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TOWARDS
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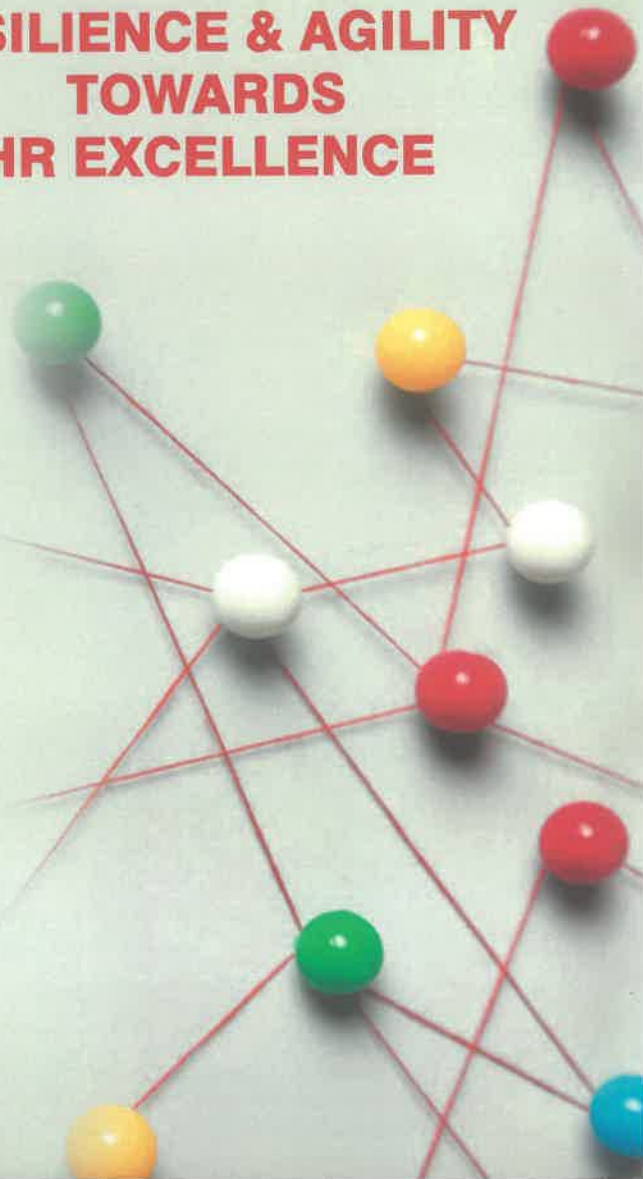
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An Assessment of Factors affecting Human Resource Agility

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Abstract:

This article provides an overview of HR agility by presenting organizations impacting HR agility. The level of knowledge on this subject cannot be measured with the available data. The purpose of this study is to investigate the purpose of Documents found in various fire documents, electricity until 2022. People can acquire these qualities through

- a) effective communication,
- b) motivation,
- c) determination, and
- d) cooperation.

This research also provides us with recommendations for future research on HR agility and other topics. This article highlights the importance of human capital and its potential impact on firm competitiveness, particularly in developing countries. It also covers topics not covered in class.

Keywords:

Agility of Human Resources; Effective Communication; Delegation of Authority; Decision Making; Work Teams

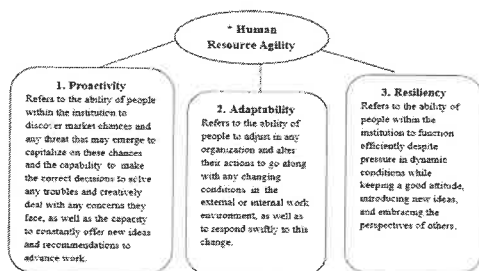
Introduction

Schools compete in an increasingly competitive business environment (both local and international). The global crisis, changing consumer needs, economic instability and new technologies contributed to this. Both scientists and researchers know that implementing and solving these problems is urgent. The ability to react quickly to unexpected changes in a stressful environment is defined as agility. In

this context, human resources in organizations have features that promote agility, often referred to as "HR agility", and this article introduces the concept of "HR agility" as research shows that new management emerges as a necessary response to dynamic and sensitive environmental measures. The purpose of the literature review is to provide an unbiased evaluation of the research subject by using valid, reliable, and reliable methods (Kitchenham and Charters, 2007). The authors reviewed articles in various electronic databases up to 2022. A challenging environment forces schools to adapt, build capacity and act quickly. In the early 1990s, HR agility emerged as a new response to the changing and dynamic environment and became an important factor in business success and growth (Al-Faouri et al., 2014). Additionally, HR agility is seen as a good strategy for new management, likes to support the company through its employees, drive innovation and adapt to the challenges of unstable companies such as the world's open economy, advanced communication, and rapid technology. (Munteanu). and others. People in this context, agility is defined in the literature as the ability to react quickly to unexpected situations (Menon & Suresh, 2022). In other words, HR agility is essential to creating an agile business because it relies more on people than technology for support. The strength of human resources is one of the most important factors affecting the performance of the organization and its chances of surviving in the competitive market and achieving its goals

(Qin et al., 2017, 2015). Figure 2 shows the structure and definition of HR agility. The concept of "HR agility" has been defined in the literature before. Therefore, this study provides a comprehensive assessment of the concepts used in the current literature to suggest dimensions and dimensions of HR agility for use in future research. Table 2 provides the authors, publication year, definition of "HR Agility" and a brief summary of all studies published between 2014 and 2022. In our analysis, the authors used several steps described by García et al. (2020), Kitchenham and Charters (2007), and Mikalef et al. (2018) Critical review of existing literature: (1) Exploring gaps in available data. (2) Formulate research questions. (3) Extract and filter data by exclusion and inclusion. (4) Prepare research data (5) Decide on future research.

Figure 2. The constructs of agility of human resources.



The following key questions guide the review process: (1) What variables affect HR agility? (2) What is the relationship between these variables? Focusing on these changes, the most important issues and relevant publications were identified. Here are the answers to these questions:

Agility and effective communication in human resources

Effective communication has attracted attention in recent years because researchers see its importance in achieving goals (Razak et al., 2019). Researchers define effective communication as a process of human behavior that includes information flow, cooperation and information sharing among employees at all

levels of the organization (Yuest & Sumantra, 2017). Rajhans (2018) also confirms that good communication helps employees to understand the whole concept related to the business and development of the organization, knowledge sharing is also very important in "good place and culture". In their view, Nwabueze and Mileski (2018) emphasize the importance of knowledge and information exchange in organizations to build effective and efficient working capacity. Effective communication is defined by the following key elements: (1) exchange of information; (2) the process or results of submitting the information; (3) written or oral communication; (4) effective communication of ideas; interaction (Syakur et al., 2020). Therefore, effective communication must be established between employees and managers to adapt to changes. Researchers have confirmed that communication is one of the most important aspects of disaster management and control (Muhamedi & Ariffin, 2017).

Flexibility and Strengthening of Human Resources

Human capital is the most asset and resource. They also form the basis for competitive advantage and the development of organizational resources. Hiring more productive employees is one of the best ways to be successful in the current business environment (Juhana et al., 2017), (2020). Experts define classification as a process that allows lower-level managers to make decisions that affect the work of employees (Liu, 2017). In addition, Ghamari et al. (2018) stands for empowerment and motivation to make decisions, spend money, and contribute and take responsibility for the business. In this context, Anwar and Abdullah (2021) concluded that motivation has a positive effect on the entire HR function. In addition, all employees need to consider HR agility so organizations can act quickly. In short, these lessons show us that collaboration, shared thinking, and decision-making among employees are important to supporting HR agility. In addition, the level of knowledge on this subject has not been adequately measured in the current literature.

Future research should delve deeper into this issue.

Human Resources and Decision-Making Agility Data shows the importance of decision making for employees and companies (Athari & Bahreini, 2022). There are many points to consider. For example, Hanaysha (2016) defines decision making as the process of sharing thoughts, ideas and suggestions of employees in an organization regarding their work and workplace. Tindowen (2019) divides the decision-making process into several stages: (1) problem analysis, (2) data collection, (3) decision-making process, (4) decision-making selection, (5) use and update. Various studies have explored the link between HR agility and decision making. These caused controversy in the article. These studies were carried out under different conditions in different parts of the world. Muduli (2016, 2017) looked at the impact of employee engagement on employee performance as a "mediator". The results of the study show that decision making is very important for agile workers. The available literature is insufficient to evaluate the knowledge on this subject. Human Resources Agility and Work Teams This document defines a work team as a group of people working in an organization whose skills, experience and efforts work together to achieve a goal. Employees who feel that there is a shared responsibility can improve their ability to perform effectively (Abuzid & Abbas, 2017). Unit level or cooperation is the result of four dimensions: independence, importance, impact, and efficiency (D'innocenzo et al., 2016). Based on the findings, we can conclude that collaboration between employees and teams is important to support HR agility. In addition, the level of knowledge on this subject has not been adequately measured in the current literature. Future research should delve deeper into this issue. This article presents a conceptual model of four factors whose impact on HR agility was measured in separate studies (eg, Deksnys, 2018; Hwajrah & Al-Azab, 2019; Lassoued et al., 2019). 2020; Muduri, 2016). Figure

3 shows the link between these elements

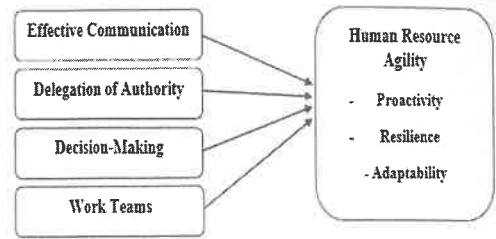


Figure 3. Factors affecting human resource agility

Discussion and conclusion

The main purpose of this review is to identify the evolution of HR agility efforts and better understand the factors that influence it. Our findings show that people's strengths, innovative responses to changes, situations and events, and their three interplays are important components of business success and growth: startup, transition and transformation. As this review shows, there are many factors that affect HR agility. Effective communication plays an important role in improving HR agility by first identifying information flow, coordination and knowledge sharing among employees at all levels of the organization, and then develops the necessary strategies to bridge the gap between potential and power. The third aspect of decision making has a huge impact on HR performance and changes the way organizations respond to business threats and competition by allowing employees to express their opinions, advice, opinions, and recommendations regarding their work. Employees are key to maintaining a company's competitive advantage. Fourth, teamwork facilitates collaborative decision-making by enabling employees in the organization to share their skills, knowledge, and experience, which causes organizations to face challenges and uncertainties in a highly dynamic environment. This improves the employee's ability to change, initiate and maintain attitude and motivation. Finally, the relationship between effective communication, delegation, decision making and teamwork, and HR agility has three interrelated dimensions: operational, operational, and strategic. Meaning: This

instruction has many meanings. First, research discovers and collects key information that informs research. Second, as this analysis shows, many factors influence HR agility, enabling organizations to develop and implement strategies that are open to rapid change. Third, the literature examines these factors independently of many bases, but few studies use a single model to explore the factors that directly affect HR agility. Analytics is also useful for organizations focused on building employee confidence, improving opportunities to gain competitive advantage, motivating employees, and adapting to change outside and inside the office. Likewise, when decision makers in an organization are aware of these factors, they can establish and implement processes that establish the right standards to design and build the best options. Improving HR agility can also improve business performance and competitiveness. Organizations should consider implementing strategies that support HR agility, such as providing training and development, promoting effective communication, and involving employees in decision-making. For example, our analysis includes the rights of different stakeholders in different situations. Organizations should focus on factors that affect HR agility. HR professionals need to invest in training and development, foster a culture of innovation, and encourage businesses to strengthen HR agility. Researchers will need to continue these studies and conduct new research in different areas to better understand HR agility.

Limitations

As mentioned earlier, very little information is available on this topic. Content is limited due to innovation. There are very few researchers who investigate the factors affecting HR agility and bring up the issue of looking at this issue from a narrow perspective. This theoretical framework can draw empirical knowledge. Another limitation of this study is that the analysis only lasts until 2022, which affects the accuracy of the data. Future research should expand the sample size to gather more information on the factors affecting HR agility.

Future Research Recommendations

The first recommendation for future research is to extend and strengthen this analysis by applying this model to companies in different and countries. A second recommendation for future research is the use of qualitative methods to collect data that can provide us with more information about the role of these factors. Comparing two or more departments can also provide valuable information to help us understand what drives HR. A third recommendation for future research is to expand existing research and business models to identify and add more factors that impact HR agility.

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