The Role of Employee Involvement and Psychological Empowerment on Employees' Workforce Agility at PT. XYZ Telecommunication Industry: Intervention Program "Agile Empower"

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Abstract

Organizational changes such as mergers and acquisitions, evolving customer demands, and increasing business competition in the telecommunications industry require employees of PT. XYZ to work agilely to adapt and implement changes in uncertain conditions. This study aims to examine the role of employee involvement and psychological empowerment in influencing workforce agility among employees at PT. XYZ. A total of 251 permanent employees at the headquarters participated in this research. The measurement tools used were the Workforce Agility Questionnaire (WAQ) by Sherehiy et al. (2014), translated into Indonesian by Alavi (2016); the Employee Involvement Questionnaire (EIQ) by Lawyer (1992), translated into Indonesian by Heckscher (2018); and the Psychological Empowerment Questionnaire (PEQ) by Spreitzer (1995), translated by Aam Amaliah & Laila (2021). The results showed a significant relationship between employee involvement and workforce agility ($r = 0.460$, $p < 0.05$), as well as between psychological empowerment and workforce agility ($r = 0.680$, $p < 0.05$). Multiple linear regression analysis revealed that employee involvement contributed 21% (Standard Estimate = 0.201, $p < 0.05$) and psychological empowerment contributed 59% (Standard Estimate = 0.593, $p < 0.05$) to workforce agility. Based on these findings, an Agile Empower intervention was conducted with 26 participants who scored low to moderate in psychological empowerment. Post-intervention evaluation showed a significant improvement in pretest and post-test scores, with a mean difference ($p < 0.05$) and an implementation evaluation score of 3.7 out of 4.0.

Keywords: *Employee Involvement, Psychological Empowerment, Telecommunication, Workforce Agility.*

A. INTRODUCTION

PT. XYZ is one of the telecommunications companies in Indonesia that provides internet networks or connectivity for customers. In addition, the company also offers collaborations with various institutions for the provision of technologies such as 5G, IoT (Internet of Things), AI/ML (Artificial Intelligence/Machine Learning), etc. In running its business, PT. XYZ faces various changes that push employees to adapt and innovate. The challenges faced are diverse, starting from internal challenges such as changes in business strategy, organizational restructuring, or leadership changes. Meanwhile, external challenges include changes in diverse customer needs, demands for digitalization in every aspect of the business, and increasingly competitive business competition. Furthermore, PT. XYZ is also currently undergoing a merger with another company to form a new entity. Such diverse business competition

demands that employees work more adaptively to change to maintain good work performance. From the organizational perspective, PT. XYZ also needs to adapt to the latest technological developments and expand its network and connectivity across Indonesia.

Based on the results of the employee agility implementation survey in 2023 (Source: 2023 Agility Survey Report), there was a score decline of -3 from the previous year's survey. The negative score indicates that the implementation of agility in the company has shown a moderate to low decline. This means greater attention is needed from management to re-evaluate the agility capabilities of employees and its implementation. Meanwhile, based on interviews with management and employees, factors influencing agility implementation in the company have been identified. First, employees are not fully engaged and consistent in evaluating agility implementation in their respective work units, leading to partial involvement where some employees participate, but others do not. Second, employees' perceptions and feelings regarding the urgency and meaning of their work and agility implementation in the company.

Employee behavior that emerges as a positive response to adapt quickly and flexibly to changes is called workforce agility. Workforce agility is defined as an individual's observable ability to respond to change more swiftly, competently, and adaptively to new situations (Sherehiy and Karwowski, 2014). Workforce agility will guide organizational components in recognizing opportunities when facing challenges within the organizational environment to optimize available resources (Alavi & Wahab, 2013). Workforce agility also enables employees to handle problems quickly and flexibly in responding to changes amidst unpredictable internal and external conditions (Bosco in Fildzahni et al., 2018).

Based on previous interviews to uncover factors influencing workforce agility, employee involvement affects employees in developing workforce agility. Sohrabi, Asari, & Hozoori (2014) and Muduli (2016) explain that one Human Resource Practice, namely employee involvement, influences workforce agility. Employees are involved in accessing information, making decisions according to their authority, and committing to implementing agility. According to Van Oyen et al. (2001), employee involvement impacts workforce agility because employees who are fully engaged and have autonomy in their work are more flexible in performing tasks. This is also consistent with research by Sumukadas & Sawhney (2004), which states that employee involvement is a predictor of workforce agility. Employees who actively participate in every company program will contribute ideas for development and possess the energy to survive and improve their productivity.

In addition to employee involvement, employees who feel psychologically empowered also positively influence workforce agility. Employees who feel empowered by the organization will have increased self-motivation, enabling them to exhibit proactive, adaptive, and resilient behavior, even creating innovation (Muduli & Pandya, 2018). The psychological condition that reflects employees' feelings of empowerment within an organization is known as psychological empowerment. Individuals with high psychological empowerment will contribute to agility at work

to achieve good performance. This indicates that individuals who feel empowered by the organization will exhibit adaptive, proactive, and resilient behavior when facing challenges (Muduli, 2016). By feeling empowered, employees have a strong internal drive to learn changes by varying their behavior as an effort to adapt quickly to the organization's needs.

Based on the phenomena and research findings described above, it can be understood that unpredictable industry changes, increasing market competition, and increasingly diverse customer demands impact employees' behavior and ability to adapt, compete, and eventually adjust. The researcher suspects that in developing employees with workforce agility, employee involvement and psychological empowerment are two variables that support and are related to developing workforce agility, particularly in fostering proactive, adaptive, and resilient behavior within the organization. Therefore, this study was conducted to determine the effect of employee involvement and psychological empowerment on workforce agility among employees of Telecommunications Company XYZ.

B. LITERATURE REVIEW

1. Workforce Agility

Workforce agility is a set of abilities possessed by individuals to take quick and precise action in uncertain environmental conditions. This indicates that individuals, as elements of an organization, have the capability to provide proactive responses to unpredictable work environment conditions. These environmental conditions include organizational cycle changes that require individuals to respond promptly to such situations. Therefore, through a responsive approach, individuals can carefully face existing changes (Alavi et al., 2014; Sherehiy & Karwowski, 2014).

In the model developed by Sherehiy et al. (2007), there are three components of workforce agility, which consist of proactivity (individuals actively contribute), adaptability (individuals are able to adjust to changes), and resilience (individuals accept uncertain situations). These components relate to the capacity required by individuals in the work environment. Below are the dimensions of workforce agility (Sherehiy et al., 2007).

a. Proactivity, individual behavior that reflects the initiation of activities aimed at finding solutions to changes that occur. This is also a form of anticipation of future challenges, with the goal that individuals can respond promptly to changes.
b. Adaptability, an individual's ability to adjust to changes by optimizing inherent flexibility. This indicates that the dynamic changes occurring in the work environment direct individuals to develop the ability to perform multiple roles, easily shift from one role to another, and possess the skills and competencies to work simultaneously on different projects and teams.
c. Resilience, an individual's ability to persevere in responding to challenges faced. This dimension is regarded as a positive attitude toward changes, new ideas, and technologies that require adjustments to the capabilities possessed

by organizational resources. This will impact individuals' tolerance behavior in dealing with uncertain and unexpected situations.

2. Employee Involvement

Employee involvement refers to an individual's participation in the overall organization and their work. Employee involvement is also defined as a measure of an individual's job performance that affects their personal satisfaction. This is based on research that found workers with high involvement in their jobs are usually also engaged in the organization (Lawler, 1992). Employee involvement is also one of the techniques for designing work by combining information, influence, and incentives to achieve goals.

In practice, employee involvement can be characterized by several aspects such as sharing power, sharing information, rewards, and knowledge. Employee involvement consists of three dimensions, namely Informative, Consultative, and Discretion & Participation.

a. Informative, a condition where the organization ensures that team members receive sufficient information related to their work by facilitating direct communication between employees and management, providing more detailed communication regarding the organization's business operations, or exchanging feedback.
b. Consultative, consultation and involvement in decision-making require communication both upward and downward. Employee involvement is also evident when employee representatives are engaged in decision-making according to their authority and responsibilities.
c. Discretion & Participation, discretion and participation are implemented in several targeted functions. This is done to encourage employees to avoid delays in decision-making on matters that are relatively familiar within the organization.

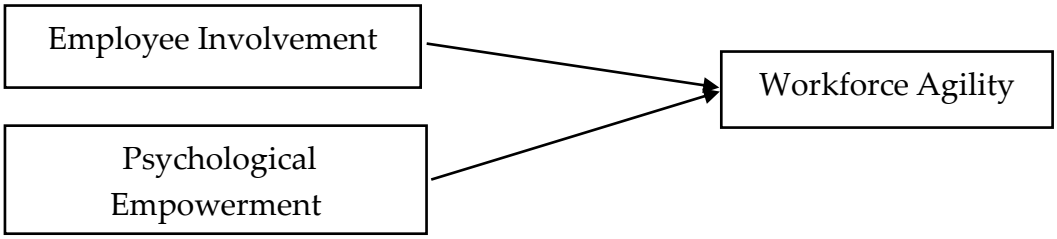


Figure 1. Research Model

H_0: There is no relationship between employee involvement and psychological empowerment on workforce agility.
H_1: Employee involvement has a positive relationship with workforce agility.
H_2: Psychological empowerment has a positive relationship with workforce agility.
H_3: Employee involvement and psychological empowerment have a positive influence on workforce agility.

C. METHOD

This study uses a quantitative research method with a correlational design to examine the relationship between predictor and outcome variables. The study tests the relationship between employee involvement and psychological empowerment on workforce agility among employees. The research was conducted on permanent employees of one of the telecommunications companies in Indonesia, namely PT. XYZ. Sampling in this study used the convenience sampling method, which selects research participants based on their availability and accessibility to the researcher. Based on Slovin's sampling formula, the sample size for this study was 300 out of a total population of 1200 employees. The predetermined sample characteristics were permanent employees of PT. XYZ with a minimum of one year of work experience.

Workforce Agility was measured using the Workforce Agility Questionnaire (WAQ) developed by Sherehiy et al. (2014) and translated into Indonesian by Alavi (2016). It consists of 28 items with a Cronbach's alpha reliability value (α) = 0.886, which is considered a reliable measurement tool. Employee involvement was measured using the Employee Involvement Questionnaire (EIQ) by Heckscher (2018), consisting of 6 items with a Cronbach's alpha reliability value (α) = 0.860, indicating the tool's reliability. Meanwhile, psychological empowerment was measured using the Psychological Empowerment Questionnaire (PEQ) by Spreitzer (1995), which was translated into Indonesian by Aam Amaliah & Laila (2021). It consists of 12 items with a Cronbach's alpha reliability value (α) = 0.887, also indicating a reliable measurement tool.

Data collection was conducted through the distribution of online questionnaires via Google Forms using email and WhatsApp to employees. Each participant received and read an informed consent form at the beginning as a consideration for their participation in the study. After collecting the data, the analysis was performed using the JAMOVI statistical software. The statistical models used in this study include descriptive statistics, Pearson correlation, and multiple linear regression. These analyses are used to determine the extent of the relationship between the predictor variables (employee involvement and psychological empowerment) and the outcome variable (workforce agility) as well as to measure the contribution of each predictor variable to the outcome variable.

D. RESULTS AND DISCUSSION

The total participants in this study were 251 employees at PT. XYZ. The online questionnaire was distributed to potential participants over 2 weeks. The study respondents were dominated by male employees, totalling 153 people (61%), and the remaining 98 (39%) were female employees, included in the millennial generation (56%), with a work tenure of > 5 years (65%), and dominated by employees working in the Directorate/CEO Office Work Unit (33.4%). Data analysis showed the values of workforce agility (M = 4.08, SD = 10.5), employee involvement (M = 3.96, SD = 3.95), and psychological empowerment (M = 4.17, SD = 5.73), which were normally distributed (p = 0.857).

The relationship between variables showed an influence of employee involvement on workforce agility ($r = 0.460$, $p < 0.05$), meaning H1 is accepted. Meanwhile, there was a relationship between psychological empowerment and workforce agility ($r = 0.680$, $p < 0.05$), meaning H2 is accepted. This indicates that the higher the employee involvement, the higher the workforce agility, and similarly, the higher the psychological empowerment, the higher the workforce agility. Of the two predictors, the results of the multiple linear regression analysis showed that employee involvement contributed 21% (Stand. Estimate = 0.201, $p < 0.05$), while psychological empowerment contributed 59% (Stand. Estimate = 0.593, $p < 0.05$) to workforce agility, meaning H3 is accepted. This indicates that the psychological empowerment variable has a greater influence compared to the employee involvement variable on workforce agility among employees at PT. XYZ. Based on these results, the 'Agile Empower' intervention, which was designed based on the dimensions of psychological empowerment, was given to 26 participants who had low to moderate psychological empowerment scores. After the intervention was conducted, the evaluation of the intervention implementation showed a score of 3.7 (on a scale of 4.0), and there was a significant increase in pre-test and post-test scores, as evidenced by the difference in the Mean value ($p < 0.05$) based on the results of the paired samples t-test.

E. CONCLUSION

Based on the results of the correlation analysis conducted in Study 1, it was found that employee involvement, as the first predictor, has a significant relationship with workforce agility. This means that the higher the employee involvement, the higher the workforce agility. This result is consistent with Muduli (2016), who explains that employees actively involved in the organization can access information, make decisions according to their authority, and are committed to implementing agility. Additionally, employees who actively participate in every company program contribute ideas for development and possess the energy to survive and improve their productivity (Sumukadas & Sawhney, 2004). Sathyanarayan & Rajan (2023) also found a significant influence of employee involvement on workforce agility in information technology companies because employee involvement enables organizations to support each other by sharing information to address dynamic organizational changes.

Meanwhile, the correlation test results for the second predictor, psychological empowerment, showed a significant relationship with workforce agility among employees at PT. XYZ. The higher the psychological empowerment, the higher the workforce agility. This aligns with previous research by Muduli & Pandya (2018), which explains that employees who feel psychologically empowered by the organization become more motivated, leading to more proactive, adaptive, and resilient behavior, consistent with the dimensions of workforce agility. Putri & Mangundjaya (2020) also found that individuals with psychological empowerment have a higher commitment to accepting and adapting to organizational changes, thereby fostering an agile organization. Employees who feel empowered by the

organization are more likely to contribute to the development of agility in the workplace because they have a positive perception of challenges. Furthermore, psychological empowerment can also facilitate the development of positive working relationships among employees to collectively support organizational change (Hamzehloka & Nader, 2018).

Of the two predictors, the results of the multiple linear regression analysis showed that psychological empowerment contributes 59% to workforce agility, while employee involvement contributes 21%. This indicates that feeling empowered by the organization has a greater influence on workforce agility. This result aligns with Menon & Suresh (2020), who found that psychological empowerment is one of the key enablers in developing workforce agility among employees. Feeling empowered gives employees a strong internal drive to learn about changes by varying their behavior as an effort to adapt to organizational needs. Estanesti (2015) also found a positive relationship between psychological empowerment and workforce agility. Organizations capable of empowering their employees influence internal behavioral changes and intentions, making it easier for employees to accept changes.

Based on these findings, an intervention program was conducted focusing on psychological empowerment as the predictor with the greatest influence. The intervention, in the form of 'Agile Empower' training, was provided to employees. This training was conducted to provide an understanding of psychological empowerment and its impact on agility in daily work. After the intervention was conducted, the evaluation of the intervention implementation showed a score of 3.7 (on a scale of 4.0), and there was a significant increase in pre-test and post-test scores, as evidenced by the difference in the Mean value ($p < 0.05$) based on the results of the paired samples t-test.

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