

A Systematic Review: The Antecedents and Consequences of Workforce Agility

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ABSTRACT

Workforce agility is described as certain abilities, attitudes, and a series of behaviors required by workers in the perspective of dynamic changes in the organizational environment. Organizations that focus on developing workforce agility will help employees get used to dealing with uncertainty because the organization creates a supportive environment for workers. A systematic review was conducted on 29 journals. The results of this review present various consequences and antecedents that influence workforce agility. Workforce agility not only contributes to the company's development and the company's ability to face various changes and be able to anticipate various possibilities, but also provides benefits for employees, such as increasing job satisfaction, employee engagement, increasing self-efficacy, innovative work behavior, and also improving organizational citizenship behavior.

Keywords: *Antecedents, Consequences, Workforce Agility, Systematic Reviews*

The fact that many organizations from various sectors face unexpected and dynamic changes means that organizations must be able to anticipate these changes in order to survive and remain competitive. (El-Sayed et al., 2022; Tannady et al., 2022). Environmental changes that occur force an organization to make adjustments so as not to fail and be left behind by competitors in facing change (Sugandi, 2013). When changes or inconsistencies occur between the environment and the organization, the organization can proactively identify, respond to and turn it into an opportunity or benefit for the organization. Therefore, That is, if the organization is able to view change as a positive thing, then the change can be an opportunity for the organization to develop so that it is able to achieve the shared goals that have been set (Prayudi, 2007 in Tannady et al., 2022)

Organizations have realized that they need to continuously respond to dynamic environmental conditions and dynamics to survive (Muduli, 2015). This prompted a group of researchers to introduce the concept of agility in industry as a way to respond to rapid environmental changes (Muduli & Pandya, 2018). In 1991, the concept of agility was introduced as a way to adapt to environmental changes. The research results show that agility has proven to be a strategic asset for the company. A quick response to change requires an organization that is agile and able to adapt all company elements such as goals,

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technology, organization and people (employees) to unexpected changes (Sya & Mangundjaya, 2020).

For organizations that have to adapt to changes both in the internal sector of the organization itself and in the external sector, it is the right thing to develop agility in the workforce or employees. (Storme et al., 2020). Because human resources are an important contributor to organizational agility, building workforce agility can help organizations develop organizational agility.

Workforce or *workforce agility* is described by many different definitions, theories, and conceptualizations in the current literature. Even though *the workforce agility* increasingly important in the context of an organizational or company environment that continues to experience dynamic change, but an accurate definition of the *workforce concept Agility* cannot be specified (Alavi et al., 2014; Breu et al., 2002; Sherehiy, 2008). *Workforce agility described as certain abilities, attitudes, and a certain set of behaviors* required by workers in the perspective of dynamic changes in the organizational environment (Muduli & Pandya, 2018; Salmen & Festing, 2022).

Breu et al., (2002) define *workforce agility* as a workforce response to unpredictable changes in the organizational environment. Bosco, (2007) based on the conceptual *workforce agility* according to Breu et al., (2002) defining *workforce Agility* is a person's ability to respond and overcome quickly and flexibly to changes in the internal and external environment that occur unexpectedly within the organization. Researchers such as (Dyer & Shafer, 2003), Griffin & Hesketh (2003), Sherehiy & Karwowski (2014) define workforce agility from a behavioral perspective.

Dyer & Shafer, (2003) defines workforce agility as proactive, adaptive and generative workforce behavior. At the organizational level, agility may be defined as the ability to adapt quickly to sudden changes such as market changes, technological tools, legal constraints, the environment, etc. *Workforce agility* as people who have a broad vision and the ability to face challenges. From an attitude perspective, (Plonka, 1997) observing that an agile workforce has a positive attitude towards learning and self-development, good problem-solving abilities, is comfortable with change, has new ideas, is able to adapt to new technology, the ability to generate innovative ideas, and is always ready to accept new responsibilities. Kidd (1994) commented that workforce agility involves two key elements: the workforce's ability to respond to change in an appropriate and timely manner; and the workforce's ability to take advantage of change and exploit it as an opportunity (Muduli & Pandya, 2018).

An agile worker is described as someone who is able to process information quickly, is adaptive rather than reactive in a turbulent work environment, and is motivated by opportunities for self-development (Breu et al., 2002; Plonka, 1997). An agile workforce is often characterized as being open to change, and being proactive when it occurs, as well as being able to implement it (Plonka, 1997). In the same part workforce agility is related to openness, to the adoption of different roles, and being able to accept different levels of responsibility (Muduli, 2016). Another important characteristic of an agile workforce is its tendency to value collaboration and information sharing (Breu et al., 2002).

Based on the model Griffin & Hesketh (2003) and Dyer & Shafer (2003), Sherehiy & Karwowski (2014) grouping the dimensions of an agile workforce into 3 dimensions,

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namely: proactive, adaptive, and resilient. Proactivity refers to anticipating problems related to change, having the initiative to provide solutions and doing so in accordance with the context of the problem or change being experienced by the organization, as well as resolving problems related to change (Sherehiy & Karwowski, 2014). Proactive behavior consists of two aspects: initiating and improvising. Proactive initiative means actively seeking opportunities to contribute to the success of the organization and taking the lead in pursuing opportunities that appear promising (Dyer & Shafer, 2003).

Interpersonal adaptability (able to socialize and work with individuals from different professions and backgrounds), the ability to take on multiple roles, easily change from one role to another, and the ability to work on different tasks simultaneously in different teams and describe individual modifications to oneself to become better suited to the environment (Griffin & Hesketh, 2003; Sherehiy & Karwowski, 2014).

Meanwhile, resilience includes a positive attitude toward change, new ideas, and technology; tolerance for uncertain and unpredictable situations, describes an individual's ability to cope with environmental changes, tolerance for stressful situations and functioning effectively in overcoming stressful situations (Sherehiy & Karwowski, 2014). This model is very popular among the workforce agility literature and is widely adopted in various studies (Alavi et al., 2014; Cai et al., 2018; Muduli & Pandya, 2018).

Resistance to change due to a lack of agility in the workforce is one of the main challenges for organizations (Wargin & Dobiéy, 2001). A lack of agility in the workforce is certainly not the only factor explaining resistance to change in the world of work. Resistance to change can be caused by, for example, the fact that workers do not understand or that they do not comply with the organization's new vision, or that they anticipate changes that will harm their position in the organization (Wargin & Dobiéy, 2001). However, resistance to change can also occur due to a lack of agility in workers (Oreg, 2006). To address these issues and support workforces and organizations, it is necessary to understand the psychological characteristics of agile workers. By knowing what contributes to the agility potential of the workforce, organizations will be better able to strengthen this potential and thereby help the workforce be more agile.

An agile workforce is an important part of an organization's overall agility strategy. The ability to anticipate change, adapt to change proactively, rise quickly and adapt to change, communicate across functions, and be flexible are all characteristics of an agile workforce (Appelbaum et al., 2017; Omidvar et al., 2021; Qin & Nembhard, 2010). Agile workers are not only able to adapt to sudden changes, but are also able to adapt to take advantage of these changes (Chonko & Jones, 2005). The talents needed are those who have Agile, Assertive, Persistent, Collaborative and Continuous skills to learn, forget and relearn competencies (Sya & Mangundjaya, 2020). In the health service organization sector, *workforce agility* can help in facing change by increasing work innovation and proactive initiatives as should be done by health service organization staff such as doctors, nurses, etc. (El-Sayed et al., 2022).

Apart from that, the organization focuses on *workforce development Agility* will help employees get used to dealing with uncertainty because the organization creates a supportive environment for workers (Doeze Jager-van Vliet et al., 2019). Sherehiy & Karwowski (2014) argue that for small organizations, *workforce Agility* is about how people achieve, and the potential to acquire new skills, innovate and understand their careers. *Workforce agility*

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impacting organizational behavior broadly, bringing about the changes necessary to drive innovation in the workplace (Alabood & Manakkattil, 2023). Workforce agility management can enable organizations to achieve their goals through innovative behavior (Muduli, 2017).

For organizations, HR practitioners are necessary for know consequence What just what appears when employee have agility, so benefit from dexterity That Alone capable felt by the organization nor for employee That Alone. Apart from that, it is also important for HR practitioners for know influencing factors (antecedents) in build *workforce agility*, so company or organization capable optimizing strategic steps in increasing employee agility.

Recent and previous research has shown a lot that *workforce Agility* provides various benefits both for individual growth of the workforce, as well as benefits for the organization. However Still Not yet There is review carried out systematically for show various information from results study the related consequence from workforce agility. There is a number of reviews previously that had been look at what the antecedents are just go-ahead appearance *workforce agility*. Like review carried out systematically Tessarini, G., Saltorato, P., (2021) regarding the antecedents of workforce agility. Therefore that, for fill in existing gaps, research This aims for learn research latest for review consequences and antecedents from workforce agility.

METHODOLOGY

Criteria Inclusion and Exclusion

The author determines the limitations in this review, so that criteria inclusion in study This covers: first, article research discusses about *workforce agility* as independent variable nor dependent variable. Second, research done in context industry and organization and subject is a employee. Third, only types of quantitative and qualitative research. Fourth, journals in English and Indonesian. Fifth, research articles published 2013 to 2023. Whereas criteria exclusion in study This that is: First, article study about *workforce agility* as independent variable nor dependent variable out of context industry and organization. Second, it is not written in English or Indonesian. Third, study research that uses review method. Fourth, outside type article study quantitative, qualitative and articles research whose methods are not clearly described.

Procedure Search Literature

First step in planning review systematic is formulate question study use SPIDER method (*Sample, Phenomenon of Interest, Design, Evaluation, and Research Type*). Questions that have been formulated in review systematic This is, what are the antecedents and consequences of *workforce agility* in employees? After determine question research, determine keywords search based on variables and questions research that has been determined. Search words used that is *Workforce Agility, Employee Agility, Agility, Antecedents Workforce Agility, Consequences Workforce Agility, Workforce Agility*. Keywords the used For look for article on the databases Scopus, Google Scholar, Semantic Scholar, SagePub , Ebscho , Wiley, PubMed and ResearchGate. After finding articles that match the keywords search, researcher do check duplication of articles later next by screening titles and abstracts using the help of the Zotero application.

Data Extraction

Furthermore, journal reviewed and analyzed based on text complete. Amount end reviewed article based on criteria inclusion totaling 29 articles.

RESULTS

Table 1. Antecedents of Workforce Agility

No.	Writer	Subject	Antecedents
1.	(Hosein & Yousefi, 2012)	225 samples from 22 companies	<i>Emotional Intelligence, Interpersonal competence (Self-awareness, self-control and self-motivation)</i>
2.	(Sherehiy & Karwowski , 2014)	41 managers, 82 office workers, and 52 production workers from six small manufacturing companies	<i>Autonomy, jobs demand, jobs uncertainty</i>
3.	(Muduli, 2017)	524 employees in the sector manufacturing and services in India	<i>Psychological Empowerment (Meaningful task, competency , self determination , impact); Organizational practices (Organizational learning and training , rewards system , Employee involvement , teamwork , information systems)</i>
4.	(Muduli & Pandya , 2018)	344 executives and non - executive	<i>Psychological Empowerment</i>
5.	(Sya & Mangundjaya , 2020)	154 employees stick to a company	<i>Affective Commitment</i>
6.	(Bala et al., 2019)	560 employees in the company manufacture	<i>Enterprise social media (ESM)</i>
7.	(Storme et al., 2020)	808 members power market US - based Microworkers online jobs	<i>Jobs related curiosity , job self efficacy , learning from past mistakes , anticipation and learning , active listen , risk taking , trust , ambiguity tolerance</i>
8.	(Lai et al., 2021)	167 employee representatives Which use various IT applications for daily work routines in the organization.	<i>Information Technology Competency, Perceived Tasks structure (task autonomy)</i>
9.	(Azmy, 2021)	100 employees working in the company transport general	<i>Employees engagement , Job Satisfaction , Talent Management</i>
10.	(Doeze Jager et al., 2022)	188 employees	<i>Organizational Trust, Resistance to C hange</i>
11.	(Maran et al., 2022)	1334 employees in the company international	<i>Digital cell efficacy, Personality (openness to experience, emotional stability), Interest (Investigative interest in thinking , realistic interest to do)</i>
12.	(Tannady et al., 2022a)	5 employees of XYZ Insurance Company	<i>Growth Mindset (Qualitative Research)</i>

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No.	Writer	Subject	Antecedents
13.	(Nadzim & Halim, 2022)	5 civil servants	<i>Digital Competency</i>
14.	(Wahjunianto et al., 2022)	124 employees	<i>Competitive work environment</i>
15.	(Hernawaty & Syahrani, 2022)	238 employees	<i>Leadership, Organizational Culture, Psychological empowerment (Mediator)</i>
16.	(Yulian & Ekhsan , 2023)	81 power educator	<i>Talent Management, Jobs Satisfaction</i>

Table 2. Consequences of Workforce Agility

No.	Writer	Subject	Consequences
1.	(Sherehiy & Karwowski , 2014)	41 managers, 82 office workers, and 52 production workers from six small manufacturing companies	<i>Work Performance</i>
2.	(Braun et al., 2017)	784 respondents	<i>Welfare, Work Performance</i>
3.	(Khan & Wisner, 2019)	257 respondents	<i>Organizational Performance</i>
4.	(Doeze Jager-van Vliet et al., 2019)	32 employees	<i>Adaptive Performance</i>
5.	(Varshney & Varshney, 2020)	256 employees	<i>Work Performance (Adaptive and Contextual Performance)</i>
6.	(Petermann & Zacher, 2022)	751 Employees	<i>Performance, Innovative Performance, OCB, Job Satisfaction, Well Being</i>
7.	(El-Sayed et al., 2022)	265 nursing staff	<i>Innovative work behaviour on nurses</i>
8.	(Wahjunianto et al., 2022)	124 Employees	<i>Work Performance</i>
9.	(Makori et al., 2022)	59 employees	<i>Organizational Performance</i>
10.	(Simatupang et al., 2023)	92 Employees	<i>Organizational Citizenship Behavior (OCB)</i>
11.	(Novriyan et al., 2023)	93 Employees at Hutan Makmur Indonesia	<i>Employee Performance</i>
12.	(Alabood & Manakkattil , 2023)	358 employees in one organizations in Saudi Arabia.	<i>Innovative Work Behavior</i>
13.	(Saptarini & Mustika, 2023)	191 state apparatus in a government institution	<i>Work Engagement, Adaptive Performance</i>

DISCUSSION

Table 1 shows a number of journal study regarding the antecedents of *workforce agility*. Study has explained that predictor from *workforce agility* consists in a number of factors, such as individual factors as well organizational. From an individual perspective, *workforce agility* influenced by emotional intelligence, interpersonal competence (self awareness, self control, and self motivation), personality, *psychological empowerment*, *growth mindset*,

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commitment affective, organizational trust, resistance to change, employee engagement, job satisfaction, job related curiosity, job self efficacy, learning from past mistakes, anticipation and learning, active listen, risk taking, trust, ambiguity tolerance.

Study Hosein & Yousefi (2012), state that intelligence emotional own influence to dexterity power Work (*workforce agility*). Intelligence emotional is factor important in efficiency and effectiveness power work and use effect intelligence emotional can help system agile manufacturing. Besides that interpersonal skills such as *self-awareness, self-control* and *self-motivation* mentioned by Goleman (2001) as element base from intelligence emotional. Other individual factors were also found influencing workforce agility is personality (Maran et al., 2022). Personality dimensions shape various processes such as preferences, values, attitudes, and behavior in different domains in which a person is involved. For example, thinking individuals open is very necessary as something characteristics of agile workers, because open individual not only do they tend to seek out novelty in food, art, and culture, but they also strive for a more varied approach to problem solving and decision making, dislike rigid structures, and tend to “connect the dots”(McCrae, 2009).

Storme et al (2020), in his research show that there are 8 factors psychological influences *workforce agility*, among others is: *Jobs related curiosity, job self efficacy, learning from past mistakes, anticipation and learning, active listen, risk taking, trust, ambiguity tolerance* . In his research storme test several conative factors that are relevant in predicting workforce agility. *Job related curiosity*, which can be defined as the drive to gain new knowledge and experience (Berlyne, 1978; Loewenstein, 1994), can play an important supporting role for workforce agility. Curiosity tends to drive exploratory behavior. Previous research has shown that workers with a high level of curiosity about work tend to be more open to change, and more proactive in implementing those changes, and is also a positive predictor of innovative behavior (Celik et al., 2016). Meanwhile, *Ambiguity tolerance* can be described as the ease with which individuals evaluate and respond to ambiguous stimuli. Trust (*trust*) is depicted as the need to work together, for example by sharing information with colleagues, supporting colleagues in their tasks and activities, and so on (Breu et al., 2002).

Apart from that, there are also *Risk Taking*, depicted as ability in take risk in something action change. To adapt to a turbulent environment or experience change, organizations and their workforces sometimes need to take new actions and may have unknown consequences, therefore that's ability taking risk is also required for become agile. *Self Efficacy*, defined as trust self individual to ability, p This Job self- efficacy has been shown to be positively related to persistence and coping (Schaubroeck & Merritt, 1997; Sherer & Maddux, 1982) both of which are important assets in a frequent environment experience change. Therefore, self- efficacy at work is another important resource for workforce agility (Storme et al., 2020).

Apart from individual factors, there are also factor organizational as antecedents of *workforce agility*. Under review systematic this, found a number of factor organizational like *talent management, leadership, organizational culture*. Application *talent management* will have an influence in maximizing How manage and develop ability as well as potency from employee. Organization must maximizing role *talent management* For prepare competence employee in accordance challenge business and the changes it will bring happen. *Talent management* has a positive correlation with workforce agility (Lawler III & Worley, 2015; Martin, 2015). Talent Management has a different perspective in preparing human resources

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that are strong and responsive to business changes. The talent management perspective is to strengthen employee productivity. A strong business organization must have individuals or employees who have above average talents and abilities. This will correlate with the contribution of success to performance both individually and collectively.

Leadership bureaucracy (*bureaucratic leadership*) and culture organization also influences *workforce agility* as in research Hernawaty & Syahrani (2022), which is conducted in Institutional and service perspectives public. According to Hernawaty & Syahrani (2022) Success in work agility is influenced by various aspects, but leadership and culture have an influence significant effect. Leadership requires being able to face pressure and still be able to maintain balance various stakeholder interests. Furthermore, culture is a norm encourage employees to be active and proactive in learning to adapt to change. These two big factors are influenced by the environment dynamic and high complexity.

Development technology as one of the icons of change throughout the world is also found as one of the possible factors influence *workforce agility* (dexterity power work). Individuals who have ability in digital field (digital competency), information systems, *Enterprise social media* (ESM), even *digital self efficacy*, has proven own dexterity power inclined work high, they are capable adapt and emerge various solution using his abilities For face various changes that occur in the organization. They are also said more Ready in accept turmoil from changes the (Bala et al., 2019; Lai et al., 2021; Maran et al., 2022; Nadzim & Halim, 2022).

Table 2 shows a number of journal study regarding the consequences of *workforce agility*. An agile workforce is an important part of an organization's overall agility strategy. The ability to anticipate change, adapt to change proactively, rise quickly and adapt to change, communicate across functions, and be flexible are all characteristics of an agile workforce (Appelbaum et al., 2017; Omidvar et al., 2021; Qin & Nembhard, 2010). Agile workers are not only able to adapt to sudden changes, but are also able to adapt to take advantage of these changes (Chonko & Jones, 2005). The talents needed are those who have Agile, Assertive, Persistent, Collaborative and Continuous skills to learn, forget and relearn competencies (Sya & Mangundjaya, 2020). In the health service organization sector, *workforce agility* can help in facing change by increasing work innovation and proactive initiatives as should be done by health service organization staff such as doctors, nurses, etc. (El-Sayed et al., 2022).

Recent and previous research has shown a lot that *workforce Agility* provides various benefits both for individual growth of the workforce, as well as benefits for the organization. Research Petermann & Zacher (2022) states that *workforce agility* influence on performance, innovative performance, *organizational citizenship behavior*, job satisfaction, and employee welfare. Apart from that, *workforce agility* is also positively correlated with *innovativeness work behaviour* (Alabood & Manakkattil, 2023; El-Sayed et al., 2022), *work performance* (Braun et al., 2017; Karuniawati & Sumaryono, 2021; Novriyan et al., 2023; Plonka, 1997; Sherehiy & Karwowski, 2014; Wahjunianto Management et al., 2022), adaptive and contextual performance (Revutska & Maršíková, 2021), *Organizational citizenship behaviour* (Simatupang et al., 2023), *Work Engagement, Adaptive performance* (Saptarini & Mustika, 2023), and *Organizational performance* (Khan & Wisner, 2019; Makori et al., 2022), including increased job satisfaction (Melnik & Maurer, 2006), increased well-being, (Braun et al., 2017; Mannaro et al., 2004), more creativity, adaptability, and (Dyer & Shafer, 2003) internal efficiency (Alabood & Manakkattil, 2023) An agile workforce is described as

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more responsive and competent, and better able to adapt to new environments and (Breu et al., 2002; Zhang & Sharifi, 2000; Petermann & Zacher, 2022)

Apart from that, the organization focuses on *workforce development Agility* will help employees get used to dealing with uncertainty because the organization creates a supportive environment for workers (Doeze Jager-van Vliet et al., 2019). Sherehiy & Karwowski (2014) argue that for small organizations, *workforce Agility* is about how people achieve, and the potential to acquire new skills, innovate and understand their careers. *Workforce agility* impacting organizational behavior broadly, bringing about the changes necessary to drive innovation in the workplace (Alabood & Manakkattil, 2023). Workforce agility management can enable organizations to achieve their goals through innovative behavior (Muduli, 2017).

CONCLUSION

Based on review of 29 journals that have been done, can concluded that the reality that many organizations from various sectors face unexpected things and dynamic changes means that organizations must be able to anticipate these changes in order to survive and remain competitive. *Workforce agility* described as certain abilities, attitudes, and a certain set of behaviors required by workers in the perspective of dynamic changes in the organizational environment. organizations that focus on *development workforce agility* will help employees get used to dealing with uncertainty because the organization creates a supportive environment for workers. Therefore that 's important for organization for know factors What only you can increase dexterity power work.

Review results systematic this serve various consequences and antecedents that influence *workforce agility*. *Workforce agility* does not only give contribution to development company and capabilities company in face various change as well as can anticipate various possibility, but also provide benefit for employees, like can increase satisfaction work, grow *engagement*, increase *self efficacy*, giving rise to behavior *innovative*, and also improve *organizational citizenship behavior*.

Study It also provides suggestions on future research come for consider various variable other. Under review systematic This there is journal research that uses method qualitative, share researcher furthermore can explore with the same variable However use different approach like approach quantitative. Exploration empirical about topic *workforce agility* still very limited, some variables discussed in this review too limited For researched, so researcher furthermore can use various mentioned variables in review systematic This For continued with research in various different and deeper context. Writer hope article this can beneficial give information as reference other interested researchers medal variable *workforce agility*.

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Conflict of Interest

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