A bird eye view on literatures on Human Resources Agility

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Abstract:

Not only the newest world of information technology, almost all fields need every day up gradation or technological changes tocope up with updated environment. The world has been globalized now. Capital makes easier to purchase the new patentsor technology. It will be very apt to say personnel are core factor for agility to a certain extent than technical factors. To usetechnology theyneed training and motivational support as well. They can utilize the existing and upcoming opportunities to cope up with existing dynamic environment.It is difficult to convince managers in order to invest in workforce agility for its enforcement factors and outcomes as well.

Workforce agility is crucial factor in the present context. For the same, organization needs to have innovative management practices, offering flexible support and high-end technology and learning and knowledge should be managed appropriately.

This paper is based on critical reviews on literature studied till date w. r. t. workforce agility and related parameters. Intentionally it is based on secondary sources of information.

Keywords: *Agility, Technology, Parameters*

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I.   Introduction:

Human Resource Agility is very important aspect as it has practical implication of direct methods used to intervene the changes in technology, culture and necessary control in the organization. The Four P's of any organization have its pace to intervene the organization these are like pillars that a building cannot withstand

on either three or two pillars. Workforce with this kind is important parameter without which implementation and success of technology even its updates are impossible.

Ongoing and prospering of businesses in right from network structures, virtual organizations, to learning organization everywhere it can prove importance.

Every organization in one or the other phase of its life cycle deals with pressures of providing goods and services and earning profit through it. The ultimate achievers for the task are human resources, unpredictably they need to be proactive to do all these. Therefore below mentioned literatures discuss human resources agility w r t various parameters interlinked at workplace.

II.   Literature Review:

Studies revealed the skill sets required by personnel as whole to remain proactive and competent in this changing business environment. In spite few studies show that only 6% if the workforce if they are aging impact on the overall performance of the organization.

In recent years on certain country's ageing population and workforce participation rates, but while 56% of employers believe that an ageing workforce will have a large or very large impact on their workplace. So the adaptability is of utmost important. Very little researches are done on with respect to this concept.

To diminish various effects of agility of human resources one/ team of firm mustspot how agility can be increased among human resources.

(Delong, 2014 Jan 14)

When adoptable (agile) human resourceswork to turn raw material in output or invest their potential in providing unique services to customers then the crucial business can be converted into differentiated and classic marketplace. These employees can respond to fast paced change in customer demands for product and services. Respond to situations, and utilizing tacit knowledge make them agile. Managers can be led to path wherein they can accomplish knowledge to inculcate and support to respective employees those who need, while others can motivate through it. (Boynton)

One review identified the global characteristics of agility which can be applied to all aspects of enterprise: flexibility, responsiveness, speed, culture of change, mobilization of core competencies. With very clear view these all can be applicable to personnel.(Bodhana Sherehiy, May 2008)

Presence of changing demand and or challenges make people tend to change themselves through active learning. Above all then they can inculcate knowledge in process of decision making. (Karasek, 1998). The process of proposition of knowledge, dissemination and its usage in decision making process must be carried out with utmost care and under supervision of management.

To become agile it requires learning of new tasks and an active approach to learning from human resources side.There is little study to support the effect of job demands and job control interaction on human resources

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agility, or any of its dimensions. Results of this study revealed the dealings between job demands and job uncertainty significantly affect overall human resources agility and dimension of proactiveness. The negative relationship between the job uncertainty and adaptively dimensions of human resources agility may suggest that too high uncertainty may lead to higher pressure, stress, and thus less efficient adaptation at work. (IJEBodhana 2014)

When the effect of work environment is investigated on adaptive or agile performance is scarce and mostly refers to initiative, proactively, and novelty, all of which are forms of proactive performance. The only study that investigated the multidimensional concept of adaptive performance in reference to work characteristics was the study by Griffin and Hesketh (2003). In this research model adaptive behavior consisted of three main dimensions: proactive, reactive, and tolerant behaviors.

Among agility strategy up to certain extent only cooperation-related agility was significantly related to human resources agility and its dimensions. But the other aspects of agility strategy dimension were not related to human resources agility. The organizations can try to further find out other factors which can make considerable impact on workforce. Furthermore we may not have yet appropriate instrument to investigate them and the appropriate organizational and management practices for agile performance results may not be widely applied.

The investigation of determinants of human resources agility from the information technology (IT)perspective (Breu et al., 2002) discovered that information andcommunication technology applications increase human resources agility when used for collaborative forms of work.

Agile people is mentioned in the literature have two attitudes like cross training and behavior flexibility of human resources.(Gunashekaran, 2001, Sharp et al, 1999, VanOyen). These agile personnel has two types of behaviors like 1. react and adapt to changes in time (with proactively), 2. able to take advantage of changes and turn them into benefits (Chonko and Johns 2005).

A study conducted by Hopp and Oyan (2004) says the human resources agiliystyle consist of cross training skill pattern, team structure and its bonding and workers policies. ((2004), 2004).

Agility oriented attitude and behavior of people mediate the influence of organizational agility on the rest of the platforms and therefore improve organizational financial position. (Dyer, L. and R. A. Shafer)(Dyer, 2003)

Following are the few researches based on the evaluation of workforce agility:Three aspects of agile performance (proactively, adaptability and toughness) are introduced in this research to evaluate the workforce agility. (Bodhana Sherehiy, May 2008)

Bosco identified relationship between environmental turbulence, workforce agility and patient outcomes. This was conducted in hospital which is a service industry. (Bosco) ((L., 2007) He emphasized the

complexity of relationships in human resource's perceptual factors and ability to combine them to information systems being used at workplace. Moreover fast paced environment can also make major impact on agility characteristics. Patient perception is also affected because of agility of care taker they deal with.

III. Conclusion:

From the above discussion the researcher can conclude that there are various skill sets are required rather to be actually implemented by the employees. First of all they need to respond quickly to the change and adapt to new competencies. In this era of great use of ICTs human resources should adapt the skills to a certain extent at faster pace. As uttered earlier clear percept ion dissemination of knowledge and its percolation to the decisions is important. The above skillset acquired should not be treated as single use but management should also support these with better strategies and supporting framework.

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