

## Uncertain Supply Chain Management

homepage: [www.GrowingScience.com/uscm](http://www.GrowingScience.com/uscm)**Enhancing company performance and profitability through agile practices: A comprehensive analysis of three key perspectives****Irma Himmatul Aliyyah<sup>a\*</sup>, Basrowi<sup>b</sup>, Indrawan Nugroho<sup>c</sup>, Taufik Mardian<sup>c</sup>, Dina Syakina<sup>a</sup>, Maesti Mardiharini<sup>d</sup>, Saptana<sup>d</sup>, Adi Suryo Hutomo<sup>d</sup>, Agung Sutoto<sup>d</sup> and Akhmad Junaidi<sup>d</sup>**<sup>a</sup>Universitas Mercu Buana, Indonesia<sup>b</sup>Universitas Bina Bangsa, Indonesia<sup>c</sup>Corporate Innovation Asia, Indonesia<sup>d</sup>Badan Riset dan Inovasi Nasional, Indonesia**ABSTRACT***Article history:*

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This research aims to reveal the role of three types of agility (employee agility, work method agility, and organizational agility) in improving company performance and profitability. In this research, a quantitative survey was carried out using a questionnaire adapted by the author based on learning agility and organizational agility theories. Five hundred and ninety-seven respondents from 25 companies, 13 sub-industries in Indonesia were taken as samples using the purposive sampling method. Data analysis was carried out using Smart PLS3. The research results show that the three dimensions of agile have a beneficial impact on the performance and profitability of the company. It was found that the impact of agile work approaches on corporate performance productivity and profitability was more significant than employee agility and organizational agility. These findings have implications for companies that implement agile work methods more optimally to improve company performance and profitability. Apart from that, companies also need to pay attention to the importance of developing employee skills and organizational flexibility amidst the swift transformations in the corporate landscape. This research contributes to management literature, especially in expanding understanding of the influence of agile dimensions on company performance and profitability.

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**1. Introduction**

The business world is facing various challenges and significant changes. Changing business environmental conditions and increasing competition have caused organizations to focus heavily on improving their organizational performance to achieve sustainable competitive advantage. What is done is to fulfil the desires of internal and external customers continuously (Al Taweel & Al-Hawary, 2021). Performance and profits need to be studied more deeply because of these changes. What key factors need to be improved in the current era. So, it is very important to assess and measure business performance to achieve sustainable performance (Taouab & Issor, 2019). In today's uncertain and competitive business environment, high corporate performance and profitability can be achieved when companies adeptly and promptly address escalating levels of uncertainty, complexity and unpredictability (Cegarra-Navarro et al., 2016). High company performance and profitability can be achieved by responding effectively and efficiently to the uncertainty, complexity and unpredictability of the current business environment. Dynamic capabilities, business model innovation, and entrepreneurial leadership are critical for organizations to succeed in an uncertain and complex world (Schoemaker et al., 2018). Traditional risk management is incapable of dealing with deep uncertainty, and organisations must cultivate strategic risk management capabilities in order to enhance their resilience and agility (Slagmulder & Devoldere, 2018). Agility, in essence, refers to the capacity to swiftly and accurately respond to sudden and unforeseen shifts in the surrounding environment through prompt and effective activities (Rabal-

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Conesa et al., 2022). Agility refers to the capacity to promptly adjust product and service offerings in response to changes in the environment. Attaining lasting competitive advantage is becoming increasingly crucial for companies (Baškarada & Koronios, 2018). Agility is the ability to adjust and respond to changes in a constantly changing environment. Agile refers to the utilisation of existing knowledge and the acquisition of new information through experience in order to create superior goods within limited financial resources and a compressed timeline. Agility is the ability to adjust and respond to changes in a constantly changing environment (Nejatian et al., 2018). High agility refers to the ability to utilise existing knowledge and learn from experience in order to create top-notch goods while adhering to financial limitations and tight deadlines (Ghezzi & Cavallo, 2018). Agility can improve company performance and profitability (Rozak et al., 2021). Skills can improve business performance because agility can increase a company's focus on maximizing technology and continuous learning orientation (Zhu & Gao, 2021). The results show that organizational agility greatly improves performance in certain situations and environments with technological turbulence. The flexibility of organizational structure can improve performance in radical and incremental innovation under certain conditions (Puriwat & Hoonsopon, 2022). Companies that have many networks and collaborate with various superior parties enable companies to increase business agility, then further improve company performance. This occurs when companies seek to further develop and maintain their network structures to capture external resources and increase corporate agility (Kurniawan et al., 2021).

Even though efforts to implement agility in companies are very high, there is still confusion regarding the concept in the realm of employment. Organisational adaptability, agile work methods, and learning agility are two different concepts. More research is needed to define agility. More aspects related to agility and empirical measurement of agility need to be done, although this concept is both supportive and limiting (De Meuse, 2017). Agility is a managerial approach that empowers firms to promptly and efficiently address challenges and opportunities that emerge from a competitive and volatile business landscape. Present research lacks a systematic explanation and review of the current state of this subject (Tessarini Junior & Saltorato, 2021). The agile concept is still unclear. Despite much interest shown by scholars, researchers are still unable to reach an agreement on a formal definition of agility (Mrugalska & Ahmed, 2021b). The agility model originates from lean manufacturing, flexible manufacturing, quick cycle innovation, and time-based competition are all examples of time-based competition. Some explanations of agile are based on implementation or operations such as proactiveness, technology, integration, market orientation, etc. Another approach states that agility is an outcome that includes speed, flexibility, responsiveness, innovation, dynamism, etc. While others try to combine operations/implementation and results (El-Khalil & Mezher, 2020). Scientific study on the construct is very restricted, and psychometric analysis is also required (Milani et al., 2021). Organizational agility is very important in increasing performance and profits, but specific explanations regarding the agility factors in organizations that most influence results and performance have not been widely discussed (Najrani, 2016). Agility is often considered a significant factor, but research on the direct influence of agile on improving performance and profits is still very limited (Bianchi et al., 2021). How much influence employee agility has on company performance has not been widely studied. Research on business models that generate performance and results in various contexts, especially in developing countries, is lacking (Bhatti et al., 2021). Studies on company performance exist in developing countries but have not been deepened for discussion or use (Panda & Rath, 2018). The limitations of research on performance and agility are due to limited analysis in organizations with limited resources and time. Therefore, research on how organizations continue to develop and innovate despite many limitations must be carried out (Audretsch & Belitski, 2021). There is still a gap in the literature on how agile work processes impact performance and profitability (Abdoli Bidhandi & Valmohammadi, 2017). Agile method activists widely promote agile work methods to replace traditional work methods because agile methods provide solutions to many problems in managing new product portfolios and create new challenges (Cooper et al., 2020). How much agile work methods contribute when implemented together with other agility factors has not been discussed. The literature on agile methodologies is divided into three sections: principles, practises, and tools. However, the technical implementation of agile work practises is largely unknown (Panda & Rath, 2016). Apart from that, the application of agile methodology in corporations still needs to be done (González-cruz & Botella-carrubi, 2020). Organizational factors such as leaders and work culture influence performance and profits (Kim & Lee, 2021). However, research regarding the characteristics and abilities of leaders in managing change still needs to be uncovered (Ineza et al., 2022). The many definitions and differences of opinion about agile lead to a lack of shared understanding, making it difficult to build on research findings about agile. Agility has a variety of dimensions. Agility can be viewed as a work paradigm. In another dimension, agility is seen as a mindset and work ability. Another dimension, namely agility, is also seen as an indicator of the organization's work processes (El-Khalil & Mezher, 2020)

The aim of this research is to answer the following 8 problems: Is organisational agility a factor in firm performance?; Is organisational agility a factor in firm profits?; Is there an influence of employee agility on company performance?; Is there an impact of employee agility on company profits?; Is there an influence of agile methods on company performance?; Is there an influence of agile methods on company profits?; Is there a simultaneous influence of organizational agility, learning agility, and agile methods on company performance?; Is there a simultaneous influence of organizational agility, employee agility, and agile methods on company profits? Research that explores these concepts is expected to provide new insights for companies from various industries in Indonesia to improve their ability to respond rapidly to market developments and maintain their position in an increasingly competitive market.

## 2. Theory

### 2.1 Organizational Agility on Company Performance

They highlighted the following qualities that characterise agile organisations, in addition to drivers of agility such as a company's need and strategy to become agile: responsiveness, expertise, adaptability, and quickness (Cho et al., 2023). In addition, based on the results of their interviews, they present a complete set of measures linked with an agile organisation: Close collaboration with customers and suppliers; organisations that are flexible, flat, learning, and always developing; teamwork; ongoing training and development; and an encouraging and supportive leadership culture (Turi et al., 2023). Zhang and Sharifi (2000) explain the characteristics for achieving organisational agility in recognising and executing organisational agility, namely responsiveness, competency, rapidity, and adaptability. Responsiveness, or the capacity to recognise and respond to changes swiftly, reactively, or proactively. Competence, defined as the capacity to effectively achieve organisational goals. In other words, competences are a broad set of capabilities that enable an organisation to achieve goals and objectives with greater productivity, efficiency, and effectiveness. This skill set consists of strategic vision, suitable technology skills, and cost effectiveness (Zhang & Sharifi, 2000). Still in Zhang and Sharifi (2000), Quickness is defined as the ability to finish an action as soon as feasible, including speed in selling products to the market, as well as speed and timeliness in products and services. Flexibility, defined as the ability to carry out alternative procedures and use different facilities to achieve the same goal, comprises flexible product volumes and flexible people (Tanushree et al., 2023).

**H<sub>1</sub>:** *The impact of organizational agility on company performance*

### 2.2 Organizational Agility on Company Profits

Rapid and abrupt changes in the industrial sector expose organisations to new difficulties, necessitating the development of organisational agility. Alberts et al., (2003), explain that organisational agility is the ability to adapt organisational and business norms in order to make them more effective and efficient while dealing with various types of tasks that the organisation must perform. Organisations with this capability are more responsive, adaptable, and innovative. Organisational agility is regarded as a core skill, competitive advantage, and differentiator that necessitates strategic thinking, an inventive attitude, capitalising on change, and the ongoing need to adapt and be proactive (Lu & Ramamurthy, 2011). Organisational agility is described as an organization's ability to respond to changes that frequently occur quickly in the business environment through rapid and innovative reactions that capitalise on change as an opportunity for growth and success (Lu and Ramamurthy 2011). According to Sanchuli and Yazdani (2015), key competence management, virtual organisations, the ability to restructure, and knowledge-based organisations are the essential principles that determine agility. The first premise underlying the agility paradigm is key competence management. Organisational members' major competencies, for example, include skills, knowledge, behaviour, and experience. Second, virtual organisations, which are distinguished by the use of virtual structures. In this example, organisations leverage information technology, such as the internet, e-mail, and widespread computer use, resulting in organisational forms that differ from traditional organisations. Furthermore, the third idea in Sanchuli and Yazdani (2015) is the power to restructure. Agile organisations can readily make significant changes in company focus, diversification, and modernization to hasten the process of accomplishing goals. Organisations that can restructure are in a favourable position and have benefits such as speed, market supremacy, and agility by launching a product that consumers require before they voice their desire. Finally, there are knowledge-based organisations. Agility requires organisations to update their members to be well motivated and trained with the necessary skills, experience, and knowledge. Work processes in agile organisations are flexible. Employees must be able to adjust personal ambitions to company goals in order for companies to be flexible. The employee and the organisation will both profit from this work flexibility (Davidescu et al., 2021). Organisational agility boosts a company's competitive value, which is expected to boost profitability (Harsch & Festing, 2020).

**H<sub>2</sub>:** *The level of organizational agility has a direct impact on the profitability of a company.*

### 2.3 Employee Agility on Company Performance

Employee agility is defined as an employee's capacity to adapt to quick changes in the workplace. Employee agility is synonymous with learning agility. The ability of an individual to learn and adapt rapidly and successfully in new and difficult settings is referred to as learning agility. Learning agility entails quickly receiving, processing, and integrating new information, as well as applying previous knowledge and experience to solve future challenges (Tripathi, 2022; De Meuse, 2017; Lee & Song, 2021). There are various components to learning agility, including mental agility, people agility, results agility, change agility, self-awareness, and feedback responsiveness. Learning Agility is operationally defined as measuring five factor dimensions: mental agility, people agility, change agility, results agility, and self-awareness. Agile work methods are iterative processes that promote self-organization and adaptability while deciding how work processes interact with one another and with external stakeholders (Venkatesh et al., 2020). The agile method is a project management methodology that incorporates customer contact, agility, flexibility, and speed for project development in this study. Agile methodologies include preparing for intermediate outputs and achieving a workable final product rapidly. Agile approaches especially supervise and support product developers in completing their work following the launch of a new development project. In practice, agile techniques typically consist of numerous extremely short sprints, where each sprint or iteration, carried out by

a committed (full-time) project team, generates work that can be tested by users or can work independently (González-cruz & Botella-karrubi, 2020).

**H<sub>3</sub>:** *The agility of employees has a direct impact on the performance of a company.*

#### 2.4 Employee Agility on Company Profits

Employee Agility or employee agility is considered very crucial for employees to have in a company. This is because, Employee Agility is expected to increase the ability of speed in adapting, innovation, flexibility, as well as employees' ability to respond to new changes. This employee agility can be seen from the perspective of the employee's own behavior. Agile employees usually have proactive, adaptive and generative behavior (Mian & Mian, 2017). This view looks at how employees are able to adapt, as well as their ability to proactively respond to and prepare for change in order to become more agile. According to Syahchari et al., (2021), Companies with agile staff can respond correctly and flexibly to client requirements and will adjust rapidly to changes and market surges. According to Bala et al., (2019), someone who is high in openness and extraversion (someone whose interests are more directed towards the outside world than their own experiences) is not necessarily agile or nimble in the workplace. In fact, being agile or nimble in the workplace is someone who can pay attention, learn, and can also respond to environmental changes in work situations. Based on research by Rawashdeh and Tibor (2020) in the banking sector, it is also said that employees with high agile abilities will be able to implement and produce greater innovative output.

**H<sub>4</sub>:** *The agility of employees has a direct impact on the profitability of a company.*

#### 2.5 Agile Methods on Company Performance

The Agile method is a method used for incremental development that focuses on quick development, software that is deployed in stages, lowers process overhead, creates high quality code, and directly involves consumers in the development process (Sommerville, 2011). To implement Agile methods, companies need to adopt an approach that includes culture, process, and technology. This involves employee training, developing collaborative practices, responsive planning, and using tools and technology that support effective communication and work management. It is important to involve the entire organization in the Agile transformation, from the development team to top management. Companies also need to commit to practicing Agile values such as collaboration, transparency, and adaptability. Thus, the Agile method is not only a concept, but also a powerful method for bringing companies into an era of dynamic and innovative transformation. Rapid change and beneficial change are inevitable in today's business world. Companies that adopt Agile have advantages in terms of responsiveness, customer satisfaction, and operational efficiency (Cho et al., 2023). To achieve optimal results in carrying out various kinds of projects, companies can collaborate with Toms Project as a trusted project management solution (Appelbaum et al., 2017). With support from Toms Project, companies can start projects with well-planned steps, control the project budget, monitor project progress closely, and produce accurate progress reports and final project reports. This is a strategic move that will help companies optimize their project outcomes, in line with the Agile spirit of delivering value faster, better and more efficiently to their customers.

**H<sub>5</sub>:** *The implementation of Agile Methods has a significant impact on the performance of a company.*

#### 2.6 Agile Methods for Company Profits

Agility is a technique for responding to uncertainty in a flexible, accurate, quick, and successful manner (Gunasekaran et al., 2018). Imagine you have a product or service to launch, but the development process is slow, and steps are stalled. Agile methodology is here to unlock and launch those products or services once and for all. Because through the agile methodology, businesses have greater risk control, multidisciplinary teams, it is easier to compete on an equal footing, and more flexibility in dealing with change (Mrugalska & Ahmed, 2021b). As we said, agile methodology is a faster and more effective way of executing projects in various fields. The goal is to speed up processes and complete tasks, reducing friction and reducing bottlenecks (Silva et al., 2020). Applying this methodology is important so that companies become more efficient and competitive in the markets where they operate. After all, businesses that innovate will stand out from the competition. Agile methodology also contributes to project management that focuses on the results and quality of the final product/service (Loforte Ribeiro & Timóteo Fernandes, 2010). We can name several reasons for companies to adopt agile methodology, some of which are: speeding up the delivery of products or services, improving the ability to manage priorities, increasing productivity, in addition to reducing costs. So that it can maximize profits for the Company.

**H<sub>6</sub>:** *The implementation of Agile Methods has a significant impact on a company's profitability.*

#### 2.7 Organizational Agility, Learning Agility, & Agile Methods on Company Performance

Employee Agility is expected to increase the ability to adapt quickly, innovate, flexibility, and employees' ability to respond to new changes. This employee agility can be seen from the perspective of the employee's own behavior. Agile employees usually have proactive, adaptive and generative behavior (Saad Mian & Saad Mian, 2017). This view looks at how employees are able to adapt, as well as their ability to proactively respond to and prepare for change in order to become more agile. According to Syahchari et al., (2021), Companies with agile personnel can respond correctly and flexibly to client requests

and adjust swiftly to changes and market surges. From these definitions, the scope of Employee Agility focuses on employees' ability to handle uncertainty and new opportunities (Bala et al., 2019).

According to Bala et al., (2019), someone who is high in openness and extraversion (someone whose interests are more directed towards the outside world than their own experiences) is not necessarily agile or nimble in the workplace. In fact, being agile or nimble in the workplace is someone who can pay attention, learn, and can also respond to environmental changes in work situations. Based on research by Rawashdeh & Tibor (2020) in the banking sector, it is said that employees with high agile abilities will be able to implement and produce greater innovative output. However, it should be noted that there are a large number of employees who are unable to behave innovatively in stressful situations or with demanding schedules. Therefore, Employee Agility is considered crucial, for the sake of a healthy work environment, firms must try to develop a more flexible and healthy work environment, so that it can help employees become more agile even in the most critical situations.

**H7:** *The performance of a company is influenced by organizational agility, employee agility, and the use of agile methods.*

### 2.9 Organizational Agility, Employee Agility, & Agile Methods on Company Profits

Highly effective agile transformations often result in a 30% increase in productivity, customer satisfaction, employee engagement, and operational performance; and accelerate organisations by five to ten times. and accelerated innovation (Gouda & Tiwari, 2022). While common wisdom may see these goals as incompatible (e.g., efficiency at the price of employee engagement), our findings suggest otherwise. Out of the seven performance dimensions included in the poll, the average respondent reported improvements in four (Baškarada & Koronios, 2018). This paradigm shift is also developing as a competitive advantage. Organizations that successfully carry out agile transformations are three times more likely to become companies with top quartile performance than organizations that do not carry out transformations (Tripp & Armstrong, 2018). And they are also taking over from organizations that were born agile: they have a better chance of not only becoming top-quartile achievers, but also of achieving a more mature operating model in all dimensions (Bianchi et al., 2021).

**H8:** *The impact of organizational agility, employee agility, and the use of agile methods on company profits.*

## 3. Method

### 3.1 Participants and Procedures

Participants in this research were employees from 25 corporate companies and 13 sub-industries out of 597 five hundred and ninety-seven respondents from various positions (Alexandro & Basrowi, 2024b, 2024a). The purpose of this quantitative study is to investigate the impact of employee agility on innovation and agile work methods, as well as its impact on organizational agility in companies in Indonesia. The author used a self-designed research questionnaire with a Likert scale as a variable measuring tool to collect data about employee agility, organizational agility, agility methods, performance and profits (Junaidi, Basrowi, et al., 2024; Purwaningsih et al., 2024). The data collection procedure was carried out online using convenience sampling, where respondents who were interested in participating were invited to complete a questionnaire. Previously the author explained the research objectives, respondent privacy, and data security. The collected data was then analyzed using Smart PLS3 (Hair et al., 2010), a valid and reliable structural path analysis method for evaluating the conceptual model's linkages between variables that has been developed. It is hoped that this research can contribute to business development and human resource management in Indonesia and provide a better knowledge of the elements influencing organisational performance Agility in Indonesia (Hamdan & Basrowi, 2024; Nuryanto et al., 2019). Collaboration and flexibility, as the main factors of organizational agility that can increase profits. These values are what improve company performance. Technology is indeed important, but as an indicator of organizational agility, a company will not influence the company's performance and profitability if it is not combined with other organizational factors (Junaidi, Masdar, et al., 2024; Miar et al., 2024; Purwaningsih et al., 2024).

### 3.2 Measurement Instruments

**Table 1**  
Organizational Agility Scale

Dimensions	Definition	Goods
Agile Prerequisites: Agile Values	Able to build a culture that follows the values of agility, such as: proactiveness, responsiveness, trust and support in submitting employee proposals	1 This company is able to take advantage of the changes that occur as. Win the competition
		2 This company accepts and supports ideas and decisions submitted by employees
		3 Companies proactively prefer to make continuous improvements rather than acting reactively to overcome problems that suddenly arise
Agility Prerequisites: Technology	As an employee, communication, information sharing and organizational integration can occur	4 The company provides information systems and technology that help employees to respond quickly to changes.
		5 The company has an information technology system that integrates work processes between departments and all business units
People Agility: Labor	Able to use skills, intelligence, adaptability, responsiveness	6 Employees at this company are able to continuously improve work processes in order to improve service/high quality of work

Dimensions	Definition	Goods
		7 Employees at this company are able to understand, realize and capture. improving work processes.
		8 Employees at this company are continuously willing to learn from other colleagues and share the knowledge they gain with the environment
		9 Employees at this company are able to work together with different teams according to the new demands and challenges they face
<i>Human Agility: Change Management</i>	Able as a manager to cope with change (customer demand, new markets, innovation etc.) to socialize within the organization accordingly and to inspire the team to welcome change	10 Leaders in this company have the knowledge and abilities needed to manage change in the organization
		11 The leadership in this company is able to quickly change the type of service or product according to changing demands.
		12 The leaders in this company are able to recognize the benefits that will be gained from innovation in the products, services and/or processes they carry out
		13 The leaders in this company are able to utilize the resources (assets, finance, HR) they have flexibly, to gain, new and minimize losses.
<i>Structure Improvement: Collaboration &amp; Cooperation</i>	Able to collaborate and work together internally and externally between departments and organizational functions and with customers and partners	14 At this Company, we are involved in developing new products or innovations
		15 At this company, all work processes are aligned to satisfy the desires and demands of internal and external consumers.
		16 At the Company, we collaborate closely with customers and other stakeholders, and welcome feedback from them.
<i>Structures that Increase Agility: Flexible Structures</i>	Able to quickly adapt organizational Structure and processes to implement change and remain competitive	17 This corporation can respond to changes by modifying the business plan that has been established.
		18 This company makes the right and fast decisions in honest changes in customer demands

**Table 2**  
Employee Agility Scale

Dimensions	Meaning	Statement
<i>Mental Agility</i>	Able to think critically and strategically, have a higher and broader perspective, and focus on various inputs rather than just one/two perspectives	1. I am able to analyse various complex information from various perspectives until I find a strong reason whether there is a relationship or not between the two pieces of information 2. I am able to see a problem from various valuable angles
<i>People's agility</i>	Interacting with a diverse range of people, comprehending their motivations, values, and aspirations, as well as their strengths and limitations, trusting others, and persuading them to perform effectively	3. I am able to motivate my colleagues to achieve targets. 4. I am able to use the abilities of colleagues to complete tasks that require cooperation
<i>Change dexterity</i>	Likes to change, shows interest in something new, enjoys learning new ideas, is open to change, looks for innovative ways of working	5. I feel enthusiastic when companies implement new work processes and technology 6. I am happy if there is a change in the organizational structure so that I have new responsibilities that I have never done before
<i>Results agility</i>	Sets challenging goals, has a lot of plausibility in achieving goals, delivers standard work results on new work that has never been done before	7. I do various things to get results that exceed the set standards 8. I am able to carry out challenging work plan processes that I set myself
<i>Self-awareness</i>	Able to understand oneself, capabilities, weaknesses, and beliefs, values, feelings, and have goals that are aligned with work	9. I recognize effective ways of working for myself 10. What I do supports the achievement of company goals
<i>Feedback Responsiveness</i>	Willing to collect, listen and accept feedback from others, take corrective action from the feedback received to improve performance	11. I found the right way to improve myself after receiving criticism from others 12. I immediately improve my work methods when I receive complaints from other people

**Table 3**  
Profitability and Performance

Statement	Answer response
1. Achievement of work targets/KPIs this year	1. Not achieved 2. Achieved according to the targets set 3. Exceed
2. In my opinion, the company's achievements/KPIs this year.	1. Not achieved 2. Same as last year 3. Exceed
3. In my opinion, the amount of profit the company can gain this year compared to last year	4. Make a loss 5. There is no profit 6. Same profit 7. Profit increases
4. My company applies Agile work methods (agile way of working)	8. Don't know 9. Full implementation 10. Partial implementation of the project 11. Doesn't apply at all

### 4. Results

#### 4.1 Validity and reliability

##### Loading factor

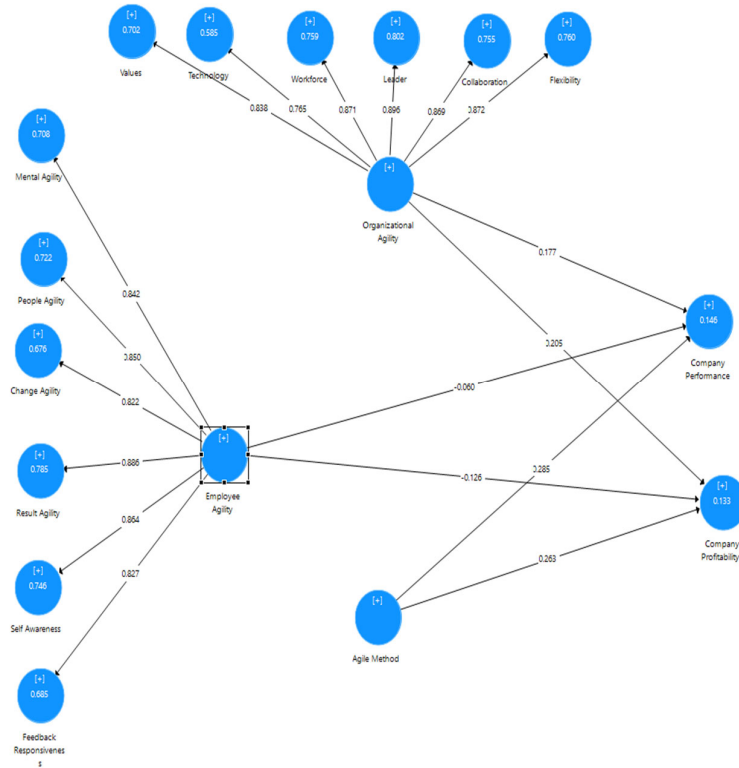


Fig. 1. Loading Factor

##### Reliability

Table 4  
Reliability and Validity Constructs

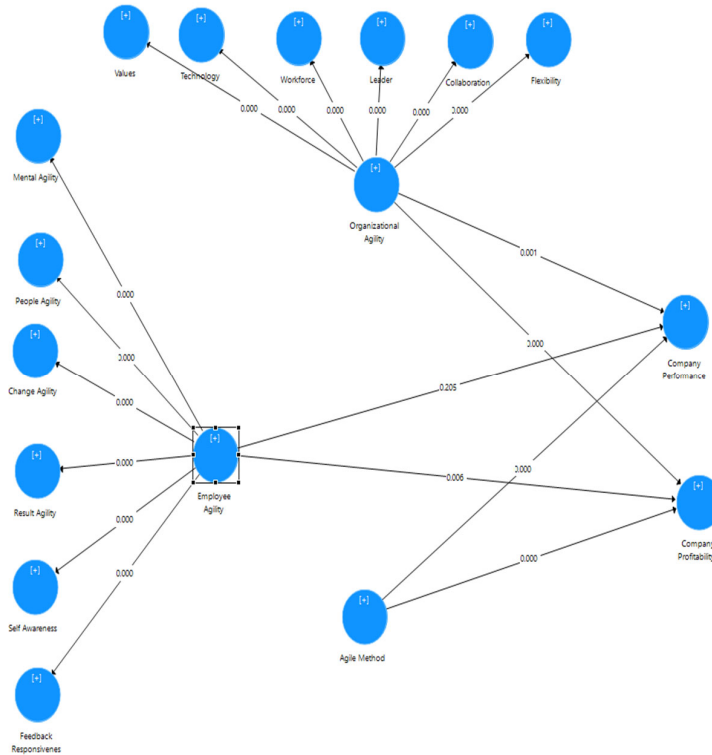
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Change Dexterity	0.723	0.724	0.879	0.783
Mental Agility	0.815	0.815	0.915	0.844
Results Agility	0.811	0.811	0.913	0.841
Self-awareness	0.803	0.803	0.910	0.835
People Agility	0.812	0.815	0.914	0.841
Change Dexterity	0.723	0.724	0.879	0.783
Employee Agility	0.939	0.940	0.947	0.599
Collaboration	0.837	0.839	0.902	0.755
Feedback Responsiveness	0.817	0.818	0.916	0.845
Flexibility	0.855	0.855	0.932	0.873
Leader	0.935	0.936	0.954	0.838
Technology	0.735	0.740	0.883	0.790
Values	0.839	0.842	0.903	0.756
Labor	0.911	0.911	0.937	0.789
Organizational Agility	0.959	0.960	0.963	0.591

The Change Agility variable has quite good Cronbach's Alpha, Rho\_A, Composite Reliability, and AVE scores are all important, showing sufficient consistency and good construct validity. The variables Mental Agility, Result Agility, Self Awareness, People Agility, Collaboration, Feedback Responsiveness, Flexibility, Leader, Values, and Workforce also have good scores according to these criteria. The Employee Agility variable has very high Cronbach's Alpha, Rho\_A, and Composite Reliability values are all examples of reliability measures, showing very good consistency. However, its AVE value is rather low, which may indicate that this variable may lack construct validity. The Organizational Agility variable has a good internal consistency value, but the AVE is rather low, indicating the possibility that these variable lacks construct validity. The Technology variable has a Cronbach's Alpha value less than 0.7, indicating moderate consistency, while the AVE value is close to 0.5, indicating fairly good construct validity, but not too strong.

## 4.2 Hypothesis test

**Table 5**  
The Influence of Each Variable on Company Performance and Company Profitability

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P value
Organizational agility → Company Performance	0.177	0.173	0.057	3,139	0.002
Organizational agility → Company Profitability	0.205	0.200	0.058	3,539	0.000
Employee Agility → Company Performance	-0.060	-0.060	0.048	1,252	0.211
Employee Agility → Company Profitability	-0.126	-0.124	0.046	2,727	0.007
Agile Methods → Company Performance	0.285	0.285	0.049	5,795	0.000
Agile Methods → Company Profitability	0.263	0.262	0.043	6,148	0.000



**Fig. 2.** Test the Model of the Effect of Agility in Improving Company Performance and Profitability

- Organizational Agility on Company Performance:** The sample average value (0.173) is close to the average value of 0.177. This demonstrates that organisational agility has a favourable impact on corporate performance. Standard deviation (0.057) indicates moderate data variation. The t-statistic (3.139) and p-value (0.002) imply that organisational agility has a statistically significant influence. The degree to which a corporation can adapt and change quickly is referred to as organisational agility. This can improve performance because companies can respond to market, technology and customer changes more effectively.
- Organizational Agility on Company Profitability:** The average value is 0.205, close to the sample average value (0.200). This demonstrates that implementing organisational agility improves corporate profitability. The standard deviation (0.058) suggests that there is moderate data fluctuation. The t-statistic (3.539) and p-value (0.000) imply that organisational agility has a statistically significant influence. Organisational agility is also beneficial to firm profitability. With high flexibility, companies can more quickly take advantage of market opportunities and reduce the risk of loss.
- Agility Learning on Company Performance:** The average is -0.060, which is close to the sample average (-0.060). This demonstrates that learning agility has no major impact on firm performance. The standard deviation (0.048) suggests moderate data fluctuation, implying that the impact may vary across company. The t-statistic (1.252) and p-value (0.211) indicate that learning agility has no statistically significant effect. The ability to learn, adapt, and evolve is referred to as learning agility. In the context of company performance, if a company does not consistently implement learning and change, then individual learning agility may not have a significant impact.
- Agility Learning on Company Profitability:** The average value is -0.126, close to the sample average value (-0.124). This shows that learning agility has a weak negative influence on company profitability. Standard deviation (0.046)



indicates moderate data variation. The t-statistic (2.727) and p-value (0.007) show that the impact of learning agility is statistically significant, although the impact is not strong. Learning agility may also not have a strong impact on a company's profitability due to its primary focus on individual development and adaptability. Other factors such as operational efficiency and business strategy may influence profitability more.

5. **Agile Methods on Company Performance:** The average value found was 0.285, almost the same as the sample average value (0.285). This demonstrates that the use of agile approaches improves firm performance. The standard deviation figure (0.049) depicts how much the data fluctuates. The lower the value, the more consistent the impact of agile methodologies on organisational performance. The t-statistic (5.795) and p-value (0.000) indicate that this effect is statistically significant. In other words, there is strong evidence that agile methods contribute positively to company performance. The agile method is an approach that prioritizes flexibility, collaboration, and responsiveness to change. Positive results in terms of company performance can theoretically be caused by the ability of agile methods to face market changes quickly and adapt to customer needs.
6. **Agile Methods on Company Profitability:** The mean value is 0.263, which is close to the sample mean value (0.262). This demonstrates that the use of agile approaches improves firm profitability. The standard deviation (0.043) measures the variation in the data, and the value is quite low, indicating the consistency of the impact of agile methods on profitability. The t-statistic value (6.148) and p-value (0.000) show a very statistically significant effect. In other words, there is strong evidence that agile methods contribute positively to company profitability. The agile approach also makes a positive contribution to company profitability. This is possible because this method helps improve operational efficiency, reduce costs, and speed up product or service development, all of which can benefit a company.

#### *Additional Analysis: Relationship of Organizational Agility Dimensions to Performance and Profitability*

**Table 6**

Agility Contribution to Performance & Profit

	Agile Methods	Organizational Agility	Employee Agility
<b>Show</b>	12.8%	8.9 %	2%
<b>Profit</b>	10.7 %	7.8 %	0.7 %

1. **Contribution of Agile Methods, Organizational Agility and Employee Agility to Company Performance:** Agile Method contributes 12.8% to company performance. This demonstrates that using agile approaches in organisations has a considerable positive influence on business performance. Organizational Agility contributes 8.9% to company performance. This emphasizes that the company's ability to adapt and change quickly also has a fairly large positive impact on performance. Employee Agility contributes 2% to company performance. This shows that factors related to employee readiness to learn and adapt also influence company performance.
2. **Contribution of Agile Methods, Organizational Agility, and Employee Agility to Company Profitability:** Agile Method contributes 10.7% to company profitability. This demonstrates that using agile methodologies in business operations has a beneficial influence on profitability. The contribution of organisational agility to firm profitability is 7.8%. Profitability is also influenced by the company's capacity to adapt to market developments. Employee Agility makes a lower contribution of 0.7% to profitability. This indicates that employee contributions in terms of adaptation may not be significant to company profitability. Overall, this table provides information regarding the extent to which these three variables influence the company's performance and profitability. The results show that the Agile Method has a fairly large impact, while Organizational Agility also plays an important role in these two aspects. Employee Agility, although it makes a positive contribution, has a smaller impact than the other two variables.

#### *Relationship of Organizational Agility Dimensions to Performance and Profit*

**Table 7**

The Influence of Agility Dimensions on Company Performance and Profitability

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P value
Collaboration → Profit	0.189	0.187	0.070	2,707	0.007
Value → Performance	0.173	0.172	0.066	2,607	0.009
Flexible → Profitable	0.160	0.161	0.080	2,001	0.046
Value → Profit	0.134	0.131	0.070	1,918	0.056
Flexible → Performance	0.131	0.126	0.077	1,709	0.088
Labor → Profit	0.121	0.121	0.074	1,623	0.105
Leader → Profit	0.113	0.111	0.071	1,583	0.114
Technology → Performance	-0.057	-0.059	0.058	0.978	0.329
Leader → Performance	0.068	0.066	0.074	0.909	0.364
Labor → Performance	0.060	0.057	0.069	0.858	0.391
Collaboration → Performance	-0.031	-0.022	0.080	0.388	0.698
Technology → Profit	-0.017	-0.017	0.066	0.251	0.802

*Interpretation:*

**Collaboration → Benefits:** The correlation coefficient between the variables Collaboration and Profit is 0.189. The mean value of the sample is 0.187. 0.070 is the standard deviation. With a p-value of 0.007, the t-statistic is 2.707. These findings reveal that the Collaboration and Profit variables have a substantial association.

**Value → Performance:** The value of the correlation between the Value and Performance variables is 0.173. The mean value of the sample is 0.172. 0.066 is the standard deviation. With a p-value of 0.009, the t-statistic is 2.607. These findings suggest a strong association exists between the Value and Performance variables, with a positive relationship direction..

**Flexible → Advantages:** The correlation coefficient between the variables Flexible and Profit is 0.160. The mean value of the sample is 0.161. 0.080 is the standard deviation. With a p-value of 0.046, the t-statistic is 2.001. These findings reveal a substantial link between the Flexible and Profit variables.

**Value → Advantages:** The value of the correlation between the Value and Profit variables is 0.134. The mean value of the sample is 0.131. 0.070 is the standard deviation. With a p-value of 0.056, the t-statistic is 1.918. These findings suggest that there may be a significant association between the Value and Profit variables, but the p-value is slightly higher than the normal significance criterion.

**Flexible → Performance:** The correlation coefficient between the variables Flexible and Performance is 0.131. The mean value of the sample is 0.126. 0.077 is the standard deviation. With a p-value of 0.088, the t-statistic is 1.709. These findings suggest a probable association between the Flexible factors and Performance, but at a low degree of significance.

**Table 8**  
Path Coefficient Items

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P value
V1 → Performance	0.176	0.180	0.056	3,136	0.002
C3 → Profit	-0.164	-0.166	0.075	2,183	0.029
F1 → Profit	0.171	0.172	0.080	2,140	0.033
V1 → Profit	0.122	0.125	0.057	2,124	0.034
F1 → Performance	0.144	0.147	0.073	1,975	0.049
L4 → Profit	0.130	0.124	0.072	1,798	0.073
L1 → Performance	0.126	0.129	0.081	1,550	0.122
PW1 → Performance	0.117	0.116	0.079	1,471	0.142
PW2 → Profit	0.114	0.104	0.084	1,360	0.174
PW4 → Performance	-0.095	-0.097	0.071	1,334	0.183
PW2 → Performance	0.110	0.108	0.085	1,287	0.199
T2 → Performance	-0.059	-0.059	0.051	1,162	0.246
C2 → Profit	-0.070	-0.067	0.066	1,063	0.288
PW3 → Performance	-0.080	-0.081	0.076	1,058	0.291
C2 → Performance	-0.045	-0.039	0.066	0,678	0.498
V3 → Profit	0.050	0.052	0.075	0,674	0.501
L3 → Performance	-0.055	-0.053	0.083	0,666	0.506
C1 → Performance	0.036	0.044	0.060	0,598	0.550
L2 → Profit	0.041	0.038	0.072	0,571	0.568
PW4 → Profit	0.041	0.048	0.075	0,552	0.581
T1 → Profit	-0.029	-0.028	0.060	0,488	0.626
PW3 → Profit	-0.040	-0.041	0.084	0,476	0.634
L4 → Performance	0.032	0.029	0.075	0,425	0.671
V2 → Performance	0.022	0.020	0.059	0,372	0.710
V3 → Performance	-0.021	-0.021	0.065	0,316	0.752
V2 → Profit	-0.019	-0.016	0.064	0,298	0.766
C3 → Performance	-0.021	-0.028	0.074	0,287	0.774
L3 → Profit	-0.020	-0.018	0.079	0,259	0.795
T2 → Profit	0.012	0.015	0.061	0,201	0.841
PW1 → Profit	0.015	0.018	0.077	0,192	0.848
L2 → Performance	-0.015	-0.020	0.081	0,183	0.855
C1 → Profit	-0.009	-0.005	0.057	0,166	0.868
F2 → Performance	0.012	0.015	0.072	0,161	0.872
L1 → Profit	-0.008	-0.007	0.077	0,103	0.918
F2 → Profit	0.006	0.002	0.074	0,078	0.938
T1 → Performance	-0.004	-0.007	0.058	0,069	0.945

These results show that collaboration and flexibility are the main factors in organizational agility that can increase profits. These values are what improve company performance. Technology is indeed important, but as an indicator of organizational agility, it does not affect company performance and profitability if it is not combined with other organizational factors.

## 5. Discussion

The purpose of this study is to determine the association between agility (employee agility, organisational agility, and agile methods) and company performance and profits.

### **Finding 1: Agility affects Performance and Profits**

The research results (Table 5) show that agility, which consists of 3 different dimensions, influences company performance and company profits. Theoretical dynamics explains that in this research agility is discussed in three dimensions, namely employee agility, organizational agility, and agile work methods. These three dimensions have different influences on increasing company performance and profitability. The three variables, namely employee agility, agile work methods, and organizational agility are interrelated and influence organizational performance (Kurniawan et al., 2020; Gouda & Tiwari, 2022; Inman & Green, 2022; Rozak et al., 2021; Peeters et al., 2022).

The ability to analyse the conditions faced can increase employee and company agility, which can ultimately improve company performance (Ashrafi et al., 2019). Agility in marketing products directly and indirectly impacts financial performance (Zhou et al., 2019). Digitalization technology and investment in intangible assets such as human resources can increase a company's agility (Skare & Soriano, 2021). Best practises in business, such as technical capabilities, collaborative innovation, organisational learning, and internal alignment, can improve organisational agility and company performance in South Africa (Govuzela & Mafini, 2019).

Employee agility, agile work methods, and organizational agility are critical to organizational performance and can be improved in various ways. Operations, including structural and social alignments, can increase organisational adaptability (Zhou et al., 2018). Organisational adaptability, which includes agility drivers, enablers, capabilities, and dimensions, highlights the importance of management responsibility in agile organizations (Walter, 2020). Psychological traits such as work-related curiosity and risk-taking contribute to workforce agility (Storme, 2020). Adopting Industry 4.0 technology can increase agility in various aspects, comprising labour force, facilities, management, information systems, production, supply chain, and technology (Mrugalska & Ahmed, 2021a).

Three dimensions of agility need to be in place to improve performance and profitability. These three dimensions of agility are interrelated with each other. Implementing agile work methods requires employee agility (Geyi et al., 2020). Leader agility is necessary to make organizations more agile in a competitive work environment (Attar & Abdul-Kareem, 2020). Organizations must be agile to sustain implementation of agile work methods (Mrugalska & Ahmed, 2021b). Employee agility is important, but work methods must be put into practice for a dynamic and flexible work environment (Salmen & Festing, 2021).

### **Finding 2: Agile Methods provide the greatest contribution compared to Employee Agility and Organizational Agility**

The research found that the Agile Method showed a noteworthy favourable correlation with both outcome variables: Company Performance and Company Profitability. Companies that implement the Agile Method tend to have better performance and profitability than those that do not (table 6). The findings of this study support other studies that found that a company's ability to succeed on implementing agile methods within the company, namely by immediately releasing failed projects and immediately increasing investment (Junaidi, Basrowi, et al., 2024; Kittie & Basrowi, 2024; Yusuf et al., 2024) in more successful development opportunities. Agile working methods have been successfully applied to technology and telecommunications companies by transforming traditional approaches that are extended into approaches for managing all network functions (Kurniawan et al., 2020).

The association between agile work processes and supply chain performance is strongly positive. This relationship is largely assessed using operations-centric measurements, rather than prioritising the achievement of financial targets. Agile work techniques facilitate the connection between environmental uncertainty and supply chain performance (Inman & Green, 2022). The utilisation of agile work methodologies and processes has a direct and positive correlation with team engagement and performance (Peeters et al., 2022).

Agile methodologies exert a greater impact on corporate performance and revenues compared to the agility of individual employees and the overall agility of the organisation (Basrowi & Utami, 2020; Soenyono & Basrowi, 2020; Suwarno et al., 2020). Employee agility and organizational agility do not have much influence on company performance and profits because these two variables are not directly related to the development of better products or services and increased work efficiency in teams. Agile working methods are now available and significantly speed up project completion times and product quality (Rebentisch et al., 2018). Applying Agile principles in IT governance will provide meaningful results (Vejseli et al., 2020). Meanwhile, agile employees make the smallest contribution to performance because agile employee behavior is influenced by motivation and intention. Even though employees have agility abilities, they will not display agile behavior if they are not oriented towards achieving company goals. On the other hand, if employees are not elegant but are motivated to achieve company goals, then these employees will try to achieve company goals (Jo & Hong, 2022).

The degree of organisational agility and employee agility are closely interdependent. This results in if there is none, the contribution will be low. Despite having flexible and adaptive skills, employees cannot optimize their skills effectively without appropriate systems and processes in the organization. Conversely, even if an organization has appropriate systems and

processes, without employees who have flexible and adaptive skills, the organisation lacks agility in responding to changes in the external environment (Basrowi & Maunnah, 2019; Basrowi & Utami, 2023; Marwanto et al., 2020).

Adaptive companies need leaders who can innovate to fulfil the organization's requirements and adapt to its surroundings (Uhl-Bien & Arena, 2018). An indicator that a company has organizational resilience is when employees assess the company as safe and secure so that employees have a long-term work orientation (Nyaupane et al., 2020). Employees need to be given space to adapt by connecting with other people and prioritizing diversity (Schulze & Pinkow, 2020). These three studies show that having employees who are flexible, adaptive, and have agile skills is necessary, but not enough to contribute without organizational agility.

Agile methods are proven to create faster responses in highly uncertain work situations (Cooper et al., 2020). The agile method does not refer to very specific and rigid planning. Agile work methods assume a project can be constructed via iterative design, enhancement, and experimentation grounded in prompt feedback and adaptation. Acquisition and adjustment are necessary. Therefore, a very fast response can be provided with agile work methods (Dingsøyr et al., 2018). Agile methods demand open processes of communication, coordination and collaboration. These factors have an impact on the agility of the work team and in turn have an impact on performance (Minkyun & Sangmi, 2022). In the long term, this can help improve company performance and profitability.

### **Finding 3: Organizational Agility has a significant positive relationship with both outcome variables**

The research findings indicate that there is a strong and positive correlation between Organisational Agility and both outcome variables, as demonstrated in table 5. These findings demonstrate that an organization's capacity to promptly and efficiently adjust and react to change can enhance corporate performance and profitability. Prior studies indicate that organisational agility has a beneficial impact on enhancing the performance of agricultural firms. Agile work practises yield favourable outcomes for both financial and non-financial performance (Li et al., 2020). Organizational agility can improve performance in work environments that demand innovation and require intensive use of technology. As a characteristic of agile organizations, the flexibility of organizational structure has an impact on company performance in certain situations (Puriwat & Hoonsopon, 2022). The findings indicate a substantial impact of strategic agility on organisational performance, although it needs to be mediated by innovation capability (Al Taweel & Al-Hawary, 2021). Companies that demonstrate agility and adeptness in adjusting to environmental fluctuations tend to exhibit superior performance and profitability. This is due to their enhanced capacity to foresee and successfully respond to market and business environment shifts. Implementing an Agile development methodology enables firms to promptly adapt to alterations and enhance efficiency. On one hand, they enhance and boost productivity. However, firms consistently face the issue of developing novel products. (Cooper et al., 2020). Amidst a dynamic economic landscape, organisations that are adaptive and responsive typically possess flexible and open organisational structures, enabling them to swiftly adjust to shifts in market demands and the business environment. Hence, the use of Organisational Agility can facilitate firms in enhancing operational efficiency and minimising expenses (Holbeche, 2018).

The hallmark of an agile organization is creating collaborative working conditions. One of the characteristics of an agile organization is implementing a collaborative work system (Holbeche, 2018). Collaborative work processes improve company performance. Collaborative work processes are proven to improve company performance. This finding is in line with previous research (Kurniawan et al., 2021). Organizations that can create collaborative work systems tend to have employees who are more involved and productive in their work. In a collaborative work system, employees are allowed to work in teams and collaborate to achieve common goals. This can increase efficiency and effectiveness in achieving company goals, improve company performance and profitability. Collaborative workplaces in manual assembly operations can increase production capacity and efficiency (Ojstersek et al., 2021). A meta-analysis of 26 studies found that collaborative performance positively and significantly influences overall performance (D. Lee & Hung, 2021). Collaborative design systems can effectively integrate supplier and customer resources to improve enterprise competitiveness (Liao & Chen, 2018).

The integration of High Performance Work Systems (HPWS) with Total Quality Management (TQM) has been shown to have a beneficial effect on corporate performance and profitability (Ruiz et al., 2019). Agile organizations also have leaders who are able to manage change quickly (Ulrich & Yeung, 2019). Leaders who are able to manage change also have an important role in improving company performance and profitability. A competent leader must possess the ability to proficiently lead and manage change, while also being able to inspire and motivate others motivate employees to work hard and give their best. Leadership agility is a central factor in creating an agile organization, which is necessary for companies to be able to compete in today's business environment (Joiner, 2019). Therefore, effective leaders have the ability to foster a favourable and efficient work atmosphere. Operational performance is positively affected by the agility of the supply chain, which is in turn influenced by the agility of leadership (Abdelilah et al., 2021). Strategic agility is related to leadership agility in improving company performance (Lungu, 2020).

#### **Finding 4: Learning Agility was not found to have a significant impact on Improving Performance and Profits**

However, it was determined that Learning Agility did not have a substantial influence on enhancing performance and earnings, as indicated in table 7. Employee agility capabilities are not always in line with organizational needs or goals because psychological factors influence them. Individuals may display thought-sharing behaviour and bounce back from failure if they feel they have high levels of psychological safety (Thorgren & Caiman, 2019). Additional elements that impact the correlation between employee agility and corporate performance and revenues include the degree of curiosity, ability to make plans, self-efficacy, and trust in leaders and the company (Storme, 2020). Employee agility should influence organizational performance by providing good adaptability of employees. However, in reality there is a possibility that employee agility does not affect organizational performance because there are other factors that influence the gap between employee adaptability and inappropriate company demands, so that employee agility does not make too big a contribution to organizational performance. One of these factors is motivation. Even though employees have high agility abilities, if their motivation is low or not in line with company goals, this agility ability will not have a significant impact on the company's performance and profitability. This finding is in line with research that shows the importance of high intrinsic motivation in producing innovative performance (Fischer et al., 2019). Organizational support factors influence the role of employee agility on performance and profits. Most organizations do not have a corporate policy strategy that involves individual work plans and targets (Vrabcová et al., 2022). An individual's ability to understand complex situations also influences the impact of staff adaptability on performance and profitability. Employees who receive help will quickly understand the complex situations they face (Chen et al., 2019).

#### **Finding 5: The most influential organizational factors are Values, collaboration, and Organizational Flexibility.**

Organizational values, such as culture and strong core values, can enhance performance (Table 8). A set of core values shared by successful employee-owned companies, including honesty, autonomy, empowerment, and accountability, enhances each employee's work experience and contributes to organizational performance (Hoffman & Shipper, 2018). A strong company culture that emphasizes learning, quality awareness, and employee loyalty can improve employee performance (Kumari & Singh, 2018). The values espoused by a company can influence the way employees and management view change and the ability to change the organization's direction quickly and effectively because they can form a company culture that encourages speed, innovation and responsiveness to change.

An affirmative corporate culture that fosters innovation and is responsive to change can help accelerate the implementation of change and improve the company's ability to face rapidly changing business challenges. An influential, logical, and structured cultural archetype is linked to increased competitiveness and superior financial outcomes (Calciolari et al., 2017). In contrast, a company culture that is inflexible and unresponsive to change might impede a company's capacity to swiftly adjust to shifts in the commercial landscape. Therefore, values such as speed, innovation, and responsiveness to change can become the basis for organizations to implement change more effectively and efficiently. To increase the level of organizational agility appropriate to volatile environmental conditions, company executives need to emphasize three things: Strategic agility, operational agility (covering cultural and structural aspects, as well as systems), and leadership agility (Joiner, 2019).

Good collaboration between employees and departments can increase efficiency and innovation in an organization, resulting in better performance and increased profitability. Employee work-related attitudes play a major mediating role in the interaction between complementary competencies and innovation culture is crucial for value creation, as well as for achieving optimal sales and financial performance of companies participating in inter-organizational collaborative innovation (Hernandez-Espallardo et al., 2018). Collaboration and cooperation within organizations can improve company performance and profits by enabling employees to work together to face environmental changes and solve problems effectively. Collaboration diversity, stock of knowledge, and collaboration ambitions result in stronger company performance (Lin, 2019). With collaboration and cooperation, employees can share knowledge, experience and skills, making it easier for teams to find appropriate and efficient solutions to challenges. Collaborating in the supply chain leads to improved company performance and advantages in transaction costs. This improved performance, in turn, leads to advantages in transaction costs (Um & Kim, 2019). Apart from that, collaboration and cooperation can also improve communication between employees and teams thereby strengthening relationships and trust in each other. Trust and secure information sharing improves supply chain collaboration, this, in turn, has a beneficial effect on the overall performance of the organisation (Panahifar et al., 2018).

This can speed up the decision-making process and implementation of changes in the organization. Trust serves as a moderating factor in the association between innovative work behaviour and team effectiveness (Hughes et al., 2018). When employees and teams can work together well, they can also work more productively and efficiently, thereby increasing company performance and profits. The synergy between trust and combinative skills amplifies the correlation between innovation and firm performance (Parra-Requena et al., 2020). Both trust and distrust play an important role in achieving superior performance over the competition (Raza-Ullah & Kostis, 2020). Furthermore, an organization's capacity to adjust to fluctuations in the market or business environment can enhance its competitiveness and yield improved profitability (Puriwat & Hoonsopon, 2022). The flexibility of the organizational structure allows companies to more easily adapt to environmental

changes because it can facilitate faster and more precise decision making. A flexible organizational structure also allows companies to allocate resources and quickly respond to rapidly changing market needs. This can help companies maintain competitiveness and maximize profits in a shorter time. In a flexible organizational structure, employees can also move horizontally and vertically within the organization, making it easier to adapt to change and maximize their contribution to the company.

### **Finding 6: Technology is a tool, not an end**

One possible theoretical explanation is that technology can help speed up and simplify business processes in an organization (Panda & Rath, 2021). However, this technology is not enough to improve company performance and profits. It is important to remember that technology is only a tool, not an end (Table 8). Effective use of technology requires support and commitment from employees and company management. Furthermore, it is imperative to incorporate technology into current business procedures and implement it in accordance with the specific requirements of the organisation (Ugargol & Patrick, nd). If technology is not adequately integrated with existing business processes, then its use will not have a significant impact on company performance and profits. Therefore, technology can only influence a company's performance and profits if it is used in conjunction with other organizational factors, such as employees with a high level of agility and the ability to manage technological resources (Melián-Alzola et al., 2020). Thus, technology can be a factor that supports organizational agility, but it must be integrated and used appropriately and effectively with other organizational factors.

## **6. Limitation**

This research has several limitations. First, the samples used in this research came from 13 sub-industries and 35 companies throughout Indonesia. Even though the sample used is quite large, the sample may not represent all companies in Indonesia. Therefore, generalization of the results of this study needs to be done carefully. Furthermore, the research used an online questionnaire as the primary instrument, utilising a Likert scale for data collection. Other factors, such as respondent bias or differences in interpretation of questionnaire questions, can influence the measurement of respondents' perceptions of the factors being tested. Third, measuring company performance and profits is based on respondents' perceptions. Although respondents may provide accurate perceptions, those perceptions may not always reflect the company's performance and profitability. Fourth, this research only focuses on the specific factors tested: organizational agility, employee agility, and agile work methods. Other factors not tested in this research can influence a company's performance and profits.

## **7. Conclusions and Implications**

Research finds that employee agility, agile work methods, and organizational agility affect company performance and profits differently. Agile work methods are the most influential in improving organizational performance and profits. Employee and organizational agility make a small but significant contribution to performance and profitability. Therefore, companies should implement agile work methods that are flexible and combined with employee skills and appropriate business strategies to improve company performance and profits. Organizational factors that have a significant direct influence on performance are innovative work values/culture. Organizational factors that influence performance and profits are collaboration and work system flexibility. Technology will not have an impact if it is not combined with other organizational agility factors.

### *Implications*

The research results can help companies evaluate and improve factors that influence company performance, especially Agile work methods, organizational flexibility, collaborative work systems, and innovative work culture. This can increase competitiveness and achieve business goals more effectively.

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