

## Factors affecting Employee's Agility during the Pandemic

Pratiksha Tirkey<sup>1</sup>, Dr. Pooja Sharma<sup>2</sup>

<sup>1,2</sup>Symbiosis Centre for Management and Human Resource Development, SCMHRD, Symbiosis International (Deemed University), SIU, Hinjewadi, Pune, Maharashtra, India

<sup>1</sup>pratiksha\_tirkey@scmhrd.edu, <sup>2</sup>poojasharma@scmhrd.edu

---

### ABSTRACT

**Purpose:** In the current scenario of COVID-19 Pandemic, the entire world is underneath lockdown and operating remotely due to which employees' potential to evolve to the unexpectedly changing environment becomes a massive determinant of organizational success. The motivation behind this exploration is to evaluate the individual variables which affect employee's agility amid the pandemic, promoting it to organizations for recruiting agile employees, considering the individual variables.

**Proposed Design/Methodology/Approach:** Questionnaires are used to collect the data, and the sample encompasses 210 employees from diverse industries, who were selected using a random sampling method. Correlation Analysis and Multiple Regression Analysis are utilized to break down the hypothesis in the research.

**Findings:** This investigation highlights the various individual factors including responsiveness, speed, resilience, learning, adaptability, and collaboration which impact the agility of an employee.

**Practical/ Theoretical Implications:** This research will help organizations to focus on the factors which add to the agility of the employees.

**Originality/Value:** This is an original piece of research work and has not been submitted anywhere for publication consideration

### Keywords

Employee Agility, Responsiveness, Learning, Resilience, Adaptability, Collaboration

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

---

### Introduction

In the current COVID-19 crisis wherein the entire world is underneath lockdown and operating remotely, employees' potential to evolve to the unexpectedly changing environment becomes a massive determinant of organizational success. Organizations' hassle about being successful in a dynamic and unpredictable environment seems to be the most vital challenge of today's organizations. Although numerous mechanisms including the virtue of technological improvements, modifications in marketplace environments, customers' changing needs, and virtual networks were introduced, agility is one of the most important determinants with the aid of which organization receives intensified [16]. The current scenario of the pandemic has delivered into the existence of virtual learning or virtual working because the workplace has transformed from offline mode to online. The concept of adjusting to unpredictable changes has contributed to the creation of one of today's business planning principles and is referred to as the principle of agility. In such an environment, agility has become a vital feature that has a massive effect on employees' behavior and firm performance [15].

Within the current scenario of COVID-19, there's a need to raise the capacity of laborers to conform to change, acknowledge it, and advantage from it, conjointly to design a light-footed association that used inside the improvement of thoughts and systems, advancement, change, and get to fascinating data. Spryness is portrayed and fixated on the way that it can go in accordance with the issues went up against by the associations, the capacity to address them, authoritative learning, just as the administration improvement that depends on tenacious learning inside the

association. In this manner, it turns into a need to exhibit the meaning of the segments that impact the idea of Agility in impelling the capability of the Organization in such matters, associations, work traces, aptitudes, support, interest, and ability to make sound authoritative dynamic inside the association. wherein dexterity technique is a cognizant and thorough methodology that has been brought and developed to acquire accomplishment from the accessible chances in a dubious environment [16]. Agility is the willingness of an employee to renew himself/herself, to adapt, to adjust quickly, and to manage a constantly changing, uncertain, chaotic culture [19]. Agility is not incompatible with stability and needs different factors just like responsiveness, speed competency and flexibility to be agile as stated by one of the models [18]. Nonetheless, ongoing examinations have inferred that employees are the primary factor for agility instead of specialized components. For a firm to be spry, development isn't the principal component as representatives ought to be set up to use the advancement to adjust to the dynamic condition. Thus, if workforce deftness isn't focused on, in the readiness program or employees don't acknowledge it, accomplishing dexterity won't be conceivable. Consequently, the employees are the critical asset of an organization that needs to be agile enough to become a strong backbone for the company which is an anchor point that doesn't change whilst an entire bunch of different matters keeps changing constantly [17].

The Coronavirus widespread has added to unsteadiness and unusualness on the whole areas which have underscored the meaning of the limit of an association to acclimate to alarming changes, something that is viewed as essential to achieving and maintaining up an upper hand. This considered acclimating to surprising changes has headed to the headway of readiness and to outlast in these conditions,

associations should be versatile and flexible. It is the workforce that will empower the organization to work adaptably, take suitable choices to manage up with the changes. Groundbreaking contemplations are perseveringly creating with stimulated speed pushing old business culture to eradication. Due to the lockdown organizations are presently exchanging towards the virtual mode of working by embracing different online platforms to put through with their representatives and keep them engaged. This has driven to the advancement of a new culture of working from home as a new workplace and tolerating it as a new norm [16].

Organizations with adaptability as one of their essential qualities can endure and flourish in these days' climate. During nowadays' association is standing up to a course of action of changes and upgrades that impact various scopes of life, which we require unused administrative decisions and issue arrangements, in view of thorough data of the conditions encompassing us which doesn't stop at one point our business climate. The representatives working in these associations must be receptive to serenely acknowledge the progressions and get another method of working. This shows the should realize the components impacting the use of the readiness idea in laborers to make proficiency and says that the issue our age exists in the wealth of information, information, and science so it had the opportunity to be so irksome to direct the term dexterity created to beat these issues, so the plan is determination and utilization of the idea at association and simultaneously considering factors affecting it [16].

Agility idea is viewed as one of the preeminent significant and thorough ideas, that is ready to manage weakness and changes we face in the business climate exceptionally inside the times of the pandemic. It's outstandingly basic to put principal and important segments for the advancement of the workers' dexterity that can be one of the first crucial recommended answers for the improvement and the serious estimation of the association. The agile organizations need to assess the distinctive issues workers are confronting these days and appropriately come up with choices to adapt those changes and survive in this period. It gets to be significant to scrutinize who can acknowledge the changes additionally deliver productive output. Subsequently, organizations ought to center more on retention presently and look at the employees too are adaptive for which we need to think about the different factors that impact at an individual level [19]. However, considering the development needed for the control of an agile enterprise is in its growing phase, the capability to create such organizations has not but been fully done within the expected time. Accordingly, a plethora of questions is raised regarding agility such as how to measure agility? How can organizations pick out it at the same time as there is no appropriate index to measure agility? How and to what extent can the characteristics of an enterprise affect its business performance? How can agility be compared with competitive power? If a company intends to increase its agility, how can it pick out the main boundaries to development? How can agility be effectively reachable? The solutions to these questions are of excessive significance to the control of agile organizations.

This study has attempted to highlight the diverse individual factors which impact the agility of an employee during the COVID-19 Pandemic and give an explanation for the status quo based on collected facts that permit to look at the measures taken concerning the agility of personnel throughout the pandemic situation. Consequently, assisting the organizations to focus on the factors which add to the agility of the employees.

## Literature Review

### Workforce Agility

Reference [1] got here to the realization that even though transformational management had no direct effect on organizational overall performance, group empowerment had a high quality and massive effect on the connection between transformational initiative and hierarchical execution. In different words, transformational management positively and notably affected the organizational performance of the statistical sample underneath the exam via team empowerment.

Reference [2] coordinated an examination which presented new methodologies for assessing, orchestrating, collecting, and organization exercises in regards to their sensibility for use of comprehensively taught pros. They proposed a structure as a lithe workforce assessment. Workforce spryness design comprises three essential parts: broadly educating expertise design, laborer coordination strategy, and group structure. Reference [3] in his assessment kept an eye on the solicitations that deft gathering exercises will put on the increasing work capacity that is currently being utilized to achieve the hike in degrees of significant worth and universality with limited costs and shorter life cycle things. The worker's property that turns out to be adroit is settled as an eagerness to learn and headway by own; basic reasoning limit; approving of the change, new considerations, and developments.

Reference [4] in an exceeding analysis entitled "An examination of the connection between organizational agility and employees' job satisfaction" finished that there's a big relationship between structure gracefulness and its variables, namely, answerableness and ability, flexibility, speed in the job, and job satisfaction. Reference [5] had dispensed a study on the impact of education and ability on employees' agility in maintenance and production environments, showing their impact on reducing prices. Reference [2] has conducted many studies concerning the analysis of employees' agility and has conferred the strategic reasons for using agile forces. Likewise, a technical model for coordinative agile workers with job conditions and an abstract model regarding employees' agility structure are provided, as well.

Reference [6] in their examination propose a dexterity arranged mentality and conduct of laborers intercede the impact of hierarchical deftness on the commercial center and improve authoritative money related position. By and large, the principal study has been focused on authoritative technique for causing coordinated individuals while two ongoing examinations to talk about the effect of workforce spryness on big business execution. Reference [7] drove an

examination and determined one estimation that focused on the results of agility collected with deft employees. Reference [8] in two assessments, scrutinized and evaluated the similarity of various sizes of the quick employees and the properties of the swift talent were reliant as described by Kidd in 1994. As demonstrated by him, when an inventive organization system exists in a relationship close by agents that are skilled and animated, the complex authority is designated to them, collaboration is accessible with versatile assistance, high advancement, and learning, and data is regulated appropriately by structures, finesse will happen. Additionally, the two investigations utilized a basic condition model (SEM) with second request structure (of light-footed assembling); in this way, it isn't obvious how much workforce readiness influences fabricating results. Reference [9] placed great emphasis on the high value of innovation in developments. According to their research results, the innovation in its strategic sense has changed from 1991 onwards and if one wishes to describe it in a brief-expression, it will be: an organizational activity that is subject to organizational culture. Also, surveying several large industrial companies, they considered creativity-oriented culture as the most important factor in organizational innovation and productivity.

### Factors influencing Workforce Agility

Reference [10] undertook an examination that was a late exploration as it was directed in an assistance segment. This assessment as opposed to the late investigation considering the way that it was coordinated in a help portion. What's more, this examination investigated the effect of workforce deftness on results of workforce nimbleness but was neglected by enabling specialists as opposed to the above-mentioned researchers. All discussed papers in these parts including were used as an SEM technique in ancient times. Among the composition on workforce deftness, some are the primary ones who chose a couple of scales for assessing the agility of employees. The workforce's nimbleness pointers offered are from an IT perspective while the other one proposed a common scale for evaluating employee deftness by using work alteration methodology.

Reference [11] player the conclusion that structure gracefulness is of the foremost important characteristics of organizations and institutes within the space of competition which they need full-fledged basic changes with the start of the twenty-first century. What is more, the researchers declared that the changes guide organizations towards fashionable challenges, the negligence of that more and more threatens their success. Likewise, they control that Mazandaran Post Department lacks favorable gracefulness capabilities, implicating the fact that there's a niche between the established order and therefore the favorable one.

Reference [12] conducted an examination in which elements influencing personnel' agility was classified on the idea of previous studies. Then, following the perspectives of specialists running in Iran's car industry, the elements had been evaluated as well as prioritized using the TOPSIS method. The effects showed that out of 13 diagnosed factors, the subsequent had the best impact on employees' agility: involvement, empathy, the want for agility, technical

schooling, control encouragement and guide, management of family members, self-motivation, task richness, and hassle-solving. Besides, it showed how the agility characteristics influence the competition of the organization described as aspects that the production system of the organization should have to satisfy the target market demands. The study examined the basis of competition, such as cost, price, speed, flexibility, and pro-activity. As regards the relationship between the characteristics of agility and the aspects of competition, it was pointed out that the greatest values belonged to the following pairs: strategic relationship with customers, integrity and flexibility of the organization, quality and value-added products, first sound decision-making and innovation, and finally speed and pro-activity of involvement.

Furthermore, another assessment procedure has been gotten by various examiners seeing workforce agility as a bit of composed collecting, including a cushy method of reasoning as communicated. The technique was exploratory that connected with the estimation and the different examinations [13]. Similarly, multiple research papers on employee dexterity have been revolved around in the last few decades. Reference [10] coordinated an assessment that made precise tests involving a theoretical model to identify the effect of various managerial processes and practices on workforce deftness. Also, they evaluated through seniors' abilities the deftness of employees to enable them to play out various tasks individually but it did not explain the relation of completely composed people. A great part of the time, flexible people show movement direct while various endeavors are about adaptable lead.

Furthermore, the occupational properties of a few affiliation methods on employee agility effects were hardly dissected [14]. The adaptable introduction had three pieces (proactively, adaptability, and quality) that were familiar to evaluate workforce preparation in this investigation. Reference [14] analyzed the impact of a couple of association techniques alongside scarcely any occupation attributes on workforce nimbleness. Three parts of the versatile presentation including (flexibility, proactively, and strength) were acquainted in this exploration to assess workforce readiness. The other two late papers concentrated on the predecessors of workforce dexterity while overlooking the impact of workforce nimbleness on assembling results. Adjacent to those past examinations which were led in assembling organizations and played out an investigation on workforce deftness in some US clinics. The creator distinguished the connection between natural choppiness, workforce deftness, and patient results.

Reference [15] decided the effect of authoritative dexterity measurements on worker's authoritative responsibility. The discoveries showed that there is a critical connection between authoritative spryness and its sub-factors as responsiveness, capability, adaptability, and speed with worker's hierarchical duty and measurements of responsiveness, fitness, adaptability, and speed can conjecture representative's authoritative responsibility. Another finding of the examination showed that there is a connection between authoritative spryness and representative's hierarchical duty concerning segment factors. Another examination was directed [16]. The

elements considered for testing the dexterity included adaptability, responsibility, change culture, response speed, uprightness, common joint effort, and the board execution. The outcomes recommend that from the exploration members, factors including adaptability, responsibility, change culture, response speed, trustworthiness, shared joint effort, and the board execution significantly affect the hierarchical nimbleness of Fars region Post Bank. Besides, the outcomes show that responsibility, response speed, adaptability, uprightness, common joint effort, change the culture and the board execution have the most huge impact on the dexterity of Fars territory Post Bank workers, separately.

An examination recognized the degree to which hierarchical readiness is polished at the organization to create items. The work portrayed the basic and helpful of instruments for the advancement of the item and the Agility, which can be one of the most significant recommended answers for the turn of events and the Competitive estimation of the item. The autonomous factors included components that accepted to empower hierarchical dexterity in the improvement of the items (natural structure, client arranged culture, IT, workers strengthening, and learning associations). The delayed consequences of the assessment demonstrated that there was a strong association between various leveled deftness with its elements which are (Employees Empowerment, Customer Oriented Culture, Information Technology, Organic Structure, and learning relationship) with thing headway at the affiliation. Likewise, it showed that there is a measurably huge impact of components empowering hierarchical readiness [17].

The kinds of Organizational Agility (detecting dexterity, dynamic readiness, and acting nimbleness) and its job in advancing Organizational Success (OS) of the workers at University Hospitals in Egypt. This exploration inferred that Organizational Agility including detecting readiness, dynamic spryness, and acting deftness, straightforwardly influences the components of Organizational Success of the workers at University Hospitals in Egypt [18].

## Research Methodology

### Research Model

The proposed extensive calculated model is introduced in figure 1. The graph beneath appears the various individual factors that may impact the agility of an employee. These factors are adopted from the scales of measuring agility [14] & [20]. It depicts that there's one dependent variable: Employees' Agility and six independent variables: Responsiveness, Speed, Resilience, Learning, Adaptability, and Collaboration. It shows the reasonable connections among the factors. The exploration model is as appeared in the accompanying figure.

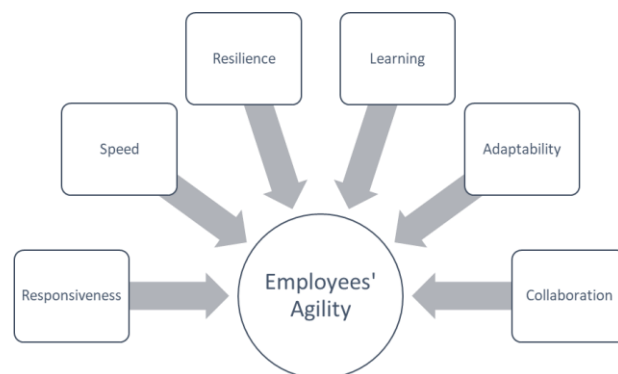


Figure 1. A proposed exhaustive applied model

The research framework indicates that individual factors being responsiveness, speed, resilience, eagerness to learn, adapting change, and collaborating in teamwork may affect the agility of personnel all through the pandemic.

### Hypothesis

The exploration issue was discovered through two sources. The essential source is to be found in past investigations, and things being what they are, there's a need inside the quantity of writing audits that dealt with the assessment of the factors that impact the representatives' dexterity. This required the analyst to test this relationship of segments with the delegate deftness inside the COVID-19 Pandemic condition. The subsequent source is the pilot study, which was directed in a meet with 30 agents in a mastermind to recognize the factors that influence the deftness of delegates. The specialist found through the pilot study a few pointers strikingly the critical and crucial part that might be played by employee agility amid the pandemic.

Numerous literary works ponder the variables influencing employees' agility at distinctive organizations but no study analyzes the components influencing the pandemic environment. This investigation focuses to add to the writing by dissecting the individual factors and reveal the connection between the individual components. The accompanying hypothesis is made to check the effect of individual parts on the agility of employees:

### Main hypotheses

H1: There is no statistically significant effect of individual factors (Responsiveness, Speed, Resilience, Learning, Adaptability, and Collaboration) on employee agility amid the pandemic.

### Sub-Hypotheses

According to the individual factors indicated in proposed exhaustive applied model figure 1.

- Hypothesis 1:  
Ho1: There is no statistically significant impact of Responsiveness on employee agility amid the pandemic.
- Hypothesis 2:  
Ho2: There is no statistically significant impact of Speed on employee agility amid the pandemic.
- Hypothesis 3:



Ho3: There is no statistically significant impact of Resilience on employee agility amid the pandemic.

- Hypothesis 4:

Ho4: There is no statistically significant impact of Learning on employee agility amid the pandemic.

- Hypothesis 5:

Ho5: There is no statistically significant impact of Adaptability on employee agility amid the pandemic.

- Hypothesis 6:

Ho6: There is no statistically significant impact of Collaboration on employee agility amid the pandemic.

### Sample Size

The populace of research is all employees working in several industry segments in India. The numbers of employees amid the investigation were 210 and were chosen by the random sampling method. The decision of the test is finished utilizing this strategy as it guarantees the outcome acquired from the example approximates what might have been gotten if the whole populace had been estimated. This permits all the units in the populace to have an equivalent possibility of being chosen. It likewise facilitates the utilization and empowers in the exact portrayal of the bigger populace. One of the simplest techniques to extricate an exploration test from a bigger populace and the irregularity administers the choice procedure. That is the reason random sampling method is utilized for the choice of sample and the quantity of tests acquired by 210 representatives in the midst of the far-reaching is determined in Table 1.

**Table 1.** Sample Size Dissemination

Job Category	Percentage	Size of Sample
Intermediate level	37.61%	210 x 37.60% = 79
First level	42.38%	210 x 42.38% = 89
Management	12.85%	210 x 12.85% = 27
Middle level	07.14%	210 x 07.14% = 15
Senior level		
Management		
TOTAL	100.0%	210 x 100.0% = 210

Table 2 portrays a few of the highlights of the respondents amid the widespread who has taken an interest within the research.

**Table 2.** Recurrence table dispersion of demographics

Variables	Category	Number	Percentage
Gender	Male	108	51.42%
	Female	93	44.28%
	Others	9	4.28%
Age	Under 25	108	51.50%
	26-40	62	29.70%
	41-50	27	12.70%
	Above 50	13	6.10%

Educational Background	High School	28	13.30%
	Graduate	80	38.20%
	Post Graduate	93	44.20%
	Diploma	3	1.50%
	Doctorate	6	2.80%
Designation	Intermediate level	79	37.62%
	First level	89	42.38%
	Middle level	27	12.86%
	Senior level	15	7.14%
Work Experience	Below 3	95	45.23%
	3 to 5	77	36.67%
	5 to 10	23	10.96%
	More than 10	15	7.14%

### Procedure

The objective of this investigation was to recognize the individual components affecting the agility of employees during the pandemic. A review research technique was utilized to gather information and a questionnaire was utilized that included 24 inquiries, identifying with factors that may affect the employee's agility at an individual level. Information assortment took at least two months and study reactions were 84%, 210 finished survey out of the 250 flowed.

### Methods of Measuring

The specialist will rely upon the scale created previously in estimating representative spryness as they are the main ones who decided a few scales for estimating workforce readiness. Reference [14] & [20] markers of workforce readiness offered by the above mentioned researcher launched a common scale for estimating employee nimbleness by using task modification hypothesis. The 24-item scale of workforce agility depends on the scales, which has been partitioned into six components (responsiveness, speed, resilience, learning, adaptability, and collaboration.). There were four items each for estimating the worker's spryness on the previously mentioned parameters. The survey structure is utilized as the principal apparatus for information assortment in estimating workforce spryness amid the pandemic. Responses to all things scales were moored on a five (5) point Likert scale for every statement, extending from (5) "strongly agree," (4) "agree," (3) "neutral," (2) "disagree," to (1) "strongly disagree."

**Evaluating Reliability and Validity**

The dependability of worker spryness was evaluated before testing the speculations and examination questions to diminish blunders of estimating and amplifying consistency of these scales. The going with techniques are used in the assessment that is Cronbach's alpha found in SPSS to check the unwavering quality and legitimacy of the delegate deftness review. In the questionnaire, the dimensions of employee agility and the number of statements used against each variable were five.

Reliability: The dependability of these questionnaires have been determined by utilizing of Cronbach's alpha, repeat table scattering of socioeconomics, considering that the Cronbach's alpha coefficient got for the research is greater than 0.75, therefore, the survey is affirmed. To break down information has been utilized distinct and inferential insights. The data has been dissected with SPSS programming in the wake of contributing to the PC.

**Table 3** shows the Reliability of Employee's Agility Factors

Variables	Number of Statement	Cronbach's Alpha
Responsiveness	5	0.856
Speed	5	0.752
Resilience	5	0.754
Learning	5	0.756
Adaptability	5	0.854
Collaboration	5	0.846

Validity: to decide the legitimacy of the employee agility questionnaire has been utilized of substance legitimacy (specialists' assessment), the legitimacy of the employee agility survey has been determined 0.87.

Thus, the factors are tried for reliability and validity which is satisfied, and the normality of the factors is affirmed. This proves the surety that data gathered is rational and adequate for the research. Henceforth, the inferential factual strategies including correlation test and multiple regression analysis are further utilized.

**Analysis**

**Correlation Analysis**

In order to analyze the ordinariness of the investigation, descriptive statistics and standard deviation is processed that is a fundamental snippet of data to check for normality. Henceforth, the information gathered has been inside the predefined go and can be utilized further for directing the remainder of the significant tests. As the factors are currently tried for normality and it is affirmed, inferential factual strategies including correlation test and multiple regression analysis are further utilized.

**Table 4** shows Descriptive Statistics and Correlation

**Descriptive Statistics**

Variables	Mean	Std. Deviation	Correlation							
			1	2	3	4	5	6	7	
Responsiveness	17.2714	1.98618	1							
Speed	16.4914	2.06563	.626**	1						
Resilience	16.5762	1.82256	.599**	.699**	1					
Learning	16.5895	2.07691	.661**	.599**	.5027	1				
Adaptability	17.0229	1.61804	.140*	0.071	.169*	.302	1			
Collaboration	17.2514	1.65203	.493**	.475**	.430**	.0085	.0033	1		
Employee Agility	22.5270	2.62316	0.271	0.715	0.123	0.993	0.223	0.638	1	

Considering Table 4, the issue inspected was the various features of workforce agility (responsiveness, speed, resilience, learning, adaptability, and collaboration.). As per Table 4, among the different features of representative nimbleness, the individuals who reacted recognized the nearness of responsiveness (M=17.27, SD=1.98). This was trailed by speed (M=16.49, SD=2.06), resilience (M=16.57, SD=1.82), learning (M=16.58, SD=2.07), adaptability (M=17.02, SD=1.61), collaboration (M=17.25, SD=1.65) and employee agility (M=22.52, SD=2.62). As per Table 3, parts have a positive and noteworthy connection with representative spryness. The relationship between responsiveness and worker dexterity is 0.271. For speed and worker spryness, the worth is 0.715, and for resilience and representative readiness the worth is 0.123, while learning and worker nimbleness show connection estimation of 0.993, and adaptability shows relationship estimation of 0.223, and finally, collaboration shows relationship estimate as 0.638. Accordingly, Table 4 demonstrates that there is a huge and positive connection between different components (responsiveness, speed, resilience, learning, adaptability, collaboration) and representative readiness. So our main hypothesis is dismissed and it tends to be said that there is a significant effect of individual elements (responsiveness, speed, resilience, learning, adaptability, collaboration) and employee agility during the pandemic.

**Multiple Regression Analysis**

The connection between singular variables (responsiveness, speed, resilience, learning, adaptability, collaboration) and worker nimbleness during the pandemic among the representatives working at various levels in different ventures is resolved utilizing numerous relapse examination. Along these lines, there is a need to analyze if singular elements (responsiveness, speed, resilience, learning, adaptability, collaboration) can anticipate the worker's dexterity amid the pandemic inside the representatives at an individual level. To look at the critical effect of predictor variables or independent variables (responsiveness, speed,

resilience, learning, adaptability, collaboration) over the dependent variable (employee agility) on workers' numerous relapse with stepwise technique has been utilized. Before actualizing relapse, the relationship between the indicator and reaction factors has been gotten in the past theories by Pearson connection, so that in the following stage relapse importance can be tried. Additionally, to inspect the sort of connection between singular components and worker nimbleness and the likelihood to anticipate or gauge the deftness, numerous relapse has been utilized and its outcomes are introduced in the tables 5,6 and 7:

Table 5 & 6: Investigation to analyze the connection between free and ward factors

**Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.178 <sup>a</sup>	.032	.003	2.62412

**a. Predictors: (Constant), Collaboration, Adaptability, Learning, Resilience, Responsiveness, Speed**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.240	6	7.540	1.099	.364 <sup>b</sup>
	Residual	1386.004	202	6.861		
	Total	1431.244	208			

**a. Dependent Variable: Employee agility**

**b. Predictors: (Constant), Collaboration, Adaptability, Learning, Resilience, Responsiveness, Speed**

The consequences of Pearson's connection show that the quality of the relationship (R) is equivalent to (0.178), and this alludes to the presence of a connection between the plausible individual elements of worker's spryness which are: (responsiveness, speed, resilience, learning, adaptability, collaboration). We can see of the estimation of (R2) that the potential variables for the employee agility which are (responsiveness, speed, resilience, learning, adaptability, collaboration) clarify what has been esteemed (3.2%) of the distinction in pandemic. Additionally, to test the hypothesis quantifiably utilizing the assessment of progress (ANOVA) basic hypothesis was excused reliant on the value (F) as it may have been (1.099), and the level of vitality (.000) isn't the centrality level ( $\alpha \leq 0.05$ ). We assume that there is a quantifiably noteworthy impact of the individual components of employee's spryness, thus, the hypothesis has been excused and the elective hypothesis has been recognized.

**Table 7:** The results of multiple regression of individual factors on employee agility

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	22.211	2.809		7.907	.000
	RESPONSIVENESS	-.186	.141	-.141	-1.317	.046
	SPEED	.107	.139	.084	.766	.043
	RESILIENCE	-.215	.154	-.149	-1.399	.003
	LEARNING	.109	.124	.086	.879	.033
	ADAPTABILITY	.088	.131	.055	.678	.044
	COLLABORATION	.118	.142	.074	.825	.031

a. Dependent Variable: Employee Agility

The primary segment of the table is a gauge  $\beta$  for every one of the free factors. Furthermore,  $\beta$  alludes to the commitment of every factor of the contributed factors, where it shows up in the outcomes that the variable of the Learning has the greatest effect, because the relating estimation of  $\beta$  is the greatest as it came to (0.086), trailed by factor Speed as the estimation of  $\beta$  may be (0.084), at that point comes the variable of the Collaboration as the estimation of  $\beta$  may be (0.074), at that point followed by the variable Adaptability as the estimation of  $\beta$  seems to be (0.055), at that point comes Resilience as the estimation of  $\beta$  may be (0.149), at that point followed by Responsiveness as the estimation of  $\beta$  may be (0.149).

**Sub-hypotheses acceptance testing:**

- Hypothesis 1:  
Ho1: There is no statistically significant impact of Responsiveness on employee agility amid the pandemic. The significance value, in this case, is less than 0.05 hence, the null hypothesis is rejected and there is a significant impact of Responsiveness on employee agility.
- Hypothesis 2:  
H20: There is no statistically significant impact of Speed on Employee Agility amid the pandemic. The significance value, in this case, is less than 0.05 hence, the null hypothesis is rejected and there is a significant impact of Speed on Employee Agility.
- Hypothesis 3:  
H30: There is no statistically significant impact of Resilience on Employee Agility amid the pandemic. The significance value, in this case, is less than 0.05 hence, the null hypothesis is rejected and there is a significant impact of Resilience on Employee Agility.
- Hypothesis 4:  
H40: There is no statistically significant impact of Learning on Employee Agility amid the pandemic. The significance value, in this case, is also less than 0.05 hence, the null hypothesis is rejected, and they're a significant impact of Learning on Employee Agility amid the pandemic.
- Hypothesis 5:

H50: There is no statistically significant impact of Adaptability on Employee Agility amid the pandemic. The significance value, in this case, is also less than 0.05 hence, the null hypothesis is rejected, and they're a significant impact of Adaptability on Employee Agility amid the pandemic.

- Hypothesis 6:

Ho6: There is no statistically significant effect of Collaboration on Employee Agility amid the pandemic. The significance value, in this case, is also less than 0.05 hence, the null hypothesis is rejected, and they're a significant impact of Collaboration on Employee Agility amid the pandemic.

## Findings

The present study on analyzing the individual factors affecting employee's agility during the pandemic revealed the various individual factors affect the agility of employees during the pandemic. The variables in particular incorporate responsiveness, speed, resilience, learning, adaptability, and collaboration. As such, singular variables, which are an inner quality of workers, all together and decidedly impact dexterity. This is reliable with the finding that the representatives who accepted their workforce had responsiveness, speed, resilience, learning, adaptability, and collaboration were progressively fruitful with their activity. These individual factors play a vital role in influencing agility. This study concluded that individual factors (responsiveness, speed, resilience, learning, adaptability, and collaboration) were positively related to employee agility during the pandemic.

In general discoveries from this examination recommended that factors do affect employee agility. There is a relationship between the various individual factors and employee agility amid the pandemic which is positive. In other words, individual factors, which are an internal trait of employees is positively correlated with employee agility. Singular Factors assume a significant job in impacting worker deftness. In this manner, the objectives and hypothesis set for the research tallies with the findings and results of this study. This proves that workforce agility can be measured using the discussed individual variables and can be demonstrated how much agile an employee is in coping with the unprecedented changes. This will not only help the organizations in hiring agile workforce but also enable the employees to train and develop themselves you become adaptive. These individual variables will function as a parameter or competency while recruiting the employees in the organizations.

All six individual factors counting responsiveness, speed, resilience, learning, adaptability, and collaboration are utilized within the inquire about how an organization can adapt with an unpredicted and powerfully changing environment. It seems that all six individual factors are characterized exceptionally additionally or the same way if connected to the full endeavor level. In this paper, it is suggested that these person factors speak to the advancement of the thought of the organization or venture able to alter to changes. Currently, the most recent arrange

of the advancement of this thought is represented by the spry venture that include all concepts and suggestions created within the outline of research on the versatile and adaptable organization. Thus, the examination called attention to the accessibility of responsiveness, speed, resilience, learning, adaptability, and collaboration in an employee is a must to work efficiently and promote organizational success.

## Conclusions

There is no usually acknowledged meaning of representative nimbleness, and there is an enormous number of feelings concerning the which means of this term. Besides, the individual factors tallying responsiveness, speed, resilience, learning, adaptability, and, collaboration are utilized in the exploration of how an association can adapt to unpredicted and progressively evolving conditions. It appears that every single individual segment is characterized by comparatively or the same way whenever applied to the entire endeavor level. In this paper, it is proposed that these individual elements speak to the development of the possibility of the association or venture ready to acclimate to changes. As of now, the most recent phase of the advancement of this thought is spoken to by the deft undertaking that contains all ideas and suggestions created in the casing of research on the versatile and adaptable association. This investigation endeavored to investigate the individual factors affecting employee agility amid the coronavirus pandemic. The examination demonstrated that individual factors (responsiveness, speed, resilience, learning, adaptability, and collaboration) and the agility of employees had a relationship which was statistically significant. It revealed that individual factors and employee agility are related organizations may utilize the current examination as this highlights the different agile factors an employee must possess. The contemplate revelations show significant comprehension for supervisors as for how to shape associations prevail with regards to improving their workers, learning sufficiency, advancing capable sharpens, and lessening turnover. Singular elements have a noteworthy positive effect on representative dexterity subsequently, the board of the associations can improve the skill of workers by creating and empowering a few features of this examination. Examination on factors influencing employee agility has expanded over the previous decade however the assessment has not been done before in the far-reaching. In any case, this quick development caused a few issues, including the need to all the more likely comprehend the theoretical similitudes between different types of individual components and employee's agility, just as their forerunners and outcomes. When all is said in done, this is a stimulating and zestful field of assessment, and we believe this research will help speed with progressing here by including a couple of key issues that need more thought.

## Discussions

In the current study, the findings and results depict that the diverse factors are affecting the employee's agility during



the coronavirus pandemic. Likewise, there is a solid connection between worker dexterity with its factors including responsiveness, speed, flexibility, learning, versatility, and cooperation individually. The outcomes additionally demonstrate that there is a genuinely critical impact of variables influencing worker spryness (responsiveness, speed, resilience, learning, adaptability, and collaboration) during the COVID-19 Pandemic. In addition, the discoveries of the current ponder are in line with those taken in an examination entitled "A consider of dexterity methodology in work organizations" presented a show for achieving worker nimbleness and after that displayed a knowledge-based strategy for estimation [14]. In like manner, for any worker to get dexterity, it ought to have four capabilities (responsiveness, speed, flexibility as well as adaptability). Also, in a ponder entitled "A comparative investigation of spry within the turbulent environment", adequately took account of advancement and portrayal of criteria for measuring deftness capabilities. Appropriately, for any worker to get dexterity, it ought to have two capabilities (learning as well as collaboration).

Furthermore, in an investigation it decided the effect of authoritative dexterity measurements on worker's authoritative responsibility [15]. The discoveries showed that there is a critical connection between authoritative spryness and its sub-factors as responsiveness, capability, adaptability, and speed with worker's hierarchical duty and measurements of responsiveness, fitness, adaptability, and speed can conjecture representative's authoritative responsibility. Another examination considered the elements for testing the dexterity included adaptability, responsibility, change culture, response speed, uprightness, common joint effort, and the board execution [16]. The outcomes recommend that from the exploration members, factors including adaptability, responsibility, change culture, response speed, trustworthiness, shared joint effort, and the board execution significantly affect the hierarchical nimbleness of Fars region Post Bank. Besides, the outcomes show that responsibility, response speed, adaptability, uprightness, common joint effort, change the culture and the board execution have the most huge impact on the dexterity of Fars territory Post Bank workers, separately.

With respect to the discourse of gotten comes about it can be said that the results were not against desires which they appear the foremost imperative components influencing deftness of representatives in the midst of the COVID-19 Pandemic which were responsiveness, speed, flexibility, learning, flexibility, and collaboration. Additionally, the present scenario has led many challenges in front of the employees which needs to cope up with the employees to adapt to the changing environment. Thus, individual factors had a positive impact on the agility of employees.

### Managerial Implications

Employees are facing numerous challenges and changes amid the pandemic due to which employees ought to be agile. The individual factors majorly including responsiveness, speed, resilience, learning, adaptability, and collaboration are some of the traits that employees must gain to become agile. As an agile workforce enables efficient and

effective working in the organization that leads to organization success, in the same way, employees need to be trained on certain parameters to make them agile. This can be done by designing a competency framework and focusing more on the existing talent to retain them. The organizations can utilize these factors while recruiting agile employees or while doing competency mapping in their organization. Workers are confronting various difficulties and changes in the midst of the pandemic because of which representatives should be dexterous. The individual factors significantly including responsiveness, speed, resilience, learning, adaptability, and collaboration are a portion of the attributes that representatives must pick up to get dexterous. As a light-footed workforce empowers proficient and viable working in the association that prompts association achievement, similarly, representatives should be prepared on specific boundaries to make them lithe. This should be possible by structuring a competency system and concentrating more on the current ability to hold them. Therefore, associations can use these elements while selecting lithe representatives or while doing competency planning in their association.

### Limitations

Like different explores, this investigation additionally has a couple of downsides that may upset the estimation of this assessment. The examination was on deciding the elements that influence the deftness of representatives during the pandemic. Because of the little example size considered, the segments that came out may not be adequate to quantify the readiness of workers at an individual level. In light of the minimal interest of respondents, an enormous example size couldn't be secured. The diverse investigates in this examination furthermore has two or three drawbacks that may disturb the estimation of this appraisal. The assessment was on choosing the components that impact the deftness of agents during the pandemic. As a result of the little model size considered, lack of interest shown by respondents, not filling the questionnaire sincerely and delay in responding made the sections not satisfactory to evaluate the status of laborers at an individual level. Considering the insignificant enthusiasm of respondents, a gigantic model size couldn't be made sure about. Moreover, while choosing laborers in affiliations, administrators will in all likelihood be not able to watch these sections in the virtual condition. This may wind up being a limitation or drawback of this assessment. Likewise, while selecting workers in associations, managers will most likely be unable to watch these segments in the virtual condition. This may end up being a restriction or downside of this examination

### References

- [1] S. Niknamian, "The Analysis of Relationship Among Transformational Leadership Style and Performance of Personnel by Mediation Role of Organizational Culture", SSRN Electronic

- Journal, 2019. Available: 10.2139/ssrn.3353585.
- [2] W. HOPP and M. OYEN, "Agile workforce evaluation: a framework for cross-training and coordination", *IIE Transactions*, vol. 36, no. 10, pp. 919-940, 2004. Available: 10.1080/07408170490487759.
- [3] F. Plonka, "Developing a lean and agile work force", *Human Factors and Ergonomics in Manufacturing*, vol. 7, no. 1, pp. 11-20, 1997. Available: 10.1002/(sici)1520-6564(199724)7:1<11::aid-hfm2>3.0.co;2-j.
- [4] Mohamad Mehdi Mozafari, 2012. The relationship between seasonal employees' job satisfaction and organizational citizenship behavior. *AFRICAN JOURNAL OF BUSINESS MANAGEMENT*, 6(20).
- [5] Akhtar, D., 2020. The Impact of Ability-Enhancing Human Resource Practices on Employees' Ambidexterity: A Mediation of Cognitive Factors. *International Journal of Psychosocial Rehabilitation*, 24(02), pp.1854-1868.
- [6] Shafer, R., Dyer, L., Kilty, J., Amos, J. and Ericksen, J., 2003. Crafting a human resource strategy to Foster organizational agility: a case study. *IEEE Engineering Management Review*, 31(2), pp.35-35.
- [7] Thorne, R. and Horne, R., 2007. Comment on Khazanov et al.[2002] and Khazanov et al.[2006]. *Journal of Geophysical Research: Space Physics*, 112(A12), p.n/a-n/a.
- [8] Alavi, S. and Wahab, D., 2013. A Review on Workforce Agility. *Research Journal of Applied Sciences, Engineering and Technology*, 5(16), pp.4195-4199.
- [9] Dobni, C., 2008. Measuring innovation culture in organizations. *European Journal of Innovation Management*, 11(4), pp.539-559.
- [10] SUMUKADAS, N. and SAWHNEY, R., 2004. Workforce agility through employee involvement. *IIE Transactions*, 36(10), pp.1011-1021.
- [11] Oliva, F., Couto, M., Santos, R. and Bresciani, S., 2019. The integration between knowledge management and dynamic capabilities in agile organizations. *Management Decision*, 57(8), pp.1960-1979.
- [12] Al-Alawi, A., Al-Azri, A. and Naseem Mohammad, H., 2016. Investigating the Factors Affecting Job Satisfaction and Turnover: Case of Sultan Qaboos University. *Journal of Human Resources Management Research*, pp.1-15.
- [13] Zhengwen Zhang and Sharifi, H., 2007. Towards Theory Building in Agile Manufacturing Strategy—A Taxonomical Approach. *IEEE Transactions on Engineering Management*, 54(2), pp.351-370.
- [14] Sherehiy, B., Karwowski, W. and Layer, J., 2007. A review of enterprise agility: Concepts, frameworks, and attributes. *International Journal of Industrial Ergonomics*, 37(5), pp.445-460.
- [15] Salajegheh, S., Chamanifard, R., Chamanifard, S. and Nikpour, A., 2015. The Relationship between Quality of Work Life and Organizational Performance: The Moderating Role of Demographic Variables (A Case Study of Foreign Exchange Units of Tejarat Bank, Iran). *Asian Journal of Research in Business Economics and Management*, 5(9), p.128.
- [16] Kanani, N., 2016. Analysis of Factors Affecting Organizational Agility. *Singaporean Journal of Business Economics and Management Studies*, 5(2), pp.102-108.
- [17] Wageeh, N., 2016. Organizational Agility: The Key to Organizational Success. *International Journal of Business and Management*, 11(5), p.296.
- [18] Sharifi, H. and Zhang, Z., 1999. A methodology for achieving agility in manufacturing organisations: An

introduction. *International Journal of Production Economics*, 62(1-2), pp.7-22.

- [19] Alavi, S., Abd. Wahab, D., Muhamad, N. and Arbab Shirani, B., 2014. Organic structure and organisational learning as the main antecedents of workforce agility. *International Journal of Production Research*, 52(21), pp.6273-6295.
- [20] Irvani, S. and Krishnamurthy, V., 2007. Workforce Agility in Repair and Maintenance Environments. *Manufacturing & Service Operations Management*, 9(2), pp.168-184