International Journal of E-Adoption
Volume 14 • Issue 1

Agile Talent Management:
Mediating the Relationship Between Agile Competency and Organizational Agility

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ABSTRACT

Organisational agility is becoming increasingly important in establishing long-term competitive advantage. Organisational agility has recently gained prominence as a result of the COVID-19 pandemic. The main issue with organisational agility is determining how to make employees more agile. In this research paper, the researcher emphasised two essential dominants for organisational agility: agile competencies and agile talent management practices. For this, 50 employees from various organisations and institutes in Vadodara were surveyed using questionnaires. PLS 3.3.2 was utilised to analyse the proposed model using partial least squares structural equation modelling. This research paper advances agility research by emphasising the positive association between agile talent management practices and organisational agility. This study also contributes to human resource management by underlining the inherent linkages to HRM and the lineage of a competence-based organization agility model.

KEYWORDS

Agile Talent Management Practices, Agility, Competency, Great Eight Competencies, Organisation Agility, Talent Management

1. INTRODUCTION

Agility was initially described in the business environment in 1982 as "the ability to respond promptly to rapidly changing conditions" (J. L. Brown & Agnew, 1982). Organisational Agility (OA) represents a company's characteristics for thriving and prospering in an uncertain and constantly changing environment. (Vinodh et al., 2012). The report's long-term outcome was OA as a strategy for enhancing competitiveness. Managers think that OA is a vital success component that affects how successful a company will be in today's turbulent business environment, regardless of industry (Aghina et al., 2015). Academic study confirms that OA positively impacts business performance (Inman et al., 2011). Leadership and management, in particular, are essential success factors in a company's agile journey (Ebrahim S, Krishnakanthan K, Thaker, 2018);(Mahadevan et al., 2019).

Dynamic capabilities are "the firm's ability to innovate, adapt to change, and produce change that is beneficial to customers while being detrimental to competitors" (D. Teece et al., 2016). As a result, the dynamic capabilities approach is applicable in the context of agility. Furthermore, as

DOI: 10.4018/IJEA.314279 *Corresponding Author

part of a dynamic capability, the entrepreneurial capability is key to the harmonisation of separate components and the ability to predict developments and trends in a company's environment, which is an essential aspect of an agile organisation. (D. Teece et al., 2016) Organisation Agility is "an organisation's ability to redeploy/redirect its resources to value-creating and value protecting higher-yield activities as internal and external conditions demand" (D. Teece et al., 2016).

Agility capabilities are unique abilities that provide the necessary power and competence to respond to changes; they include responsiveness, competency, flexibility, and quickness. According to Zhang and Sharif (2000), agility competencies are essential capabilities the corporation requires to respond positively to and take advantage of organisational agility (Z. Zhang & Sharifi, 2000). Lin et al. (2006) defined agility capabilities as "essential abilities that would offer the required strength to respond appropriately to changes occurring in its business". Thus, agility capabilities represent a company's ability to deal with changes and uncertainty (C. T. Lin et al., 2006). Agility attributes are a synonym for agility skills in this crucial area ((Bottani, 2009);(Nejatian et al., 2018). Organisational agility, described as an "enterprise's ability to quickly adjust and adapt in response to continual and unpredictable changes in competitive market contexts," is a critical component in tackling these problems (Sherehiy & Karwowski, 2014),

The firm's processes use resources—specifically the processes to integrate, reconfigure, gain, and release resources—to match and even create market change. Dynamic capabilities thus are the organisational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die—companies using this type of Talent Management focus on individualisation.

They adopt an inclusive approach to talent selection and have no official or systematic definition of selected talent. That is, they consider all employees as talented. In summary, Talent Management creates opportunities for individuals [in the organisation] to find their role in which they can give the best. It supports further development through a range of offerings. (Harsch & Festing, 2020)

Agility enablers are approaches, tools, processes, and critical technologies that facilitate Organisation Agility (Sharifi & Zhang, 1999);(Yusuf et al., 1999);(B. W. Lin, 2004);(Van Oosterhout et al., 2006). Agile enablers are used as leverage (Nejatian et al., 2018) at many organisational levels to support the implementation of agility capabilities (Sharifi & Zhang, 1999). This core area comprises information about the points mentioned above of interest and is also referred to as agility providers ((C. T. Lin et al., 2006); (Z. Zhang & Sharifi, 2000);(Z. D. Zhang & Sharifi, 2007).

Researchers see dynamic Talent Management capabilities as a value-creation process for any business (Sparrow & Makram, 2015), with talent as a critical human resource (Thunnissen, 2016) being the successful result of this TM process (D. J. Teece, 2015). To enhance organisational agility, researchers rely on the idea that strong dynamic Talent Management capabilities are required (D. Teece et al., 2016) for agile human resources(Alavi et al., 2014). As a result, their research is informed by the idea that Talent Management, as a dynamic skill, may impact organisational agility. Productivity, staff dedication, and engagement are examples of Talent Management effects that have already been studied. (De Boeck et al., 2018). However, research on how Talent Management might help organisational agility is limited, despite increased interest in the subject. (Cappelli & Tavis, 2018)

The rest of this Research Paper is arranged as follows. The Researcher first defines eight great competencies and their practices and then uses the lens of eight great competencies in the Talent Management process for Agility in the Organization. Before beginning, the Researcher had evaluated the limited amount of literature on organisational agility in this context. In the empirical section of the study, the Researcher describes the methodologies and samples employed in the exploratory investigation before presenting and analysing results. Finally, the conclusion offers a summary and results' theoretical, research-oriented, and practical implications

2. THEORETICAL BACKGROUND & HYPOTHESIS BUILDING

To make an organisation Agile, a strategy-driven motivation for organisational change in processes and policies is necessary. They must encourage employees to change their behaviour and guarantee that the workforce has the essential skills and competencies to succeed in the new activities(Lawler III & Worley, 2015).

A strategic approach to Talent Management comprises aligning its strategy and techniques, such as talent acquisition, selection, development, and retention, with organisational goals and embedding them into the firm's culture. A company's human management practices and procedures must allow for strategy-driven change to be agile.

Individuals must be encouraged to change their behaviours, and the workforce must have the necessary skills and competencies to succeed in the Organization's new operations(López-Alcarria et al., 2019). According to Bessant et al. Organisational agility has "four key dimensions": an agile strategy, agile processes, linkages, and people. (Bessant et al., 2000) Agility should be included in technology, skills, and external partnerships (Vinodh et al., 2012).

H1: Competency has a positive and direct effect on Organisation Agility.

2.1 Competency and Organisation Agility

The Great Eight structure outlines the realm of work performance by relying on a variety of models used by practitioners in competence practice. It is empirically confirmed by the approach used to apply the competency rating cluster to factor analysis. (Kurz et al., 1999). Because they give realistic ratings of competency potential, predictor tools are significant in the Great 8 model validation. (Sindhwani & Malhotra, 2017)(S. Brown & Bessant, 2003) The input dimensions—' collaborating to enhance competitiveness' and mechanism dimensions—' leveraging the impact of people and information—represent the realisation of Organization Agility through the integration of technology and HR via a flexible organisational structure, an appropriate management style, Employees' skill and internal and external cooperation. (Nagel, 1991). Sharp et al. viewed the following aspects as essential competitive foundations: a continually changing environment, a rapid response with customised, high-quality goods, and social responsibility. (Sharp et al., 1999) A review of existing research indicates four broad agility traits that diverse researchers might use as essential agility qualities reactivity, competency, flexibility, and quickness. (C. T. Lin et al., 2006)(Sharifi & Zhang, 1999)(Z. D. Zhang & Sharifi, 2007) Zhang et al. additionally defined and counted sub-capabilities for each capacity. The capacity to notice changes, respond quickly to reactively or proactively, and recover from changes is defined as responsiveness and competencies. (Z. D. Zhang & Sharifi, 2007) Learning in organisations (Alavi et al., 2014) (Bahrami et al., 2016), Flat hierarchies (Alavi et al., 2014), cooperation (Shell et al., 2014), and competency (Sherehiy & Karwowski, 2014) all been cited as critical factors in developing employee and organisational agility. Agile findings indicate that soft skills (communication), self-organisation, and teamwork abilities are increased.

Furthermore, the authors suggest that Agile projects promote self-managed cooperative learning in heterogeneous courses since they allow all learners to create flexible, generalised cognitive frameworks and gain fluid and crystallised abilities. (López-Alcarria et al., 2019). Imagining and Visualising Works well in situations that necessitate an openness to new ideas and experiences. Look for opportunities to learn. Handles situations and problems with creativity and innovation. Thinks strategically and broadly encourages and drives organisational change; general mental ability; openness to new experiences; coping and adapting and responds to change effectively manages stress and copes well with setbacks & emotional steadiness can become major competencies for establishing agility(Bartram, 2005) in the Organisation.

H2: Talent Management has a positive and direct effect on Organisation Agility.

2.2 Talent Management and Organisation Agility

Organisation Agility is classified into three essential dimensions: management, technology, and workforce, each having distinct features that may be realised via diverse enabling technologies. (Monplaisir, 2002) Sparrow & Makram analysed and explained how Talent Management could change talent and organisations to become more agile. They recognised Talent Management as a dynamic skill and studied it in the context of the firm's competitive environment. They identified that dynamic Talent Management capabilities could foster organisational agility to varying degrees. They explained Talent Management as continuous efforts (Stahl et al., 2012)which are required to shape the resource talent according to the strategic needs of the company, Organisation Agility and create value (Sparrow & Makram, 2015).

As a company expands, it must adjust quickly, and its approach to human resources should reflect this. Agile organisations require a talent management approach that reduces employee resistance to change and eliminates the high transaction costs associated with altering a workforce's competency mix. Requires practises and methods significantly different from those usually used in the industrialised world and accepted as sound policy. For Organisation Agility, employment arrangements must be reinforced by the proper recruitment, selection, performance management, pay, and talent development processes. The first step in establishing an agile workforce is to recruit and choose the appropriate people. (Lawler III & Worley, 2015) It is difficult to obtain a 100% "hit rate" while screening or interviewing prospective employees. A company's chances of becoming more agile are increased by integrating a few quick talents in the screening process. Hire people who are open to new experiences, eager to learn and expand their skill set, and capable of functioning well in various contexts. Agile organisations are frequently forced to choose between training and developing current employees and hiring new people. Most performance management systems need a yearly commitment to established goals and skill improvement. People may be inspired to pursue objectives and perfect skills that they will soon be unable to use owing to the rapid pace of change. (López-Alcarria et al., 2019)

Shafer et al. explained how the company's human resource strategy could foster organisational agility by enriching work, embedding core values, or promoting personal growth. (Shafer et al., 2001) For human resource management, most organisations employ a classic execution-oriented strategy. Agile talent management deviates from this concept. Because turnover may be prohibitively expensive, the emphasis is on ensuring that current personnel can continue to implement the Organization's current strategy under the execution method. (López-Alcarria et al., 2019) The analysis of the literature carried out by Sherehiy and her colleagues shows that not only do structures or processes have an impact on the agility of the Organization, but also—and above all else—the adaptability, flexibility, and learning abilities of employees, that is, the agility of the workforce (Sherehiy et al., 2007)

H3: Competency and talent Management have a positive relationship with Organisation Agility.

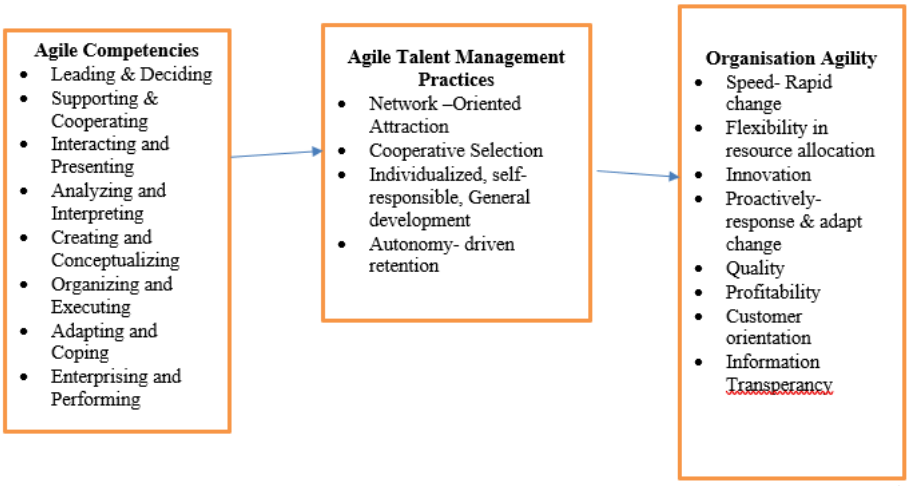
2.3 Competency, Agile Talent Management Practices & Organisation Agility

Organisations must continually adapt to preserve their effectiveness throughout time. Building and managing a structure capable of recognising changes in the environment, designing and testing prospective modifications, and fast implementing changes are necessary to create an agile organisation. (Boudreau, J.W., & Ramstad, 2007) According to the study, Agile businesses can beat their competition for decades. The Researcher picked Netflix and Desk as instances of organisational agility. An agile workforce may be created by using talent management methods that allow workers to learn and grow while also lowering the transaction costs of altering their workforce's competencies. In an agile organisation, a well-functioning talent management system is crucial. Assessing a company's capacity to adapt to changing conditions is important. Globalisation's increasing complexity and rapid change have a direct influence on this. Because of new technology and increasingly complicated work settings, having the proper people on your team is now a must. (Cappelli & Keller, 2013)As a result, organisations today have significant hurdles when adapting to change. The competence of an

organisation's personnel to support a change and the new business activities it entails is a significant aspect in practically any transition.

Given the velocity of change in the environment, yesterday's appropriate talent may not be today's or tomorrow's right talent. A company's ability to utilise talent management tactics is determined by its ability to alter its employees' knowledge and skills at the same rate as its business strategy. (Lawler III & Worley, 2015)Managers must adopt a new way of thinking, and the talent pool must be considered as an internal employee: unique and equal. (Harsch & Festing, 2020) The study discovered that organisations that efficiently deploy agile talent and solve the four major difficulties are the most competitive. They develop internal staff groups utilising the most effective management approaches and describe their employees as engaged, motivated, and inspired. (Lawler III & Worley, 2015) Due to transaction costs and training time, making fast changes in a workforce is challenging. A strategy-driven incentive for organisational change in processes and policies is necessary to make an organisation adaptable. (Lawler III & Worley, 2015)The employer must encourage employees to modify their behaviour and ensure that the workforce has the essential skills and competencies to ensure the workforce's success in light of its new activities. (Creelman, 2011)

Figure 1. Frame work for explaining the impact of agile competencies on Organisation Agility through Agile Talent Management practices



Source: Proposed Conceptual model compiled from Review of Literature (Prifti et al., 2017); (Bartram, 2012);(Kurz & Bartram, 2008)(Salo, 2017)(Harsch & Festing, 2020)

2.4 Research Gap

According to the results of a McKinsey report on "how to create an agile Organisation," the three primary hurdles to attaining Organisational Agility are all the consequences of inadequate management.; Organisational adaptability: poorly defined and somewhat confusing leadership: a general lack of leadership and an unclear vision and plan for execution. (Salo, 2017) Another survey on the state of agility cites leadership style as the most challenging challenge during agility deployment.

Research on organisational agility implementation challenges indicates that a lack of management engagement is a key barrier(Massie, 2015). Other drivers of failure include a lack of commitment, poor planning, and improper solutions. (Lai et al., 2021) The corresponding agility capability level requirement varies depending on the scenario and must be assessed. Management must also evaluate the extent to which the organisation can realise the required competencies. If needed, the competence

must be deliberately developed. Then a strategy for improving or developing the needed competence must be created. However, it is not yet wholly known how organisational agility may be extended or what essential influencing elements and necessary procedures can be recognised. (Sherehiy & Karwowski, 2014)

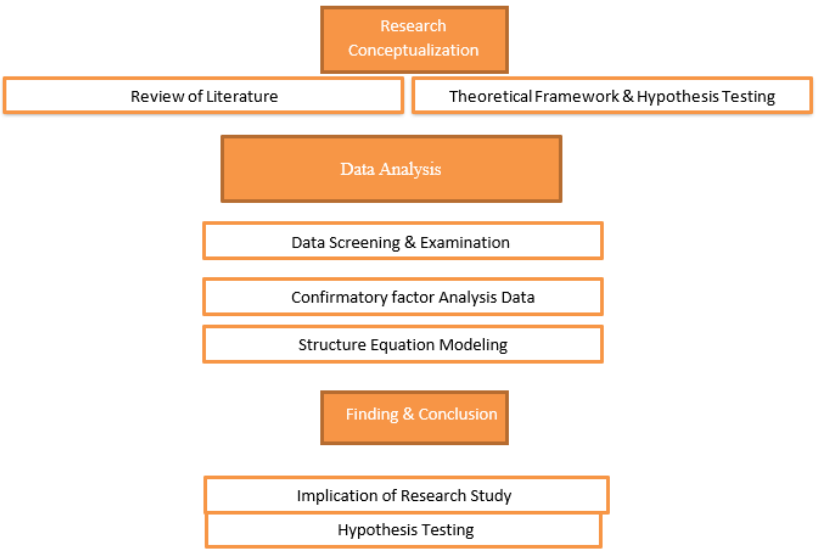
This outlines the research question: 'What competencies are required in an agile organisation?' In this study researcher identified a few significant competencies with reference to the Great Eight Competencies model (Bartram, 2012); another Research question: What strategy or techniques should be used in Organisation to become Agile? Here Talent Management Components: Talent Attraction, talent retention and Talent development were used as strategies and techniques for making an organisation agile. The authors propose a framework for an organisation to become agile by identifying Agile competencies & Talent Management practices. (Worley et al., 2012)

3. RESEARCH METHODOLOGY

3.1 Research Objectives

The major objective of this research study is to identify and evaluate how competencies can improve organisation agility via Talent management practices; the Researcher identified and described Agile competencies first and linked that with dynamic talent management practices. Furthermore, the Researcher also analysed the mediating role of Agile Talent management practices in establishing agility in the organisation. Finally, the Researcher would portray the role of Agile competencies & agile talent management practices in developing an Agile organization.

Figure 2. Research methodology flowchart



3.2 Measurements

All the participants received questions about their awareness and agreeableness of implementing Agile Competency & Agile talent management practices, as well as demographic questions. The scale variables were measured on a 5-point Likert scale anchored at 1 – Strongly Disagree to 5 – Strongly Agree. To ensure reliability and validity; all measurement items were taken from previous studies:

- Agile Competencies: Ten items from (Bartram, 2012)(Prifti et al., 2017)
- Agile Talent Management Practices: Nine items from (Harsch & Festing, 2020)
- Organisation Agility: Seven items from (Walter, 2021) (for more detail, please see appendix table no07 & table no:08)

3.3 Sample Determination Process

PLS-SEM obtains solutions with small sample sizes when models comprise many constructs and a large number of items (Fornell & Bookstein, 1982) (Willaby et al., 2015)(Hair et al., 2018)(Hair et al., 2017) A representative sample of this study included 50 people from various organisations and institutions in Vadodara who were working or had a link with human resource departments. The responses were collected using a questionnaire and a non-probability purposive sampling approach. Due to Covid protocols, questionnaires were filled up online. A rigorous literature review was done to design the questionnaire. The questionnaire was divided into three sections: Agile Competency, Agile Talent Management, and Organizational Agility. Fifty valid replies were obtained and used for final analysis using SmartPLS Software 3.3.2's Partial Least Square Structural Equational Modelling (PLS-SEM). Because the conceptual model comprises the components (Agile Competency, Agile Talent Management, and Organization Agility) to be analysed using formative modelling, PLS-SEM is deemed the preferred approach in this research. (Hair et al., 2017)G*Power software was used to compute the sample size to examine the minimum required sample size. (Erdfelder et al., 2009)(El Maniani et al., 2016)The genuine power of 0.95 requires a sample of at least 36 participants. However, the study used a sample of 50 participants, which fulfilled the correct sample size criterion. Figure 2 depicts the computations for the smallest possible sample size.

3.4 Conceptual Model

The mathematical model is built using structural relationships between endogenous & exogenous variables. It is analysed using a multivariate statistical analysis approach. Structural equation modelling (SEM) is the most prevalent approach in multivariate statistical analysis. It combines factor analysis and multiple regression techniques to study structural links between qualitatively measured variables and their constructs. The SEM approach investigates the connections between various but related qualitative and quantitative features in a single sample. (Hair et al., 2018)

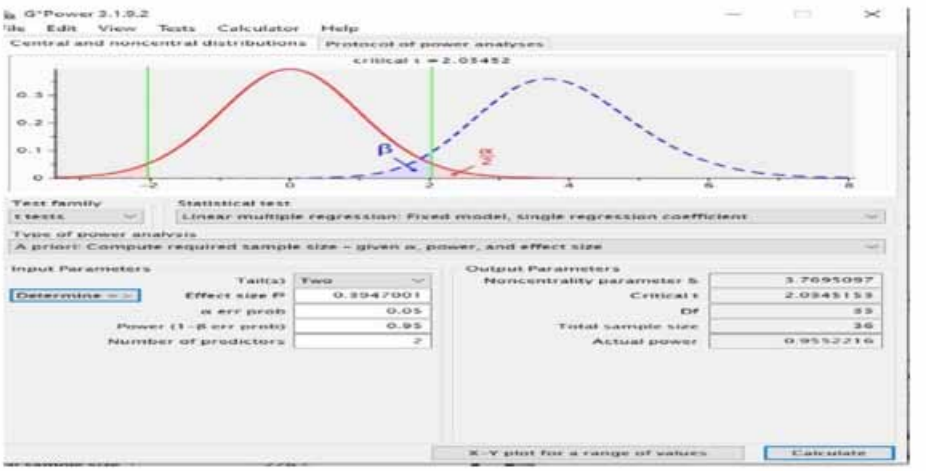
The study's conceptual model shown in figure 3 attempts to build a link between Agile Competencies and Agile Talent Management Practices, which leads to Organizational Agility. This methodological framework is based on a thorough and meticulous literature review. The literature review was separated into three sections: Competency and Organisational Agility, Competency-based Talent Management Practices, and Talent Management and Organizational Agility. Abigail Lopez and colleagues' 2019 study, "Using Agile Methodologies in Education to Foster Sustainability Competencies," & Great eight competencies (Bartram, 2012) inspired the abilities assessed for Agile Organisations. The entire analysis is based on the research conducted by (Walter, 2021)(Karman, 2019) &(Bartram, 2005)(Walter, 2021)(Harsch & Festing, 2020)

4. FINDINGS OF THE STUDY

4.1 Common Method Bias

The occurrence of VIF greater than 3.3 is proposed as an indication of pathological collinearity and an indication that a model may be contaminated by common method bias. Therefore, if all [factor-level] VIFs resulting from full collinearity are equal to or lower than3.3, the model can be considered free of common method bias. (Kock, 2015). In this research, outer & inner VIF values are less than 3.33, so it recommends no common method bias exists in the study, findings of this are reflected in Table 1.

Figure 3. Sample Determination by G*Power software

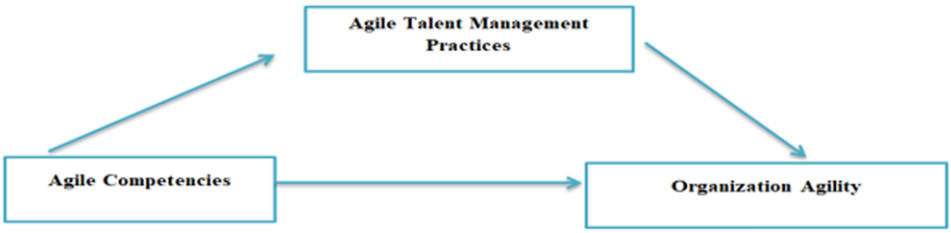


Source: G*Power software

4.2 Measurement Model Assessment

Agile Competence was researched using Confirmatory Factor Analysis in partial least squares Structural Equational Modelling, where Formative assessments were conducted. Internal reliability and convergent validity tests were conducted to examine the model's outer specifications. Cronbach's Alpha, Henseler's rhoa_A, and Composite Reliability were used to analyse all internal reliability tests above the threshold limit of 0.70. In all three cases, the Cronbach's Alpha is more than 0.70, indicating

Figure 4. Conceptual model



Source: Conceptual model compiled from Review of Literature (Prifti et al., 2017), (Bartram, 2012),(Kurz & Bartram, 2008)(Salo, 2017)(Harsch & Festing, 2020)

Table 1. Collinearity Statistics VIF (Inner Model)

	Agile Competency	Agile talent Management Practices	Organisation Agility
Agile Competency	0.000	1.000	1.554
Agile talent Management Practices	0.000	0.000	1.554
Organisation Agility	0.000	0.000	0.000

significance. To demonstrate the constructions' dependability, rhoa_A was much higher than 0.70. An additional way to confirm convergent validity in the model was to look at the average extracted variance (AVE) score, which was well over the threshold value of 0.50 for all basic formative components (Hair et al., 2018) For the purposes of brevity, the Researcher has summarised the findings in Table 2.

Table 2. Construct Reliability & Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Agile Competency	0.851	0.863	0.885	0.525
Agile Talent Management	0.887	0.898	0.91	0.561
Organisation Agilty	0.778	0.783	0.85	0.532

Source: Author's Calculations

According to Fornell & Larcker's Criterion, diagonal constructs had greater under root AVEs than their inter-item correlation values. Hence the investigation looked at discriminant validity(Fornell & Larcker, 1981). Table.3 shows that each construct is distinct from the others, indicating that the study can be used to conduct the final analysis of the results.

Table 3. Discriminant Validity

	Agile Competency	Agile Talent Management	Organisation Agility
Agile Competency	0.725		
Agile Talent Management	0.545	0.796	
Organisation Agilty	0.68	0.749	0.73

Source: Author's Calculations

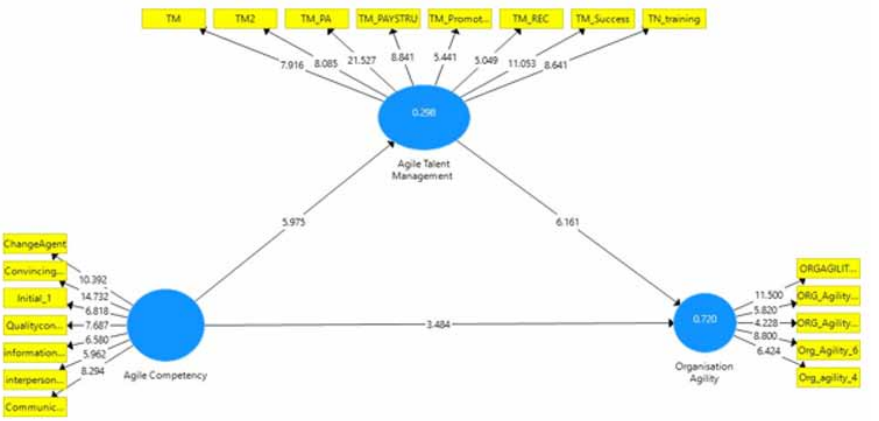
4.3 Structural Model Assessments

Research on the relationship between the constructs and their ability to predict outcomes was conducted using structural model evaluations. Each set of predictor constructs is assessed using formative measurement models in the inner structural model (Cassel et al., 1999)The bootstrapping procedure was used to find the requisite p-values for the hypotheses framed in the study, with 5000 bootstraps advised without sign change (Sarstedt et al., 2020).For this reason, the Variance Inflation Factor (VIF) values were calculated and found to be less than 3.33 (Diamantopoulos et al., 2008).

The inner VIFs were found to be less than the Agile Competency (2.234) and Agile Talent Management (2.234) threshold limits on Organization Agility, indicating that there were no collinearity issues in the study (Hair et al., 2018). Following the bootstrapping phase in the PLS Algorithm using 5000 subsamples to check for any collinearity problems in the inner model, the next step was to validate the significance and relevance of the path coefficients, which might have ranged from -1 to +1.(Sarstedt et al., 2020)The structural model evaluations are depicted in Figure 4 as follows:

The coefficient of determination (R2) of the endogenous Agile Talent Management was found to be significantly moderate to high, as any value of R2 (0.20) and above is considered high in behavioural sciences, and Organization Agility (0.298) is determined substantially by Agile Talent Management(0.72).

Figure 5. The structural model



(Source: Model tested in PLS.3 Software(5000 sample bootstrapping process)

The first hypothesis to test the linkage between Agile Competency and Agile Talent Management got the value (â=0.545, p<0.000), thus supporting H1. Another relationship is Agile Competency to Organisation Agility, having a value (â=0.35, p<0.001), which shows the significant relationship between constructs. H3's alternative hypothesis was accepted (â=0.605, p<0.000). That implies that Organisation Agility depends upon Agile Talent Management & Agile Competency. The result of the hypothesis with its P value and decisions is summarised in Table:04.

Table 4. Hypothesis Result

Path Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/ST DEV|)	P Values	Decisions
Agile Competency ® Agile Talent Management	0.545	0.581	0.091	5.99	0.000	supported
Agile Competency ®Organisation Agilty	0.35	0.355	0.102	3.429	0.001	supported
Agile Talent Management ® Organisation Agilty	0.605	0.597	0.1	6.073	0.000	supported

Source: Author's Calculations

4.4 Importance of Performance Map Analysis (IMPA)

We employed priority map analysis, also known as an impact-performance map or a vital performance matrix, to support the findings of the study constructs. The primary purpose of this study's use of IMPA is to determine which scale, whether Agile Competency or Agile Talent Management, is most important in moulding the Organization's agility. (Ringle & Sarstedt, 2016) Substantial total impacts toward the target construct with a reasonably high relevance construct in the study were identified during this phase. When using the Variance Accounted For (VAF) (Indirect Effect 2/ Direct Effect) approach, IMPA is more appropriate for usage when there are mediators in the study, especially when the mediation effects are complicated (Direct Effects + Indirect Effects = Total Effects). For this purpose, Researcher have first analysed the total effect of constructs and their relationship in this study which is summerised in Table 5.

Table 5. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Agile Comprtrncy ® AgileTalent Management	0.545	0.581	0.091	5.99	0.000
Agile Comprtrncy ®Organisation Agilty	0.68	0.699	0.079	8.659	0.000
Agile Talent Management ®Organisation Agilty	0.605	0.597	0.1	6.073	0.000

Source: Author'sCalculations

The study used a model Figure 1 to check the mediator role of Talent management between Agile Competency & Organisation Agility. The study's result shows complete mediation as the VAF value is more than 0.2 and less than 0.8, whereas the specific Mediation effect shows(B^= 0.33, p=0.000), which offers complimentary and positive mediation, The result of this specific mediation effect is shown in Table 6. The study finding implies that if the Organisation wants to be agile, it must concentrate on its agile competencies, and these competencies must be a part of Agile talent management practices.

Table 6. Specific Mediation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Agile Comprtrncy ® Agile Talent Management -> Organisation Agilty	0.33	0.345	0.07	4.688	0.000

Source: Author's Calculations

5. CONCLUSION

The timing of the study is suitable since the worldwide pandemic has produced a gloomy climate riddled with uncertainties. Pandemic has increased the demand for organisational agility more than ever before. Agility is an organisation's dynamic characteristic that enables it to manage change and uncertainty in the environment. (Mrugalska, 2021) Agile is no longer only about technology. It has spread to various sectors and operations, from product development to manufacturing to marketing, redefining how firms hire, develop, and manage their employees. (Cappelli & Tavis, 2018) Building capabilities takes time and requires significant investment, but it will be one of the biggest ways to unlock the journey toward organisation-wide agility.(Mahadevan et al., 2019) Organisations with agility as a (dynamic) competence may efficiently cope with changes and become significant drivers for adopting such systems. (Mrugalska, 2021) The findings of this study demonstrated that implementing Agile Competencies can improve organisational agility as sample mean is 0.355 & P value is 0.000 which shows significant relationship between both the constructs. It would also necessitate considerable adjustments in attracting, developing, and retaining talent inside the business as the mediating the study's result shows complete mediation ;VAF value is more than 0.2 and less than 0.8, whereas the specific Mediation effect shows(B^= 0.33, p=0.000), which offers

complimentary and positive mediation, which implies that if the Organisation wants to be agile, it must concentrate on its agile competencies, and these competencies must be a part of Agile talent management practices. The research also highlighted that while 8 Great Competencies in the context of agility may make Organisation Agility effective, suitable agile talent management strategies are required to achieve excellent results. This study has also evaluated the interrelationships between all competencies and Talent Management techniques for Agile Organisations, and the result shows the positive and robust relationship among constructs as total effect of latent constructs (p= 0.000) Thus, we achieved the objectives of this research work and contributed theoretically and empirically to Organization Agility research, specifically in the context of Agile competencies and Agile talent management practices, by providing empirical data, and a framework for describing the important links and underlying processes of Agile Competencies & Agile Talent Management practises that enhance organisational agility. As a result, we clearly contribute to the highlighted research shortfalls mentioned in the Research Gap and describe how future research might expand on and improve our insights in the following ways.

6. IMPLICATION OF THE STUDY

6.1 Theoretical Implications

This study adds to the body of knowledge by showcasing empirical support for the Organisation agility. Limited research focuses on the interaction between competency & talent management practices. (Vanka Sita, 2003) and very few studies have concentrated on competency as a path for organisation Agility through talent management practices. This study is unique in manipulating the competency & talent management practices to apply agility in the organisation. The study's major aim was to investigate the impact of Agile competencies through Talent management practices on organisation Agility. This study confirms that excellent 8 competencies can be determinants & predictors for agile competencies. (Bartram, 2012). The study also confirms that applying competencies (Chakravarty et al., 2013) with strategic talent management practices could increase the organisation agility. (Harsch & Festing, 2020)The relationship of agile competencies & agile talent management practices is incredibly high. Results also add and confirm the role of Agile Talent management practices is more significant and broader in the context of the organisation's agility (Nijssen & Paauwe, 2012), which directed the organisation to apply agility effectively in the organisation needs more focus on competencies of workforce. (Chakravarty et al., 2013)

6.2 Implications for Practitioners

The present study highlights the Agile competencies & Agile talent management practices. The study proposes continuous attention to enhancing workforce capabilities to increase agility in the Organization. This study would benefit Employers, Managers, & Employees in preparing a road map to sustain agility in the Organisation. The study's findings emphasise the importance of managers & leaders becoming more agile. It also suggests which competencies should be prioritised to maximise an organisation's ability to adapt to change Organisations typically have limited resources to cover various strategic and operational functions. Through Agile Talent management practices, managers may find a happy medium between internal expansion and workforce transformation. Given the favourable relationship between Agile Talent management practices and organisational agility, this study's findings emphasise the need to implement talent management approaches that enable more agile Competency and behavioural flexibility. This research will encourage many organisations to implement agile talent management practices based on agile competencies to respond swiftly to changing situations.

7. FUTURE RESEARCH & LIMITATION OF THE STUDY

Limitations and further research suggestions although this research has both empirical and practical positive implications, it was not free from limitations. The narrow focus of the study was found to be one limitation, as the study only focused on Individual Competencies. Therefore, the results can only be applied to the Workforce of organisation. Future research should also include individuals & Organisation's core competencies to use agility in the organisation. A combination of Agile Competencies & Agile talent management practices were included in the study, and the Researcher touched on only eight great competency models, but in the future other Researchers could concentrate on a 20-dimensional level description or detailed component level (112 components) of SHL Universal competency framework (Bartram, 2012) for further detailed analysis. Furthermore, a more extensive sample size data could be even further analysed to understand whether competency truly impacts agility and evaluate its density to apply agility in the organisation. At last, Researcher concentrated on wide components of talent management i.e. talent attraction, development & retention. Further, each component of talent management can be analysed in depth.

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APPENDIX

Table 7. Proposed conceptual model compiled from literature review

Competency domain title(Kurz & Bartram, 2008)	Competency domain definition (Bartram, 2005)	Hypothesised competencies for agile organisation (Prifti et al., 2017)
Leading & Deciding	Takes control and exercises leadership. Initiates action, gives direction, and takes responsibility	Decision making, Taking Responsibility & Leadership skills
Supporting & Cooperating	Supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients, and staff. Behaves consistently with clear personal values that complement those of the organisation.	Convincing Skill, Teamwork, Interacting with others,
Interacting and Presenting	Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident, relaxed manner.	Communication skill, Compromising, Creating Business Networks, Emotional Intelligence
Analysing and Interpreting	Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly takes on new technology. Communicates well in writing	Information seeker, Technical skills
Creating and Conceptualising	Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.	Problem solving, Analytical Skill, Learning ability, Initiative, Innovation, creativity
Organising and Executing	Plans ahead and works in a systematic and organised way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards.	Planning & organising work, Quality concern, individual responsibility
Adapting and Coping	Adapts and responds well to change. Manages pressure effectively and copes well with setbacks.	Flexibility, works in interdisciplinary environment, adaptability & ability to change mind-set
Enterprising and Performing	Focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal efforts is obvious. Shows an understanding of business, commerce, and finance. Seeks opportunities for self-development and career advancement.	Change agent, Business model understanding, entrepreneurship, Self-Management & Organisation

Sources: Prifti et al. (2017), Bartram (2012), Kurz & Bartram (2008), Salo (2017)

Table 8. Agile talent Management practices

Talent Management practices	Description of Individual talent management practices for agile Organisation
Network –Oriented Attraction	Company network, Employer branding reflecting Characteristics of the orga for final selectionnisation such as autonomy, flexibility, agility
Cooperative Selection	Innovative tools for pre-selection, Rehersals and interviews for final selection Decision making- peers play a decisive role
Individualised, self- responsible, General development	Intensive, Systematic onboarding process with focus on individual needs. Individual development, self responsibility for development – methods-training, Coaching mentoring, peer learning
Autonomy- driven retention	Moderate fluctuation Fit with organisation culture: Agile work practices, Autonomy & flexibility, transparency, Flat Hierarchies, Little structure & standardise process.

Source: Harsch & Festing (2020)

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