

ABSTRACT

The organizational adaptation challenges at PT Muda Jaya Export, a company engaged in the briquette export industry, demand the company to operate in a highly competitive and dynamic environment. This condition requires strong commitment from employees to face change, but on the other hand, the company also faces the issue of social loafing behavior which can hinder team performance. Workspace territoriality emerging in the workplace, whether in the form of a sense of ownership or the tendency to defend one's workspace, is suspected to influence employees' self-efficacy levels, which subsequently impacts commitment to change and the tendency for social loafing behavior.

This study employs a quantitative approach with descriptive analysis methods and Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS version 4 software. The research population comprises all employees of PT Muda Jaya Export using a census sampling technique. The research instrument is a questionnaire developed based on relevant indicators for each variable.

The results indicate that workspace territoriality has a significant positive effect on self-efficacy. Furthermore, self-efficacy has a significant positive effect on commitment to change, but is also found to have a significant positive effect on social loafing. Additionally, workspace territoriality is proven to have a direct positive effect on commitment to change as well as a positive effect on increasing social loafing. Self-efficacy is also proven to mediate the effect of workspace territoriality on both dependent variables.

These findings confirm that the management of workspace territoriality needs to be carried out with a balancing strategy. Although workspace control can increase self-efficacy and strengthen commitment to change, management needs to be vigilant because excessive privacy and high self-confidence (overconfidence) actually have the potential to trigger social loafing behavior if not balanced with appropriate supervision mechanisms

Keywords: *Workspace territoriality, self-efficacy, commitment to change, social loafing.*