Impact Of Workforce Agility On Employee Performance: The Mediating Role Of Agile Work Environment

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Abstract: In today's dynamic environment of work, workforce agility emerged as a crucial factor in enhancing the performance of employees. This study analyses the influence of workforce agility on employee performance, focusing on the mediating role of an agile work environment. Workforce agility is conceptualised by three key dimensions: time agility, resilience and task agility, whereas employee performance is measured by innovative performance and task performance. A quantitative research design was employed, utilizing Partial Least Squares-Structural Equation Modeling (PLS-SEM) in SmartPLS 4 to analyse survey data collected from employees across various industries. The results of the study confirm that workforce agility significantly enhances employee performance, with task agility, time agility, and resilience all playing crucial roles. The presence of an agile work environment strengthens these relationships and indicates partial mediation influences across each of the pathways.

Keywords - Workforce agility, time agility, resilience, task agility, employee performance innovative performance and task performance, work environment

1. INTRODUCTION

The term "work environment" refers to a broad range of elements that affect workers' productivity, contentment, and general well-being. It can be comprehended from a number of angles, such as social, psychological, and physical. The concrete surroundings in which workers function, such as the design of their workspaces, the amenities they have access to, and the tools they use, are referred to as the physical work environment. The psychological work environment, on the other hand, refers to the mental and emotional atmosphere and includes elements such as leadership styles, company culture, and staff relationships (Noermijati, 2024). One of the most important topics of research in organisational behavior and human resource management is the connection between employee performance and the workplace. It is often

acknowledged that a positive work atmosphere has a big impact on productivity, job satisfaction, and employee performance. Employee performance is greatly improved by a favorable work environment that is marked by comfort, safety, and sufficient resources. stress that better employee performance results from a supportive work environment.

Employees' dynamic character makes them a special asset to the business. Employees are also a vital resource for accomplishing business objectives. Employee performance varies as a result of their diverse ideas, attitudes, and methods for accomplishing company objectives. Every employee must exhibit their abilities and agility to meet the required work success in the increasingly demanding internal and external work environments brought about by the growth of IT technology. Regulations and technological advancements have led to a high turnover rate; firing workers deemed incompetent is also somewhat common. With the progression of the COVID-19 pandemic, the modern workplace is increasingly moving toward digitisation and remote work (Wahjunianto, 2022). Employee performance and workforce agility are impacted by a competitive work environment. Employee performance is impacted by workforce agility, and employee performance is impacted by a competitive work environment. Employee performance can be greatly enhanced by workforce agility far more so than by a competitive workplace.

There is an increase in the demand for agility in the workforce and employees that is due to the increase of technology with changing times. Larger organisations with more employees are more intent on supporting agility integration using work force and organisations as an essential requirement with changing demands and necessities. According to 45% of respondents, effective work was the most significant organisational characteristic for workers globally as of 2023 (Dyvik, 2024). Opportunities for career progression, employer ethics, and pay were the other key factors that were essential for guaranteeing employee job satisfaction. An intent of demand and agreement that an agile work environment and integrations are essentially a requirement for a better organisational operation is becoming an evident Instinct among employees. This could therefore indicate that agility as a mediator environment for work and operation has shown its importance and acceptance. The following study changes to explore the impact on workforce agility through the implication of workforce ability acting as a mediating factor towards employee performance enhancement and the integration of an Agile work environment.

In today's changing environment of business, organisations have to adopt strategies which help in enhance their adaptability to remain in competition. Workforce agility also emerged as a crucial factor in enabling the business to respond to the technological advancements and market dynamics. Workforce agility encloses the ability of employees to adapt the change, maintain a form of resilience in challenging conditions and efficiently manage tasks. Agility is directly linked to the performance of employees, that influences the overall effectiveness and productivity of organisations. However, the role of the environment of work in enhancing employee performance and facilitating workforce agility remains an area that needs further exploration. As per Petermann and Zacher, (2022), workforce agility consists of two factors, firs,t it has the ability to respond to change properly and the second is also can exploit these changes. Agile employees contribute to the

improved outcomes of the performance like resilience, task efficiency and innovation. Thus an agile work environment characterised through continuous learning, flexibility and collaboration, allows employees to leverage their agility effectively. This study aims to explore the impact of workforce agility on employee performance, focusing on the mediating role of an agile work environment.

2. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESIS

2.1 Workforce Agility

According to a study by Alviani et al. (2024), the words "performance" and "work achievement" are derived from the terms "job performance" and "real performance," respectively. The following metrics and dimensions make up employee performance. These are "Knowledge dimensions," and knowledge and skills serve as indicators. This also comprises the productivity dimension, which has productive indications, and the accuracy dimension, which has signs of correct and high-quality work. The independence dimension, which includes indicators of not relying on others, is followed by the following dimensions: cooperation, which includes indicators of teamwork; initiative, which includes indicators of work initiative and providing solutions; and following policies and procedures, which includes indicators of implementing SOPs and complying with policies. A high level of employee involvement in their company is known as employee engagement. Employees feel a great deal of responsibility to their workplace as a result. Workforce agility, on the other hand, is a reflection of employees' adaptability, dexterity, and agility.

The term "workforce agility" describes the degree of expertise, openness to lifelong learning, and support for the company that seeks to accomplish its organisational objectives. From the standpoint of a competitive workplace, workforce agility enhances employee performance. Having a positive attitude toward learning and self-improvement, employees with work agility also have strong problem-solving abilities, are adaptable to change, new ideas, and technology, are able to come up with creative ideas, and are always willing to take on new tasks (Prasetiawan et al. 2025). Employee performance is an important factor in improving an organisation's sustainability, as it demonstrates the ability to react well to changes in the organisational environment. Performance is typically impacted by flexibility in adapting to change. The effectiveness with which employees have performed in their roles is referred to as good employee performance.

Task Agility

Task agility is the ability of employees to shift efficiently between different tasks while maintaining a high level of performance. In the agile workforce, employees can easily adapt to changing requirements of tasks, ensuring a form of efficiency and continuity within the workflow. Task agility is the dynamic which identifies whether the workers have the ability to divide up work among colleagues in response to demands from the company (Franco and Landini, 2022). This agility has a crucial dynamic is a work setting where the priorities are often shifting unexpectedly. Research illustrates that task agility can help enhance task performance through fostering adaptability, reducing delays and improving capabilities of multitasking caused by the structure of rigid tasks. Tsak agility is also closely linked to cognitive flexibility which allows the employees

to acquire different new skills and apply them. Employees who demonstrate a high level of task agility remain more productive and engaged as they transition easily during the assignments.

Time Agility

Time agility refers to the ability of employees to allocate and manage time efficiently in response of the changing demands of work. Within the agile workforce, the employees have to adjust to the unexpected disruptions, shifting deadlines and urgent projects while focusing on managing the productivity of the firm. Research suggests that time agility is a crucial component of workforce agility, as it allows employees to navigate high-pressure situations without compromising work quality. Time agility or the degree to which businesses permit workers to modify their working hours to accommodate organisational and personal demands (Franco and Landini, 2022). The employee with a high level of time agility demonstrates strong prioritisation skills for effectively balancing responsibility for meeting the deadline of tasks. organisations which foster time agility by agile work environments like flexible digital task management tools and work schedules are help in enable the employees to optimise their performance. Through reducing the time-related constraints, the employees can also work more efficiently and contribute properly to meet the goal of the organisation.

Resilience

Resilience has ability of employees for recover from setbacks, maintain the performance and adapt to adversity under different challenging conditions. In workforce agility context resilience enables employees to navigate the uncertainties of the workplace and sustain productivity despite several external disruptions. The ability of people and organisations to adjust to change, endure hardship, and prosper in the face of difficulties is known as resilience in the workplace (Arora, 2023). Success in a job market that is becoming more and more unstable depends on developing workforce resilience, which calls for ongoing education and the development of transferable skills like problem-solving, teamwork, and critical thinking, to list few. The agile work environment allows to play an important role in strengthening the resilience of employees. organisations which promote a culture of continuous learning, encourage an open communication and provide support systems to create conditions which help enhance the resilience of employees.

2.2 Employee Performance

The performance of employees encompasses the quality of work delivered, efficiency and effectiveness by the employees. It is influenced through different factors, like individual skills, external work conditions and organisational support. This research suggests that the workforce agility positively contributes for employee performance through enhancing engagement, productivity and adaptability. The degree to which an employee can carry out his tasks and obligations correctly and successfully is measured by employee performance (Triansyah *et al.* 2023). An agile work environment fosters collaboration, flexibility and continuous learning to enhance the performance of employees. The employee who demonstrates agility in resilience, time management and agility in tasks tends to exhibit outcomes of superior performance. Studies which indicate

that agile employees are more proactive, more innovative and better problem-solvers in its approach to work. However, its performance are often contingent on the environment of work. organisations which integrate the agile methodologies in the structure of workplace tend to experience a high level of employee efficiency and motivation.

Task Performance

Task performance is the ability of an employee to execute responsibilities in the job more effectively. It includes features like efficiency, productivity and accuracy. The research suggests that agility in the workforce are significantly influences task performance through enabling employees for respond to the changes that take place in the work demands. As per Latham (2023), task performance describes the fundamental actions of a work, such as those that directly or indirectly support the creation of an item or the rendering of a service. The employees who are possess for high time and task agility are tend to better in the task execution. The study has also shown that the organisation underscore workforce agility for experience improvement as the key performance indicators like customer satisfaction, error reduction and project completion rates. Hence influence of workforce agility on the performance of task is enhanced when it is supported by an agile work environment.

H1: Task Agility significantly impacts the Task Performance.

H2: Time Agility significantly impacts the Task Performance.

H3: Resilience significantly impacts the Task Performance.

Innovative Performance

Innovation is essential to an organisation's competitive edge and long-term success in the rapidly expanding and cutthroat knowledge-based economy of today. Successful organisational innovation requires individual innovation behaviour since the innovation is ultimately carried out by the organisation's employees. Employees must possess learning agility in order to continuously pick up new skills and discover new methods of carrying out their jobs because of the complexity and unpredictability of the modern corporate environment. Regardless of task categories or organisational hierarchical standards, companies value employees' innovative behaviour as an intangible asset that generates the finest ideas to remain competitive. In the business world, innovative behaviour and the process that encourages it are crucial (Jo and Hong, 2022). Individuals with high learning agility are very experimental, seek innovation without fear of new obstacles, and communicate with others to produce results. These traits of learning agility are closely linked to creative behaviours that experiment with various concepts, come up with fresh approaches, collaborate with others to implement them in businesses and execute them to achieve results.

H4: Task Agility significantly impacts Innovative Performance.

H5: Time Agility significantly impacts Innovative Performance.

H6: Resilience significantly impacts Innovative Performance.

2.3 Agile Working Environment (AS a Mediator Variable)

The agile work environment indicates to a workplace setting which promotes flexibility, continuous learning and collaboration. It also enables the employees to maximise performance and leverage their agility. The research suggests that the environment of agile work acts as a mediator between employee performance and workforce agility through providing important support systems for agility to translate its productivity. An agile workplace environment includes specific elements for developing agile leadership abilities, organisational culture, leadership support, creating agile teams, or motivating the company to move toward agility (Crnogaj *et al.* 2022). Organisations embrace agile work environments are implement policies which encourage adaptability like rapid decision-making processes, cross-functional collaboration and options for remote work. The studies which indicate that employees who work in agile environments exhibit high job satisfaction, efficicneny and motivational dynamics. Through fostering an agile working environment, an organisation could focus on enhancing the benefit of agility in the workforce which further ensures that employee effectively apply their agility for a better outcome through their performance.

H7: Agile Work Environment mediates the relationship between Workforce Agility (7i. Task Agility, 7ii. Time Agility and 7iii. Resilience) and Employee Performance (Task Performance 7iv and Innovative Performance 7v)
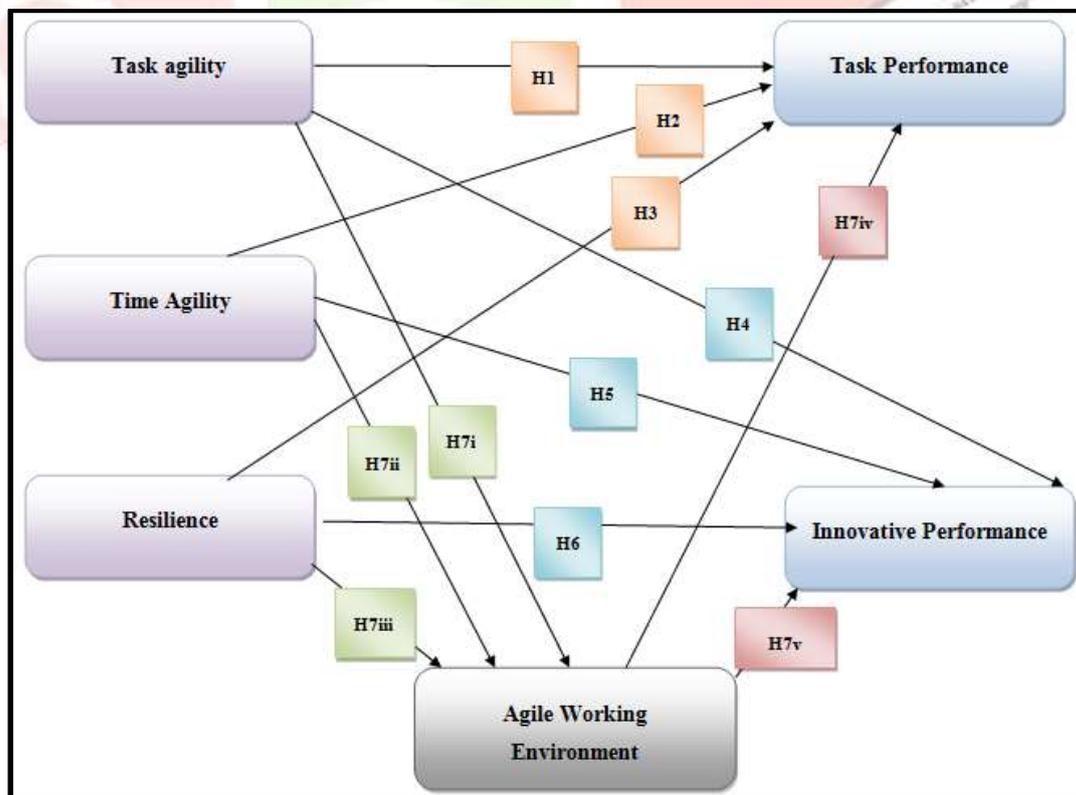
2.4 Conceptual Framework

Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Research Design

This study employs a quantitative research design for analysis the influence of workforce agility on the performance of employee, with agile work environment act as a mediating factor. A cross-sectional survey method was adopt in this study for collecting data from employees of different industries for evaluate relationships between the key variables. The research framework are based on dimensions of workforce agility which is task agility, time agility and resilience and its impact on the performance of employees, considering the mediating role of an agile work environment. The study focuses on following a deductive approach, through using Structural Equation Modeling (SEM) via SmartPLS (Smart Partial least squares) for testing relationships with hypotheses. The composite-based method of SEM known as PLS makes it possible to estimate intricate correlations between constructs and associated indicator variables (Sarstedt *et al.* 2024). The research design ensures statistical rigour in examining the direct and indirect effects of workforce agility on employee performance. A non-probability convenience sampling technique used for collect responses from the professionals of different sectors. The study focuses to engaged engaged in a dynamic work environment where agility act as a critical factor. A structured questionnaire developed based on the validated measurement scales, for ensure consistency and reliability in the process of data collection.

3.2 Measures

The following study conducts the integration of a primary data collection and this is the method through the integration of a survey for data collection and primary data evaluation of the selected data through the application of the PLS-SEM technique. Task Agility 4-item (a = 0.767, 0.807, 0.835 and 0.785) evaluates the ability of an employee to shift between tasks efficiently. Time Agility 4-items (a= 0.758, 0.849, 0.853 and 0.708) measure the ability of an individual to maintain time effectively under the changing demands of work. Resilience 4-items (a= 0.773, 0.802, 0.801 and 0.786) explore the ability of an employee to recover from challenges and manage productivity. Agile Work Environment 4-item (0.772, 0.871, 0.850 and 0.822) assesses the organisational support for an adaptive and flexible structure of work. Employee Performance is divided in Task Performance (4 items, a= 0.811, 0.849, 0.848 and 0.862) assessing accuracy, work quality and efficiency, Innovative Performance (4 items, a= 0.823, 0.822, 0.803 and 0.797) for assessing to the ability of an employee's for implement and generate new ideas. The measurement model was assessed for internal consistency reliability (Cronbach's Alpha), average variance extracted (AVE) and composite reliability (CR), for ensure validity and reliability.

Table 1: Measurement model outer loading result

	Agile Working Environment	Innovative Performance	Resilience of Employees	Task Agility of Employees	Task Performance of Employees	Time Agility of Employees
AWE1	0.772					
AWE2	0.871					
AWE3	0.850					
AWE4	0.822					
IP1		0.823				
IP2		0.822				
IP3		0.803				
IP4		0.797				
RS1			0.773			
RS2			0.802			
RS3			0.801			
RS4			0.786			
TA1				0.767		
TA2				0.807		
TA3				0.835		
TA4				0.785		
TM1						0.758
TM2						0.849
TM3						0.853
TM4						0.708
TP1					0.811	
TP2					0.849	
TP3					0.848	
TP4					0.862	

3.3 Procedures

The process of data collection includes an online survey distributed to the employees of different industries. The questionnaire was designed based on established measurement scales and pre-tested with a pilot group of professionals to ensure comprehensibility and clarity. The participants are informed about the objective of the study, voluntary participation and confidentiality before proceeding with the survey. The process of data collection is spanned for four weeks as it helps to ensure an adequate response rate. The focuses for data collection are made to target the employees who work in the agile environment where workforce agility plays an important role. The dataset was further cleaned through removing the incomplete responses, which helped to ensure high data quality.

3.4 Statistical Analysis

The study adopts Partial Least Squares-Structural Equation Modeling (PLS-SEM) using SmartPLS 4 for data analysis. PLS-SEM is chosen because of its robustness in analysing the complex models with its mediating effects. As per Memon *et al.* (2021), PLS-SEM's user-friendly visual interface, allows researchers to concurrently examine relationships between observed and latent variables in a complex model and conduct multiple robustness assessments while taking into account the measurement error inherent in the evaluation of abstract concepts, is one of the factors contributing to its widespread acceptance. The analysis follows two-key approach for measurement model assessment for measuring "Outer loadings (for indicator reliability)", "Cronbach's Alpha and Composite Reliability (CR) (for internal consistency)", "Average Variance Extracted (AVE) (for convergent validity)", "Fornell-Larcker Criterion and HTMT ratios (for discriminant validity)" and "Cross Loading". Structural Model Assessment for analysing path coefficient for test indirect and direct relationship, "Variance Inflation Factor (VIF)" for analysing multicollinearity. Bootstrapping technique for assessing the statistical significance. "Variance Accounted For (VAF): for analyse mediation effect of the environment of agile work. The results focus on offering empirical insights into how the agility of the workforce influences employee performance and it extent to which an environment of agile work focuses on strengthening its relationship. VAF is calculated as Indirect Effect / Total Effect to classify mediation into three categories: No Mediation (0-20%), Partial Mediation (20-80%) and Full Mediation (80% and above).

4. Results and Interpretation

4.1 Measurement Assessment

Table 2: Internal Consistency Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Agile working Environment	0.848	0.849	0.898	0.688
Innovative Performance	0.827	0.828	0.885	0.658
Resilience of employees	0.800	0.801	0.870	0.625
Task Agility of employees	0.810	0.812	0.876	0.638
Task Performance of employees	0.864	0.865	0.907	0.710
Time agility of employees	0.802	0.805	0.872	0.631

The capacity of a construct's elements to consistently measure the same underlying notion is known as internal consistency reliability. Cronbach's Alpha (α), a widely used metric for internal consistency, where the values above 0.70 illustrate an acceptable level of reliability, and values above 0.80 suggest strong reliability. The score of Cronbach's Alpha in this study are ranged between 0.800 and 0.864, confirming all of the variables are internally consistent.

Secondly, Composite Reliability (CR) is another indicator of internal consistency, with values of 0.70 suggest good reliability. The CR values ranged between 0.849 and 0.907, all of them are exceeding the minimum threshold. The highest CR was for Task Performance (0.907), indicating strong internal consistency of their items measurement. However, Agile Work Environment (0.898), Task Agility (0.876), Time Agility (0.872), and Resilience (0.870) also indicate high CR values, confirming its reliability in explaining the performance of employee and workforce agility. These results confirm the assumption that each factor are constructed to accurately for measure what it intends to, without overlap or redundancy among the items.

Additionally, the AVE values in this study ranged between 0.625 and 0.710, exceeding the recommended threshold of 0.50, and it also confirms convergent validity. "Task Performance" reported the highest AVE

with 0.710, followed by "Agile Work Environment" with 0.688 and "Innovative Performance" with 0.658. These values help in confirm that over 50% of variance in indicators have the ability to attribute to construct rather than an error of measurement.

Table 3: Discriminant Validity

	Agile working Environment	Innovative Performance	Resilience of employees	Task Agility of employees	Task Performance of Employees	Time agility of employees
Agile working Environment	0.830					
Innovative Performance	0.791	0.811				
Resilience of employees	0.785	0.767	0.791			
Task Agility of employees	0.742	0.687	0.742	0.799		
Task Performance of employees	0.716	0.767	0.699	0.651	0.843	
Time agility of employees	0.713	0.675	0.744	0.691	0.613	0.794

The above tabular representation of this study focuses on evaluating the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) for discriminant validity. Fornell-Larcker Criterion compares the square root of the "Average Variance Extracted (AVE)" of a construct with its correlation with other constructs. For example, Task Agility ($\sqrt{AVE}$ = 0.799) is greater than their correlations with the other variables, like Agile Work Environment (0.742) and Time Agility (0.691). It confirms that the constructs are have a distinct dynamic and it also measures separate aspects of employee performance and workforce agility.

On the other hand, the HTMT ratio assesses to the discriminant validity through ensuring that construct correlations are remain below 0.90. The highest HTMT value was 0.791 between the factor Agile Work Environment and Innovative Performance is below the 0.90 threshold and further supports discriminant validity.

Table 4: Cross Loading

	Agile working Environment	Innovative Performance	Resilience of employees	Task Agility of employees	Task Performance of employees	Time agility of employees
AWE1	0.772	0.641	0.632	0.612	0.576	0.611
AWE2	0.871	0.656	0.666	0.622	0.575	0.684
AWE3	0.850	0.685	0.626	0.596	0.606	0.527
AWE4	0.822	0.642	0.680	0.632	0.618	0.543
IP1	0.690	0.823	0.620	0.607	0.626	0.596
IP2	0.647	0.822	0.611	0.566	0.618	0.569
IP3	0.604	0.803	0.634	0.500	0.594	0.469
IP4	0.623	0.797	0.624	0.550	0.652	0.551
RS1	0.609	0.545	0.773	0.618	0.509	0.580
RS2	0.649	0.625	0.802	0.550	0.550	0.579
RS3	0.572	0.603	0.801	0.572	0.572	0.558
RS4	0.649	0.646	0.786	0.609	0.576	0.634
TA1	0.551	0.526	0.535	0.767	0.459	0.604
TA2	0.590	0.572	0.626	0.807	0.520	0.648
TA3	0.604	0.560	0.600	0.835	0.521	0.453
TA4	0.622	0.535	0.604	0.785	0.574	0.508
TM1	0.544	0.525	0.554	0.576	0.449	0.758
TM2	0.570	0.582	0.608	0.536	0.537	0.849
TM3	0.574	0.531	0.600	0.526	0.466	0.853
TM4	0.574	0.500	0.597	0.558	0.488	0.708
TP1	0.585	0.617	0.566	0.540	0.811	0.485
TP2	0.630	0.706	0.622	0.584	0.849	0.530
TP3	0.603	0.629	0.570	0.505	0.848	0.517
TP4	0.592	0.630	0.596	0.563	0.862	0.531

The above table indicates the value of cross-loading, where each of the indicators has high loading on their designates construct with lower loading of the other constructs. For example, , the items measuring Task Agility (TA1–TA4) have high loadings on the Task Agility construct (ranging from 0.767 to 0.835) but exhibit lower correlations with Time Agility, Resilience, and Employee Performance constructs. Similarly, Innovative Performance (IP1–IP4) and Task Performance (TP1–TP4) items load significantly on their respective constructs, reinforcing measurement accuracy. In this study, the highest observed cross-loading values are substantially lower than their corresponding item-to-construct loadings, confirming a clear distinction between latent variables. For instance, AWE1 (Agile Work Environment) loaded at 0.772 on its construct but showed much lower cross-loadings with Task Agility (0.612) and Time Agility (0.611).

4.2 Structural Assessment

Table 5: VAF Table

Relationship	Direct Effect	Indirect Effect	Total Effect	VAF (%)	Mediation Type	Bias Confidence Interval (L)	Bias Confidence Interval (H)
Resilience → Innovative Performance	0.304	0.181	0.485	37.32	Partial Mediation	0.112	0.250
Task Agility → Innovative Performance	0.084	0.127	0.210	60.48	Partial Mediation	0.072	0.180
Time Agility → Innovative Performance	0.083	0.085	0.168	50.60	Partial Mediation	0.040	0.130
Resilience → Task Performance	0.267	0.148	0.415	35.66	Partial Mediation	0.095	0.215
Task Agility → Task Performance	0.152	0.103	0.255	40.39	Partial Mediation	0.058	0.148
Time Agility → Task Performance	0.058	0.069	0.127	54.33	Partial Mediation	0.028	0.110

The mediation analysis of the relations of Resilience → Innovative Performance with VAF = 37.32%, confirms that the Agile Work Environment partially mediates to the relationship between Resilience and Innovative Performance. VAF value of 60.48% shows the relationship also shows Partial Mediation, meaning that while task agility has a direct influence on innovation, the presence of an agile work environment significantly enhances this impact. However the mediation VAF value is between 35.66 to 60.48 and it indicates that partial mediation across all relationships, meaning that workforce agility directly improves employee performance, but an agile work environment strengthens this impact.
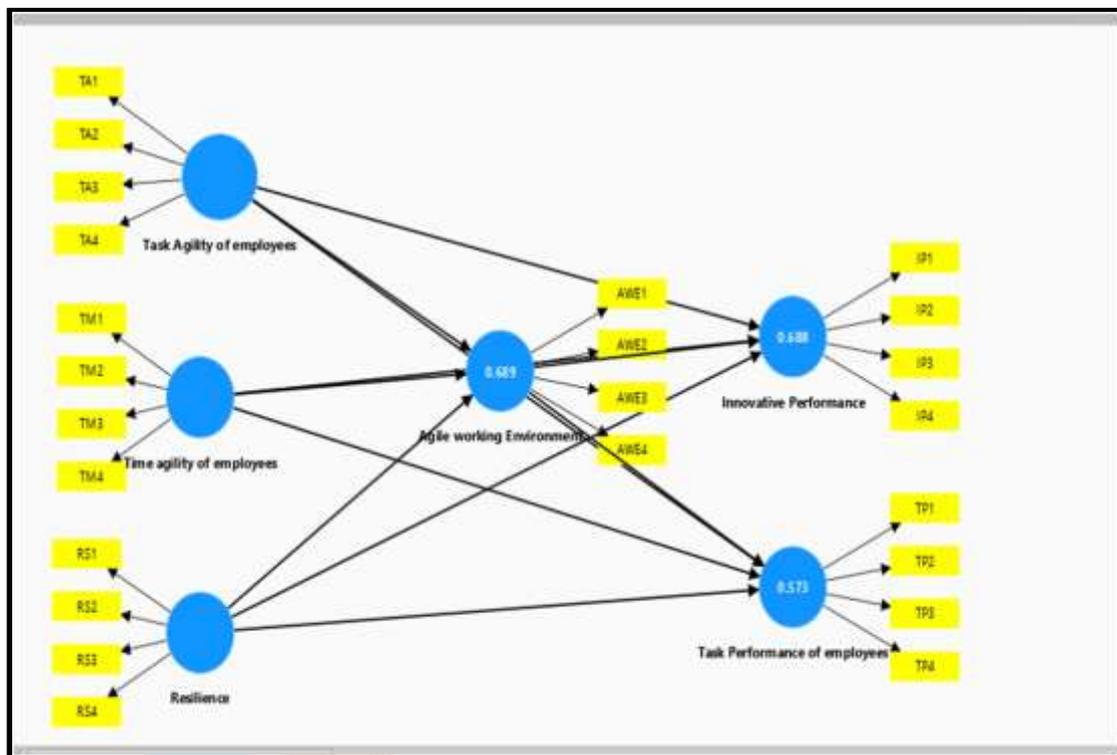
Figure 2: Inner and outer model

5. Discussion and Implication

5.1 Discussion

Employees who have high task agility can easily switch between tasks efficiently and focus to improve overall productivity. Similarly, time agility also helps employees to manage workloads effectively, enhancing performance and reducing stress. These results are aligned with the prior studies which identify agility as a critical factor for dynamic work environments. Hence, employees with greater resilience have the ability to manage performance despite of different challenges in the workplace. The ability of recover from setbacks and remain productive is important for managing a consistent range of performance. The findings of reinforce the importance of psychological adaptability and agility within professional settings. When an organisation is built on individual activities rather than entire roles, it can achieve greater flexibility (Grzegorczyk *et al* 2021). The Partial Mediation value also confirmed that the results indicate that the environments of agile work is significantly explore the relationship between workforce performance and agility, however, agility alone still plays a direct role. The results also indicate that the performance of the employees in depends on the flexible policies, digital tools and collaborative workspaces offered by the organisations.

5.2 Implication

The findings of the study suggest that organisations may invest in cultural and structural agility for maximise the efficiency of employees. The managers should promote adaptability, encourage flexibility in the process of decision-making and support continuous learning for foster an agile workforce. Implementation of digital rolls like AI-driven decision-making systems, real-time task management and collaborative platforms can also support the environment of an agile working dynamic. Technological developments have made teleworking possible and have been crucial in the development of 24-hour businesses where the distinction between work and non-work hours is becoming increasingly blurred (Austin-Egole, *et al.* 2020). The organisation should also offer agility-focused training programs which help the employee for develop resilience-developing

strategies, time management techniques and task sketching skills. Flexible work policies like project-based team structures, flexible hours and remote working options can also help to develop an adaptive work culture in an organisation.

6. Limitation, Future Research Direction and Conclusion

6.1 Limitation

The studies evaluate some significant findings, but there are still several limitations which should be acknowledged. The study utilises a cross-sectional approach which generally captures employee perceptions at a single point in time. The study mainly relies on self-reported survey responses that may introduce bias. The study involved employees from different industries, however, workforce agility has different influences on the different sectors as it depends on sector-specific requirements. Lastly, the study is focused on the specific region and its limiting its generalisability.

6.2 Future Research Directions

Future research may employ a longitudinal study design for assessing to the evolvement of workforce agility and employee performance over time. The future research may integrate to the objective performance metrics from existing data and different organisational records to validate the findings of the study. Future research can examine the agility models which is industry-specific. Expanding the research to different economic and cultural contexts can help to improve the applicability of the findings.

6.3 Conclusion

This study explored the influences of workforce agility on the performance of the employee, through underscoring the mediating role of the agile work environment. The study findings confirm that resilience, task agility, and time agility are significantly influence the environment of agile work and employee performance and it also strengthens its influence through partial mediation. Employees who have the ability to adapt the changing tasks, demonstrate resilience and manage their time efficiently are likely to manage high performance levels. However, these abilities are effective when the organisations offer a supportive, dynamic and flexible environment at work. However, through fostering a responsive and adaptive work culture, organisations can sustain long-term success, innovation and employee performance in the evolving global economy.

7. Disclosure statement – We have no known conflict of interest to disclose.

8. Data Availability statement – The Autor confirms that data supporting the findings of this study can be made available as per requirement.

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