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DRIVING ORGANISATIONAL SUCCESS THROUGH EA: A RECENT SYSTEMATIC REVIEW

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Abstract:

The study investigates the factors influencing EA and how it affects organisational performance, innovation, and resilience in evolving environments. The integration of these factors with the rapid pace of change companies face has made Employee Agility (EA) a crucial competency for maintaining competitiveness. Nevertheless, there are still unanswered questions regarding what promotes or hinders agility in various organisational contexts. Employing the PRISMA framework, this research conducts a systematic review using comprehensive searches in Scopus and Web of Science databases. This method identified 26 primary studies in the field that were examined to extract pertinent insights. The authors outlined their screening, inclusion, and exclusion criteria in detail to ensure the selection of high-quality empirical studies. The results were classified into three main themes: 1) EA and Performance, 2) Organisational Change and Leadership, and 3) Technology and Employee/Customer Engagement. The outcomes underscore the importance of fostering a supportive organisational culture, encouraging continuous learning, and implementing innovative strategies such as arts-based approaches and gamification to cultivate agile workforces. This review highlights the need for companies to implement agility-focused initiatives at both upper and lower levels of the organisational hierarchy to effectively navigate dynamic market conditions. These findings advance existing literature by presenting a holistic perspective on the factors that enable EA, offering valuable insights for future research and practical applications.

Keywords:

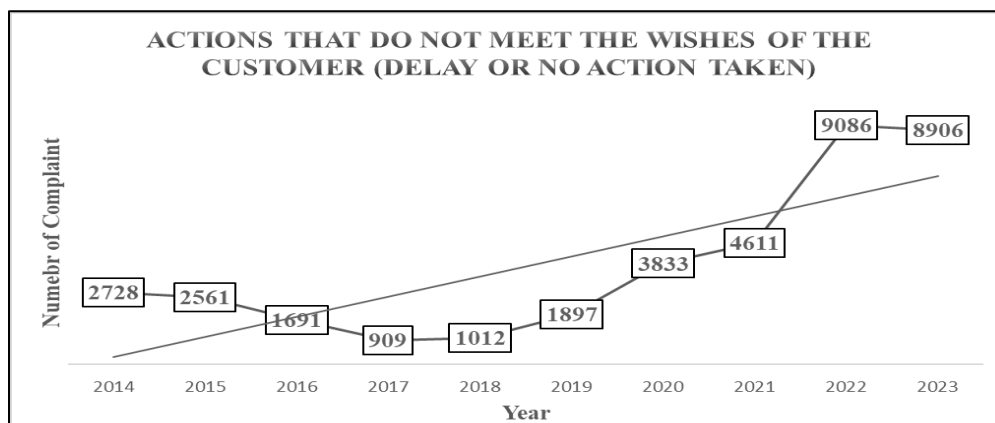
EA, Agility, Organisational Change, Engagement

Introduction

Amid fast-paced change and disruption, EA is critical for organisational resilience (Braun et al., 2017; Leask & Ruggunan, 2021) and competitiveness (Karman, 2019; Rožman et al., 2023). It indicates professionals' adaptability, capability to master new skills (Tavitiyaman et al., 2023), and proactive approach (Jiang, 2017) to circumvent changing workplace requirements. Agility is beyond technical skills (Forsman et al., 2016), it engages cognitive flexibility (Hülsdünker et al., 2023), emotional resilience (Shoeib, 2022; Torralba et al., 2023), and collaboration (Baah et al., 2022; Narayanan et al., 2015) in various teams and contexts. EA ponders the ability of employees to be responsive (Azmy, 2021; Khairunnisa & Setiasih, 2023), work quickly (Dzimidienė & Bagdžiūnienė, 2022) and accordingly based on what is expected by the customer.

The need for speedy or quick service delivery becomes crucial especially during unexpected situations such as during the outbreak of COVID-19 pandemic (Puli et al., 2021). Here, increase in complaints over public service delivery has shown an increased trend especially from 2020 onward.

Figure 1: Statistical Information On Public Complain Related To Delay Or No Action Taken For Public Services Requests



Source: Biro Pengaduan Awam (2018), (2019), (2020), (2021), (2022), (2023) and (2024)

Figure 1 shows a trend of increased in complains on public services delivery in the Malaysian public sector especially between 2019 to 2022 by an average of 73% each year. The higher increased trend begun from 2020 onward especially during COVID-19 pandemic. In contra, it shows the importance of employees to become agile in order to fulfil the stakeholders need (public). However, studies on EA per say is very limited, most studies on EA comes together with Workforce Agility (WA) in organisational level perspective. Thus, giving limited focus on how agility be regarded at employee level.

As such, this study will focus on systematic literature review for previous studies on EA among article published between 2022 to 2024. In short, EA shall be established by creating environments that exhibit characteristics of performance, leadership and technological

implementation. Thus, it is fair to say that EA is the foundation of resilience as it opens new doors to transformational growth and long-term success of the organization.

Literature Review

EA is how organisational become resilience, proactivity and adaptiveness in organisational affairs regardless situation (Zhu et al 2021; Pitafi et al., 2018; Alavi et al., 2014). It indicates one's potential to adapt in new job requirements, new technologies, and market changers (Heidt, Gauger, & Pfnür, 2022). Agility goes beyond skill sets and includes emotional intelligence, cognitive flexibility, collaboration, and innovation, all of which drive productivity (Patil & Suresh, 2019). Whereas, digital tools and enterprise social media (ESM) enhance agility by increasing the visibility of communication, as well as knowledge transfer (Pitafi, Rasheed, Islam, & Dhir, 2023). According to Sun, Zhu and Jeyaraj (2023), studies have demonstrated that ESM enhances communication quality, enhancing employees' adaptability to technological and organisational changes. Agility increasingly characterises long-term organisational success with the acceleration of digital transformation (Za, Ceci, & Prezioso, 2020).

Agility begins with leaders due to the nature of leaders themselves, which comes with an enormous impact fostering degrees of agility that exists within a work environment. For example, transformational leadership shall inspire employee to become agile by fostering adaptivity, proactivity and resilience in unexpected situation (Chong & Zainal., 2024; Yamin & Murwaningsari., 2023; Das et al., 2023). A study identifies the connection between the quality and visibility of leadership communication and ultimately, the agility of organisations (Rasheed et al., 2023) in the face of a crisis. However, the COVID-19 pandemic showed that resilient leadership and agile cultures help overcome workforce disruptions (Ludviga & Kalviņa, 2023).

Majority of previous studies on SLR related to EA comes together with WA. Most study regards WA as organisational level of agility with respondents consist either both individual employees at staff level and managerial level of employees (Maran et. al., 2022; Saeed et. al., 2022) or only among managerial level of employees (Alavi et al., 2014; Chuah et al., 2021; Panda, 2024).

Table 1: List of SLR studies related to EA

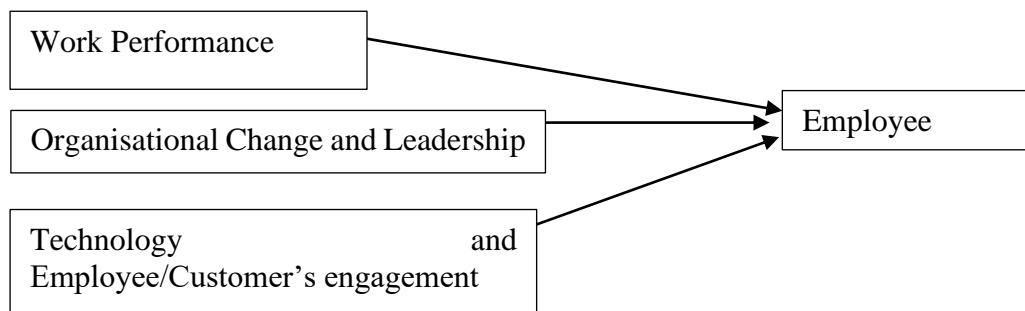
Author	Research Objective	Field	Theme	Period of Article
Moh'd et al (2024)	Mapping the latest status of research on agile HR.	Human Resource Management	Agile for HR and HR for Agile	2021-2024
Alviani et al (2024)	Expanding and connecting theories with diverse methodological approaches on workforce agility	WA in business management.	Status of variables, Unit of analysis, Methods and types, Underlying theory, Future recommendation	Until 2024

Muduli and relationship Choudhury between EA and (2024) digital technology	Workforce agility Digital transformation	Agile attitude, Agile abilities and agile behaviour	2011-2023
Tessarini and Saltorato (2021)	Gapping WA in WA academic research academic research	in learning and training, before forms of work June 2020 organization, human resource management and culture and organisational structure.	

Source: Author (2024)

Based on Table 1 above, the current SLR is differences in term of perspectives since none of previous studies were focusing on performance, leadership and technological aspect of employees that could improve EA in recent period between 2022 to 2024. The term “recent” here is defined as a period between 2022 to 2024.

Figure 2: Theoretical Framework of this SLR Studies



Source: Author (2024)

Research Question

According to Kitchenham (2007), research questions are the most important planning tasks. To formulate the qualitative research questions, this SLR adopted the PICO framework (Lockwood et al., 2015), which stands for Population, Interest, and Context.

- Population (P): The population of interest in the study. It describes the target of the research involving a specific population, patient group, or society.
- Interest (I): The primary focus/phenomenon of interest in the study. It could be related to a particular event, behavior, intervention, or problem that the research aims to investigate or understand.
- Context (Co): This describes the setting, environment, or specific context in which the population and interest exist. The background may refer to geographic location, cultural or societal contexts, or any other relevant context for the study.

This leads to the two research questions detailed below, which this study successfully generated.

- i. How are Employee performance enhancing EA in an organization that shall resulted on the successfulness of the organisational operation?
- ii. How can organisational change and leadership shall nurture EA that shall resulted in the successfulness of the organisational operation?
- iii. How can a technological implementation together with employee/customer engagement shall enhance EA that shall at the end resulting on the successfulness of the organisational operation?

Methodology

This study is a qualitative study that used secondary data as its main source of information that consist of journal articles that were published between 2022 to 2024 (recent). These articles were gathered based on systematic literature review using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework. PRISMA is a widely recognised standard for ensuring transparency, completeness, and consistency in systematic literature reviews (Page et al., 2021). The PRISMA website offers researchers a framework for comprehensive and systematic analysis. This approach illustrates the importance of randomised studies in mitigating bias and enhancing evidence. Web of Science and Scopus were employed for their broad coverage and reliability.

PRISMA guides this process in four phases shown in Figure 3 on identification, screening, eligibility, and data abstraction (Page et al., 2021). Begin with identification where database is search to find relevant articles. Next, at screening level, articles identified during identification level will be screened to exclude or remove any irrelevant or low- quality research using certain criteria (Table 3). In eligibility stage, articles are evaluated to determine whether they meet the inclusion criteria. Any duplicated articles will be removed leaving behind the included articles for further interpretation for data abstraction based on the studies objective. The process will ensure that systematic reviews only produce trustworthy and useful results.

Identification

Identification is the key step of SLR methodology to include or exclude studies in a systematic and objective manner. Scopus and Web of Science (WoS) indexes were chosen because they cover a large body of peer-reviewed papers and high-impact journals. Broad search words on individual-level adaptability within organisational contexts, for example, “EA,” “staff agility,” “employee responsiveness”, and “staff adaptivity” (Table 2), resulted in 282 articles, 164 from Scopus and 118 from WoS, signaling a growing interest in individual-level adaptability for organisational resilience. Although they overlap, there is enough difference that aggregating the results from both databases mitigates bias and balances coverage. This is not a comprehensive list; the first dataset is filtered for duplicates and relevance, and the final list incorporates all representations available until December 2024.

Table 2: Search String

Database	Search String
Scopus	TITLE-ABS-KEY (("EA" OR "staff agility" OR "employee responsiveness" OR "staff responsiveness" OR "employee adaptivity" OR "staff adaptivity")) AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2023) OR LIMIT-TO (PUBYEAR , 2024)) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) Date of Access: December 2024
WoS	("EA" OR "staff agility" OR "employee responsiveness" OR "staff responsiveness" OR "employee adaptivity" OR "staff adaptivity") (Topic) and 2024 or 2023 or 2022 (Publication Years) and Article (Document Types) and English (Languages) Date of Access: August 2024

Source: Compiled by Author (2024)

Screening

In the first screening, 282 publications were assessed according to their relevance to the research questions with regard to EA. Duplicates ($n = 24$) were removed, resulting in 258 records. Following the application of inclusion/exclusion criteria (Table 3), 191 publications were removed from the data set with a preference for journal articles published in English and published between 2022-2024. We excluded books, reviews, meta- syntheses, conference proceedings, and book chapters. A total of 92 publications were found eligible for data analysis. Such a stringent process allows for a precise review anchored in the best and latest research on EA.

Table 3: The Selection Criterion Is Searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2022 – 2024	< 2022
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press

Source: Compiled by Author (2024)

Eligibility

In the eligibility stage, a total of 67 articles were identified at first to be reviewed. Every article has been checked according to the inclusion criteria and specifically titles and the main content to verify that it met the aims of the research. Therefore, 42 articles have been excluded after filtering the titles, the reasons for exclusion which are out to the study, the titles with less importance and did not meet the aims, abstracts that were not linked to the objectives of the study, full text not accessible.

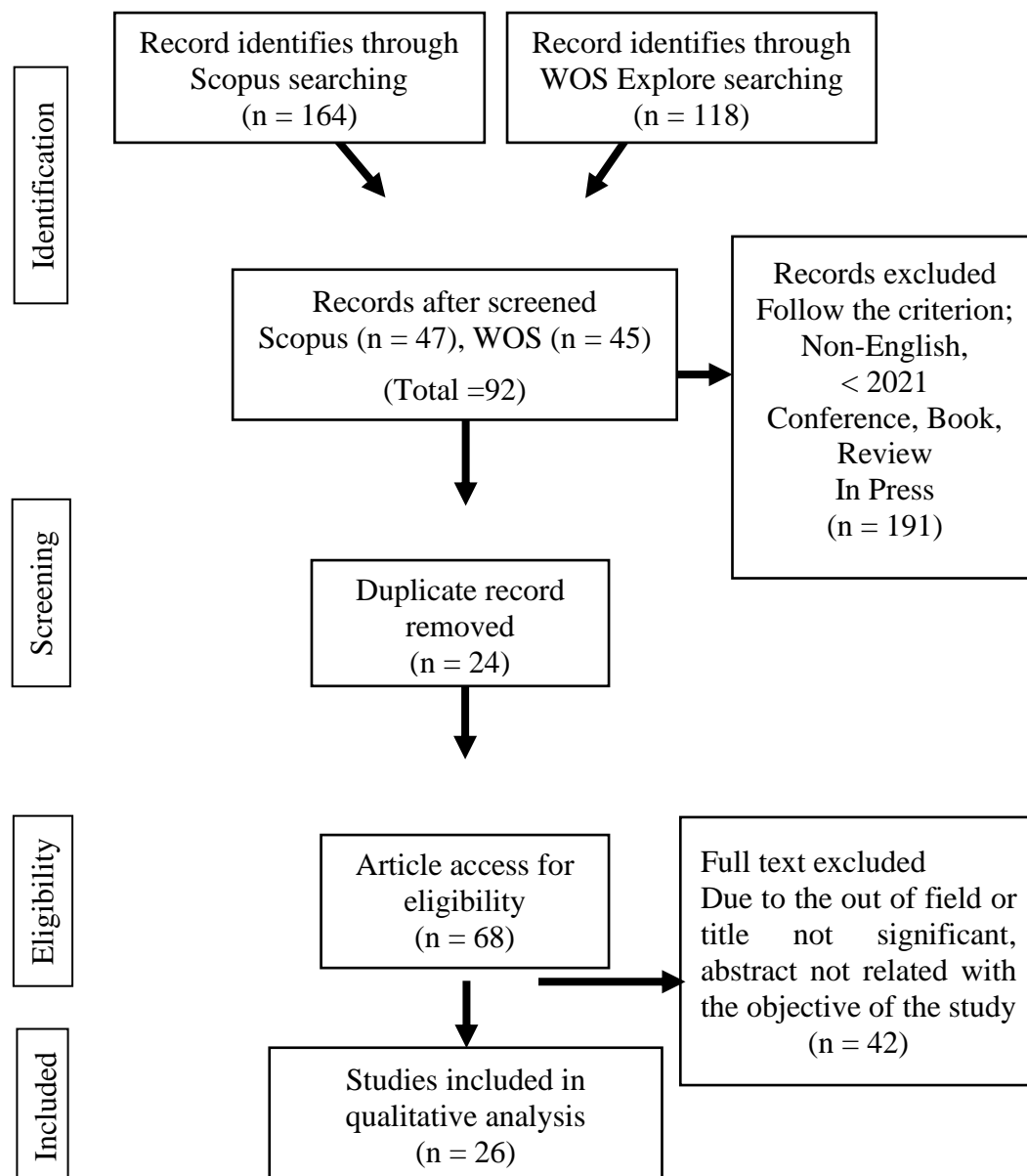
Included

The eligibility phase of the SLR ensures that only relevant studies are included for analysis. Titles and content were screened, resulting in the exclusion of 42 articles due to irrelevance, poor titles, lack of full-text access, or insufficient empirical evidence. This rigorous appraisal preserved the quality of the review. Eventually, 26 articles were selected for further analysis, forming a focused set addressing the research questions. This process enhances the level of validity as well as reliability of the findings, contributing to meaningful insights on EA.

Data Abstraction And Analysis

Hence, the meta-analytic approach synthesised findings from 26 screened articles of quantitative methods. Key themes arose on EA through data extraction, with collaborative teamwork informing context-driven insights. A comprehensive log added rigour and transparency via thematic analysis. The last step was to compare team findings in order to reconcile differences and agree on a common framework, yielding a comprehensive thematic framework. This iterative process increases the validity of the results, emphasising the flexibility of the staff and supporting mixed methods research by combining qualitative and quantitative perspectives.

Results And Findings



Source: Compiled by Author (2024)

Figure 2: Flow Diagram Of The Proposed Search Study Based On PRISMA Framework

Quality of Appraisal

Based on the guidelines proposed by Kitchenham and Charters (Kitchenham, 2007), the last stage after the selection of the primary studies is the assessment of the quality of the research they bring and the quantitative comparison of those studies. In this setting, primary studies correspond to the original research articles, papers, or documents considered as inputs to a systematic review after the first selection process. These are the primary sources of evidence examined in order to answer the research questions set for the review. For this study, we used Anas Abouzahra et al.'s quality assessment framework based on (Abouzahra et al., 2020) which includes six specific quality assessment (QA) criteria for our systematic literature review (SLR). A three-tier system was used to score each criterion. A score of Yes (Y), 1 means a

criterion was fully met. Criteria partially fulfilled the identified some gaps/limitations was labelled with "Partly" (P) and scored 0.5. If a criterion was not reached at all, it was scored as "No" (N), with a value of 0. It provides a systematic way to assess the quality of the studies included in the review consistently.

The quality assessment (QA) process reviews a study in light of six specific criteria as below. Three experts independently provide assessments of the study based on these criteria, with scores of "Yes" (Y), "Partly" (P) or "No" (N) for each. The sum of scores given by experts is used for calculating the overall score. A score greater than 3.0 ensures only the highest quality research moves on to the next phase. Here's a breakdown of how the ratings work:

QA1. Is the purpose of the study clearly stated?

For this criterion, we are assessing whether it is clear what the aim of the study is. An adequate and precise purpose brings clarity to any research and outlines a specific direction.

QA2. Is the interest and the usefulness of the work clearly presented?

This is a measure of how well the study conveys its significance and potential contributions. If the relevance of the research is made clear, it will increase the impact and value of the research.

QA3. Is the study methodology clearly established?

This focuses on whether the methodology employed is clear and appropriate to meet the study objectives. The methodology is clearly outlined as it describes worthy in order to make them actionable.

QA4. Are the concepts of the approach clearly defined?

This criterion assesses if the theoretical framework and/or key concepts are stated clearly and explained in a lot of detail. The underlying concepts should be well-defined to better comprehend the study's approach and the impact it will have.

QA5. Is the work compared and measured with other similar work?

This examines if the study has compared itself to past studies. It demonstrates the research's significance relative to existing literature and underscores the latter's originality.

QA6. Are the limitations of the work clearly mentioned?

This criterion evaluates whether the study recognizes its limitations. Transparency is enhanced and the credibility of the research is strengthened when potential weaknesses are identified.

These criteria are essential to judging the quality and strength of a study. A comprehensive assessment to this end is achieved by summing the scores assigned by three experts. Only studies that met a demanding threshold scored more than 3.0 is sufficient to pass to the next step of the review process.

Table 3: Description Of Code For The Articles That Undertook Quality Of Assessment:

Code	Authors	SCOPUS	WoS
PS1	Srigouri and Muduli, (2024)	✓	✓
PS2	Rasheed et al. (2023)	✓	
PS3	Ezmiri and Rostamzadeh, (2022)	✓	

PS4	Hanu et al. (2023)	✓	✓
PS5	Zhang et al. (2022)	✓	✓
PS6	Elliott et al. (2023)	✓	✓
PS7	Stein et al. (2023)	✓	
PS8	Sharma et al. (2022)	✓	
PS9	Khong et al. (2022)	✓	✓
PS10	Aliyyah et al. (2024)	✓	
PS11	Chong & Zainal, (2024)	✓	
PS12	Pitafi et al. (2023)	✓	✓
PS13	Naim et al. (2024)	✓	
PS14	Nguyen et al. (2022)	✓	
PS15	Bao et al. (2024)	✓	✓
PS16	Doeze Jager et al. (2022)	✓	
PS17	Jia & Li (2024)	✓	✓
PS18	Zandi et al. (2022)	✓	
PS19	Janani & Vijayalakshmi (2024)	✓	✓
PS20	Ulucayli et al. (2023)	✓	✓
PS21	Martin et al. (2022)	✓	
PS22	Nivedhitha (2023)	✓	
PS23	Talwar et al. (2023)	✓	✓
PS24	Salmen & Festing (2022)	✓	
PS25	Yang et al. (2024)		✓
PS26	Kocot et al. (2022)		✓

Source: Compiled by Author (2024)

Table 4: Summary Results Of Quality Of Assessment Performance For Selected Primary Studies

PS	QA1	QA2	QA3	QA4	QA5	QA6	Total Mark	Percentage (%)
PS1	1	1	1	1	0.5	0.5	5	83.33
PS2	1	1	1	1	1	0.5	5.5	91.67
PS3	1	0.5	1	0.5	0.5	0.5	4	66.67
PS4	1	1	1	1	1	1	6	100
PS5	1	1	1	1	0.5	0.5	5	83.33
PS6	1	1	1	1	1	0.5	5.5	91.67
PS7	1	0.5	1	1	1	1	5.5	91.67
PS8	1	1	1	1	0.5	0.5	5	83.33
PS9	1	1	1	1	0.5	0.5	5	83.33
PS10	1	1	1	1	1	0.5	5.5	91.67
PS11	1	1	1	1	0.5	0.5	5	83.33
PS12	1	1	1	1	1	0.5	5.5	91.67
PS13	1	1	1	1	1	0.5	5.5	91.67
PS14	1	1	1	1	0.5	0.5	5	83.33
PS15	1	1	1	1	1	0.5	5.5	91.67

PS	QA1	QA2	QA3	QA4	QA5	QA6	Total Mark	Percentage (%)
PS16	1	1	1	1	1	0.5	5.5	91.67
PS17	1	1	1	1	0.5	0.5	5	83.33
PS18	1	1	1	1	1	0.5	5.5	91.67
PS19	1	1	1	1	1	1	6	100
PS20	1	1	1	1	0.5	0.5	5	83.33
PS21	1	1	1	1	1	0.5	5.5	91.67
PS22	1	1	1	1	1	0.5	5.5	91.67
PS23	1	1	1	1	1	0.5	5.5	91.67
PS24	1	1	1	1	1	1	6	100
PS25	1	1	1	1	1	0.5	5.5	91.67
PS26	1	1	1	1	1	0.5	5.5	91.67

Source: Compiled by Author (2024)

In this study, we have evaluated 26 articles through the use of six criteria (Table 2) using Scopus. Background: Methodology and analysis of eight articles obtained 6 (100%). Most scored 5 to 5.5 and exhibited minor gaps in comparative analysis (QA5) and understanding limits (QA6). There was the need for improvement in QA5 and QA6, particularly in terms of benchmarking and transparency. Top-scoring articles such as Arts as a Driver of Agility excelled at interdisciplinary collaborative coverage, while lower-scoring articles (4 or 66.67%) did not incorporate any thorough comparative perspectives. The review highlights excellent work but reveals areas for future research to improve its quality and impact.

Discussion

The 26 articles included in the SLR were organised into three themes (Table 7.1). EA and Performance, Organisational Change and Leadership, and Technology and Engagement. The first one talks about leadership, work-based learning and enterprise social media (ESM) while improving adaptability. The second emphasises the leadership and strategic management required to effect transformation and deliver satisfaction. The third examines AI, digital tools, and telemedicine for better engagement. These themes set the stage for discussing the role of agility, leadership and technology in driving productivity and innovation.

Table 5: Three Primary Themes for the Articles

Theme	Articles (PS)	Focus Area
EA and Performance	1, 4, 5, 10, 11, 12, 13, 15, 16, 18, 19, 22, 23, 24, 25, 26	Exploring the factors affecting EA, work performance, and its role in organisational success.
Organisational Change and Leadership	3, 7, 8, 20, 21	Investigating leadership, strategy, and responsiveness in fostering organisational change and

Theme	Articles (PS)	Focus Area
		improvement.
Technology and Employee/Customer Engagement	2, 6, 9, 14, 17	Examining the role of technology, AI, telemedicine, and gamification in employee engagement and customer experience.

EA and Performance (Response to Research Question i)

How Are Employee Performance Enhancing EA In An Organization That Shall Resulted On The Successfulness Of The Organisational Operation?

The performance of employees is a significant catalyst in driving organizational successes, agility, knowledge sharing, and innovation. Recent studies demonstrate that employee agility plays a pivotal role in enhancing job performance and bolstering organizational adaptability (Chong & Zainal, 2024). Integration of enterprise social media enables communication visibility, enhancing employee creativity and agility (Rasheed et al., 2023). In addition, training transfer is positively affected by performance coaching and favourable HRD climate, which helps employees develop skills that can be used to improve organizational effectiveness (Srigouri & Muduli, 2024). Specific leadership practices like empowering leadership and transformational leadership augment employee agility, fostering better job performance and adaptability during turbulent market conditions (Naim et al., 2024; Yang et al., 2024). Additionally, work-based learning programmes enhance employee ambidexterity and proactive goal orientation, thus vital to long-term organizational competitiveness (Hanu et al., 2023). Thus, the reason why performance management is critical in achieving organizational success in the long run is the fact that it helps in keeping employees performing at their best in achieving organizational successfulness.

Organisational Change And Leadership (Response to Research Question ii)

How Can Organizational Change And Leadership Shall Nurture EA That Shall Resulted In The Successfulness Of The Organisational Operation?

Leadership and the readiness to embrace change are key factors to organizational success in a dynamic environment. Strategic management that comes with organizational change are important in allowing employees to respond better to the needs of the unexpected environment (Ezmiri & Rostamzadeh, 2022). Embracing employee agility takes the central role of leadership, as empowering leadership promotes psychological safety and knowledge-sharing behaviors, which in turn leads to greater adaptability (Naim et al., 2024). Furthermore, transformational leadership is found to predict job performance which is moderated by agile employees and drive organizational resilience (Chong & Zainal, 2024). Moreover, organizations with effective HR practices shall establish a vitality and learning environment in organization as a way to ensure on employee's thriving at work capacity (Yang et al., 2024). By combining effective people leadership together with a strategic HR approach shall foster a promising change in which organizations thrive by developing a workforce that is agile, positioning them for successful performance over the long term.

Technology and Employee/Customer Engagement (Response to Research Question iii)***How Can A Technological Implementation Together With Employee/Customer Engagement Shall Enhance EA That Shall At The End Resulting On The Successfulness Of The Organisational Operation?***

Embracing technology and engaging employees and customers are part of the keys in achieving organisational successful. However, the availability of these organizations in harmony with many online technologies that support interaction through enterprise social media (ESM), digital tools, for example, will be pivotal in training these employees to form agile employees, creative, and knowledge sharers, and ultimately capable of carrying out team performance (Pitafi et al., 2023; Rasheed et al., 2023). Increased visibility of communication through ESM facilitates collaborative efforts among employees, resulting in higher levels of innovation and productivity (Talwar et al., 2023; Zhang et al., 2022). Employee engagement via coaching, agility training and HR development promotes a culture of learning and adaptability, which is highly essential for the business to grow, especially in case of micro, small and medium enterprises (MSMEs) (Srigouri & Muduli, 2024; Hanu et al., 2023). Furthermore, AI-based service quality and responsiveness improve customer attention and loyalty, ultimately yielding better organizational outcomes (Nguyen et al., 2022; Sharma et al., 2022). As a result, the convergence of technology and engagement is tenacious for ensuring organizational success in a continuously evolving business landscape.

Conclusion

As such, in response to research questions, EA shall significantly boost job performance (Aghaei et al., 2022), with a proper employee performance management, effective leadership and technology implementation. Organisation should enhance the used of effective employee performance, leadership and technological implementation such as improving digital literacy among employees to allow for effective and quality communication and transmission of data between employee and their customers thus fostering agility in services delivery and improve the employees' performance in the eyes of their customers. Meanwhile, it was discovered that leadership styles shall efficiently promote EA that will enhance organizational performance.

Future study should enhance the study of EA by comparing the EA with WA in order to see any differences in term of theories used, respondents, unit of analysis etc. so that the perspective of both agility can be access either at individual employee level or organisational level. EA that mainly in public sector should also be explored in order to look into how EA shall enhance organisational successfulness in public sector.

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