

Factors Affecting Workforce Agility and Organizational Performance: A Conceptual Framework

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Abstract

There is a dearth in the literature regarding agility, precisely the fact that the majority of research centred on the attributes of agile enterprises with little thought devoted to how to advance agile capabilities in the workforce through creativity and innovation. Therefore, an agile workforce is required profoundly to incorporate the commitment to the constant change in the organization in today's dynamic environment. A framework investigating the factors influencing employee creativity and organizational innovation considering workforce agility is necessary to develop and examine in order to address the gap in the existing literature. Furthermore, how employee creativity and innovation greatly influence organizational performance in a fiercely competitive market is also essential to investigate. This study seeks to contribute to implementing the workforce agility construct through a compelling conceptual framework based on the dynamic capability view. Moreover, the conceptual paper introduces a new framework for workforce agility that expands on and extends from the existing research. The paper defines workforce agility as the ability of employees to react and adapt to changes quickly and efficiently and to increase the firm's performance and productivity by incorporating employees' creativity and innovation. The paper identifies antecedents of creativity and innovation along with their effect on workforce agility and organizational performance. This article intends to support leaders and executives in promoting agility in their businesses and increasing awareness of the importance of adapting this framework for better results. The model can be empirically tested in different geographical settings to generalize the findings.

Keywords: Creativity; Innovation; Workforce agility; Dynamic capability view

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INTRODUCTION

- Employee creativity is generally regarded as the core of any innovation, and as a result, it is essential for the success of an organisation (Amabile, 1997).
- Management literature has often considered creativity to be the first step for innovation (Scott and Bruce, 1994; Shalley and Gilson, 2004).
- Employee innovation in the workplace is a critical component for any organization to maintain a distinct competitive edge in the marketplace (Anderson, De Dreu, & Nijstad, 2004).
- Also, according to Shalley & Gilson, (2004) organizational innovation, success, and long-term survival are highly dependent on the unique traits of employees and the workplace environment

- The researcher has defined workforce agility consisting of two main aspects:
 - (a) The ability of a workforce to properly respond to change and
 - (b) The ability of the workforce to exploit changes and take advantage of them as opportunities.
- According to Teece et al. the set of procedures an organization employs to efficiently redeploy its workforce to value-creating tasks is known as workforce agility.
- According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner.

M O T I V A T I O N O F T H E S T U D Y

- Innovation facilitates creativity, creativity is frequently seen as a vital element of innovation (Amabile, 1997; Shalley and Gilson, 2004; Hugheset *et al.*, 2018)
- Since the idea of employee agility is relatively new to organization research, examining its predictors should be seen as a significant contribution (Alavi *et al.*, 2014).
- Programs aimed at achieving workforce agility are severely hindered by managers who don't know how to foster the development of an agile workforce (Alzoubi *et al.*, 2011; Glinska *et al.*, 2012; Sawhney and Piper, 2008).

RESEARCH GAP

- Majority of the literature has focused on the implications of agility for market performance, while few studies have conducted rigorous empirical tests to shed light on how innovation affects agility (Franco and Landini, 2021), but no study links the dots between innovation, creativity and workforce agility
- In workforce agility no study has focused on the relationship between creativity, innovation and organisational performance.
- In the word of Alavi, (2014) identifying the most important practices for achieving workforce agility is needed.

RESEARCH OBJECTIVE

- To investigate the drivers of employee creativity and innovation
- To study the impact of employee creativity and innovation on workforce agility
- To instigate the effect of creativity and innovation on organizational performance
- To examine the overall effect of creativity and innovation along with workforce agility on organizational performance.

IMPLICATIONS

- This study will extend the theoretical implications of dynamic capability view.
- This study will provide creativity and innovation as a gateway to the workforce agility.
- This study will assist managers to make human resource more agile.
- This research will assist managers in enforcing creativity and innovation on the workforce.
- This study helps managers to understand how creativity and innovation affects organizational performance.

CONCLUSION

The agile workforce can be reconfigured quickly in response to changing conditions through adaptive and proactive behaviour. Agility is based on knowledge levels, willingness to learn and on various organizational support activities that should be forthcoming if the organization aspires. This paper identifies the relationship between creativity and innovation linking it to organizational performance in workforce agility. This study will deepen the theoretical understanding of the employee creativity and the innovation as strategic resources of the firm and provide a competitive advantage to organizations. Also, the future study could examine the model empirically in different geographical settings to generalize the findings.

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