

## Commentary on "Job redesign and productivity: A review of the evidence" (1985) by Richard E. Kopelman and Jeffrey Augugliaro

### **Job redesign and productivity: Epilogue and 25-year status report**

The article, "*Job redesign and productivity: A review of the evidence*" (Kopelman, 1985), was published in the National Productivity Review during a period when there was considerable concern in the United States about lagging levels of productivity. In colloquial terms, the United States was 'getting its clock cleaned' by Japan. Japanese companies had taken over the manufacturing of color televisions and radios (e.g., the Sony Walkman), and were beginning to gain market share in automobiles. Indeed, Japanese adoption of Total Quality Management techniques led to an article in the Harvard Business Review by David Garvin (1983) which noted that the very best United States manufacturer of air conditioners had 7 times as many defects as the worst Japanese manufacturer.

In the 1980s, researchers in the United States studied various techniques for improving productivity including objective feedback (Kopelman, 1982), alternative work schedules (Kopelman, 1986), accountability with the emphasis on count (Kopelman, 1990), and merit pay (Kopelman, Cayer & Rovenpor, 1991). The concern about lagging US productivity during this period led two McKinsey consultants, Thomas J. Peters and Robert H. Waterman, to be literally "*In Search of Excellence*" (Peters & Waterman, 1982). There had to be some companies in the United States that were excellent. The authors invoked what they called the 7S model, but they never directly measured any of the constructs, so it was not possible to discern practical, theory based, techniques.

A more constructive approach toward improving organizational performance emerged during the 1990s and was centered on the conduct of research on multiple High Performance Work Practices (HPWPs). The impact of any single work practice was found to have a relatively modest effect in comparison to a package of HPWPs which were classified as constituting High Performance Work Systems (HPWS) (Combs, Liu, Hall, & Ketchen, 2006).

Although there was not universal agreement as to what practices constitute HPWPs, a meta-analysis by Becker and Gerhart (1996) identified 13 prominent practices: incentive compensation, training, employee participation, systematic employee selection, internal promotion, HR planning, compensation level, flexible work, performance appraisal, grievance procedures, teams, information sharing, and employment security. Importantly, Combs et al., (2006) found that although individual practices tended to have a modest effect on organizational performance, when practices are strategically combined into HPWS, the effects are far greater.

Most of the 13 prominent practices had been targeted to improve worker motivation, ability, and, consequently, job performance. In contrast, a few of the practices can be seen as primarily directed toward increasing employee opportunities for personal growth, job satisfaction and loyalty, and none directly addressed the issue of customer satisfaction and loyalty.

As I argued in my article, "*Managing for Productivity: One-Third of the Job*," (Kopelman, 1998), successful organizations must simultaneously enact practices that are not only productivity related (and thereby enterprise-directed), they must also enact practices that are customer - and employee-directed. Two decades of subsequent research led to the development and validation of the Cube One Framework, an approach that measures the

frequency with which three sets of practices (enterprise-, customer-, and employee-directed) are enacted. In short, it has been found that successful organizations, perforce, need satisfying places for the central parties involved - providers of funding, customers, and employees.

This two-decade research enterprise has been summarized in the text, "*Improving Organizational Performance: The Cube One Framework*" (Kopelman, 2020). The empirical evidence supporting the Cube One Framework is abundant, including five survey research studies conducted in four countries; longitudinal stock market valuation studies using Fortune's Most Admired Companies, and case studies of 7 organizations - 6 being published in *Global Business and Organizational Excellence*.

Augugliaro and Kopelman are presently embarking on a research venture that seeks to ascertain if the Cube One framework remains useful for explaining, diagnosing, and improving organizational performance in a COVID environment.

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## **Commentary on "Monitoring service workers via computer: The effect on employees, productivity, and service" (1989) by Rebecca Grant and Christopher Higgins**

### **Monitoring service workers via computer**

In the 33 years since we conducted the research reported in this article (Grant & Higgins, 1989), much has changed in the world of technology and the world of work. This includes growth in the use of computer monitoring. In a 2007 survey conducted by the American Management Association (epolicyinstitute, 2007), 45% of employers in the US reported monitoring work content, keystrokes, and time spent online, while two-thirds monitored internet connections. In addition, technology has advanced to the point where companies can - through social media, email, and portable devices - monitor the performance of their customers as well as their employees. Perhaps no change has been as sudden or pervasive however, as the shift to work from home in the face of COVID-19. In the space of a few months, more employees than ever have had to accommodate workspace in their homes, while employers try to figure out how to manage remote workers.

It is no surprise that employers, deprived of the ability to manage employees face-to-face, have turned to more computer monitoring software. That software is much more elaborate and multi-functional than it was in 1980s. Companies like CurrentWare, WorkTime, TimeDoctor, and Hubstaff offer suites that track web activity, application usage, connectivity time, mouse movements, and other behaviors. Many include live video streaming. Humanyze offers badge technology that captures tone of voice, volume, and employee movement. These suites focus on the behavior of individual employees, measured in real-time, with direct reporting to management. They also often offer tools to prompt faster or more effective techniques, and they can report the results of such prompts back to the company.

The flood of software has been accompanied by employee concerns over monitoring, beginning with whether employers can legally track behavior at home, to the spread of monitoring from company to personal equipment. It is often difficult to confine work to company devices, and personal activities to personal devices, particularly in the face of the blurring of work life and home life. Our research asserts that it is not surprising employees are concerned, when so much of the available software promotes the pervasive end of monitoring.

With the threat of "The Great Resignation of 2021" looming (Bloomberg, 2021), revisiting the ideas in this article is timely. The dimensions are adaptable to modern tools, even as the environment in which they are used has changed. We learned in the 80s that focusing on software features, rather than business objectives, led to undesirable outcomes. More sophisticated features mean the potential risks of misusing them are greater, and the value of understanding their impact more significant.

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**Commentary on "Developing the productivity of a dynamic workforce: The impact of informal knowledge transfer" (2002) by Ryan K. Lahti, Eric D. Darr, and Valdis E. Krebs.**

**Developing the productivity of a dynamic workforce**

The inspiration for the research (Lahti, Darr, & Krebs, 2002) was the trend for organizations in the late 1990s and early 2000s to move away from traditional employee structures, and to use alternative work arrangements such as contract workers to provide products and services. Along with the financial advantages of using these arrangements came the challenges of turnover and getting contract workers up to speed as quickly as possible. During this time, companies used various methods to onboard employees. Onboarding methods ranged from formal to informal. The knowledge transfer method that companies understood the least, occurred informally via social networks. This article came from Ryan's doctoral dissertation work which focused on a better understanding informal knowledge transfer.

When the article was written, the U.S. Bureau of Labor and Statistics (BLS) reported that 10.6 million people (Bureau of Labor and Statistics, 1997) worked in alternative work arrangements. More recent, pre-pandemic statistics from the BLS showed this number increased to 14.1 million individuals (Bureau of Labor and Statistics, 2018). While the pandemic at its peak might have reduced this number, as it did for most forms of work, two factors argue for the applicability of this article in the present day.

First, the gig economy is expected to continue to grow, whether it is electronically mediated work or in more conventional forms. Electronically mediated work involves short jobs workers find through websites or mobile apps that connect them with customers. While this is a component of the gig economy, it is not the only one. Fractional leaders (e.g., chief financial officers) and business professionals are becoming more prevalent. Whether it is a company such as Uber, that facilitates electronically mediated work, or individual work arrangements initiated via social media platforms, the employing company still faces the challenge of getting newcomers up to speed as efficiently as possible. Informal knowledge transfer is now more important than ever due to the integral part it plays in successful work arrangements.

Second, post-pandemic organizations must figure out the best work environments for retaining as well as attracting workers. Today's work environments may be in-person, virtual, or hybrid in form. Traditional learning and development methods factor into the retention of current employees in addition to the attraction of newcomers. However, worker-networks are just as valuable (if not more so) whether network members interact virtually, in person, or some combination of the two. Not only do these networks provide the opportunity for conveying knowledge that is more tacit in nature, but they also provide the opportunity for further engagement that many workers seek as they emerge from the pandemic. Informal networks are a powerful tool for employee retention and attraction.

Leaders and organizations that capitalize on these opportunities will have an advantage. They will benefit from getting all forms of workers up to speed in their jobs, increasing the capabilities of these individuals and retaining valuable talent.

## About the authors

Ryan Lahti is the Founder and Managing Principal of OrgLeader. As a strategic advisor to STEM organizations, he specializes in helping leaders thrive in uncertainty and better manage risk. Eric Darr is the President of Harrisburg University of Science and Technology. He leads the premier STEM university in the U.S. Valdis Krebs is the Chief Network Scientist and Founder of Orgnet. As a data scientist and the developer of InFlow software, he helps clients analyze and build internal work networks.

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## Commentary on "[High-performance cultures: How values can drive business results](#)" (2003) by Jeff Rosenthal and Mary Ann Masarech

### High-performance cultures

Jeff Rosenthal (JR) and Mary Ann Masarech (MAM) discuss their original article (Rosenthal & Masarech, 2003), the continuing importance of culture and leadership, and the role they play in creating a diverse, dynamic and, above all, a high-performance organization.

**JR:** As we reflect on the article we wrote almost 20 years ago, it feels to me that the importance of culture has grown exponentially. Even looking just at the challenges that the pandemic has created for the past couple of years, those companies with strong, intentional cultures have differentiated themselves as more resilient, agile, and successful. If companies were like cars, culture is the turbo charger. It impacts so many critical aspects – engagement, retention, decision making, and innovation to name a few. While so much has changed this last 18 years, culture more than ever remains at the core of high performance.

**MAM:** I couldn't agree more. And unfortunately, I think culture has gotten a bad rap, especially when we talk about fit. As organizations try to build more inclusive and equitable workplaces, fit has been correctly recognized as a code word for institutional bias and avoiding hires who "are not like us." Certainly toxic, insider workplaces like "bro-cultures" exist. But if you take the insights from our article to heart, you can build a values-driven culture that embraces diversity and gives employees a shared set of principles to guide what they say and do. In the hiring process, you can create behavior-based interview questions tied to living organizational values. It's about "here's how we work together to deliver on our mission" instead of "here's who we are."

**JR:** As we look at culture, we certainly should talk about leadership, since leaders are integral to the creation of culture. ProjectNext Leadership's research has found that the most effective executives are those who lead with intention – guided by purpose in how they impact others, how they spend their time, and in how they build the kinds of cultures they want to create.

**MA:** Jeff's research reminds me of our thought partner, the late Terry Pearce, and the model of competence and connection, which we describe in the article. Leaders must demonstrate, actually integrate, business competence and personal connection. If you are not intentional in your leadership, you will seesaw between the two with poor results. Despite all the talk about authentic leadership in recent years, leaders who got where they are based on their competence struggle with this. They still need help in developing their ability to earn trust, demonstrate empathy, build relationships, and reveal who they are in a way that inspires others to follow them. When they get it right, they're well-poised to create a culture where their workforce thrives and delivers extraordinary results.

### About the authors

Jeff Rosenthal founded the consulting firm ProjectNext Leadership ([www.projectnextleadership.com](http://www.projectnextleadership.com)) that focuses on developing leaders in high impact roles, as well as succession planning, executive coaching, and senior team effectiveness. Mary Ann Masarech is a senior consultant, at GP Strategies (formerly BlessingWhite). She works with senior executives and managers to turn survey insights into tangible actions, and develops tools for employees and leaders at all levels. She is the co-author of *The Engagement*



*Equation: Leadership Strategies for an Inspired Workforce* (Rice, Masarech & Marlow, 2013).

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**Commentary on "[The aging workforce raises new talent management issues for employers](#)" (2003) by Anna Rappaport, Ed Bancroft, and Lauren Okum**

**Revisiting older workforce issues**

In 2003, we wrote about The New Aging Workforce (Rappaport, Bancroft, & Okum, 2003). Anna started studying demographics in the early 1970s and has long been concerned about the societal challenges linked to demographic shifts. As the population has aged substantially over the last century, it seemed clear that retirement ages and opportunities for phased work strategies needed to be addressed, but this issue was not a top priority for policymakers or business. It also seemed to us that it was important to all stakeholders that older workers have options and opportunities for work, and that better human resources practices were needed in dealing with this issue. That led to our collective interest in this article.

Our view is the problems discussed are real and still exist today, and the solutions suggested still make sense, but the world has changed. Some of the key factors that are relevant include:

Employee benefits have changed, and there has been a major decline in defined benefit and retiree health plans, removing the incentives that often drove retirement decisions. The changes in benefits facilitated many people working longer, and also made it easier to offer work options to help people work longer.

While retiree medical plans are offered much less frequently, In the United States, the Affordable Care Act has reduced the economic necessity of staying with a job until Medicare eligibility. However, the benefits offered under the Act can be quite expensive, except for people who have subsidies. Medical expenses remain an important issue even into the Medicare years.

There are no accepted career paths for older workers who want to work longer. People need to find their own way. There has been a major growth in the gig economy, opening up some options. Gig employment requires time and sometimes new skills, such as sales and technology skills. The skills needed to manage a small business, require a whole new orientation. No one is enrolling a gig worker in in-service and skills updates, for instance, that is up to the individual.

During COVID-19, many employers have been accustomed to having more employees work remotely, and they have had to be more flexible about employment rules. This creates the potential for more flexible roles and work opportunities for older individuals. Remote work requires relatively sophisticated technology. Some older workers need to play catch up.

We are not alone in our interest in this topic. The World Economic Forum and Mercer are working cooperatively on a project linked to understanding and responding to "*The 100 Year Life*." Similarly, the Age Friendly Institute offers a program for certifying age friendly employers.

There has been a growing focus on diversity, equity and inclusion, and more companies are including age as a diversity factor. This can open up opportunities, but also creates some challenges for workers. Older workers need to stay caught up and embrace the

lessons of the #MeToo movement and other new levels of awareness that DEI (diversity, equity and inclusion) has brought to the workplace.

There have been many changes in technology so that many jobs are done differently than in the past. This has eliminated some opportunities, and opened up others. It also creates opportunities in jobs that would have been unavailable to older workers in the past.

As we expected, there have been talent shortages in specific occupations. Some physically demanding jobs are still unavailable to older workers, but creative thinking could open even these jobs if tasks are analyzed and divided to create part-time and/or administrative positions to support those on the front lines.

Age bias, whether overt or subtle, remains an important factor when considering this issue. Stereotypes get in the way of older workers bringing in their experience, work ethic, and hunger for new experiences to the workplace.

Finally, this can be a time of opening and seeking new experiences. This seeking can be fun. Many of our comments have included cautions. But with good health and enough financial resources, the opportunities can be exciting and challenging. Isn't that what we hope for in any stage of life?

### **About the authors**

We are phased retirees. Anna continues to do research, writing and speaking. The issues she is interested in include better employment opportunities for older workers, women's retirement issues, and post-retirement risks. Her interest in phased retirement has largely shifted to a focus on the individual. She chairs the Society of Actuaries Committee on Post-Retirement Needs and Risks. She offers consulting services through Anna Rappaport Consulting. Ed continues to offer executive coaching and onboarding consulting through Bancroft Consulting, Inc. and as a partner with PrimeGenesis and Copperbox. In addition, Ed serves as Board Chair of the Global Alliance for Africa.

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**Commentary on "[The effect of gender on leadership and culture](#)" (2012)  
by Phyllis A. Duncan, Sheryl L. Skaggs, Mark T. Green, and Richard  
Herrera**

**The effect of gender on leadership and culture revisited**

In nearly a decade since our article on gender leadership and culture (Herrera, Duncan, Green, & Skaggs, 2012). was published, women have achieved some notable milestones. Although they still lag behind their male counterparts in top positions, the number of women Fortune 500 CEOs has more than doubled from 18 in 2012 to 41 in 2021 (Fortune, 2021). However, the advancement of women of color has been considerably slower. Not only do they remain markedly underrepresented as Fortune 500 CEOs (two in 2021), but data show that women of color lose ground at every managerial rung compared to white women and men of color (McKinsey, 2021). Clearly our words from 2012, calling for greater attention to an organizational culture that genuinely values diversity, and an inclusive leadership style, still ring true.

The global pandemic has been particularly challenging for women managers and senior leaders who report more stress, exhaustion, and burnout than their male counterparts (McKinsey, 2021). Even at the highest ranks, many women continue to face a boundless juggling act between professional roles and personal life. Perhaps what we are learning in this new era, characterized by the great resignation (Bloomberg, 2021), is that autocratic and directive leadership styles have lost their luster. Recent trends suggest that participative leadership emphasizing personal working relationships and organizational culture, exemplified by gender egalitarianism, are not only relevant, but imperative for corporate resiliency. Within organizational environments, existing research highlights the increased value of leadership behaviors that were previously associated with women leaders such as collaboration and consensus building. Both women and men in management roles have learned to benefit from authentic leadership that fosters greater trust and transparency.

The growth of women-owned businesses, up nearly 4% from 2014 to 2019 (American Express, 2019), is likely a consequence of slow changes in corporate culture. Interestingly, more than half of all U.S. women-owned businesses are run by women of color. While this trend has helped pave the way for women across the board to expand their leadership roles and, for a limited few, to join the elite earnings ranks, average revenues for minority-women-owned businesses tend to be smaller than for their non-minority counterparts. Because many women seek opportunities for entrepreneurship as a way to obtain greater flexibility and create better work-life balance, organizations will need to give more than lip service to leadership strategies that embrace diversity and mentoring.

When pipelines to executive ranks are leaky, broken, or nonexistent, women of all races and ethnicities lose critical advancement opportunities. Too often mid-career women and managers of color end up moving out of large Fortune 500 companies to lead smaller companies where they are likely to miss out on substantial financial and career payoffs (Nooyi, 2021). The implications for lost talent and innovation are not inconsequential for the bottom line. As the pandemic has made apparent, authentic leadership, focused on relationship building and a culture of respect (Avolio & Mhatre, 2012), is imperative for gender managerial egalitarianism, and for corporate success. Moving forward, researchers and scholar-practitioners should more carefully consider how aspects of authentic leadership can support more inclusive managerial pipelines.

## About the authors

Richard Herrera received his Ph.D. in Leadership Studies from Our Lady of the Lake University, San Antonio, Texas. He holds a Bachelors of Business and a Masters of Business Administration from St. Mary's University, San Antonio, Texas. Richard has served on numerous corporate boards and has extensive expertise in the areas of Diversity and Diversity Management in organizations. After a long career in education and organizational leadership, he recently retired from academia to spend more time with his wife Norma but continues to conduct research and consulting specifically in the areas of culture, diversity, inclusion and equity.

Phyllis Duncan is professor of Leadership Studies in the School of Business and Leadership at Our Lady of the Lake University in San Antonio, Texas, where she is Ph.D. program director. She earned her doctorate degree in education and organizational leadership at University of the Incarnate Word in San Antonio, and a Master of Business Administration from University of Arkansas in Fayetteville. She is a scholar/practitioner with extensive leadership experience as an executive in the manufacturing and direct marketing arenas. Her research primarily focuses on culture, emotional intelligence, conflict management, strategy, and gender issues in leadership.

Mark Green is a professor of Leadership at Our Lady of the Lake University (OLLU), San Antonio, Texas. He holds a Ph.D. in educational administration from the American University, an MEd from the University of Missouri, an MS from the American University, and an MBA from Our Lady of the Lake University. He was a founding faculty of the Leadership Studies Programs at OLLU. Dr. Green has written four books on leadership and contributed four book chapters. He has published over 40 articles and presented over 85 papers at national or international conferences.

Sheryl Skaggs is professor of sociology in the School of Economic, Political and Policy Sciences at The University of Texas at Dallas. She earned her doctorate degree in sociology at North Carolina State University. Her research primarily focuses on workplace diversity based on race, ethnicity, and gender, particularly within managerial and executive positions. She is currently working on a project examining leadership qualities and practices among local government administrators. Her research has been widely published and supported by the National Science Foundation.

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**Commentary on "[Falling over a glass cliff: A study of the recruitment of women to leadership roles in troubled enterprises](#)" (2012) by Keziah Hunt-Earle.**

**The Glass Cliff: What forces women to the cliff edge?**

In 2012 I undertook a study into the glass cliff (Hunt-Earle, 2012), a concept first coined by British professors Ryan and Haslam (Ryan & Haslam, 2005), that suggests women are preferentially appointed to leadership roles where the chances of failure are higher. The results of that study, based on a candidate selection process for a successful or failing company, supported the existence of the glass cliff.

I now find it difficult to consider the glass cliff in isolation, as the prevalence of gender inequality throughout business in might itself be a cause. It isn't a huge leap to consider that women and minorities are more likely than 'traditional' candidates to accept a CEO position at a company in a perilous position due to the scarcity of opportunity of high profile, and high earning, opportunities.

Almost a decade has passed since conducting that study, and some promising progress has been made that could cast doubt on the continued existence of the glass cliff. In the FTSE 100 - i.e., companies that are not perceived to be 'at risk' - just over a third of directorships are now held by women, up from just 12.5% less than a decade ago (gov.uk, 2020). Although that statistic is a little less convincing when considering that women hold just 6% of the top CEO roles, and that 91% of the posts held by women on the boards of FTSE 100 companies are non-executive, meaning their average pay is 73% less than men (Sky News, 2021). Comparing executive roles, the pay gap is still a dismal 40%.

In a YouGov survey, it was found that nearly half of employers ask prospective employees about their current salary (YouGov, 2017), a practice that reinforces the gender (amongst other) pay gaps, and has been openly challenged by the Fawcett Society's 2021 Equal Pay Day campaign to #EndSalaryHistory (Fawcett Society, 2021). From 2017, the requirement for UK employers of more than 250 to report on their gender pay gap has increased the pressure on companies to end unfair pay practices, although in many instances it has simply highlighted the lack of female representation in the upper echelons of business. Why not take a risk on a dubious promotion then?

Having spent the past decade working in managerial roles within Financial Services and Fast-Moving Consumer Goods businesses, and going through numerous recruitment processes myself, I have seen worrying little advancement in recruitment practices that might mitigate against potential causes of the glass cliff. Many methods of candidate selection are outdated and fail to adequately address gender bias, for example, through a lack of diversity within recruitment panels, gender biased wording in job advertisements, and interview questions that reinforce existing inequality.

My 2012 study concluded that the gender of the recruiter could be a major contributing factor to the existence of the glass cliff. Male participants were shown to favor a male candidate in a successful company more favorably, with this in-group bias potentially leaving the less desirable roles for women. The preference of female participants for female candidates existed in both scenarios, but was more marked in the crisis context leading to the



question as to whether women are more likely to see these opportunities as a chance to prove themselves.

Understanding and studying gender discrimination needs to be a critical topic of conversation; awareness of existing bias and the potential implications of this is vital in understanding how to address and mitigate such inequality in the future. A lot has advanced in the past ten years, but I really hope that there is much more to come.

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**Commentary on "[Workforce agility: Examining the role of organizational practices and psychological empowerment](#)" (2017), by Ashutosh Muduli.**

**Workforce agility**

The idea for the research into workforce agility (Muduli, 2017) came from a single fundamental question: How to build a robust human resource that can sustain and excel across all challenges? The requirements of human resource skills, competencies, knowledge and motivation levels fluctuate depending on the business needs, customer's choice, and technological advancement. For example, the mass shift to remote work during the COVID-19 pandemic has led to a number of complex, and unforeseen, challenges requiring competencies and skills such as digital, higher cognitive, social, and emotional skills, as well as a capacity for adaptability and resilience. Leaders are now losing sleep as recently hired, and recently groomed, talent suddenly becomes irrelevant in the new business environment.

This encouraged me to explore how to create a sustainable attitude and behavior - workforce agility - to build a proactive, adaptive and resilient workforce. It is found that agile people are proactive in acquiring new skills, competencies, and knowledge, as is required by the changing times. Further, we need to understand and examine the facilitators of workforce agility. The question 'Do organizational practices facilitate workforce agility?' encouraged us to explore organizational factors. Further, influenced by cognitive theories, such as self-determination theory, job characteristics theory, and sensemaking theory, psychological empowerment was suggested as a cognitive factor that facilitates workforce agility.

Practice and research in workforce agility has been constrained with ways and means for fostering this unique attitude and behavior. Organizations are ill-informed about the management practices or cognitive factors capable of facilitating workforce agility. Empirical research findings are scarce, and lack data-based results about the facilitators or barriers of workforce agility. The research in 2017 addressed the gap by hypothesizing organizational practices and employee cognition as facilitators of workforce agility.

Successful business cases, reports and articles were studied to explore the organizational practices, psychological empowerment and workforce agility constructs. Organizational learning and training, compensation, involvement, teamwork, and information system were considered for organizational practices. Psychological empowerment were studied considering meaning, competence, impact, and self-determination variables. Workforce agility was measured considering adaptability, flexibility, development, collaboration, competence, speed, and informative attitude and behavior of the employees.

Data collected from the executives and nonexecutives working in public and private sector enterprises in various manufacturing and service sectors of India proved that teamwork is the most influential practice followed by compensation, involvement, training, and information systems. In terms of psychological empowerment, the impact variable was found to be the most influential, followed by self-determination, meaning, and competence.

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