

Organizational Agility: HR Practices for Facing Rapid Change in the Digital Era

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Abstract. Rapid technological developments and business dynamics in the digital era require organizations to be more responsive and adaptive to change. This research aims to explore the concept of organizational agility and identify Human Resource Management (HRM) practices that are effective in building organizational agility to face the challenges of rapid change. The research method used involves literature analysis with a qualitative descriptive approach. The research results show that in facing rapid changes in the digital era, the implementation of Human Resource Management (HRM) practices plays an important role in shaping organizational agility. Practices such as building flexible organizational structures, assignment of employees based on tasks, empowerment and autonomy, open feedback systems, skills development and continuous education, teamwork and collaboration, focus on employee well-being, careful recruitment and selection, and integration of technology support the goals creating a responsive and adaptive work environment. Nonetheless, challenges such as changing skill requirements, data security, organizational culture changes, system integration, and conflict resolution between employees and technology need to be addressed carefully. With continued commitment, organizations can overcome these challenges and build a solid foundation to become more responsive, innovative and competitive in the ever-evolving digital business era.

1. INTRODUCTION

High quality Human Resources (HR) not only create comparative value, but also competitive, generative and innovative value by utilizing the highest energy, such as intelligence, creativity and imagination, compared to using crude energy such as raw materials, water land, energy, muscles, and so on (Primayana, 2015). High-quality human resources are considered crucial capital in facing the era of digital transformation. Digital transformation, although it brings increased job opportunities, also brings disruption in various sectors that determine global economic development, as well as giving rise to challenges in various aspects of human life (Hakim, 2023).

Especially in the employment sector, digital transformation triggers significant changes, including skills transformation, job transformation and society transformation (Sri Adiningsih, 2019). High-quality human resources are the key to responding to this challenge. The ability to adapt and improve individual skills is very important to respond to the dynamics of rapid changes in the job market (Sunarto, 2020). In this context, high-quality human resources not only have relevant technical expertise, but also the ability to continuously learn, innovate and collaborate. Creativity and innovation are the foundation for individuals to not only survive in a changing work environment, but also to make positive contributions in creating added value for organizations and society at large (Riyanti, 2019).

The use of digital technology has the main aim of increasing responsiveness and service quality, both for society and business. This leads to the provision of more responsive policies and the provision of better services (Hilda, 2014). For society and business, the impact is felt through increased flexibility and adaptability, enabling the needs of all stakeholders to be met more effectively. The service process provided has become simpler and faster, having a positive impact in accelerating the fulfillment of community needs and providing a more satisfying user experience (Chrismastianto, 2017). Not only limited to online services, the use of digital technology also demands a more personal service orientation and focuses on business and community needs. This can be achieved through big data analysis, which produces deep insights and knowledge about user preferences and needs (Al Rasyid, 2017).

However, to keep up with the pace of change and dynamics that continue to develop, organizations or companies need to have a high level of flexibility and adaptability, which is known as organizational agility (Harraf et al., 2015). Organizational agility is the key to facing changing conditions, utilizing production factors effectively to achieve organizational goals, meeting employee needs, and providing profits for shareholders (Nafei, 2016). With organizational agility, an entity can adapt more agilely to a dynamic business environment, so that it can continue to provide high quality services in accordance with the developing needs and expectations of stakeholders (Singh et al., 2013).

Understanding the concept of organizational agility has become a major focus of attention in management literature, with several definitions providing comprehensive dimensions of the characteristics and role of agility (Sakitri, 2021). According to Sharifi & Zhang (1999), organizational agility includes the ability to detect, sense, and predict changes in the business environment. In this context, agility is seen as a response to an uncertain and unpredictable business environment. Therefore, organizations are faced with the need to have special capabilities in "caring for" change, managing unsafe situations, and dealing with situations that are difficult to predict (Yusuf et al, 1999).

Meanwhile, the view of Gligor & Holcomb (2012) describes organizational agility as the ability of an entity to adapt tactics quickly and operate through a chain of operations to respond and adapt to changes and challenges in the surrounding environment. Organizations that are considered agile by them are organizations that are not only able to adapt quickly but also have high flexibility and can optimize speed in dealing with changing market conditions (Brosseau et al., 2019).

Building organizational agility is a journey that not only requires structural innovation, but also the careful implementation of Human Resource Management (HRM) practices (Kavitha & Suresh, 2019). One of the main keys is creating an organizational structure that enforces flexible and flexible leadership. In this context, leadership flexibility creates space for employees to take initiative, create and manage their own projects without excessive bureaucratic obstacles (Wijono, 2018). The application of HRM is also seen in organizing work according to tasks rather than job positions. This approach allows the placement of employees who have special skills according to the needs of a particular project or task, maximizing the utilization of individual potential (Sinambela, 2021). Furthermore, HRM practices that foster relationships and cooperation that encourage self-initiative, such as welcoming feedback and giving employees the authority to initiate their own projects, can build an environment where innovation and individual responsibility are enhanced (Wulandjani & Setiyowati, 2021).

In another dimension, increasing persistent learning becomes a focus for achieving agility. This involves creating a learning environment that supports employees who are active in increasing their knowledge (Ulum, 2016). HRM practices can provide incentives, training, and resources to encourage employees to pursue continuous learning (Tampubolon, 2016). Thus, human capital is identified as the most effective driver for developing agile consequences. In this case, Human Resources (HR) practices are the key to improving overall company performance (Nurjaman, 2020). Through a combination of innovative structures and progressive HRM practices, organizations can form a strong foundation to adapt and develop in a dynamic and rapidly changing business era (Purnawanto, 2010).

Although the literature on organizational agility and HRM has grown, there is still a lack of understanding of the close relationship between the two, especially in the context of rapid change in the digital era. Therefore, this research aims to explore and analyze the role of HRM in building organizational agility, with a focus on concrete practices that can be implemented. By understanding in depth how HRM can be the main driver in increasing an organization's adaptability, this research is expected to provide valuable insights for organizational leaders, HRM practitioners, and researchers who are interested in understanding the dynamics of organizational change in the digital era.

2. METHOD

This research will adopt a qualitative approach to gain an in-depth understanding of the concept of organizational agility and HRM practices applied in facing rapid changes in the digital era. A

qualitative approach allows research to explore the context, perceptions and experiences of individuals, as well as to understand the dynamics of relationships between complex variables (Yulianah, 2022). The research will begin with a comprehensive literature analysis to understand the concept of organizational agility, changes in the digital era, and the role of HRM in developing agility. This literature analysis will help formulate a theoretical framework and relevant research questions. The analytical method used is descriptive-qualitative, meaning that the data is explained in detail before being analyzed to draw conclusions. This research is descriptive, so it does not attempt to treat, change, or manipulate the variables it looks at. Instead, he tries to describe how things are today. Observation, conversation, and note-taking are all ways to obtain information. After the data is collected, analysis steps are carried out, namely: 1) Excavate all data that has been collected from various sources, both primary and secondary; 2) Organizing data into problem units based on how the problem is stated; 3) Analyze the parts of the argument used to discuss the problem; and 4) Draw conclusions from the results of the analysis of the problems that have been discussed.

3. RESULTS AND DISCUSSION

HRM Practices in Building Organizational Agility in the Digital Era

Human Management plays an important role in driving change that occurs in an organization (Afandi, 20160. In an agile organization, HR needs to consistently carry out a number of activities including recruitment, professional development, performance management, but in an effort that is more responsive to ongoing changes takes place especially in the current digital era (Tambunan & Anwar, 2019). The following are several HRM practices that are relevant in the context of building organizational agility in the digital era.

a) Building a flexible Organizational Structure

Forming an organizational structure that can adapt quickly is an urgent need to face the dynamics of rapid change in the digital era. This requires organizations to not only pay attention to their structural elements, but also focus on cultivating adaptive leadership, flexible teams, and dynamic work networks. Adaptive leadership is the main foundation in an organizational structure that is responsive to change. Adaptive leaders are able to guide teams through transitions, identify new opportunities, and respond quickly to challenges.

Flexible teams are a vital component of an adaptive organizational structure. Selection of team members with diverse skills and the ability to collaborate effectively allows the team to quickly adapt to situational changes. Diversity in teams also supports the ability to see change from various perspectives, opens the door to innovation, and speeds up the decision-making process. Dynamic work networks are another aspect that needs to be considered. Organizations need to have a network structure that allows fast and open flow of information between various units or divisions. Effective networking can help organizations identify trends, share knowledge and respond to market changes more agilely.

b. Employee Placement Based on Tasks

Adopting an approach to organizing work based on tasks and projects, not just job positions, is an important step in creating a responsive and adaptive organizational structure. Traditionally, organizations often follow a hierarchical model that separates jobs by specific positions, which can sometimes limit flexibility and responsiveness to rapid changes in the business environment. By emphasizing tasks and projects as the main focus, organizations can more effectively place employees with specific skills according to the needs of a particular project or task.

This approach gives organizations the freedom to form dynamic and flexible work teams, consisting of individuals who have the skills needed to complete specific projects or tasks. This allows organizations to address emerging challenges more efficiently, because engaged employees can focus on the goals and results that must be achieved. Additionally, facilitating employee placement based on specific skills and expertise can also trigger closer collaboration, as individuals can learn from each other and maximize mutual potential. By adopting this approach, organizations can achieve greater efficiency in the use of human resources, increase speed in completing projects, and respond

more quickly to changing market or customer needs. Therefore, organizing work based on tasks and projects not only creates flexibility in work management, but also provides a strong foundation for improving overall organizational agility.

c. Empowerment and Autonomy

Giving employees the authority to make decisions and initiate their own projects is a revolutionary step in creating a work environment that encourages individual initiative and responsibility. Traditionally, organizations are often based on a hierarchical structure that limits decision-making authority to certain levels of management. However, by giving employees at various levels the authority to make decisions related to their work and even initiate their own projects, organizations create the stage for creativity and innovation to flourish.

This process not only stimulates individual initiative, but also increases employee responsibility for the results of their work. Employees who have the freedom to start their own projects tend to feel more involved and have greater concern for the end result. They become more independent in facing challenges, improve their decision-making abilities, and develop a sense of ownership of the projects they build. Additionally, it creates a collaborative atmosphere where innovative ideas can emerge from various levels of the organization, not just from high management levels.

Through granting this authority, organizations not only facilitate employee growth and development, but also create a work culture that is adaptive and responsive to change. Decentralized decision making provides speed in responding to business challenges, while authorized employees are the driving force in formulating creative and innovative solutions. As a result, organizations can achieve a higher level of agility, enabling them to be more responsive to market dynamics and maintain competitiveness in a rapidly changing business era.

d. Open Feedback System

Fostering relationships and collaboration that encourage open and constructive feedback is an important aspect of building an organizational culture that supports innovation and continuous improvement. In an environment where employees feel safe to share ideas, provide feedback, and engage in open dialogue, space is created for the productive exchange of ideas. Supportive relationships and close collaboration help create an atmosphere where employees feel heard and valued. When employees feel they have a platform to voice their views, they are more likely to contribute to innovation and work process improvements. Open and constructive feedback is not only a means of correcting weaknesses, but also a source of inspiration for new ideas. Through positive relationships and strong collaboration, a culture is formed where employees feel they have an active role in shaping the direction and development of the organization.

Additionally, the adoption of open feedback creates a continuous learning cycle. Employees who receive feedback positively can identify opportunities for further improvement or innovation. Implementing this feedback-based change creates an adaptive and responsive organization, able to adapt to market changes and face business challenges more effectively. Thus, fostering relationships that promote open and constructive feedback not only stimulates productivity, but also strengthens the foundation for organizational growth and sustainability amidst a dynamic business environment.

e. Skills Development and Continuing Education:

Increasing persistent learning is a proactive strategy that can help organizations respond to rapid changes in the digital era. One effective approach in achieving this is to create a supportive learning environment and provide active support for training and continuing education for employees. A learning environment that facilitates the exchange of knowledge and ideas provides opportunities for employees to continually develop new skills. Organizations can create this learning environment by providing online platforms, workshops, seminars, and other training programs that can be accessed by employees. This support includes resource allocation for training, learning facilities, and mentorship. Additionally, providing access to external educational resources such as online courses or certification programs can provide additional value in improving employee skills.

Supporting continuing education not only creates opportunities for individual development, but also ensures that organizations have employees who have the skills necessary to meet changing

market demands. Additionally, this initiative can have a positive impact on employee retention, as they feel valued and supported in their career development journey. It is important to create an organizational culture that encourages continuous learning as a core value. By integrating persistent learning into organizational DNA, companies can create long-term competitive advantage through employees who are always ready to face change and innovate. Thus, investment in enhancing persistent learning not only supports individual growth but also makes a significant contribution to organizational success and resilience in facing a digital era full of dynamics and challenges .

f. Teamwork and Collaboration

Encouraging a teamwork culture that supports collaboration and sharing knowledge is the main foundation in creating an organizational environment that is adaptive and responsive to change. Modern organizations are increasingly realizing the importance of effective teamwork as the key to success in dealing with business dynamics. In the teamwork culture that is created, collaboration is not only seen as a joint work process, but also as a joint effort to achieve a common goal. A culture that encourages knowledge sharing creates continuity in organizational learning. Team members not only carry out their duties, but also share experiences, expertise and understanding with each other. In this way, teams can learn from each other, understand different perspectives, and create more innovative solutions to challenges.

Successful collaboration within teams also creates flexibility in responding to change. Teams that are used to collaborating can quickly adapt to changing circumstances and respond to market dynamics. This is because they are used to working together, have a strong understanding of each member's expertise, and can bring together collective potential to overcome obstacles or take advantage of emerging opportunities. By encouraging a teamwork culture that emphasizes collaboration and knowledge sharing, organizations can create a foundation that strong enough to achieve agility. The ability to respond quickly and effectively to change depends not only on the individual, but also on the team's ability to adapt and develop together. Therefore, investing in building a collaborative teamwork culture is not only an investment in current productivity, but also an investment in the organization's future sustainability and success.

g. Focus on Employee Welfare

Ensuring employee welfare is a key foundation in establishing a healthy and sustainable work environment. In this context, organizations need to provide holistic wellness programs, covering not only physical aspects but also work-life balance and mental support. This comprehensive wellness program creates the foundation for ensuring that employees have the resources and support necessary to maintain and improve their health.

Through the provision of health programs, organizations can provide facilities and incentives for health promotion, disease prevention, and support accessibility to necessary health services. This program not only helps employees to maintain their physical health but also creates awareness of the importance of mental health. Support for work-life balance is also key in avoiding burnout and maintaining employee productivity and motivation levels.

In addition to wellness programs, organizations need to pay special attention to employee mental well-being. Providing resources and support for coping with stress, dealing with work pressures, and facilitating access to mental counseling are important steps. Employees who feel supported holistically in aspects of their well-being tend to be more resilient in facing challenges and change. By creating an environment that supports well-being, organizations not only add value to employees' lives, but also build the foundation for sustainable productivity and performance.

h. Careful Recruitment and Selection

In the recruitment and selection process, selecting individuals who not only have the necessary technical skills, but also reflect traits and attitudes that are compatible with an agile organizational culture is an essential strategy in building a team that is responsive to change. Technical skills may be an important factor, but the ability to adapt quickly and contribute in a dynamic environment requires more than just technical expertise. Therefore, a focus on personal characteristics and organizational culture becomes crucial in selecting individuals who will be an integral part of an agile team.

Traits such as flexibility, collaboration, and openness to change are aspects to consider in individual assessments. The ability to learn quickly, innovate and work effectively in a team is a highly valued added value. A selection process that takes these aspects into account ensures that individuals not only have the necessary technical abilities, but also have the appropriate mental readiness and attitude to contribute in an ever-changing environment.

In addition, selecting individuals who are in line with the organization's agile culture also helps create harmony and harmony among team members. Individuals who fit the organization's values and norms have greater potential to engage positively, respond to shared goals, and strengthen team cohesion. Thus, selecting individuals who are not only technically intelligent but also fit with an agile organizational culture is a strategic step to create a team that is ready to face challenges and innovate in a dynamic business era.

i. Supporting Technology

Integrating technology that supports collaboration, communication and knowledge management is a key pillar in modernizing organizational workflows. A good technology system can facilitate more effective interactions between team members, speed up workflow, and increase the organization's responsiveness to market changes. Technology-enabled collaboration allows team members to share ideas, information and documentation in real-time, reducing communication barriers and speeding up the decision-making process. Technology also plays an important role in improving internal and external communications. With the adoption of advanced communication tools, such as instant messaging platforms, video conferencing, and online collaboration, organizations can create efficient and responsive communication channels. This not only speeds up the exchange of information but also allows team members to stay connected, regardless of their geographic location.

Knowledge management integrated with technology facilitates efficient storage, search and sharing of knowledge. A knowledge management platform can be a repository of information that is easily accessible to team members, supporting data-driven decision making, and promoting innovation through quick and easy access to organizational knowledge. Through the integration of these technologies, organizations can achieve higher operational efficiency and increase responsiveness to changes in the business environment. Work processes supported by advanced technology can speed up project implementation, increase productivity, and enable organizations to more quickly adapt to changes in the market or customer needs. By adopting the right technology systems, organizations can build a strong foundation to become more responsive, innovative and competitive in the ever-evolving digital business era.

Challenges of HRM practices in Building Organizational Agility in the Digital Era

Implementing Human Resource Management (HRM) practices to build organizational agility in the digital era is not without challenges. Some of the main challenges that may be faced in this process include:

a) Changing Skills Needs

The digital era brings significant challenges related to rapid changes in skills needs, requiring organizations to be able to adapt their Human Resources (HR) development policies to these dynamics. One of the main challenges is aligning HR development policies with rapidly growing skills needs. Organizations need to identify precisely the skills required in a digital context and ensure that their HR development policies can support employees in acquiring, improving and retaining these skills on an ongoing basis. This process involves determining current and future skills needs, developing responsive training programs, and creating a learning culture that encourages employees to continuously improve their competencies. In this way, organizations can meet the challenges of the digital era by ensuring that their workforce remains relevant, productive and ready to face continuous change.

b) Data Security and Privacy

In integrating technology in Human Resource Management (HRM), organizations need to face significant challenges related to the security and privacy of employee data. Adoption of digital systems in HRM carries the potential risk of data leaks or privacy breaches that can have a negative

impact on employee trust and organizational reputation. Therefore, it is important for organizations to pay special attention to data management and protection. Careful security measures must be implemented, including data encryption, restricted access, and strict security policies. Additionally, organizations need to regularly monitor and audit their technology systems to identify potential vulnerabilities and provide training to employees on good digital security practices. Thus, careful data protection efforts will ensure that organizations can take advantage of technology in HR without compromising the security and privacy that are essential for employees and the organization as a whole.

c) **Organizational Culture Change**

Building organizational agility is a journey that requires deep cultural transformation. The main challenges in this process include changing employee mindsets to adapt to change, imbibing organizational values that support speed and flexibility, and dealing with resistance to change. Changing mindsets involves motivating employees to see change as an opportunity rather than a threat, as well as fostering a proactive attitude towards innovation and improvement. Embracing organizational values that support speed and flexibility requires clear communication about the organization's vision, mission and goals that emphasize adaptability and responsiveness. However, the greatest challenge may arise in dealing with resistance to change, which can stem from uncertainty, old habits, or a lack of understanding of the benefits of the change. Therefore, building organizational agility requires strong leadership, effective communication, and ongoing efforts to ensure that organizational culture reflects values that support resilience and innovation in the face of inevitable change in this digital era.

d) **System Integration**

The challenges that arise when integrating Human Resource Management (HRM) technology systems with other systems in the organization can be complex and require special attention. This integration process requires efforts so that all systems can communicate effectively, ensuring the smooth flow of data between departments. Efficient coordination between various technology platforms is key to ensuring that employee data, performance and HR policies are accessible and well managed across the organization. It is important to align communication interfaces and protocols, minimize technical barriers, and implement clear integration standards. By addressing these challenges, organizations can maximize the benefits of HR system integration, including improving operational efficiency, data-based decision making, and responsiveness to dynamic changes in the business environment.

e) **Conflict Resolution Between Employees and Technology**

The application of technology in Human Resources Management (HRM) can sometimes trigger concerns or conflicts among employees, especially those who feel that technology can threaten their jobs or change the dynamics of established working relationships. This concern may arise due to the perception that automation or the implementation of technology can replace human roles or change the way work is done. Therefore, it is important for organizations to proactively communicate the goals and benefits of implementing technology in HRM, as well as provide clarification on how technology will enrich, not replace, employee roles. Ensuring employee participation in HR technology planning and implementation processes, as well as providing adequate training to increase digital literacy, can help reduce uncertainty and address potential conflicts that may arise during this transition.

4. CONCLUSION

Implementation of Human Resource Management (HRM) practices is crucial in shaping organizational agility in the digital era which is full of dynamic change. Practical steps such as building flexible organizational structures, task-based employee placement, empowering employees through autonomy, encouraging open feedback systems, skills development and continuous education, as well as an emphasis on teamwork and collaboration, all aim to create a responsive and responsive work environment. adaptive. A focus on employee well-being, thoughtful hiring, and technology

integration are also important elements in supporting organizational agility. However, it needs to be acknowledged that the HRM implementation process is not free from challenges. Rapid changes in skills requirements require organizations to align HR development policies with the dynamics of the digital job market. Data security and privacy are major concerns in integrating technology in HRM, requiring stringent measures to protect employee information. Additionally, organizational culture transformation, systems integration, and resolving conflicts between employees and technology require ongoing efforts. Even though these challenges exist, with commitment and the right strategy, organizations can overcome these obstacles. Continuity in learning, skill development and the right application of technology will help organizations build a resilient foundation. In this way, organizations can become more responsive, innovative and able to compete in a business environment that continues to develop in this digital era.

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