



Tracing Success Path: How Individual Agility Influences In-Role Performance and Employability Levels

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Abstract

This study examines the influence of individual agility on in-role performance and employability and examines how employability affects in-role performance. Individual agility, which includes employees' ability to adapt quickly, learn new things, and respond effectively to change, is considered a key factor in improving job performance and employee attractiveness in the job market. Data were collected through a survey conducted directly with village employees in Gayungan District, Surabaya. A total of 64 employees participated in this study. The collected data were then analyzed using SEM-PLS statistical analysis, which revealed that individual agility significantly improved employability and in-role performance. Individually agile employees can navigate work dynamics more efficiently and proactively, resulting in better task performance. In addition, high employability, which reflects an employee's ability to remain relevant and attractive to employers through skill development and adaptability, has also been shown to have a positive effect on in-role performance. The results of this study emphasize the importance of organizations in supporting the development of individual agility and employability as a strategy to improve employee performance. By fostering a dynamic environment and providing opportunities for ongoing training, organizations can ensure that employees not only have relevant skills but are also able to contribute to the fullest in their roles. This research provides valuable insights for human resource managers and practitioners when designing effective and sustainable employee development programs.

Keywords *Individual agility, employability, in-role performance, SEM-PLS.*

INTRODUCTION

Role performance refers to the level of effectiveness with which an employee performs tasks that are explicitly stated in the job description (Obuobisa-Darko, 2020). This concept is often considered the main measure of work performance because it includes responsibilities and tasks approved as part of a person's formal role in the organization (Hermanto & Srimulyani, 2022). Therefore, in role performance is an important criterion used by managers and organizations to assess the success of employees in meeting or exceeding the expectations set in their framework.

This study was carried out on village office employees in Gayungan District in Surabaya. In-role performance plays a very important role for village employees in Gayungan District in the city of Surabaya because it determines the extent to which they can carry out the duties and responsibilities given in serving the local community. As representatives of the local government, village employees are responsible for providing efficient and quality services to residents. In this context, in role performance not only reflects the employee's individual competence in carrying out administrative tasks, such as document processing or administrative arrangements, but also their ability to effectively interact with the community, understand their needs and provide appropriate assistance. Therefore, good role performance is important not only to ensure that the village operations run smoothly but also to build trust, satisfaction, and a positive relationship between the village and the people of Surabaya.

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In a rapidly changing work environment, individuals' ability to quickly adapt and respond to new changes is an important factor for the success of organizations (Nafei, 2016). The concept of individual agility refers to employees' ability to quickly understand, learn, and apply new skills in the face of changing conditions or job demands (Braun et al., 2017). This agility not only increases the employee's adaptive capacity but also has the potential to affect role performance (Halalmeh, 2021), which is the level of effectiveness with which an employee performs the tasks explicitly stated in his job description.

In addition, employability, according to Hahn and Kim (2018), is another important factor that can affect role performance. The influence of employability on role performance has significant relevance in the context of career development and employee productivity in various organizations. An employee's ability to improve and maintain the quality of his/her in-role performance is directly related to his/her employability level, which includes the skills, knowledge, and personal attributes needed to succeed in the work environment. Employees who have a high level of employability tend to be better able to face challenges in their roles, adapt to changing working conditions, and develop the skills necessary to achieve work targets. Thus, paying attention to and improving employee employability not only supports the continuous development of individuals but also has a positive impact on the overall quality and productivity of work. Based on this description, some questions in this study are as follows:

RQ1: Does individual agility affect in-role performance?

RQ2: Does individual agility affect employability?

RQ3: Does employability affect in-role performance?

LITERATURE REVIEW

In-role performance

Various elements contribute to variability in the definition of work performance, including situations characterized by limited autonomy and opportunities, participation in training and development programs, and methods of motivation (Motowidlo, 2003). Job performance is divided into two different models, as defined by Motowidlo and Van Scotter (1994), namely in-role performance (related to tasks) and extra-role performance (contextual). The development of the concept of task performance and conceptual performance consists of the concept of additional performance models, including extra-role behavior, social behavior, organizational citizenship, and organizational spontaneity. In-role or task performance is performance that is shown in the technical aspects related to the work itself. In-role performance is related to how an employee performs tasks as specified in the job description. To illustrate, in-role performance relates to the extent to which an employee performs their duties according to the job description and the results they achieve.

Individual Agility

Individual agility is defined as the capacity to respond and adapt quickly and effectively to change, allowing personnel to take advantage of such changes as opportunities for growth and progress. Individual agility refers to individuals' ability to adapt, learn, and respond quickly to changes in a dynamic work environment. Several other studies have also reported that individual agility can have a significant influence on the performance of individuals in the organizations where they work (Makori et al., 2022). Thus, the first hypothesis is;

Hypothesis 1: Individual agility has a significant effect on in-role performance.

In addition, individuals who have a high level of agility tend to have better levels of employability. Individual agility includes the ability to adapt quickly to change, flexibility in problem-solving, and readiness to learn and develop new skills (Ulrich & Yeung, 2019). Agile individuals are able to adapt to the changing work environment and overcome challenges with confidence, making

them valuable resources for organizations in which they work. Thus, individual agility is not only an important trait not only for succeeding in a dynamic world of work but also for shaping the level of individual employability. Thus, the next hypothesis is;

Hypothesis 2: Individual agility has a significant effect on employability.

Employability

Employability is a comprehensive concept that includes personal qualities, competencies, and expertise that give individuals the capacity to thrive in the professional field. In addition to job-specific technical expertise, these competencies include interpersonal talent, ingenuity, and speed of adjustment. In general, individuals with a high level of employability tend to can contribute significantly in a variety of work contexts and to continue to evolve and adapt over time. They are also able to show high initiative, responsibility, and motivation to learn and improve their performance (Ehiyazaryan & Barraclough, 2009), which makes them valuable assets to organizations wherever they work.

In some studies, employability has been shown to be closely related to the availability of skills, knowledge, and personal attributes necessary to succeed in a job and the effectiveness of the individual in carrying out the assigned tasks (Marzec et al., 2021; Aryani & Widodo, 2020). Individuals who have a high level of employability tend to have skills that are relevant to their tasks and are better able to perform well in their roles (Kim et al., 2023). Thus, the hypothesis in this study is;

Hypothesis 3: Employability has a significant effect on in-role performance.

RESEARCH METHOD

This study uses a quantitative approach with an emphasis on hypothesis testing. The sample was 64 employees of Gayungan subdistrict in Surabaya City. Data were collected using a questionnaire and distributed directly. Individual agility is defined as individuals' ability to proactively seek opportunities and adapt quickly to new situations. The individual agility variable was measured using five measurement items. The employability variable is defined as a set of personal achievements, skills, understanding, and attributes that make it possible to succeed in one's job. The items used were adapted from measurements. In addition, the in-role performance variable is defined as a measure of performance related to how well an employee performs his duties according to his job description. Finally, when conducting measurement model testing, this study uses SEM-PLS as a popular data analysis tool to process data with small sample characteristics (Sarstedt et al., 2021).

FINDINGS AND DISCUSSION

When testing data using SEM-PLS, there are two main steps to test validity, reliability of the measurement, and hypothesis, namely, using the outer and inner models. The results of the validity test of all measurement items of each construct indicate that most of the loading factor values in each indicator have >0.5 values. This indicates that the indicators in this study are statistically valid and can be used in the research construct. However, there is one invalid item, which is an item from the individual agility construct IA1, where this item has a value of < 0.5, so it is declared invalid, and this item must be removed. After omitting the indicator of invalid items, all measurement items were found to have values of > 0.5 or valid. Table 1 shows the results of testing the validity and reliability of each construct.

Table 1. Validity and Reliability of Results

Items	Loading factors	AVE	Cronbach's Alpha	Composite Reliability
EMP1	0,845	0,747	0,887	0,922
EMP2	0,926			
Emp3	0,849			
Emp4	0,834			
IA2	0,675	0,504	0,871	0,800
IA3	0,602			
IA4	0,802			
IA5	0,743			
IRP1	0,732	0,735	0,878	0,917
IRP2	0,867			
IRP3	0,932			
IRP4	0,884			

Sources: Data processed by the researchers.

Based on the test results in Table 1, it can be seen that the validity value of the AVE construct of each variable in the analysis model of this study is satisfactory. In particular, each AVE exceeded 0.5. In addition, all the constructs tested in this study have a composite reliability value greater than 0.7 and a Cronbach's alpha value greater than 0.6, which indicates that all of them are reliable. These observations also demonstrate that the reliability test of the instrument has identified the internal consistency of each construct in the research model.

After it is known that the measurement model is good, the hypothesis must be tested by calculating the path coefficient, which can be assessed using the T-statistical values. The path efficiency estimation provides an approximate value that, when combined with the results of the bootstrap method, depicts the correlation between the latent variables under consideration. Measurement items were considered statistically significant at a significance level of 5% when the T-statistic exceeded 1.96 and the corresponding p-value was less than 0.05. The results of the hypothesis testing are presented in Figure 1.

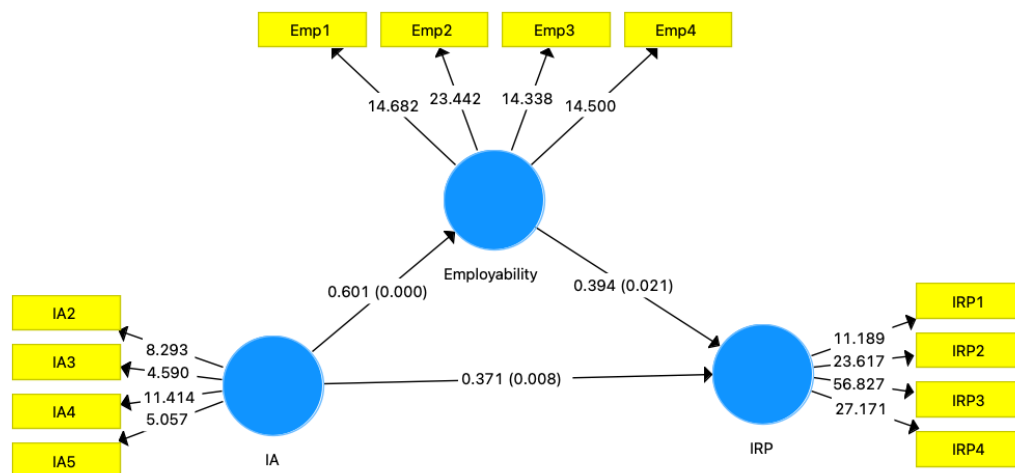


Figure 1. Hypothesis testing

Based on the results of the hypothesis test shown in Figure 1, it can be seen that individual agility significantly affects in-role performance, where the p value (0.000) < 0.05. Individual agility also significantly affects employability, where the p value is 0.008 < 0.05. Finally, employability was found to have a significant effect on in-role performance at a significance level of 0.021 < 0.05. Thus, based

on these results, individual agility can be said to influence in-role performance and employability and support hypotheses 1 and 2. In addition, employability affects in-role performance, thus supporting H3.

CONCLUSIONS

Effect of individual agility on in-role performance

In this study, the first finding revealed that individual agility has a significant effect on in-role performance, which supports Hypothesis 1. This means that individual agility, which includes employees' ability to adapt quickly, learn new things, and respond effectively to change, has a significant effect on in-role performance. Employees who have high agility can navigate challenges and changes in the workplace more efficiently, which increases their ability to meet and exceed their role expectations. They are faster in capturing and implementing new information and can overcome obstacles using creative solutions. This not only improves productivity, but also the quality of work (Fournier et al., 2024), as agile employees tend to be more proactive in finding innovative ways to improve their performance (Putra et al., 2024).

Effect of individual agility on employability

The second finding in this study revealed that individual agility also had a significant effect on employability, thus supporting hypothesis 2. Individual agility, which includes the ability to adapt quickly, learn new things, and respond effectively to change, has a significant effect on a person's employability or ability to remain employed and attractive to employers. Employees with high agility tend to be more flexible and ready to face the dynamics of an ever-changing job market. They can develop new skills and improve their competencies according to the needs of the industry, thus making them more valuable to the company. Their speed of learning and ability to adapt also allow them to take on a variety of roles and responsibilities (Muduli, 2017), which increases their attractiveness to employers looking for candidates who can contribute in a variety of capacities.

Effect of employability on in-role performance

The last finding in this study revealed that employability has a significant effect on in-role performance and supports Hypothesis 3. Employability, which reflects an employee's ability to remain relevant and attractive to employers through skill development and adaptability, significantly affects in-role performance. Employees with high employability tend to have skills and competencies that are continually updated according to the needs of the organization. They are proactive in participating in training, obtaining new certifications, and learning the latest technology or working methods. These constantly updated skills and knowledge enable employees to work more efficiently and effectively in their roles (Glerum & Judge, 2021), resulting in better performance compared to employees who are not as active in self-development.

Based on the findings of this study, we conclude that individual agility contributes directly to improving in-role performance. Agile employees tend to be more productive and effective in their roles because they are always ready to adapt to the changing demands of the job. They are more likely to take initiative, innovate, and overcome obstacles through creative solutions. In addition, individual agility significantly influences employee employability and in-role performance. Highly agile employees can adapt quickly to change, learn new things efficiently, and respond to challenges with creative solutions. This ability makes them more flexible and ready to face the ever-changing dynamics of the job market, thus increasing their employability. Employees who continue to develop their skills and competencies according to the needs of the organization become more valuable to the organization and strengthen their position in the job market. Thus, organizations that encourage and support individual agility not only improve the employability of their employees but also ensure that

performance in specific roles continues to improve and provide a significant competitive advantage.

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