

**AN EMPIRICAL STUDY ON WORKFORCE AGILITY WITH REFERENCE TO
NEW HUMAN RESOURCE MANAGEMENT PERSPECTIVES**

Ms. Sonia Eapen

Assistant Professor, Gayatri Vidya Parishad College for Degree and PG Courses (A),
Vishakhapatnam and Research Scholar at Gitam Deemed to be University, Vishakhapatnam

Dr. Shaik Shamshuddin

Assistant Professor, Gitam Deemed to be University, Vishakhapatnam

Abstract:

Competitive advantage is the buzz word of the era and an imperative solution to decipher this situation, as given by most of the researchers is to develop highly agile work force in the organization. In an endeavor to develop agile workforce in an organization, it is very much critical to analyze the factors which affects the agility of employees and the strategies to improve work force agility. In this study, the researchers try to explore the employee perception towards different aspects of the organization and how it influences the workforce agility of the firm. Data collected from a sample of 100 employees were fed into SPSS (Statistical Package for Social Sciences) Software and were analyzed using different statistical tools such as Factor analysis, mean, standard deviation, Chi square test, Regression analysis, etc. It is revealed that the demographic characteristics of the individuals and attitude of the employees towards management, job and learning have a high impact on their agility. This Research Article explored the need for a new normal situation related to the working environment and the need for execution of tasks in an effective manner in the new human resource management perspective.

As analytics play a vital role in determining the needs, the Article also defined the Questionnaire framing and execution according to the current global environment. This article also discusses some methods to improve the agility of employees for maintaining the competitive advantage and for the sustainable development of the organization.

Keywords: *Workforce agility, resilience, Human resource management, Organizational behavior, Competitive advantage*

Introduction

Employee agility has been at the pinnacle of importance since the days' organizations started striving for excellence. Being the prima facie reason behind any successful organization, the people factor of the organization gained prominence in due course. It was a matter of concern for the human resource directors to develop a sustainable, agile workforce. The ambiguity and swift transformation in the business have forced the organizations to restructure and reform themselves to face the challenges of the present era. Most human resource directors insist that the new key to business success is finding out the right agile workforce in the organization. It will help them to facilitate organizational growth and its sustainable competitive advantage. Developing and maintaining an agile workforce in an organization that can act proactively in an ambiguous, volatile business environment has become the survival technique for all organizations. In one of the few studies on agility outcomes, Braun *et al.* (2017) expressed that individual agility is related to performance. However, when we focus on agility, the resilience should also have the same level of attention. Otherwise, it can trigger a high level of stress among the workforce and can lower their performance. In addition to this another study has revealed that an agile organization can amplify employees' self-sufficiency or control over the work they perform;

enrich the task related to their work, and to provide them with better training, enabling the organization to utilize its workforce in a more flexible way (Sherehiy & Karwowski, 2014)

Muduli & Pandya, (2018) agrees that the available literature still lacks a unique definition for workforce agility. An organization and its workforce need to be agile to survive in this dynamic business world (Dyer & Shafer, 2003). Dyer and Shafer, 2003; Sherehiy and Karwowski, 2014 defines agility under various dimensions such as proactiveness, adaptability and resilience of the employees.

Need of this Study

Workforce agility is a prime factor in developing organizational agility and hence increasing the productivity of the organization. However, very few studies have been conducted on the attributes and determinants of workforce agility. Still, there is a dearth of enough studies on various organizational activities which can encourage workforce agility. This study is focused to analyze the various organizational interventions that can affect the workforce agility of the firm when the employees are working from home. The survey of available literature revealed the impact of employee attitude on the various organizational interventions and, it is based on the attitude or perception of the employees, they decide to or not to demonstrate an agile behaviour in the organization. This study explores whether employee attitude on organizational strategies affects workforce agility.

Factor categories that are positively associated with agility are given below:

- Beliefs and attitudes - Positive emotions and attitudes toward change and adaptability are positively associated with agility. (Plonka, 1997). –

- Personality – openness- being open to new experiences is considered to be positively associated with the agility of a person. (Engeser & Langens, 2010; Feist, 1998).
- Intention to learn and develop is positively related to agility. (Derue, Ashford, & Myers, 2012).
- Cognitive abilities - Intelligence and agility are positively associated (Derue et al., 2012)
- Extroverts- An extrovert person is considered to be more agile (Chiang, Hsu, & Shih, 2017).
- Individual needs – An individual who is looking for changes and challenges is said to be more agile (Doeze Jager-van Vliet, 2017). –
- The need for power is positively associated with agility (Doeze Jager-van Vliet, 2017).
- The need for achievement is positively associated with agility (Doeze Jager-van Vliet, 2017).
- Resilience - Resilience and agility are positively associated (Braun et al., 2017).

Review of literature and development of hypothesis

Mahdi Asari et al.; studied workforce agility on an attitudinal perspective. This study presents a framework for workforce agility based on Ajzer's model of planned behaviour. This study states that the individual's attitude creates an intention in him to behave agilely. This intention to act agilely can be affected by various other factors such as colleagues' and other people around, the individual and the individual's perceptions of controlled behaviour. This study highlights that proper attitudinal research and monitoring of employees at recruitment level itself can foster workforce agility in an organization. This study states that more research is needed on how management interventions can influence the attitude and intention of employees. This will

definitely help the management to come out strategies to control and manage the behavior of their employees.

Munteanu.A.I et.al (2020) suggested in their research, the various components that can enhance workforce agility in an organization in their relative importance. Teamwork is in the first place, and then compensation system followed by the organization in the second place, followed by empowerment, training and information systems. They also suggest that as a second phase of development the organizations should concentrate more on talent management, knowledge management and talent retention for more sustainable and competitive advantage.

Muduli (2016), corroborated that various organizational practices could improve workforce agility to a greater extend. The impact of organizational learning and training, compensation systems, teamwork, employee involvement are studied in detail in his research and found out that these elements, especially collaboration of teams, can accentuate workforce agility to a greater extend. This study had been conducted among organizations in manufacturing as well as service industries. This study covered the organization from public and private sectors across India. Inspired by the novel approach called the 'Black Box' approach, they have studied the impact of psychological empowerment on workforce agility. The result has found out psychological empowerment as a potent mediator between organizational strategies and agility level of their workforce. The researcher emphasizes the importance of management strategies in imparting psychological empowerment to improve the agility of people working in an organization.

Sherehiyet. B, (2014) investigated the consequence of agile policies and practices on work organizational and performance level of employees. Employees from various levels such as

top management, middle-level management and bottom level from six small scale manufacturing organizations participated in the survey. The results revealed that management strategies have a very crucial role in enhancing workforce agility. This study also recommends that autonomy at work and cordial relationship with management and other coworkers positively relates to workforce agility. This study also points out that where there is an uncertainty in the job, it can harm the agility level of people in an organization.

Alavi, S. *et.al*; (2014) investigated the antecedents of workforce agility among the small scale enterprises of Iran. The effect of organizational learning and organic structuring on workforce agility is empirically measured and studied in detail. The organic structure had three dimensions such as decentralized decision making, low formalization and flat structure. The results revealed that organizational learning and only decentralized learning and flat structure positively relate to workforce agility.

Muduli. A and G Pandya (2018) had an in-depth analysis on the concept of workforce agility in their research article titled "Psychological empowerment and work force agility". The creation of an agile workforce is very vital to create a competitive agile organization. This study tries to explore workforce agility on the assumption that employee cognition can support an agile attitude of the employee. And they identified psychological empowerment as a vital employee cognition that can improve workforce agility. The organizations should concentrate more on the psychological empowerment of employees to foster their agility. Among the variables of psychological empowerment, the impact is the more for influential variable succeeded by self-determination, meaning and competence on workforce agility.

Paul. M (2020) conducted a study among teaching professionals and tried to establish a relationship between workforce spirituality and workforce agility with psychological empowerment as mediating variables. This study proposes a conceptual framework linking workforce spirituality and workforce agility, and psychological empowerment. Workforce spirituality is thus a budding paradigm for boosting the agility of the teaching workforce in educational institutions.

Vishnu.V and Suresh. M (2021) tried to study the factors affecting workforce agility of retail stores and found out that work experience is the major factor influencing workforce agility in a retail store. Being the first contact of the customer, a sales person in the retail store is in a position to sense the pulse of the customer. And only through experience they will develop the agility required to act proactively and to be flexible according to customer needs and demands.

Cai,Z et.al (2018) in their study investigates how the usage of Enterprise Social Media is favorably linked with agility factors such as proactivity, adaptability, and resilience. This research explores the mediating effects of psychological conditions such as psychological meaningfulness, psychological availability, and psychological safety, as proposed by William Khan. The result proves that psychological availability mediates the relationships between Enterprise Social Media usage and the three dimensions of agility performance; psychological meaningfulness mediates the link between Enterprise Social Media usage and pro activity; and the associations of Enterprise Social Media usage with proactively and adaptability are significantly mediated by psychological safety.

Thayyib, P. V., Mohd Asif Khan (2021) explored the impact of demographic factors on workforce agility of full time tax professionals in Bangalore City. The result shows that agility

varies significantly with age, qualification, and employer type and job level. The research suggests further studies to have more insights on the demographical attributes of employees that can contribute to their work life agility.

OBJECTIVES AND HYPOTHESIS

As suggested by Thayyib, P. V., Mohd Asif Khan (2021) further studies are needed to have more insights on the demographical attributes of employees that can contribute to their work life agility. Hence the researchers would like to work on this research gap by determining the impact of demographic characteristics (age , gender, marital status etc) of employees on their agility. The hypothesis related to this objective is,

H0: the demographical characteristics of the employees do not interface with the workforce agility

Many researchers, Mahdi Asari et al, Muduli (2016), Sherehiyet. B, (2014) looked into the organisational strategies and interventions and how can they contribute towards the work life agility. Mahdi Asari emphasis on the need to have further studies to determine how management interventions can influence the attitude and intention of employees. Muduli. A and G Pandya (2018) again states that that employee cognition can support an agile attitude of the employee. But there are no studies on the attitude employees on organizational strategies and its effect on work force agility. Hence the researchers would like to determine the relationship between employee attitudes on various organizational strategies and would like to test the following hypothesis

Ho: there is no relation between the employee attitudes on various organizational strategies (attitude towards management, towards coworkers, towards job and attitude towards learning) on the agility of the workforce.

Research design

This study has been conducted among the IT professionals of Bangalore city. Two hundred twenty-five such employees were selected randomly, and the questionnaire is administered among them. In this present study, the attitude of the employees on various organizational strategies is taken as the independent variable and workforce agility as the dependent variable. The schedule has been framed with at most care after consulting and discussing with the subject matter experts. This questionnaire has two parts; one part measured the employee perceptions towards various organizational practices. The perception of employees towards organizational practices was divided into four categories such as attitude towards management, towards coworkers, towards job and attitude towards learning. The second part of the questionnaire measures the agility of the employee. A questionnaire to measure the agility of the workforce is framed based on various factors which determine agility, such as adaptability, resilience and proactiveness. For every individual construct, the researcher has developed items using a five-point Likert scale such as point 1 denotes strongly disagree and point 5 denotes strongly agree .

Sampling and statistical tools

Random sampling has been used in this study. The questionnaire is prepared and distributed among 225 employees. Out of that, only 100 of the employees are retained for the final analysis. The data has been analyzed using Statistical Package for Social Sciences (SPSS) software.

Cronbach's alpha is determined to analyze the reliability of the items prepared. Cronbach's alpha is determined to confirm the internal consistency of data when we use five points Likert scale. This study has developed four different variables to measure independent variables and three other variables to measure dependent variables. The data has been analyzed using SPSS, and it shows a Cronbach's alpha of more than 0.7. Factor analysis has been done separately for each questionnaire to determine the reliability of factors. The factors of each schedule demonstrated a good loading so that the researchers accepted and included those factors in the analysis part. Pearson's Chi-square analysis has been done with each demographic variable and workforce agility to determine the effect of the demographic characteristics on agility. Multiple regression analysis is done to determine the association between the independent variable and dependent variable. Based on the analysis, a summary has been framed and suggestions have been given to improve the workforce agility of the organization.

Data Analysis of the study

The validity of the questionnaire has been analyzed by discussing with various HR experts.

The average mean and standard deviation of the 20 items in the first questionnaire is 3.649 and .8073 and for the second questionnaire, it is 3.887 and .7148 respectively. Cronbach's Alpha is used to measure the reliability of the questionnaire. The tables showing Cronbach's alpha value for the two questionnaires are given as Table I and Table II. For the questionnaire to measure employee attitude towards various management interventions, the Cronbach's alpha value is 0.909, indicating the questionnaire's high reliability.

Table I shows the reliability Statistics of employee attitude towards management strategies

Table I: reliability Statistics-Attitude

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.909	20

The questionnaire to measure Workforce agility shows a Cronbach's Alpha of 0.868, showing high reliability. The value of Cronbach’s Alpha is shown in the table II.

Table II: reliability Statistics-Agility

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.868	9

Factor Analysis:

The method for determining the number of structures of the underlying variables among a large number of measures is called factor analysis. This powerful statistical analysis method aims to explain the relationship among numerous variables in terms of relatively less underlying factor variates. Factor scores are composite variables that represent the status of factor dimensions. All the twenty dimensions of employee attitude towards organizational practices and the three dimensions of employee agility have been processed separately for inter-correlation and factor analysis to arrive at the cluster of factors. The factor analysis details of employee attitude are given in table III and the details of factor analysis of employee agility are shown in table IV.

Table: III

Factor Analysis – employee attitude towards various organizational practices.

Descriptive Statistics

Dimension	Mean	Std. Deviation
Management is supportive	3.61	0.886

I get proper recognition from management	3.31	0.971
Management makes changes based on employee feedback	3.14	1.035
Management is interested in employee wellbeing and growth	3.37	1.07
I feel empowered	3.41	0.83
I can work well with my coworkers	4.15	0.557
My coworkers are supportive	3.96	0.71
I have good friends at work	3.87	0.747
My coworkers are committed to do quality work	3.64	0.772
Work adjustments can be done on mutual understanding	4.05	0.359
I am satisfied in this job	3.73	0.79
I have ample career opportunities here	3.4	0.995
Workload is reasonable	3.24	0.965
Rewards and promotions are fair	3.15	0.869
My skills and competencies are well used	3.48	0.835

I have good learning opportunities here	3.69	0.787
Training needs are properly identified and addressed	3.32	0.863
My supervisors shares knowledge without any hesitation	3.68	0.777
I love to learn new things at work	4.45	0.5
Challenging work which requires new skills and knowledge inspires me	4.33	0.62

Cross-correlation of all the dimensions- employee attitude towards organizational practices I

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1	1.000	.740	.732	.686	.563	.058	.103	.365	.398	.443

Q2	.740	1.000	.841	.725	.668	.063	.004	.098	.379	.332
Q3	.732	.841	1.000	.756	.520	.103	.118	.194	.455	.335
Q4	.686	.725	.756	1.000	.681	.279	.419	.339	.603	.399
Q5	.563	.668	.520	.681	1.000	.455	.148	.347	.343	.507
Q6	.058	.063	.103	.279	.455	1.000	.603	.581	.526	.619
Q7	.103	.004	.118	.419	.148	.603	1.000	.600	.545	.524
Q8	.365	.098	.194	.339	.347	.581	.600	1.000	.548	.665
Q9	.398	.379	.455	.603	.343	.526	.545	.548	1.000	.685
Q10	.443	.332	.335	.399	.507	.619	.524	.665	.685	1.000
Q11	.685	.637	.566	.598	.695	.368	.215	.590	.435	.654
Q12	.167	.393	.514	.438	.435	.255	.223	.274	.308	.226
Q13	.181	-.037	.158	.158	.141	.270	.412	.562	.307	.490
Q14	.614	.710	.718	.679	.670	.224	.288	.295	.262	.397
Q15	.324	.400	.506	.399	.413	.235	.101	.457	.396	.357
Q16	.447	.391	.475	.533	.475	.222	.213	.223	.263	.306
Q17	.416	.507	.481	.527	.450	.319	.384	.347	.326	.339
Q18	.418	.280	.446	.411	.409	.322	.416	.310	.446	.456
Q19	.104	.022	.111	.082	.013	.082	.165	.374	.188	.099
Q20	.053	-.004	.163	.058	.009	.206	.007	.268	.314	.288

Cross-correlation of all the dimensions-employee attitude towards organizational practices II

	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q1	.685	.167	.181	.614	.324	.447	.416	.418	.104	.053

Q2	.637	.393	-.037	.710	.400	.391	.507	.280	.022	-.004
Q3	.566	.514	.158	.718	.506	.475	.481	.446	.111	.163
Q4	.598	.438	.158	.679	.399	.533	.527	.411	.082	.058
Q5	.695	.435	.141	.670	.413	.475	.450	.409	.013	.009
Q6	.368	.255	.270	.224	.235	.222	.319	.322	.082	.206
Q7	.215	.223	.412	.288	.101	.213	.384	.416	.165	.007
Q8	.590	.274	.562	.295	.457	.223	.347	.310	.374	.268
Q9	.435	.308	.307	.262	.396	.263	.326	.446	.188	.314
Q10	.654	.226	.490	.397	.357	.306	.339	.456	.099	.288
Q11	1.000	.499	.484	.766	.628	.481	.499	.385	.081	.081
Q12	.499	1.000	.467	.596	.581	.508	.367	.376	-.041	.046
Q13	.484	.467	1.000	.438	.620	.218	.355	.359	.276	.153
Q14	.766	.596	.438	1.000	.568	.452	.555	.506	.076	-.074
Q15	.628	.581	.620	.568	1.000	.275	.430	.239	.470	.413
Q16	.481	.508	.218	.452	.275	1.000	.519	.530	-.053	.005
Q17	.499	.367	.355	.555	.430	.519	1.000	.290	.365	-.086
Q18	.385	.376	.359	.506	.239	.530	.290	1.000	.010	.012
Q19	.081	-.041	.276	.076	.470	-.053	.365	.010	1.000	.558
Q20	.081	.046	.153	-.074	.413	.005	-.086	.012	.558	1.000

Table:IV Cross-correlation of all the dimensions- Agility

Correlation Matrix

	I can easily adjust with any situation	I can well balance my work and my family	I can push myself up from any devastating situation	I will not allow any sort of setbacks to affect my job	I can understand what situation demands and act in advance	I always analyze the pros and consequence before doing anything	I always try to anticipate changes and act accordingly
Correlation	1.000	.655	.700	.574	.547	.640	.773
I can easily adjust with any situation							
I can well balance my work and my family	.655	1.000	.852	.673	.259	.365	.600
I can push myself up from any devastating situation	.700	.852	1.000	.681	.253	.444	.532
I will not allow any sort of setbacks to affect my job	.574	.673	.681	1.000	.395	.567	.773
I can understand what situation demands and act in advance							
I always analyze the pros and consequence before doing anything							
I always try to anticipate changes and act accordingly							

	I can easily understand what situation demands and act in advance	.547	.259	.253	.395	1.000	.755	.573
	I always analyze the pros and consequence before doing anything	.640	.365	.444	.567	.755	1.000	.783
	I always try to anticipate changes and act accordingly	.773	.600	.532	.773	.573	.783	1.000
Sig. (1-tailed)	I can easily adjust with any situation		.000	.000	.000	.000	.000	.000
	I can well balance my work and my family	.000		.000	.000	.005	.000	.000
	I can push myself up from any devastating	.000	.000		.000	.006	.000	.000

situation							
I will not							
allow any							
sort of							
setbacks to	.000	.000	.000		.000	.000	.000
affect my							
job							
I can easily							
understand							
what							
situation	.000	.005	.006	.000		.000	.000
demands							
and act in							
advance							
I always							
analyze the							
pros and							
consequence	.000	.000	.000	.000	.000		.000
before doing							
anything							
I always try							
to anticipate							
changes and	.000	.000	.000	.000	.000	.000	
act							
accordingly							

To test hypothesis 1, ie: H0: the demographical characteristics of the employees do not interface with workforce agility; the researcher has used Pearson’s Chi Square analysis. Diverse personal elements such as gender, age, marital status, number of children are studied with respect to agility of that individual.

The results of Chi square analysis on gender and agility is given in Table V, on age and agility is given in Table VI, on marital status and agility in table VII, on number of children and agility in table VIII.

Table V: Gender Vs Agility

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.087 ^a	8	.014
Likelihood Ratio	22.925	8	.003
N of Valid Cases	100		

a. nine cells (50.0%) have an expected count of less than 5. The minimum expected count is 2.15.

Table VI: Age Vs Agility

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	38.568 ^a	8	.000
Likelihood Ratio	46.741	8	.000
N of Valid Cases	100		

a. 10 cells (55.6%) have an expected count of less than 5. The minimum expected count is 2.05.

Table VII: Marital Status Vs Agility

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.843 ^a	8	.000
Likelihood Ratio	49.359	8	.000
N of Valid Cases	100		

a. 11 cells (61.1%) have an expected count of less than 5. The minimum expected count is 1.75.

Table VIII: No: of Children Vs Agility

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	75.802^a	16	.000
Likelihood Ratio	85.200	16	.000
N of Valid Cases	100		

a. 21 cells (77.8%) have an expected count of less than 5. The minimum expected count is 1.00.

The above table shows a *P value* less than 0.05, except for gender. (0.014, 0.000, 0.000, and 0.000 respectively). This indicates the high significance between the demographic variables of age, marital status and number of children with agility. Hence, the alternative hypothesis should be accepted by rejecting null hypothesis for all the above factors. I.e.: The demographical characteristics of the employees, such as age, marital status and number of children, have a significant association with their agility.

As the Chi square analyzis on gender and agility shows a *P value* greater than 0.05 (0.014), the null hypothesis should be accepted ie: there is no significant relationship between the gender and agility of people.

To test Hypothesis II, i.e.: Ho: there is no relation between the employee attitudes towards various organizational practices on workforce agility, multiple linear regression has been done and the results are summarised in the table IX.

Table IX: Relation between the employee attitudes on workforce agility

Model Summary				
			Adjusted R	Std. The error of
Model	R	R Square	Square	the Estimate

1	.620 ^a	.384	.358	3.22012
---	-------------------	------	------	---------

The results of the multiple linear regression can be interpreted as follows:

The "**R**" column corresponds to the value of *R*, the *multiple correlation coefficient*. *R* can be considered as the measure of the quality of predicting the dependent variable. In this study, *R* shows a value of 0.620, indicates an adequate prediction level.

The "**R Square**" column shows the *R*² value which is also known as the coefficient of determination. The independent variables explain the proportion of variance in the dependent variable. It is evident from our value of 0.384 that our independent variables explain 38.4% of the variability of our dependent variable,

Statistical significance

Table: X

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	614.967	4	153.742	14.827	.000 ^b
	Residual	985.073	95	10.369		
	Total	1600.040	99			

a. Dependent Variable: agility

b. Predictors: (Constant), att.learning, att.coworker, att.mgt, att.job

a. Predictors: (Constant), att.learning, att.coworker, att.mgt, att.job

Coefficients

95.0%							
Confidence							
Interval for B							
Lower Upper							
Model	B	Error	Beta	t	Sig.	Bound	Bound
1 (Constant)	8.277	3.064		2.701	.008	2.194	14.361
att.mgt	-.303	.107	-.315	-2.840	.006	-.515	-.091
att.coworker	.223	.157	.143	1.421	.158	-.088	.534
att.job	.456	.134	.407	3.402	.001	.190	.722
att.learning	.614	.223	.351	2.750	.007	.171	1.057

a. Dependent Variable: agility

The value of F-ratio provided in the ANOVA table (table: X) tests if the overall regression model fits the data. The table illustrates that the independent variables statistically significantly predict the dependent variable, $F(4,95) = 14.827, p < .0005$ (i.e., the regression model is a good fit of the data).

Multiple regression is calculated to predict workforce agility from the four components of employee attitude towards management strategies – Attitude towards management, attitude towards coworkers, attitude towards job and attitude towards learning.

Out of the four variables, all except attitude towards coworkers are statistically significant to the prediction. $P < 0.05$

So, null hypothesis can be rejected in case of attitude towards management, job and learning and we can conclude that there is significant relationship between employee attitudes towards management, job and learning on workforce agility.

Discussion and conclusion

This study mainly focuses on the attitude of employees towards different aspects and practices of the organization and how it affects the agility of the person. It is clear from the survey that attitude towards various organizational strategies related to management, job, and learning have any significant relationship with a person's agility. It also shows that various demographic factors have a commendable influence on a person's agility. Organizations should concentrate on creating a positive environment for the employees and should give more scope for their career advancement. Since the attitude towards the coworkers is not significant factor in determining the work force agility, we can conclude that, it is not the colleagues but a supporting management scope for further advancement is what driving the employees.

An individual's agility will be affected by age, marital status and all other milestones achieved in his life. The family, children etc are a great support and influence in anyone's life; with which they will get the energy to strive and to come back with more power. The men are like an aged wine. They will develop, grow and will get better with age. The experience they acquire all these years will make them more proactive, resilient and more adaptive to the dynamic world and generation. Growing responsibilities and changing roles in personal life can

carve more matured, emotionally stable, empathetic and more resilient individuals. The experience can make a person to think and act proactively and to manage different situation he faces in personal and professional life.

The human mind is like an impressed stream. The more we pressed, the more it will rise to resist the pressure. The more we are obliged to do something, the more we can accomplish it. The management should identify which personal attribute the employee is lagging with, and proper training and psychological approaches could be developed to enhance the same. The more we want to achieve, the more our mind will mould us to be agile. The strive to excel more would persuade the individuals to behave in a particular or planned manner so that he can exhibit the desired behavior in the organization. As they became more experienced and empathetic, their cognitive perceptives could always figure out what is the behavior the organization is expecting out of them. The theory of planned behavior states that the behaviors can be explained by the intention behind it or the intention can be predicted as the factor behind each behavior which an individual has self control. The theory of planned behavior states that behavioral achievement depends on both intention and ability to control behavior. Such kind of planned behavior can be achieved by proper experience and life skills.

Even the various factors of agility such as resilience, proactiveness can also be addressed by proper training sessions by experienced trainers. The training sessions on Neuro Linguistic Programing (NLP) can help people to improve their resilience and proactive. NLP is an approach to communication and personal development focusing on how individuals organize their thinking, feelings, and language. Even though NLP has been disgraced as a pseudoscience, there are researches showing that it has progressive effect on the personality improvement and

psychological outcomes of organizational interventions.

Many people have these individual skills of adaptability, resilience, proactivity etc are deep-rooted in them, but a certain level of threshold energy may be required to trigger it. They need to realize such kinds of attributes are inherited within them. May be the environmental, social or family related factors can help them to identify and trigger it out. It is the obligation of the organization to help their employees identify them and to nurture it. Individual development programmes can also be a part of management strategies. These programs should focus not only on the career development of employees but also on the development of individual attributes. The management can take steps at the recruitment level to identify the most agile people so that they can be a benefit for the organization in the long run. Psychometric test as well as various other personality tests can be used by the organization to identify the agile characteristics of the potential candidates during the entry level itself.

For sustainable competitive advantage to be achieved, the organizations should concentrate more on talent management, knowledge management and has to develop agile workforce and agile organization as well.

Scope of Future Research

Challenges are common, and solutions are infinite. This world witnessed a number of changes since its origin. Some quite resemblances are pretty common and usual kind of activity for change management point of view. This research investigated the impact of employee attitude on organizational strategies on their agility. In the future, more empirical studies can be expected on workforce agility and strategies to improve employees' agility. Massive change and

rapid growth in Artificial Intelligence emerged with new challenges in adoption of working environment needs for cross-training so employees can learn and practice different functions in the organization.

In future, the scope of the agile workforce can be studied in detail in the context of Artificial Intelligence also as the relevance of the human factor is a matter of discussion when organizations switched to apply more artificial intelligence.

References

- Alavi, S., Wahab, D.A., Muhamad, N., & Shirani, B.A. (2014). Organic Structure and Organizational Learning as the Main Antecedents of Workforce Agility. *International Journal of Production, Research*, 52(21), 6273- 6295.
- Retrieved from <https://doi.org/10.1080/00207543.2014.919420>
- Asaria, M., Sohrabi, R. (2014). A theoretical model of workforce agility based on the theory of Planned Behaviour, *The 3th International Conference on Behavioral Science, 28th February 2014, Kish IRAN, 72-79*. Retrieved from <https://www.researchgate.net/publication/260424180>
- Braun, T. J., Hayes, B. C., DeMuth, R. L. F., & Taran, O. A. (2017). The development, validation, and practical application of an employee agility and resilience measure to facilitate organizational change. *Industrial and Organizational Psychology*, 10(4), 703-723.
- Retrieved from https://EconPapers.repec.org/RePEc:cup:inorps:v:10:y:2017:i:04:p:703-723_00
- Cai,Z., Huang,Q., Liu,H., & Xiao,W.(2018). Improving the agility of employees through

enterprise social media: The mediating role of psychological conditions. *International*

Journal of Information Management, 38(1), 52-63. Retrieved from

<https://doi.org/10.1016/j.ijinfomgt.2017.09.001>

Chiang, Y.H., Hsu, C.C., & Shih, H.N. (2017). Extroversion personality, domain

knowledge, and the creativity of new product development engineers, *Creativity Research Journal*, 29(4):387-396.

Retrieved from <https://doi.org/10.1080/10400419.2017.1376501>

Chonko, L.B., Jones, E. (2005). The Need for speed: agility selling, *Journal of Personal Selling*

& Sales Management, 25(4), 371-382. DOI: 10.1080/08853134.2005.10749071 Retrieved

from <https://www.tandfonline.com/doi/abs/10.1080/08853134.2005.10749071>

Derue, D.S., Ashford, S.J., & Myers, C.G. (2012). Learning agility: In search of conceptual

clarity and theoretical grounding. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5(3), 258-279.

Retrieved from <https://doi.org/10.1111/j.1754-9434.2012.01444.x>

Retrieved from <https://doi.org/10.1111/j.1754-9434.2012.01444.x>

Doeze, S.J., Vliet, V. (2017). Proactive and adaptive agility among people- The relationship with

personal and situational factors, ISBN 978-94-90791-58-2

Dyer, Lee, Shafer, Richard, A. (2003). Dynamic Organizations: Achieving marketplace and

organizational agility with people. *Digital Collections @ILR*, Retrieved from

<https://hdl.handle.net/1813/77135>

Engeser, S., Langens, T. (2010). Mapping explicit social motives of achievement, power, and

affiliation onto the five-factor model of personality. *Scandinavian Journal of*

Psychology. 51(4), 309–318. Retrieved from [https://doi.org/10.1111/j.1467-](https://doi.org/10.1111/j.1467-9450.2009.00773.x)

[9450.2009.00773.x](https://doi.org/10.1111/j.1467-9450.2009.00773.x)

- Feist, G.J. (1998). A meta-analyzis of personality in scientific and artistic creativity. *Personality and Social Psychology Review*, 2(4), 290- 309. Retrieved from https://doi.org/10.1207/s15327957pspr0204_5
- Kotera, Sheffield.Y.,Gordon,D.V., & William.(2018).Organizational applications of neuro-linguistic programming: A systematic review of psychological outcomes. *Human Resource Development Quarterly*. Retrieved from <http://hdl.handle.net/10545/623156>
- Muduli, A. (2016). "Exploring the facilitators and mediators of workforce agility: an empirical study", *Management Research Review*, 39(12), 1567-1586. Retrieved from <https://doi.org/10.1108/MRR-10-2015-0236>
- Muduli, A., Pandya, G.M. (2018). Psychological Empowerment and Workforce Agility. *Psycho Stud* 63, 276–285. Retrieved from <https://doi.org/10.1007/s12646-018-0456-8>
- Munteanu,A. I., Nicolae, B., Nastase. M.,Cristache.N., & Matsi. C.(2020). Analyzis of practices to increase the workforce agility and to develop a sustainable and competitive business. *Sustainabiliy*, 12(9), Retrieved from <https://doi.org/10.3390/su12093545>
- Paul, M., Jena, L.K., & Sahoo, K. (2020). Workplace spirituality and workforce agility: A psychological exploration among teaching professionals. *Journal of Religion and health*, 59(1), 135–153. Retrieved from <https://doi.org/10.1007/s10943-019-00918-3>
- Plonka, F.E.(1997). Developing a lean and agile work force. *Human factors and agronomics In manufacturing and service industries*, 7(1), 11-20.
- Razmi,B., Ghasemi,H.M.(2015). Designing a model of organizational agility: A case study of Ardabil gas company. *International Journal of Organizational Leadership* 4(2), 100-117.

https://www.researchgate.net/publication/331490796_Designing_a_Model_of_Organizational_Agility_A

Sherehiy, B., Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466–473. Retrieved from <https://doi.org/10.1016/j.ergon.2014.01.002>

Thayyib, P. V., Mohd Asif Khan (2021). Do demographics influence workforce agility score of tax professionals in Bangalore, India? *Global Business and Organizational excellence*, 34-49. Retrieved from <https://doi.org/10.1002/joe.22084>

Vishnu, M. V., & Suresh, M. (2021). Modeling the factors of workforce agility in retail stores. *Materials Today: Proceedings*. Retrieved from <https://doi.org/10.1016/j.matpr.2021.01.769>