari, H. (2011). Organizational Com- mitment and Turnover : A Prediction Study Robert M . Marsh and Hiroshi Mannari. *Science*, 22(1), 57–75.
- [24]. Mgulqulwa, N. (2008). The reationship between organisational commitment and work performance in an agricultural company. In *University of South Africa* (pp. 1–130).
- [25]. Morgeson, F. P. H. (2006). The Work Design Questionnaire (WDQ): *Journal of Applied Psychology*, 6, 1321–1339.
- [26]. Nair, N., & Vohra, N. (2010). An exploration of factors predicting work alienation of knowledge workers. *Management Decision*, 48(4), 600–615. <https://doi.org/10.1108/00251741011041373>
- [27]. Olteanu, C. G. (2018). IT Agile Transformation. *Economy Informatic*, 18(1), 23–32.
- [28]. Pee, L. G. (2011). The effects of job design on employees' knowledge contribution to electronic repositories. *International Conference on Information Systems 2011, ICIS 2011*, 1–20.
- [29]. Raharjo, K., Nurjannah, Solimun, &AchmadRinaldoFernandes, A. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*, 31(7), 1346–1367. <https://doi.org/10.1108/JOCM-07-2017-0286>
- [30]. Santoso, S. (2017). *MenguasaiStatistikdengan SPSS 24*. PT Elex Media Komputindo..
- [31]. Sheldon, M. E. (1971). Investment and involvement as mechanism producing commitment to organization. *Administrative Science Quarterly*, 16, 142–150.
- [32]. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment. *Benchmarking*, 22(6), 1192–1211. <https://doi.org/10.1108/BIJ-01-2014-0007>.
- [33]. Spagnoli, P., & Caetano, A. (2012). Personality and organizational commitment: The mediating role of job satisfaction during socialization. *Career Development International*, 17(3), 255–275. <https://doi.org/10.1108/13620431211241081>
- [34]. Staniok, C. D. (2016). *Work Commitment in Public Organizations*. Aarhus University.
- [35]. Sugiyono. (2013). *MetodePenelitianKombinasi (Mixed Methods) (Cetakanke)*. PenerbitAlfabeta.
- [36]. Tamhir, L., Sujanto, B., Karnati, N. (2019). The Effect of Job Design and Quality of Work Life Toward Affective Commitment of Teachers. *International Journal of Mechanical Engineering and Technology (IJMET)*, 10(03), 1535–1542. <http://www.iaeme.com/IJMET/index.asp1535><http://www.iaeme.com/ijmet/issues.asp?JType=IJMET&VType=10&IType=3><http://www.iaeme.com/IJMET/issues.asp?JType=IJMET&VType=10&IType=3>
- [37]. Umar, A. (2013). Assessing the Relationship between Organizational Commitment, Stressors and Technological Stress In Organizations. *IOSR Journal Of Humanities And Social Science*, 17(4), 68–74. <https://doi.org/10.9790/0837-1746874>
- [38]. Valaei, N., &Rezaei, S. (2016). Job satisfaction and organizational commitment. *Management Research Review*, 39(12), 1663–1694. <https://doi.org/10.1108/mrr-09-2015-0216>
- [39]. Wickramasinghe, V. (2016). The mediating effect of job stress in the relationship between work-related dimensions and career commitment. *Journal of Health, Organisation and Management*, 30(3), 408–420. <https://doi.org/10.1108/JHOM-06-2014-0094>

Eyfreli Likujang, et. al. "Influence of Work Design on Employee Commitment in Star Capital Group with Agile Work Culture." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(8), 2020, pp. 14-21.