

Identify the Factors that Influence Workforce Agility in the Post Covid-19 Pandemic Era : A Systematic Literature Review

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Abstract:- Currently, organizations face a dynamic situation due to the VUCA era (volatility, uncertainty, complexity and ambiguity). This has resulted in a lot of research trying to introduce the concept of agility in responding to environmental changes that are required quickly in an organization. During the past Covid-19 period it had many very serious impacts on fundamental elements in people's lives in general, starting from the economic sector to the overall environment. One of the key skills for being an effective manager is having agility. Required agility is a skill that helps manage change and uncertainty. The role of agility itself cannot be separated from Workforce Agility because this is considered to be a character and skill that is felt to have very important things that must be possessed by employees who work in an ever-changing environment. This research is research based on a systematic literature review. The results of a systematic literature review in this research found many factors that influence workforce agility, namely drivers, practices, strategies towards results (workforce agility), managerial curiosity about the problems faced by subordinates so that superiors can be active listeners; tolerance for ambiguity; learn from past problems; planning each job carried out including suitability of the type of work with the employee's abilities; readiness to anticipate problems that may arise during the work implementation process; courage in taking risks for progress; trust between members of the organization and between superiors and subordinates as well as work quality factors, organizational learning and psychological empowerment; entrepreneurial leadership and organizational learning; social capital, proactive e-business and collaborative knowledge creation; responsiveness, speed, resilience, learning, adaptability and collaboration which impact an employee's agility.

Keywords:- Workforce Agility, Covid-19 Pandemic.

I. INTRODUCTION

Recently, research on the theme of human resource management stated that there is a tendency to start with an introduction, namely that organizations are facing a situation that is constantly moving due to the VUCA era. VUCA stands for volatility, uncertainty, complexity, and ambiguity. So, the definition of VUCA is a situation that occurs in a business environment that is experiencing turmoil or volatility, uncertainty, complexity and ambiguity. Volatility

is categorized as a driver of rapid change in all situations in society in general, economics and politics. Uncertainty is the difficulty of predicting problems and events that are occurring. Complexity is a very complicated situation because many things are difficult to resolve. Finally, ambiguity is a state that feels uncertain, and clarity is still problematic (Codreanu, 2016). Organizations have realized that they must continue to respond to a dynamic and competitive environment to survive (Muduli 2015). This prompted a group of researchers to introduce the concept of Agility in industry as a means of responding to rapid environmental changes. Agility is considered the ability to take opportunities actively, respond quickly to changes, especially rapid and unpredictable changes.

The Covid-19 pandemic crisis has greatly affected various important aspects of society, the economy and the environment. Organizations, businesses and industries undertaking important projects are feeling the impact. This has led to major changes in the way organizations and project management operate, with an emphasis on flexibility as part of a wider strategy. Normal (Sonjit, P., Dacre, N., & Baxter, D. 2021). The COVID-19 pandemic is accelerating change in organizations towards the future of work. Now, everyone is more skilled at collaborating globally and using technology for work. Organizations need to adapt to this new way to face the future. (Malhotra, A. 2021). Work motivation is the core of organizational culture. It is time for us to review motivation theories to anticipate the future of work. (Steers, Mowday, & Shapiro, 2004 in Malhotra, A. 2021). Although early theories of worker motivation often centered on extrinsic drives, it is necessary for future work theories to place greater emphasis on intrinsic drives. In addition to extrinsic factors such as fairness in job compensation, intrinsic drives can influence an individual's choices regarding work and coworkers. Attracting the right "intrinsically motivated" workers through the right intrinsic motivators will be important for organizations in the future (Malhotra, A. 2021). Therefore, workers' intrinsic motivation plays an important role in order to be better prepared to face the uncertain work situation after the Covid-19 pandemic.

Everything that is considered very important for a good manager is to have adequate abilities. These abilities can help in dealing with changes and uncertainty that can affect the results of current and future work activities. This means being able to adapt quickly to existing or possible situations.

Managers who can anticipate and adapt to changing circumstances quickly will most likely be successful in reducing uncertainty and risk or helping the company seize opportunities (Alexander, M. 2022). In the post-Covid-19 pandemic, a smart mindset has significant benefits. This is especially important because it provides rhythm to work and facilitates fast movement. With the pressure that COVID-19 is putting on all systems to react more quickly than usual, this smart approach makes sense and is necessary. (Brower, T. 2021).

The role of agility itself cannot be separated from Workforce Agility because Workforce Agility is considered one of the important characteristics and abilities that employees must have in working in a dynamic environment. Workforce agility is considered to be able to shape employees to be more active in adapting to a dynamic environment (Suri, 2021). Workforce Agility is also considered the observable workplace agility of an employee, rather than personality, tendencies, or attributes (Sya and Mangundjaya, 2020). Workforce Agility is a term that reflects an employee's ability to adapt to changes in their work environment. (Paul et al, 2020). Therefore, it can be concluded that Workforce Agility is seen as an important capability to respond to the current dynamic situation.

It cannot be denied that over the last few decades, empowerment as a human resource development perspective has brought many positive changes to employee performance. In conditions that continue to change, it is inevitable for organizations to utilize human resources appropriately. Considering this, one of the factors that contributes to organizational balance is employee empowerment (Fanodi, et all 2014). With optimal employee empowerment, it is hoped that a more agile workforce will be created, which will have an impact on improving organizational performance.

In his research, Munduli (2016) found that Psychological Empowerment mediated the relationship between organizational practices and employee work agility. In Muduli, A., Pandya, G. (2018). Psychological Empowerment, which involves meaning, autonomy, skills, and influence, is believed to support Workforce Agility. Research shows its importance for organizations in improving workforce agility.

Workforce Agility Study from Sohrabi, Asari and Hozoori (2014) and Muduli (2016) shows its relationship with organizational practices such as employee participation, organizational structure, organizational intelligence, and reward systems. One of the factors that plays a big role in *workforce agility* is an activity in Organizational Learning, the ultimate goal of which is to increase employee agility through development or training programs (Alavi et al., 2014; Muduli, 2016). Organizations with a learning environment can encourage their employees to be more open to new things and more proactive (Gong, Huang & Farh, 2009). A learning environment can encourage employees to be more open and innovative in seeking new ideas. Their knowledge and learning skills

increase their ability to adapt and respond to change (Alavi et al., 2014).

Research conducted by Putri & Mangundjaya (2020) Research shows that organizational learning is positively and significantly related to Psychological Empowerment, which is also positively and significantly related to Workforce Agility. Psychological Empowerment plays a regulatory role in the relationship between organizational learning and workforce agility. In research by Ekhsan M & Napitupulu, R (2020) talent management plays an important and significant role in increasing Employee Engagement. Employee Engagement, in turn, has a strong and positive impact on Workforce agility. The research results show that employees who feel tied to their work or responsibilities tend to show flexibility in their performance. Based on a theoretical framework and conceptual framework based on research conducted by Palanisamy, S. et al., (2021), this research shows the importance of Talent Farming towards strategic agility. Among the four dimensions, talent farming, talent recruitment and talent transfer show a significant positive influence on the strategic agility of Malaysian MSME manufacturing in the pandemic era.

The idea of workforce agility has become a topic of discussion as an important element in creating flexible organizations. Despite increasing recognition of the importance of workforce agility in enhancing competitiveness, a structured study approach to this concept is needed. Several previous studies have reviewed factors that can increase workforce agility and variables that influence it moderately. Today with the global crisis at hand, companies are faced with the challenge of managing the shift to agility in the context of technical, physical and socio-psychological changes in the workplace and society. With this shift, it is necessary to carry out further research to understand the factors that most dominantly influence workforce agility in the post-Covid-19 pandemic period so that a more integrated understanding emerges.

This research aims to find factors that influence workforce agility after the Covid-19 pandemic. It is hoped that it can help HRD practitioners and HR management in designing practices that are appropriate to post-pandemic conditions. HR management's shift towards agility includes proactive anticipation, strategy formulation for various scenarios, strategic planning capabilities, and flexible response to ever-changing external forces. In addition, linking psychological empowerment with other organizational practices will support workforce agility in facing more dynamic work situations.

II. METHOD

Using PRISMA. Systematic review and meta-analysis (PRISMA). PRISMA requires detailed steps in selecting articles for research. This involves two main stages. First, determine the inclusion and exclusion criteria (eligibility criteria). Second, researchers take careful steps in searching for articles in predetermined databases (identification and filtering). In the journal feasibility study, researchers used

several inclusion and exclusion criteria, before finally obtaining 7 main journals for review. Inclusion and

exclusion criteria can be seen in Table 1 below:

Table 1 Inclusion and Exclusion Criteria

Criteria	Inclusion	Exception
Respondent Criteria	Company employees or members of civil service organizations, employees of state-owned enterprises, or employees of government agencies	Individual, person
Objective	Identify factors that influence workforce agility after the Covid 19 pandemic	There is no aim to look for factors that influence workforce agility after the Covid 19 pandemic
Language	Indonesian English	Apart from Indonesian and English
Keywords	Workforce agility, factors, Covid 19 pandemic, research in 2020 - 2022 after the declaration of the pandemic by WHO (9 March 2020)	Workforce agility, factors, but research the year before March 9, 2020
Research Approach	Quantitative, Mixed Methods	Qualitative

➤ The Following is the PRISMA Flowchart for this Research:

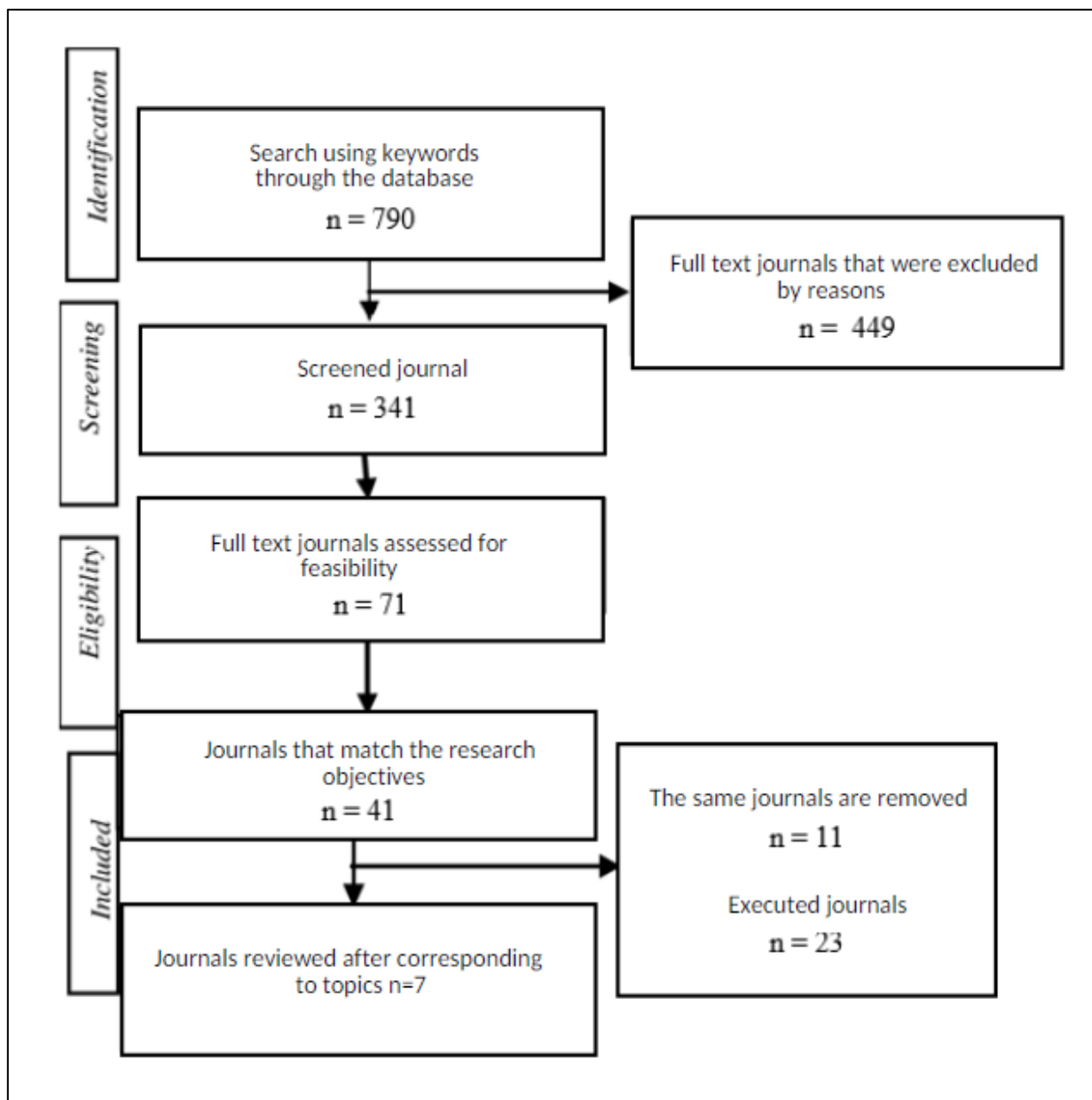


Fig 1 PRISMA Flow Diagram

III. RESULTS AND DISCUSSION**➤ Research Result**

There were 7 journals reviewed in this research. These journals are journals related to workforce agility during the Covid-19 Pandemic. The origins of state journals are not limited because the Covid-19 Pandemic was felt in almost all countries in the world. Of the 7 journals reviewed, 1 journal came from Iran, 1 journal from the United States, Spain and India, and 3 journals from India. All journals are research journals with a quantitative approach and mixed methods in accordance with the inclusion criteria used in this research.

Table 2 Systematic Literature Review Results from 7 Journals Reviewed

No	Writer	Research purposes	Participant, N	Country	Research design
1	Hamidreza Denghan (2020)	Identify the dimensions that shape Workforce/Agility	N = 300, staff and managers in various ports and companies in the Iranian Maritime sector	Iran	Quantitative Research with data analysis techniques in the form of confirmatory factor analysis (second order CFA analysis)
2	Storme, et al (2020)	Identify factors that influence workforce agility from a psychological perspective	N1 = 808, members of the online labor marketplace Microworkers in the United States (fill in the questionnaire), N2 = 11 are Workforce Agility professionals (interviewed)	United States of America	Mix method research, a quantitative approach equipped with data analysis techniques in the form of SEM, while the analysis technique used in the qualitative approach is triangulation of interview data.
3	Derryna Nadhira Putri & Wustari L. Mangundjaya (2020)	examines the relationship between organizational learning and workforce agility in Indonesia	N = 138, employees of commercial companies in Indonesia	Indonesia	Quantitative research with analytical techniques in the form of SEM analysis
4	Zulvia KHALID* and Panca Maulana FIRDAUS (2021)	Testing the mediating role of empowerment on the influence of entrepreneurial leadership on workforce agility	N=200, workers working in small-scale SME industries	Indonesia	Quantitative research with analytical techniques in the form of SEM analysis
5	Khaled Saleh Al-Omouh (2020)	Testing the influence of social capital and knowledge collaboration on company agility during the pandemic	N=198, staff and managers of pharmaceutical, medicine, health equipment, cleaning materials and food companies	Spanish	Quantitative research with analytical techniques in the form of SEM PLS analysis
6	Pratiksha Tirkey	Identify the factors influencing a company's agility during the Covid pandemic, when most countries implemented lockdowns	N=210, workers in several industrial companies in various sectors in India	India	Multiple Linear Regression Analysis
7	Albert Surya WANASIDA (2021)	Analyzing the influence of business capability, information quality, innovation capability on company agility and company performance during the Covid 19 pandemic	N=76, company employees from various company sectors in Indonesia	Indonesia	Quantitative research uses IPMA and SEM PLS methods

Hamidreza et al.'s (2020) research is one of the studies that examines the dimensions of creating a Workforce Agility company during the Covid-19 era. Based on the results of research conducted on 300 staff and managers of Maritime sector companies in Iran, the results showed that actors (those in control, such as managers and company leaders), the practices carried out in the company, the strategies carried out by the company and the implementation of the results were factors building agility in the company. Using a quantitative approach, the results of confirmatory factor analysis (CFA second order analysis) show that there is a significant influence between company strategy and HR practices in the company on workforce agility in the company. Good company strategy and good HR practices have been proven to increase the agility of the company's workforce, this is because each organization has unique and specific characteristics, especially in difficult times such as when the organization is experiencing a flow of change, or when the company is required to carry out change. able to define a series of specific activities that can be implemented to develop the company's workforce so they can work agilely (Dyer & Shafer, 1998).

In several previous studies, in an effort to form an agile company, researchers have tried to identify activities that support workforce agility. The research results show that it turns out that activities such as combining training and development, staff placement, positive information sharing practices support workforce agility, designing quality work for HR, providing motivation in the form of rewards and promotions with all promotion regulations, evaluating work structures, improving performance management and

improving power sharing practices has been proven to increase the agility of the company's workforce (Dyer & Shafer, 1998; Muduli, 2013; Sumukadas & Sawhney, 2004). This research was later confirmed by Hamidreza, et al (2020) During the Covid-19 pandemic, it is important to ensure that the activities carried out remain consistent in increasing workforce agility. In this research, all these activities are grouped into four main factors: drivers, strategies, practices, and results. The aim is to ensure the continued effectiveness of activities in increasing workforce agility during the Covid-19 pandemic. The research results of Hamidreza, et al (2020) show that drivers (company controllers) are proven to be a significant factor influencing the work agility of company employees. The research results also show that HR practices are a factor that influences the work agility of company employees. agility. Apart from drivers and practices, the strategy implemented by the company is also a supporting factor for workforce agility. However, what needs to be emphasized is the influence of drivers on workforce agility. In this research, it was found that drivers cannot influence workforce agility directly without being mediated by HR practices and company strategy, meaning that even though the control holder is good. in leading the company, but in this pandemic era, leadership alone is not enough to face existing changes, companies need to have an effective strategy in dealing with the company and HR in the company must carry out work practices including making lots of work innovations so that the company becomes more resilient in facing these changes. A model of the relationship between drivers, practices, strategies and results (workforce agility) can be seen in Figure 1.

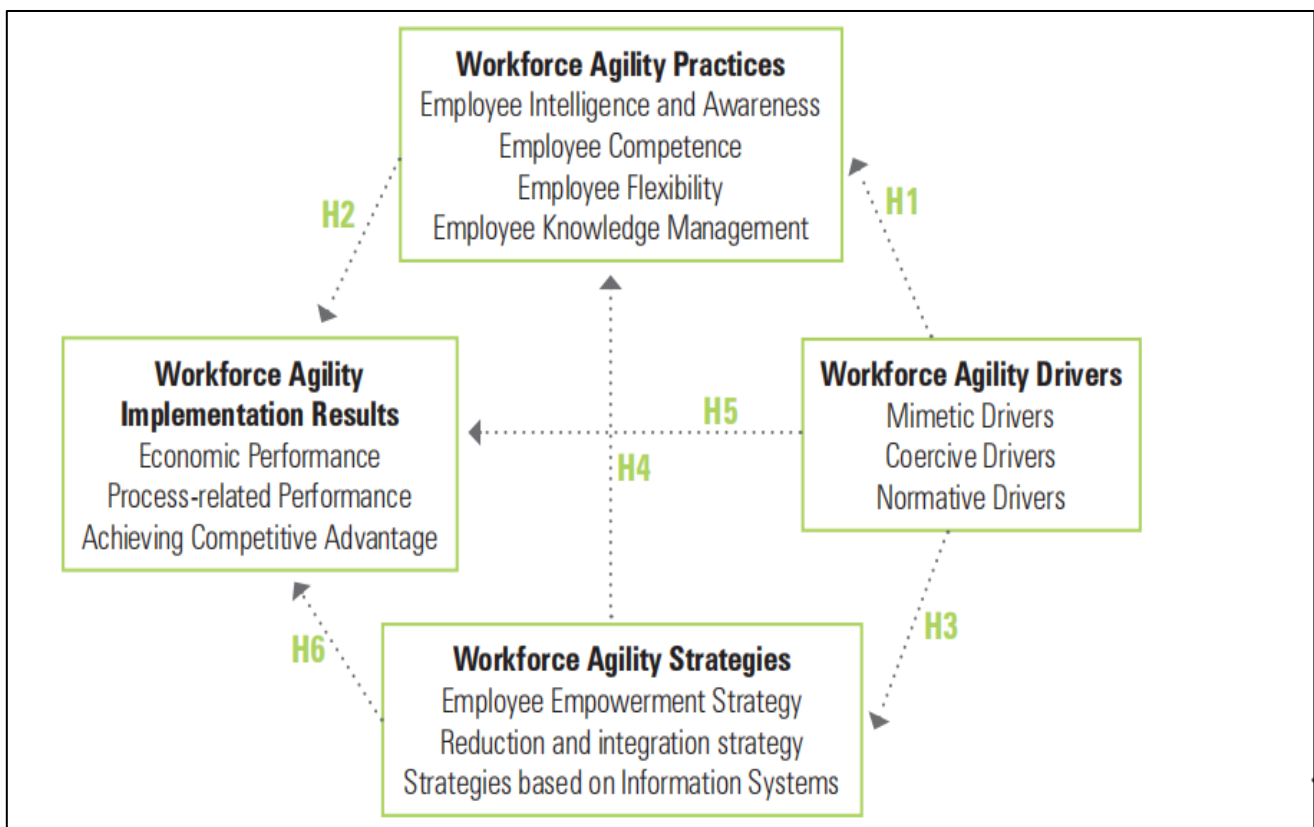


Fig 2 Conceptual Research Model of Hamidreza, et al (2020)

Apart from the research results of Hamidreza, et al (2020), Storme, et al (2020) have also conducted research related to workforce agility during the Covid-19 pandemic. In his research which aims to identify factors that influence workforce agility from a psychological perspective, the results show that the 8 factors observed in this research are proven to be factors that influence company workforce agility during the Covid-19 Pandemic. These eight factors are related to suitability of the division of tasks with employee abilities; managerial curiosity about the problems faced by subordinates so that superiors can become active listeners (1); tolerance for ambiguity (2); learn from past problems (3); planning each job carried out including suitability of the type of work with the employee's abilities (4); readiness to anticipate problems that may arise in the work implementation process (5); courage in taking risks for progress (6); trust between members of the organization and between superiors and subordinates (7) and work quality (8). The implications of the results of this research are more on

the psychological side of employees, the 8 factors found can be utilized by companies during the employee recruitment process and when guiding and training employees.

The difference between the research of Hamidreza, et al (2020) and Storme, et al (2020) lies in the aspects highlighted. Hamidreza, et al.'s (2020) research focuses more on company management or more on the strategies that companies need to implement, while Storme, et al.'s (2020) research focuses more on the psychological side of employees so that it will be more beneficial for the company. during the employee selection process, employee training and employee mentoring. Figure 2 shows the research results of Storme, et al (2020), as in the table, 8 factors are proven to significantly increase employee workforce agility, job self-efficiency and work-related curiosity are the strongest factors. in influencing workforce agility, while ambiguity tolerance is the lowest factor influencing workforce agility.

Table 3 Research Results of Storme, et al (2020)

Psychological antecedent	Workforce agility (Muduli, 2017)	Workforce agility (Liu et al., 2015)
Job-related curiosity	.84**	.80**
Active listening	.72**	.74**
Ambiguity tolerance	.09*	.09*
Learning from past mistakes	.74**	.79**
Anticipation and planning	.74**	.73**
Job self-efficacy	.82**	.82**
Risk-taking	.52**	.48**
Trust	.48**	.44**

Derryana Nadhira Putri's research (2020) also examined workforce agility and during the Covid-19 pandemic, businesses experienced increasingly fierce competition in the market. Companies must innovate and be ready to face change. The company's success depends on unique business capabilities that consumers like. This requires companies to continue to innovate in products and production processes. Apart from being adaptive and innovative, companies must also be ready to accept all changes due to the Covid-19 pandemic. The research results presented by Derryana Nadhira Putri Research (2020) actually tend to be corporate managerial in nature, but the psychological side is also present in the results of this research, namely the adaptive and innovative attitude of HR. Psychologically, HR must realize that the Covid-19 pandemic has changed various structures, including the business landscape. Human resources in facing the crisis caused by this pandemic must

have high self-efficacy to be able to innovate and adapt to existing changes.

Figure 3 is a conceptual model from Derryana Nadhira Putri's Research (2020). The results of his research on 138 employees of commercial companies in Indonesia show that there are 2 important factors that influence workforce agility, namely organizational learning factors and psychological empowerment factors. Based on the results of this research, organizational learning has 4 measurement dimensions, namely commitment to continuous learning, sharing knowledge, open-mindedness which will then accept any changes that occur and then try to adapt and a vision to share both problems, solutions and experiences between members of the organization. Meanwhile, psychological empowerment has 4 measurement dimensions, namely meaning, competence, impact and self-determination.

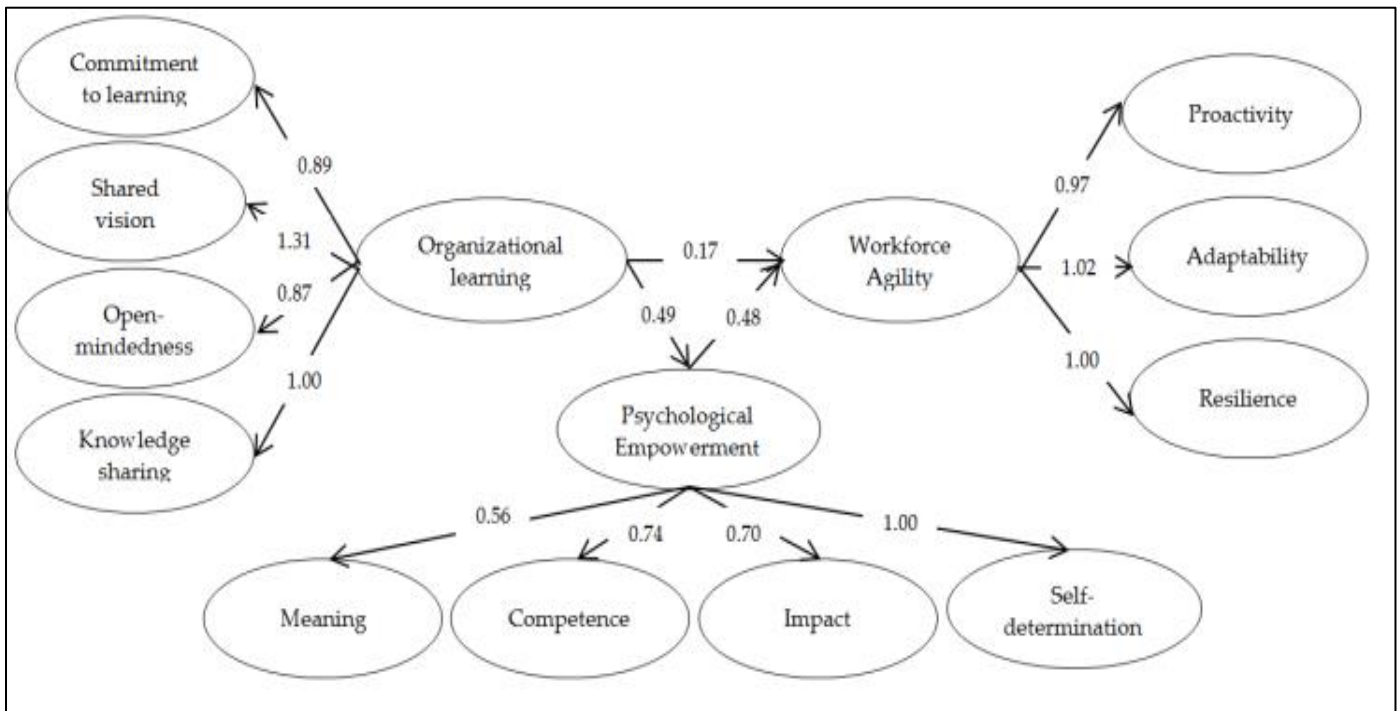


Fig 3 Derryna Nadhira Putri's Conceptual Research Model (2020)

The next research is research by Zulvia Khalid and Panca Maulana Firdaus (2021) It is important for companies to adapt to changes amidst the Covid-19 pandemic. Research on 200 workers in the small-scale SME sector highlights the need for high workforce agility so that companies can continue to develop in the conditions of this pandemic. Based on the research results, it was found that entrepreneurial leadership and organizational learning are factors that have a very significant influence on workforce agility. By using Structural Equation Modeling (SEM) analysis techniques, the research results show that entrepreneurial leadership and organizational learning have a significant effect on the agility of the company's workforce. Apart from that, the results of this research also show that organizational learning is a very good mediator of the indirect influence of entrepreneurial leadership on workforce agility.

Figure 4 is a conceptual model from research by Zulvia Khalid and Panca Maulana Firdaus (2021). The research results show that entrepreneurial leadership and organizational learning have a significant influence on workforce agility, with both recognized as highly influential factors in substantially increasing workforce agility. The coefficient of the entrepreneurial leadership pathway (EL) on workforce agility is 0.31, lower than the coefficient of the organizational learning pathway (OL) on corporate workforce agility (0.44). The results of the mediation test using the Sobel Test show that organizational learning can mediate the influence of entrepreneurial leadership on workforce agility, meaning that to obtain a high level of workforce agility, the entrepreneurial leadership carried out must be able to support organizational learning and good entrepreneurship. leadership will support high-level organizational learning. This will further support the high level of employee workforce agility in the company.

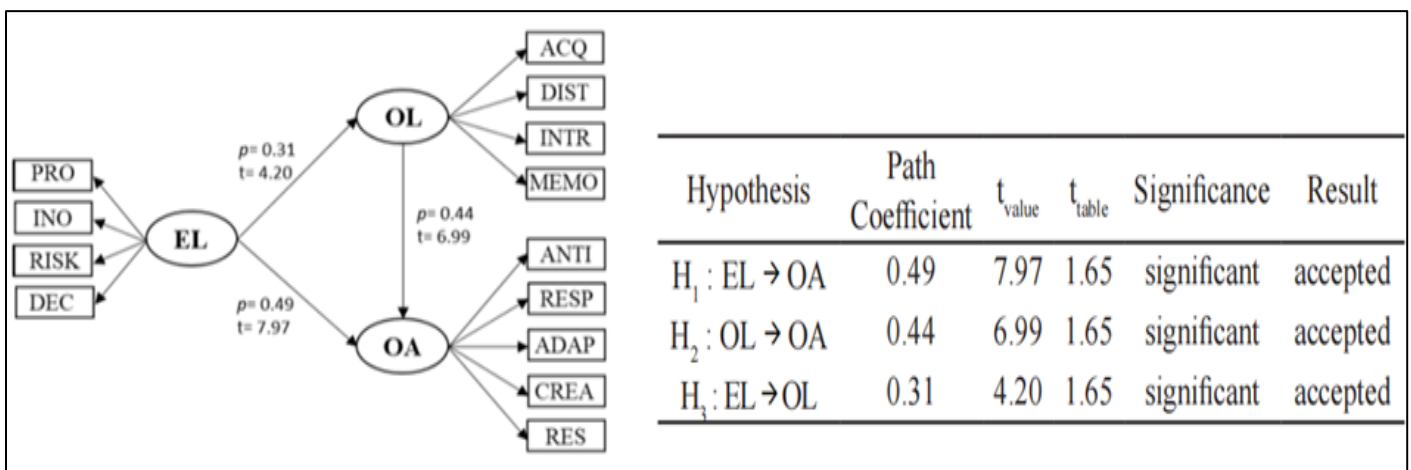


Fig 4 Research Results of Zulvia Khalid and Panca Maulana Firdaus (2021)

The results of the next research are the results of research by Khaled Saleh Al-Omouh (2020). In research conducted on 198 staff and managers of pharmaceutical, drug, medical equipment, cleaning materials and food companies, the results showed that social capital, e-business proactivity and collaborative knowledge creation were

factors that influenced organizational agility during the pandemic. COVID-19. The results of this research, which are also seen in Figure 5, show that proactive e-business is a strong mediator in the relationship between social capital and collaborative knowledge creation on workforce agility.

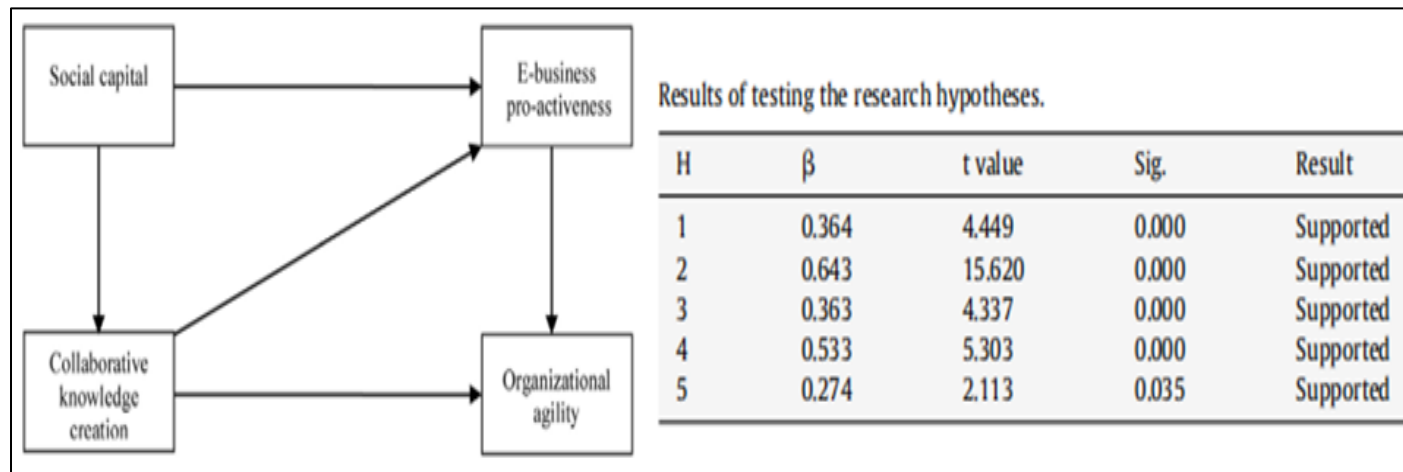


Fig 5 Research Results of Khaled Saleh Al-Omouh (2020)

Tirkey, P (2020) In the research carried out with the aim of identifying factors that influence company agility during the Covid pandemic in countries implementing lockdowns, the results show that several individual factors have a significant role in determining the agility of a company's workforce. employees, these factors are responsiveness, speed, resilience, learning, adaptability, and collaboration which have an impact on an employee's agility.

- Responsiveness in this research is defined as the responsiveness of human resources in accepting any changes. HR must always be responsive to changes, such as changes in the business market they run or changes in fluctuating consumer demand in the pandemic era.
- Speed in this research is defined as an individual's speed in capturing changes that occurred during the Covid-19 pandemic, then the speed of human resources in responding or preparing plans that they feel can overcome the existing changes.
- Resilience in this research is defined as an individual's ability to get up and recover when things do not go as expected. Many companies experienced an economic downturn during the pandemic. Human resources in the company must have high resilience so that even if the company experiences a downturn in the economy due to the Covid pandemic. -19, they can still recover together with a jointly developed strategy so that the company can recover after being affected by Covid-19.
- Learning, in this research is defined as an individual's willingness to continue learning. Since Covid-19, many new things need to be done so that the company can survive, in this case the management needs to continue to learn to be able to continue to lead the company well even though there is a crisis during the pandemic, as well as HR needs to continue to learn to find various

innovations that can help companies recover from adversity.

- Adaptability is more related to the ability of human resources to adapt to the new order due to the Covid-19 pandemic, new policies from the government have changed the existing order quite a lot, without good adaptability, employee workforce agility will be very low so that business efforts will not survive long.
- Collaboration which has an impact on an employee's agility is related to cooperation between employees. This is important in the pandemic era. Innovation ideas will be formed when the company's human resources collaborate well with each other. Good collaboration will produce innovations that are useful for companies in facing the Covid-19 pandemic. From collaboration, the right strategy can also be formed so that the company is better prepared to face changes in the existing order.

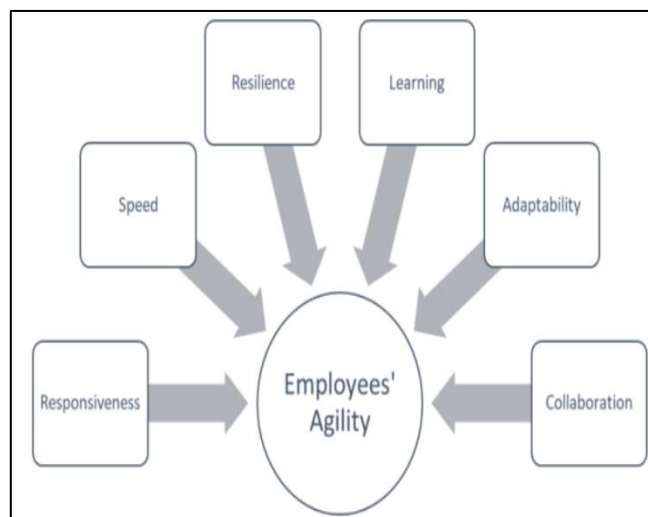


Fig 6 Pratiksha Tirkey's Research Conceptual Model (2020)

Research by Wanasida, A (2021) also discusses workforce agility during the Covid-19 pandemic. The aim of this research is to examine the influence of business capability, information quality, innovation capability on company agility and company performance during the Covid 19 pandemic. In research conducted on 76 company employees from various company sectors in Indonesia, the results show that information quality and ability Innovation is a factor that greatly influences workforce agility. Apart from that, the research results also show that business analysis capabilities can have an indirect influence on

organizational agility but need to be mediated by information quality and innovation capabilities.

The conceptual model following the SEM PLS analysis results in Figure 7 shows the results that the ability to innovate is the factor that most strongly influences organizational agility with a path coefficient of 0.485, while information quality is the second factor that can also influence organizational agility with a path coefficient of 0.431.

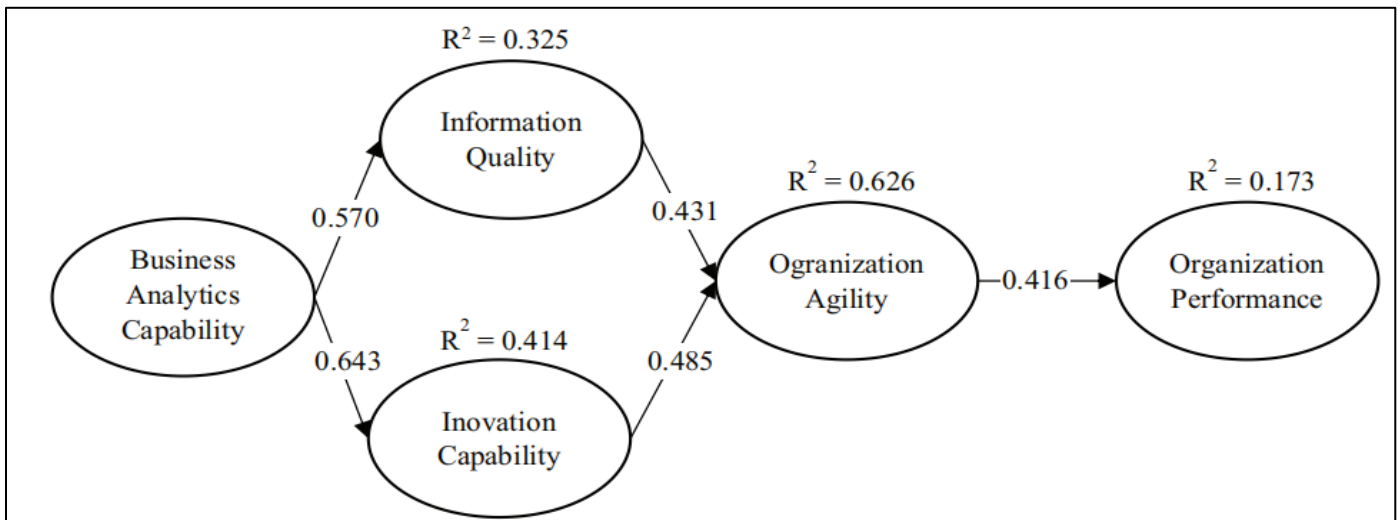


Fig 7 Conceptual Model and Research Analysis Results Wanasida, A (2021)

➤ Discussion

The results of the systematic literature review carried out in this research found quite a lot of factors that can influence workforce agility. These factors can come from the company itself and can also come from individual human resources (HR psychology factors). The research results of Hamidreza, et al (2020) show that there are factors from the company side that can influence the agility of the company's human resources workforce, which are classified into 4 categories, namely drivers, practices, strategies for results (Workforce agility).).Meanwhile, the research results of Storme, et al (2020) found 8 factors which are conative antecedents of workforce agility, namely managerial curiosity about the problems faced by subordinates so that superiors can then become active listeners (1); tolerance for ambiguity (2); learn from past problems (3); planning each job carried out including suitability of the type of work to the employee's abilities (4); readiness to anticipate problems that may arise during the work implementation process (5); courage in taking risks for progress (6); trust between members of the organization and between superiors and subordinates (7) and work quality (8). The implications of the results of this research are more on the psychological side of employees. Research by Putri, D (2020) found 2 factors that influence workforce agility in the pandemic era, namely organizational learning factors and psychological empowerment factors. Meanwhile, research by Khalid and Firdaus et al (2021) found 2 factors that influence workforce agility, namely entrepreneurial leadership and organizational learning. Apart from that, Khaled Saleh Al-Omouh's

research (2020) also found 3 factors that influence workforce agility, namely social capital, e-business proactivity, and collaborative knowledge creation. Likewise, in Tirkey's research, P (2020) found 6 factors. Individuals that influence workforce agility are responsiveness, speed, resilience, learning, adaptability, and collaboration which have an impact on an employee's agility.

The results of this research show that the Covid-19 pandemic has had a major impact on the company's business continuity. In order for a company to survive, the agility of the HR workforce in the company must be strong. In this effort, the results of this research can be used as a reference for companies to develop strategies to face all the changes that occur after the Covid-19 pandemic.

IV. CONCLUSION

The results of the systematic literature review conducted in this research identified a number of factors that influence workforce agility. These factors can come from both the company itself and from individual aspects in Human Resources (HR), which involve individual psychological factors. Some of these factors include drivers, practices, and strategies for achieving work agility, as well as managerial interest in the problems faced by subordinates, thereby enabling them to be active listeners; tolerance for ambiguity; learn from past problems; planning each job carried out including suitability of the type of work with the employee's abilities; readiness to anticipate

problems that may arise in the work implementation process; courage in taking risks for progress; trust between members of the organization and between superiors and subordinates and the quality of work. Apart from that, 2 factors were also found that influence workforce agility in the pandemic era, namely organizational learning factors and psychological empowerment factors. The 2 factors found again were entrepreneurial leadership and organizational learning and the 3 factors found again were social capital, e-business pro-activity and collaborative knowledge creation. Apart from that, 6 individual factors were also found, namely responsiveness, speed, resilience, learning, adaptability and collaboration which had an impact on an employee's agility.

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