

WORKFORCE AGILITY: A MULTIDIMENSIONAL INTEGRATIVE FRAMEWORK FOR DYNAMIC BUSINESS ENVIRONMENTS

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Abstract. Organisational survival is often perceived through the lens of resilience in a business landscape marked by disruption, volatility, and rapid digital transformation. Resilience is fundamentally reactive, while workforce agility prioritises anticipation, adaptation, and the proactive reorganisation of human capital to thrive in uncertain environments. Nonetheless, resilience facilitates recuperation. This paper argues that resilience alone is inadequate in dynamic environments and defines workforce agility as the next frontier of strategic capability. The paper constructs a comprehensive framework of workforce agility that surpasses resilience by integrating the Resource-Based View, Dynamic Capabilities Theory, and the Job Demands–Resources model. The essential components that define an agile workforce consist of four interconnected dimensions: cognitive agility, behavioural agility, emotional agility, and learning agility. The framework asserts that workforce agility is a dynamic capability enabled by agile HR practices, adaptive leadership, and innovative organisational cultures. This methodology produces results including future preparedness, ongoing innovation, and enduring adaptability. This perspective differentiates agility from resilience and flexibility, thereby enhancing theoretical discussions in human resource management and organisational behaviour, while also providing practical insights for policymakers and leaders. This paper highlights the significance of workforce agility as a critical element for organisations operating in volatile environments, positing it as the ability to convert disruption into transformation. Future research directions are outlined to empirically validate the framework and examine workforce agility across diverse cultural, technological, and industrial contexts.

Keywords: *workforce agility, resilience, dynamic capabilities, human capital, organizational adaptability, learning agility*

Introduction

In volatile, uncertain, complex, and ambiguous (VUCA) environments, organisations increasingly prioritise workforce agility as a crucial capability for managing disruption, technological change, globalisation, and geopolitical instability (Alviani et al., 2024). In contrast to conventional stability-oriented models, workforce agility prioritises proactive adaptation, foresight in the face of change, and the capacity for innovation amidst uncertainty (Petermann and Zacher, 2022). Workforce agility is differentiated from analogous concepts such as resilience and flexibility. Resilience chiefly pertains to recuperation from hardship, whereas flexibility frequently signifies reactive adaptation

or modification (Petermann and Zacher, 2022; Sherehiy and Karwowski, 2007). Conversely, workforce agility empowers individuals and organisations to foresee disruptions, adapt rapidly, and proactively generate opportunities through innovative responses (Alviani et al., 2024). This multifaceted ability includes behavioural, cognitive, and educational components. It encompasses the ability to embrace and leverage change, make swift decisions amid uncertainty, collaborate efficiently, reflect iteratively, and participate in ongoing learning (Petermann and Zacher, 2022). Empirical evidence associates agile workforces with superior organisational outcomes, such as increased responsiveness to market fluctuations, elevated employee engagement, enhanced innovation, and improved overall performance (Nguyen et al., 2025; Athamneh and Jais, 2023).

At the individual level, determinants of workforce agility encompass psychological factors such as tolerance for ambiguity, self-efficacy, curiosity, and receptiveness to learning from errors (Storme et al., 2020). These engage with organisational enablers, such as supportive leadership (e.g., transformational styles that cultivate psychological safety and autonomy), agile human resource management practices (e.g., competency-based training, flexible job design, adaptive performance evaluation), and adaptive organisational cultures that encourage continuous learning and risk tolerance (Alviani et al., 2024; Athamneh and Jais, 2023). The COVID-19 pandemic significantly demonstrated the importance of workforce agility, as organisations and employees swiftly adjusted to remote work, supply chain interruptions, and expedited digital transformation (Nguyen et al., 2025). Agile individuals exhibited superior stress management and facilitated ongoing innovation amidst uncertainty, consistent with the Job Demands–Resources (JD-R) model, which identifies agility-related resources as mitigators of demands while improving engagement and performance (Petermann and Zacher, 2022). Despite growing recognition, the notion of workforce agility suffers from conceptual fragmentation, inconsistent definitions, diverse measurement approaches, and differing theoretical frameworks, which collectively obstruct comparability among studies, hinder the advancement of cumulative knowledge, and restrict practical applicability in dynamic organisational environments (Alviani et al., 2024; Hatunoğlu, 2024; Petermann and Zacher, 2022; Tessarini Junior and Saltorato, 2021). Some studies consider it an individual trait or skill set (e.g., proactivity, adaptability, resilience at the employee level), while others view it as an organisational dynamic capability or multilevel phenomenon involving systemic enablers, resulting in ongoing discussions regarding its boundaries, dimensionality, and operationalisation (Nguyen et al., 2025; Alviani et al., 2024; Walter, 2021).

This paper presents a thorough, multidimensional conceptual framework for workforce agility to rectify these shortcomings and enhance theoretical consistency. Grounded in the Resource-Based View, which highlights human capital as a strategic, valuable, rare, inimitable, and non-substitutable asset for competitive advantage, Dynamic Capabilities Theory, which focuses on identifying emerging opportunities, rapidly reconfiguring to seize them, and transforming organisational resources in volatile environments, and the Job Demands-Resources model, which underscores agility as a personal and organisational resource that mitigates high demands while enhancing motivation, engagement, and performance, the framework posits workforce agility as an essential human capital capability for maintaining organisational competitiveness in turbulent contexts (Alviani et al., 2024; Moh'd et al., 2024; Ajgaonkar et al., 2022; Petermann and Zacher, 2022). It integrates personal attributes

(e.g., psychological traits, learning orientation, digital proficiency), organisational supports (e.g., agile HRM practices, empowering leadership, supportive culture), and technological tools (e.g., digital platforms, AI instruments) as interrelated, mutually reinforcing components that interact across individual, team, and organisational levels to facilitate proactive adaptation and transform uncertainty into strategic advantage (Ajgaonkar et al., 2022; Walter, 2021). This framework integrates disparate perspectives and provides a comprehensive lens that enhances theoretical understanding in human resource management and organisational behaviour. It clarifies the construct's positioning, antecedents, and outcomes while offering practical guidance for leaders, HR professionals, and policymakers aiming to develop agile human capital as a vital source of long-term competitiveness, resilience, and sustainability amid rapid disruption.

Literature review

Defining workforce agility

The concept of workforce agility has garnered significant academic interest in the last ten years, underscoring its increasing relevance for organisations functioning in volatile, intricate, and swiftly evolving contexts (Alviani et al., 2024; Petermann and Zacher, 2022). Workforce agility is defined as the capacity of individuals to effectively perceive, respond to, and adapt to changing conditions while proactively innovating to seize emerging opportunities (Alviani et al., 2024; Petermann and Zacher, 2022). Initial definitions associated agility with multitasking abilities; however, the concept has progressed to highlight adaptability (reactive change adjustment), proactivity (anticipatory and initiative-driven actions), and resilience (recovery from setbacks), which are now recognised as fundamental components (Alviani et al., 2024). Academics differentiate workforce agility from similar concepts like resilience and flexibility. Resilience primarily emphasises recovery and resurgence following adversity, while flexibility typically entails adaptive or incremental modifications in response to external demands (Petermann and Zacher, 2022; Sherehiy and Karwowski, 2007). Conversely, workforce agility is defined by the anticipation of change, proactive involvement, and a heightened focus on innovation and opportunity generation rather than simple reaction or recovery (Alviani et al., 2024; Petermann and Zacher, 2022).

Recent systematic reviews confirm that workforce agility is a complex construct functioning at various levels: individual (e.g., skills, competencies, psychological capital), organisational (e.g., HRM systems, leadership, culture), and technological (e.g., digital infrastructures, AI, IT capabilities) (Alviani et al., 2024). Petermann and Zacher (2022) formulated an inductive taxonomy at the behavioural level, consisting of ten essential dimensions: (1) acceptance of change, (2) decision-making amidst uncertainty, (3) fostering transparency, (4) collaboration, (5) reflection, (6) user-centricity, (7) iteration, (8) testing, (9) self-organization, and (10) learning. These dimensions enable employees to respond to disruptions and excel in uncertainty through swift adaptation, innovative problem-solving, and ongoing enhancement. This multi-tiered and multidimensional framework establishes a basis for comprehending the functioning of workforce agility within and between organisations, connecting individual competencies with systemic facilitators to promote enduring adaptability in fluctuating environments (Alviani et al., 2024).

Personal antecedents of workforce agility

At the individual level, workforce agility is shaped by consistent psychological characteristics and essential competencies (Alviani et al., 2024; Storme et al., 2020). Storme et al. (2020) identified eight conative antecedents via mixed-methods research: curiosity, humble active listening, learning from mistakes, tolerance for ambiguity, risk-taking, anticipation/planning, trust in colleagues, and job self-efficacy. These characteristics augment employees' capacity to proactively adjust to change. A learning orientation and self-efficacy enhance experimentation and the recontextualization of challenges as opportunities (Petermann and Zacher, 2022). In the digital age, robust IT proficiency is crucial, facilitating swift adaptation to remote work, AI technologies, and hybrid systems by enhancing information processing and task autonomy (Lai et al., 2021). Excessive dependence on digital technologies may lead to technostress or cognitive overload, potentially compromising agility in the absence of sufficient well-being support (Alviani et al., 2024).

Organisational facilitators of workforce agility

Organisational facilitators are crucial for promoting workforce agility by implementing agile HRM practices, such as flexible job design, competency-based training, innovation-oriented rewards, employee involvement, and teamwork. These practices promote proactive and adaptive behaviours while enhancing psychological empowerment (Muduli, 2016). Empowering and transformational leadership that promotes psychological safety, autonomy, and experimentation (Athamneh and Jais, 2023) is also a critical factor. A supportive organisational culture that emphasises continuous learning, open communication, collaboration, and tolerance for risk is essential, while rigid hierarchies and excessive control impede agility (Athamneh and Jais, 2023). Additionally, organisational learning processes that facilitate knowledge sharing and rapid problem-solving are also essential (Muduli, 2016).

Technological catalysts of workforce agility

Digital technologies serve as significant catalysts for workforce agility by enhancing information flow, expediting decision-making, and facilitating collaboration (Lai et al., 2021). The utilisation of tools like AI, cloud platforms, data analytics, and digital infrastructures provide employees with predictive insights, real-time knowledge exchange, and increased task autonomy, facilitating quicker anticipation of changes and proactive responses (Lai et al., 2021). Information technology competency positively affects perceived task structure (e.g., autonomy), which subsequently fosters agile behaviours and innovation (Lai et al., 2021). Nonetheless, technology can be a double-edged sword: excessive dependence on digital tools may lead to technostress, cognitive overload, or fatigue, potentially diminishing agility rather than enhancing it, unless counterbalanced by well-being policies, training, and supportive mechanisms (Alviani et al., 2024). Consequently, technological infrastructures enhance workforce agility when synchronised with individual skills and organisational support, yet necessitate meticulous integration to prevent unintended adverse consequences.

Workforce agility and organisational results

Workforce agility is consistently associated with favourable organisational outcomes, such as increased innovation, performance, resilience, and competitive advantage (Franco and Landini, 2022). Agile employees propel product and process innovation by producing original ideas, swiftly adapting to customer demands, and demonstrating enhanced commitment and creativity (Franco and Landini, 2022). Empirical research indicates that agile workforces sustain operational continuity and promote innovation during crises, such as the COVID-19 pandemic, exhibiting enhanced responsiveness and resource reconfiguration. Workforce agility functions as a micro-foundation of dynamic capabilities, allowing organisations to identify opportunities, capitalise on them efficiently, and adapt resources in volatile environments, thus fostering enduring competitiveness and resilience. These findings establish workforce agility as a strategic necessity for organisational success in dynamic environments, rather than merely an HR issue.

Deficiencies in the literature

Considering the increasing research on workforce agility, several substantial gaps remain. Conceptual fragmentation persists as a significant problem, as research utilises inconsistent definitions, dimensions, and measurement methodologies that obstruct comparability and theoretical progress (Alviani et al., 2024; Petermann and Zacher, 2022). A significant portion of the literature emphasises favourable outcomes while neglecting potential drawbacks, including burnout, technostress, role overload, or identity strain arising from incessant adaptation demands (Alviani et al., 2024). Much empirical research depends on cross-sectional designs, restricting understanding of agility as a dynamic, evolving phenomenon over time (Petermann and Zacher, 2022). The relationship between human workforce agility and the adaptability of emerging machines, such as AI and automation, remains inadequately examined, despite its growing significance in hybrid human-technology settings (Alviani et al., 2024). Rectifying these deficiencies via longitudinal, multi-level, and interdisciplinary studies is crucial for enhancing both theoretical accuracy and practical implementation.

Results and Discussion

Proposed Conceptual Framework

The proposed framework defines workforce agility as a multidimensional, dynamic capability shaped by three interconnected drivers: (1) individual attributes (e.g., psychological traits, learning orientation, and digital competence), (2) organisational enablers (e.g., agile HRM practices, empowering leadership, and supportive culture), and (3) technological infrastructures (e.g., digital platforms and AI tools) (Alviani et al., 2024; Petermann and Zacher, 2022) (*Figure 1*). This integrative model amalgamates insights from the Resource-Based View (considering human capital as a strategic asset for sustained competitive advantage), Dynamic Capabilities Theory (highlighting the processes of sensing, seizing, and transforming resources in volatile environments), and the Job Demands–Resources (JD-R) model (framing agility as a personal and organisational resource that mitigates demands and enhances engagement and performance) (Alviani et al., 2024; Petermann and Zacher, 2022). The framework asserts that these drivers interact dynamically to influence workforce agility, which subsequently affects employee-level outcomes (e.g., well-being, engagement,

employability) and organizational-level outcomes (e.g., innovation, resilience, competitiveness). This model reconciles conceptual fragmentation and multilevel perspectives in the literature, fostering systemic alignment of individual development, cultural support, and technological enablement to convert uncertainty into opportunity (Alviani et al., 2024).

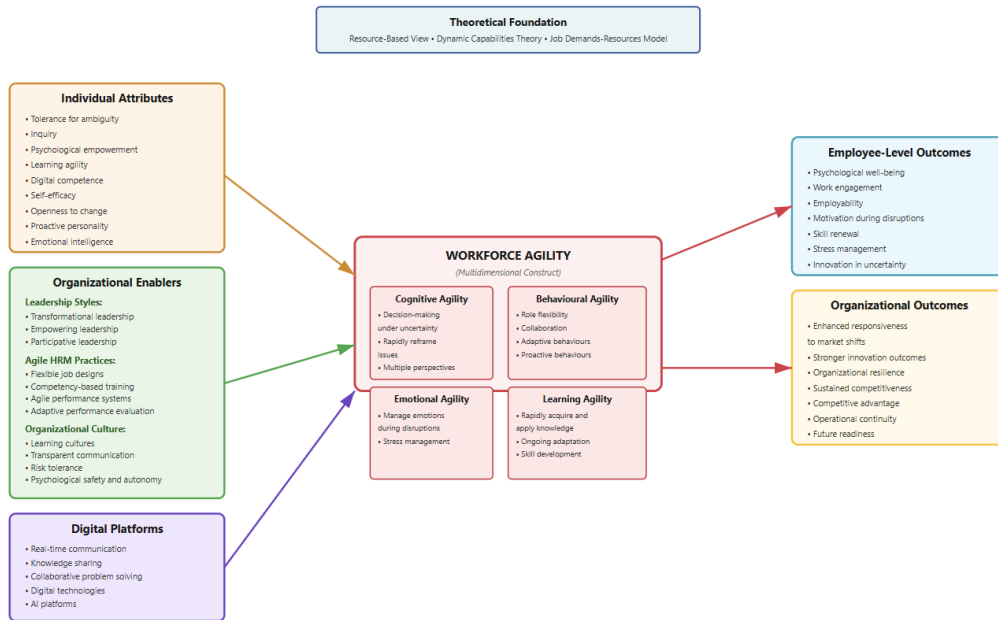


Figure 1. Proposed conceptual framework of workforce agility.

The role of individual attributes in the development of agility

Personal characteristics constitute the fundamental basis of workforce agility, influencing employees' perceptions, interpretations, and reactions to uncertainty and change (Alviani et al., 2024; Storme et al., 2020). Essential psychological characteristics, including job-related curiosity, tolerance for ambiguity, risk-taking, foresight and divergent planning, humble active listening, learning from errors, trust in colleagues, and job self-efficacy, consistently forecast agile behaviours by facilitating proactive adaptation, innovative problem-solving, and receptiveness to experimentation (Storme et al., 2020). A robust learning orientation and psychological empowerment augment this foundation, promoting self-efficacy, ownership of adaptive behaviours, and the assurance to reinterpret challenges as opportunities (Petermann and Zacher, 2022). In the digital realm, individual digital competence (IT proficiency) serves as a crucial facilitator, promoting swift tool adoption and independent decision-making amidst volatility (Lai et al., 2021). Although these personal traits are crucial motivators, their efficacy relies on conducive organisational and technological environments; individual characteristics alone cannot maintain workforce agility without supportive frameworks (Alviani et al., 2024).

Organisational facilitators of agility

The organisational context significantly influences workforce agility by establishing the structural, relational, and cultural conditions that either facilitate or hinder adaptive behaviours (Athamneh and Jais, 2023; Muduli, 2016). Empowering and

transformational leadership is essential: these leaders cultivate psychological safety, provide autonomy, and promote experimentation, enabling employees to respond rapidly and innovatively to change (Athamneh and Jais, 2023). Conversely, authoritarian or excessively rigid frameworks stifle initiative and constrain adaptive capacity (Athamneh and Jais, 2023). Agile HRM practices, including flexible job design, competency-based training, performance systems that reward innovation, employee involvement, and teamwork, consistently foster proactive behaviours and psychological empowerment, mediating their beneficial effects on agility (Muduli, 2016). Organisational culture serves as a vital facilitator: cultures that emphasise continuous learning, transparent communication, collaboration, and acceptance of calculated risk foster environments conducive to agile behaviours, while rigid hierarchies and punitive risk aversion obstruct them (Athamneh and Jais, 2023). Team dynamics, encompassing a shared vision and collective efficacy, further synchronise individual efforts towards adaptive outcomes (Muduli, 2016). Consequently, organisational facilitators such as leadership, HRM practices, culture, and learning mechanisms are essential for converting individual characteristics into enduring workforce agility.

Technological infrastructure as a catalyst

Technological infrastructure acts as a catalyst and enabler of workforce agility by facilitating real-time communication, interdisciplinary collaboration, swift knowledge dissemination, and anticipatory decision-making (Lai et al., 2021). Digital platforms, cloud-based tools, data analytics, and artificial intelligence furnish employees with prompt insights, increased task autonomy, and the capacity to swiftly anticipate and react to environmental changes, thereby enhancing cognitive and behavioural agility (Lai et al., 2021). Robust individual IT proficiency further mediates this effect, enabling employees to utilise technology more efficiently in hybrid and remote environments (Lai et al., 2021). Nonetheless, technology serves as a double-edged sword: overreliance or mismanagement of digital tools can lead to technostress, cognitive overload, and fatigue, potentially hindering rather than improving agility (Alviani et al., 2024). Thus, technological infrastructures serve effectively as catalysts only when they are congruent with individual digital proficiency, organisational support systems (such as training and wellness policies), and equitable implementation strategies that alleviate adverse effects (Alviani et al., 2024; Lai et al., 2021).

Workforce agility outcomes

Workforce agility provides substantial and diverse outcomes for employees and organisations, acting as a crucial catalyst for individual prosperity and collective strategic achievement in volatile, uncertain, complex, and ambiguous (VUCA) contexts (Franco and Landini, 2022; Petermann and Zacher, 2022). At the individual level, heightened agility is significantly associated with improved psychological well-being, diminished stress during disruptions, heightened work engagement, sustained intrinsic motivation in the face of uncertainty, and substantially enhanced employability through proactive skill renewal, ongoing learning, and increased adaptability to changing job requirements (Harl and Milfelner, 2025; Janani and Vijayalakshmi, 2025; Petermann and Zacher, 2022). These advantages stem from agile employees who proactively pursue development opportunities, reinterpret challenges as avenues for growth, and

sustain elevated levels of job satisfaction and resilience under pressure, thereby enhancing long-term career sustainability and diminishing turnover intentions (Prasetyawan et al., 2025; Alviani et al., 2024).

At the organisational level, agile workforces cultivate significant innovation both in products and processes while enhancing operational resilience and sustained competitiveness by facilitating the prompt identification of emerging opportunities, efficient resource reconfiguration, rapid problem-solving, and creative responses to market fluctuations or crisis demands (Ajgaonkar et al., 2022; Atanassova et al., 2025; Franco and Landini, 2022). Empirical evidence from crisis situations, notably the COVID-19 pandemic, illustrates that agile employees play a crucial role in ensuring business continuity, fostering innovation amidst profound uncertainty, and advancing strategic objectives such as the cultivation of dynamic capabilities, knowledge dissemination, and sustained organisational performance, even in severely disrupted sectors (Ajgaonkar et al., 2022). These results highlight workforce agility as a strategic asset that improves individual employability, well-being, and psychological health, while also strengthening organisations across various sectors by fostering adaptive capacity, innovation speed, and long-term sustainability in volatile global environments.

This framework characterises workforce agility as a proactive, multidimensional capability that surpasses reactive resilience by integrating anticipation, adaptation, and innovation in volatile environments, employing the Resource-Based View, Dynamic Capabilities Theory, and Job Demands-Resources model to resolve conceptual fragmentation in the literature (Alviani et al., 2024; Petermann and Zacher, 2022). It underscores the interdependence of personal attributes (psychological traits, learning orientation, digital proficiency), organisational facilitators (agile HRM practices, empowering leadership, supportive culture), and technological enablers (digital platforms, AI tools) as mutually reliant elements that transform uncertainty into strategic opportunity (Athamneh and Jais, 2023; Ajgaonkar et al., 2022; Lai et al., 2021). Agile workforces offer dual benefits: enhanced individual employee well-being, engagement, and employability, as well as increased organisational innovation, resilience, and sustained competitiveness (Atanassova et al., 2025; Franco and Landini, 2022). However, ongoing adaptation requires the acknowledgement of technostress, overload, and burnout without sufficient support systems (Janani and Vijayalakshmi, 2025; Alviani et al., 2024). At the macro level, workforce agility improves national and regional adaptability, digital literacy, and economic resilience against global disruptions (Nguyen et al., 2025). The framework improves theoretical clarity in human resource management and organisational behaviour, offering practical guidance for leaders, HR professionals, and policymakers to cultivate agile human capital as a crucial element of long-term competitiveness and sustainability.

Conclusion

This paper explains workforce agility as a proactive, multidimensional capability that surpasses reactive resilience through the integration of anticipation, adaptation, and innovation in dynamic environments. This integrative framework, based on the Resource-Based View, Dynamic Capabilities Theory, and Job Demands–Resources model, synthesises individual attributes (psychological traits, learning orientation, digital competence), organisational enablers (agile HRM, empowering leadership, supportive culture), and technological catalysts (digital platforms, AI tools) as

interdependent factors influencing agility. The model resolves conceptual fragmentation in the literature, emphasising agility's dual advantages: improved employee well-being, engagement, and employability at the individual level, as well as organisational innovation, resilience, and sustained competitiveness. Nevertheless, it warns that unregulated demands for adaptation may result in technostress, overload, and burnout, highlighting the necessity for balanced execution. The framework enhances human resource management and organisational behaviour scholarship by addressing multilevel dynamics and theoretical gaps, while offering practical guidance for leaders and policymakers to develop agile human capital that transforms uncertainty into sustained strategic advantage and societal resilience.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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