



# The Influence of Psychological Empowerment on Workforce Agility in Employees: A Lesson in Improving Human Resource Quality

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## ABSTRACT

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Dynamic changes in government policies and public assignments require employees of State-Owned Enterprises (BUMN) with Public Service Obligations to demonstrate a high level of adaptive capacity. This condition positions workforce agility as an important capacity in supporting work effectiveness within a continuously changing bureaucratic environment. This study aims to examine the effect of psychological empowerment on workforce agility within a public sector organization characterized by policy driven task dynamics. The study employed a quantitative method with a simple linear regression design. The research participants were 82 employees of BUMN X, collected using a convenience sampling technique. The results indicate that psychological empowerment has a significant effect on workforce agility, with a coefficient of determination of 0.292, indicating a moderate strength of influence. These findings suggest that strengthening psychological empowerment can serve as a strategic basis for human resource policies, employee development programs, and managerial practices aimed at enhancing workforce agility in BUMN organizations with public service mandates.

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## INTRODUCTION

The rapid development of the business world has accelerated significantly since the emergence of the Industrial Revolution 4.0. Companies are now confronted with increasingly intense competition, rising customer expectations for product and service quality, and rapid technological advancements (Varshney & Varshney, 2020). Adaptation to Industry 4.0 has positioned digital technology as a strategic factor that transforms how companies operate, innovate, and compete in the market. Technological digitalization has reshaped various aspects, encompassing information technology, leadership approaches, and organizational management practices (Kristiyono, 2015; Bramantyo et al.,

2019). Amid these changes, the ability of companies and society to respond to technological developments has become highly important. This situation requires organizations to quickly adjust to emerging opportunities and challenges within an unstable business environment (Alviani et al., 2024).

The conditions of change and environmental uncertainty occurring globally are also experienced intensively by state-owned enterprises (BUMN) in Indonesia (Roza et al., 2025; Rozi & Faizin NR, 2023; Sailin et al., 2024; Wahid et al., 2023). BUMN now have to face demands to restructure, accelerate decision-making, and increase efficiency in order to remain relevant in global competition (Nachrawi, 2021). BUMN routinely receive dynamic government assignments, ranging from subsidy policies and food security programs to the provision of public services, which require them to respond to policy changes and societal needs within a short time frame (Naibaho & Simatupang, 2019). These assignments are aligned with the purpose of their establishment, which is to enhance the delivery of public benefits by providing goods and services in adequate quantity and quality to fulfill public needs and support the country's broader economic progress (Paramita, 2023). Policy changes, market dynamics, and the fast-paced demands of public service require BUMN to be more agile in responding to change. Furthermore, BUMN that perform public service functions under high pressure of change and shifting situations require the ability to respond quickly and adaptively. The implementation of Public Service Obligations (PSO) by several BUMN illustrates how regulatory changes and state mandates require them to adjust processes, structures, and performance within short periods (Ariffin & Renaldy, 2023).

As one of the state-owned enterprises that has a primary PSO function, BUMN X also experiences significant strategic and operational changes. In 2025, it was assigned to distribute rice food assistance (BPS) to more than 18.2 million beneficiaries in accordance with a government decree (Badan Pangan Nasional, 2025). This is also supported by the results of a preliminary study involving several employees, who stated that the work environment as highly dynamic due to continuously changing government assignments. In responding to rapid changes and shifting tasks, employees are required to demonstrate strong adaptive and proactive capabilities in their work procedures.

Workforce agility refers to an individual's ability to respond to changes quickly (Arsita, 2021). According Sherehiy & Karwowski (2014), workforce agility is the ability of individuals to behave quickly and responsively in dealing with uncertain environmental changes. Agility is reflected in how individuals are able to find new ways to complete their tasks, adjust their behavior and work strategies to changes in tasks or the environment, and maintain performance in a stable manner even when faced with challenges or unexpected situations.

Ananda & Sari (2023) describe workforce agility as employees' capacity to adjust themselves within work environments characterized by rapid change, flexibility, and uncertainty through their behavior, knowledge, and skill application. Taken together, these definitions emphasize that workforce agility represents a dynamic individual capacity that integrates responsiveness, adaptability, and sustained performance in the face of uncertainty. To further conceptualize this capability, workforce agility has been structured into several key dimensions. Sherehiy & Karwowski (2014) mention three dimensions of workforce agility, namely proactive, adaptive, and resilience. Proactive refers to an individual's ability to engage in activities that have a positive impact on the environment. Adaptive refers to an individual's ability to adjust to changing conditions. Meanwhile, resilience refers to an individual's endurance in facing pressure and a constantly changing environment.

Workforce agility becomes crucial because it helps individuals develop adaptive attitudes and enables them to respond to changes within the organization (Hosseini et al., 2013). This ability is not only reactive but also allows employees to see opportunities in challenging situations and optimize organizational resources effectively (Alavi & Wahab, 2013). Agility has been shown to contribute directly to innovation and the operational agility of organizations. When organizations implement new work models or New Ways of Working to adapt to environmental changes, workforce agility becomes a determining factor in the success of these strategies (Cornelis & Febriansyah, 2023). In addition, in a modern context marked by digitalization, process transformation, and flexible work cultures, agility is regarded as an essential competence that supports organizational competitiveness (Alviani et al., 2024). This urgency indicates that workforce agility needs to be enhanced, making it important to understand the factors that influence it.

Ananda & Sari (2023) explain that internal factors such as personality, individual needs, and employees' sense of empowerment are elements that influence employee agility. Psychological empowerment strengthens individuals' internal motivation to engage actively in organizational change. From a theoretical perspective, it represents an intrinsic motivational state that shapes how individuals perform and interpret their work roles, consisting of four cognitive aspects, namely meaning, competence, self-determination, and impact (Thomas & Velthouse, 1990). Spreitzer (1995) then developed this concept into four operational dimensions that reflect the extent to which employees perceive their work as meaningful, believe in their abilities, have the freedom to determine how to perform their tasks, and feel that their actions have an impact on the organization. Psychological empowerment reflects the degree to which individuals perceive themselves as having control,

autonomy, and influence within their organization. Employees who feel psychologically empowered tend to be more proactive, adaptive, and able to withstand changing work situations. Muduli & Pandya (2018) found that empowerment increases employees' willingness to take initiative and participate actively in organizational change, thus contributing to the development of agility.

Employees who experience higher levels of psychological empowerment tend to contribute to agility in the workplace. This finding is consistent with Muduli (2017) research, which shows that psychological empowerment encourages employees to be more proactive, adapt more quickly to organizational demands, and act flexibly when facing changes in the work environment. In the Indonesian context, Purnamasari dan Mangundjaya (2024) found that psychological empowerment positively affects employees' adaptive and responsive abilities in dealing with work dynamics, which then strengthens the formation of workforce agility (Dewi, 2025; Kusumawati, 2025; Najiburohman et al., 2025; Syafiih, 2025). Psychological empowerment significantly influences increasing workforce agility in both the public and private sectors, when employees feel empowered in their work, they are more prepared to face change, able to make decisions independently, and less likely to experience performance declines in uncertain situations (Alqumairah & Purba, 2024). Taken together, these studies suggest a consistent pattern in which psychological empowerment functions as a key psychological mechanism that enables employees to respond adaptively and flexibly to changing work demands, providing a theoretical foundation for examining this relationship within more dynamic and constraint-driven organizational contexts.

Psychological empowerment can be viewed as an important predictor that determines the level of workforce agility within an organization. Meanwhile, studies on the relationship between psychological empowerment and workforce agility remain relatively limited in the context of state-owned enterprises, particularly those operating under a Public Service Obligation. Most previous studies were conducted in the private sector and in commercially oriented companies, which do not yet represent the dynamics of organizations that operate based on state mandates. BUMN X has different characteristics because its assignments are dynamic, follow changes in government policies, and require employees to have adaptive capabilities to respond to workloads that can shift rapidly. These conditions indicate that agility holds a strategic role for state-owned enterprises and is a capacity that aligns with their core values such as Adaptive, Collaborative, and Innovative.

Based on the identified gap, the research problem of this study concerns whether psychological empowerment significantly influences workforce agility among employees of BUMN X. The underlying argument is that employees who perceive higher levels of meaning, competence, self-determination, and impact are more capable of responding proactively and adaptively to dynamic work demands. The hypothesis in this study states that psychological empowerment has a significant effect on workforce agility among employees of BUMN X.

## RESEACH METHOD

This study used a quantitative method aimed at examining the influence between variables that are objective and statistically measurable. The population in this study consisted of employees of BUMN X at the Regional Office and Branch Offices across East Java. The study applied a non-probability sampling with a convenience sampling approach, which was selected due to limited access, time constraints, and the high workload of BUMN X employees, as data were collected from respondents who were easily accessible and willing to participate. This sampling approach implies that the findings are not intended for broad generalization beyond the characteristics of the sampled participants. The total number of participants in this study was 82 respondents. Data were collected over a one month period from early November to early December using an online questionnaire distributed via Google Forms, which was chosen to provide flexible access for participants amid demanding work schedules.

The research instrument employed a five-point Likert-type scale, with response categories ranging from Strongly Disagree to Strongly Agree. The psychological empowerment variable was measured based on the four dimensions proposed by Spreitzer (1995), namely meaning, competence, self determination, and impact. Meanwhile, workforce agility was measured based on the dimensions of proactivity, adaptivity, and resilience in accordance with the framework of Sherehiy & Karwowski (2014), which had been adapted to the organizational context.

Before being used, the instrument was piloted with 30 participants from the same population. Both variables were then tested using validity and reliability analyses. The Pearson correlation validity test ( $p < .001$ ) showed that the psychological empowerment scale was valid, with 19 out of 20 items meeting the criteria. Meanwhile, the workforce agility scale was valid with 14 out of 15 items meeting the criteria. The reliability test indicated that both variables were reliable, with the psychological empowerment scale showing a coefficient of 0.914 and the workforce agility scale showing a coefficient of 0.867.

The collected data were then analyzed using simple linear regression to examine the effect of the psychological empowerment variable on workforce agility, as this technique was selected because it is suitable for examining the predictive association between a single independent variable and a single dependent variable. In addition, regression analyses were conducted separately for each dimension of psychological empowerment to identify which dimension had the most significant influence on workforce agility. All analyses were complemented by classical assumption tests, including the residual normality test, linearity test, and heteroscedasticity test, with decision criteria based on significance values greater than 0.05 indicating that the assumptions were met and the regression model was considered adequate. All analytical procedures were carried out using SPSS.

## RESULT AND DISCUSSION

This study involved 82 respondents who were employees of BUMN X across East Java. The data obtained through the questionnaire were then scored using SPSS for each variable. The scoring results were subsequently processed using descriptive statistical analysis to obtain an overall description of the research data :

**Tabel 1 Data Demografi Responden Penelitian**

	Jumlah	Presentase
<b>Gender</b>		
Men	45	54,9%
Women	37	45,1%
Total	82	
<b>Age</b>		
< 25 Years	2	2,4%
25 - 35 Years	72	87,8%
> 35 Years	8	9,8%
Total	82	
<b>Work Period</b>		
< 3 Years	13	15,9%
3-7 Years	60	73,2%
7-10 Years	9	11,0%
Total	82	

<b>Work Department</b>		
Pengadaan	24	29,3%
Bisnis Komersial	18	22,0%
Administrasi & Keuangan	17	20,7%
Operasional&Pemeliharaan	16	19,5%
Unit Bisnis	7	8,5%
Total	82	

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<b>Office Location</b>		
Kanwil Jawa Timur	20	24,4%
Mojokerto	22	26,8%
Jember	15	18,3%
Surabaya	10	12,2%
Bojonegoro	9	11,0%
Kediri	3	3,7%
Malang	3	3,7%
Total	82	

Based on gender classification, male respondents constituted the majority group with a total of 45 individuals, representing 54.9% of the total respondents. The age distribution shows that employees aged 25 to 35 years formed the largest group, with 72 employees or 87.8%. Furthermore, classification based on length of work period indicates that the largest group consisted of employees with a tenure of 3 to 7 years, totaling 60 employees or 73.2%. For office location demographics, the highest number of respondents was found at the Mojokerto Branch Office, with 22 employees representing 26.8%. Classification based on work department shows that the Procurement unit had the largest number of respondents, with 24 employees or 29.3%. The dominance of respondents in early to mid-career stages and with moderate tenure suggests that the sample largely represents employees who are actively involved in operational processes, which may be relevant to understanding workforce agility in a dynamic organizational context.

**Tabel 2. Analisa Deskriptif**

	Minimum	Maxium	Mean	Std. Deviation
<i>Worfoce Agility</i>	45	69	58.2	4.7
<i>Psychological Empowerment</i>	59	95	79.6	6.8

The research data obtained from 82 respondents provide an initial overview of the distribution of scores for the workforce agility and psychological empowerment variables. The workforce agility variable had a minimum score of 45 and a maximum score of 69. The mean value was 58.24 with a standard deviation of 4.676. For the psychological empowerment variable, the minimum score was recorded at 59 and the maximum score at 95. The mean value of 79.63 with a standard deviation of 6.847 indicates that the data distribution for this variable was more varied compared to the workforce agility variable.

**Tabel 3. Analisa Kategorisasi**

	Rendah	Sedang	Tinggi
Norma	$X < (\mu - 1.0\sigma)$	$(\mu - 1.0\sigma) \leq X < (\mu + 1.0\sigma)$	$(\mu + 1.0\sigma) \leq X$
<i>Workforce Agility</i>	9 (11%)	44 (53.7%)	29 (35.4%)
<i>Psychological Empowerment</i>	6 (7,3%)	45 (54.9%)	31 (37,8%)

Based on the categorization analysis referring to the variable categorization norm proposed by Azwar (2021), the results indicate that the level of workforce agility among the majority of employees, totaling 44 individuals, fell into the moderate category, representing 53.7%. A similar pattern was observed for psychological empowerment, where the majority of employees, totaling 45 individuals, were also classified in the moderate category, representing 54.9%.

**Tabel 4. Hasil Uji Normalitas (Residu)**

	p
<i>Kolmogorov-Smirnov</i>	0.200

Based on the classical assumption tests conducted using SPSS, the Kolmogorov–Smirnov normality test on the residuals showed a significance value of 0.200 ( $p > 0.05$ ), indicating that the residuals were normally distributed:

**Tabel 5. Hasil Uji Linearitas**

	p
<i>Workforce Agility* Psychological Empowerment</i>	0.150

The linearity test showed that the relationship between psychological empowerment and workforce agility was linear, as indicated by a Deviation from

Linearity value of 0.150 ( $p > 0.05$ )

**Tabel 6. Hasil Uji Heteroskedastisitas**

	p
<i>Workforce Agility* Psychological Empowerment</i>	0.483

The heteroscedasticity test using the Glejser method showed a significance value of 0.483 ( $p > 0.05$ ) for the independent variable, indicating that the regression model was free from heteroscedasticity issues:

**Tabel 7. Results of the Regression Test of Psychological Empowerment on Workforce Agility:**

<i>Predictor</i>	Uji Hipotesis Regresi							
	Koefisien Determinasi		Uji f			Uji t		
	R	R <sup>2</sup>	F	df	p	B	t	p
<i>Psychological Empowerment</i>	0.540	0.292	32.9	1, 80	0.001	0.369	5.73	0.001

The results of the simple linear regression analysis with Psychological Empowerment as the predictor showed that the model was statistically significant, with an F value of  $F(1, 80) = 32.93$  and  $p < 0.001$ . The correlation coefficient was  $R = 0.540$  with an  $R^2$  value of 0.292, indicating that psychological empowerment explained 29.2 percent of the variance in workforce agility. The t test on the regression coefficient showed a value of  $t = 5.73$  with  $p < 0.001$ , and an unstandardized coefficient of  $B = 0.369$ . This indicates that every one unit increase in psychological empowerment was followed by an increase in workforce agility of 0.369 points. These findings confirm that psychological empowerment has a positive and significant effect on workforce agility.

**Tabel 8. Results of the Regression Test of Psychological Empowerment/Dimensions on Workforce Agility:**

<i>Predictor</i>	Uji Hipotesis Regresi							
	Koefisien Determinasi		Uji f			Uji t		
	R	R <sup>2</sup>	F	df	p	B	t	p
<i>Meaning</i>	0.540	0.292	32.9	1, 80	0.001	1.745	1.30	0.19
<i>Competence</i>						2.658	1.62	0.10
<i>Self-Determination</i>						2.987	2.05	0.04
<i>Impact</i>						0.117	0.08	0.93

Furthermore, the results of the regression analysis involving the four dimensions of psychological empowerment produced a significant model with an F value of  $F(4, 77) = 8.90$  and  $p < 0.001$ . The R value of 0.563 and  $R^2$  of 0.317 indicate that the four dimensions of psychological empowerment simultaneously explained 31.7 percent of the variance in workforce agility. The t tests for each dimension showed that self-determination was the only dimension that made a significant contribution, with a t value of 2.05 and  $p < 0.05$ , and a coefficient of  $B = 2.987$ . The meaning, competence, and impact dimensions showed non significant t values and therefore did not have a meaningful effect on workforce agility in this model. These results indicate that autonomy in determining how work is carried out is the most influential aspect of psychological empowerment in enhancing employee workforce agility.

Based on these results, the research hypothesis that psychological empowerment affects workforce agility is accepted, with an effect size of 29.2 percent. The findings also show that the third dimension, namely self-determination, with an effect size of 31.7 percent, is the strongest predictor in enhancing workforce agility compared to the other dimensions of psychological empowerment.

This result indicates that the contribution of psychological empowerment falls within the moderate category, which means that most variations in employee agility are still influenced by other factors beyond individual psychological aspects. Several studies indicate that agility is also shaped by organizational factors such as work engagement which strengthens readiness to face change (Hanifah & Wicaksana, 2024), employee involvement which encourages active participation in work processes (Sathyanarayan & Rajan, 2023), organizational culture which facilitates adaptive behavior (Nurhayati & Rahayu, 2025), and organizational learning which enhances the ability to respond to work dynamics (Prasad et al., 2022). In the context of BUMN X, which operates within a bureaucratic structure while carrying out highly dynamic public service assignments, the influence of structural factors and work systems is often greater than personal factors. These findings illustrate that employees perceived psychological empowerment is related to their ability to respond to work dynamics, although improvements in employee agility still require broader systemic support within the organization.

The elaboration of these results aligns with empirical findings across various organizational sectors. In the manufacturing sector, Muduli & Pandya (2018) showed that psychological empowerment functions as an independent variable that drives an increase in workforce agility, emphasizing that a sense of empowerment forms the foundation of agile work behavior. A similar finding appears in technology-based startups, Uzzakiyah & Lufityanto (2025) found that

higher levels of psychological empowerment tend to strengthen intrinsic motivation, making employees more adaptive in responding to changing job demands. This result is consistent with Yusuf dan Yuniasanti (2024) who reported a positive correlation between the two variables in another startup context. In the civil service sector, Amanda dkk., (2024) found that workforce agility increases when employees perceive higher psychological empowerment, with an effect size categorized as strong. In the telecommunications sector, Alqumairah (2024) demonstrated that greater perceived empowerment is also associated with higher levels of agile work behavior. Meanwhile, in the UMKM sector, research by Naqach & Chaouki (2023) highlighted that improvements in skills and a sense of meaning in work support adaptive capacity and work resilience. These findings collectively suggest that psychological empowerment consistently supports workforce agility across diverse organizational settings, which is particularly relevant for BUMN organizations that operate under regulatory constraints while simultaneously facing dynamic policy-driven work demands.

Psychological empowerment plays an important role in organizational efforts to enhance workforce agility. From a theoretical perspective, this result is consistent with Spreitzer (1995) conceptualization of psychological empowerment., which explains that empowerment is not merely related to the granting of authority but involves an individual's perception that their work is meaningful, that they are capable of performing it, that they have autonomy in determining how to carry out their tasks, and that their contributions are recognized. These perceptions encourage individuals to respond more actively to change. Employees with high psychological empowerment demonstrate strong intrinsic motivation to contribute, making them more proactive and flexible in facing changes without having to wait for instructions from supervisors (Uzzakiyah & Lufityanto, 2025). Employees who feel empowered are also more capable of generating innovative ideas, maintaining positive relationships with colleagues, and showing readiness to face changing demands that require agility at work (Amanda dkk., 2024). In addition, psychological empowerment has been described as one of the key factors that supports proactive behavior, flexibility, resilience, and persistence in the workplace (Yusuf & Yuniasanti, 2024).

In the results of the regression analysis for each dimension, self-determination emerged as the aspect of psychological empowerment that had the strongest influence on workforce agility. This finding indicates that when employees feel they have the freedom to determine the best way to carry out their tasks, they adjust more quickly and make relevant decisions amid changes. In line with these results, several previous studies have also identified self-

determination as a key dimension in shaping agile work behavior (Muduli, 2017). Self-determination has a strong relationship with workforce agility because it encourages intrinsic motivation and stimulates proactive contributions and flexibility in facing change (Muduli & Pandya, 2018). This is also consistent with the framework of Self-Determination Theory developed by Ryan & Deci (2000), which states that autonomy is one of the basic psychological needs that strengthens intrinsic motivation and encourages individuals to be actively engaged, responsible, and persistent when encountering changing situations.

On the other hand, the results of the study indicate that the other three dimensions of psychological empowerment, namely meaning, competence, and impact, do not have a significant effect on workforce agility among employees of BUMN X. This finding does not fully align with several previous studies. Naqach & Chaouki (2023) explained that the dimensions of meaning and competence contribute significantly to employee agility. Another study by Yusuf & Yuniasanti (2024) even found that the impact dimension is the strongest aspect influencing workforce agility. These differences can be understood through the structural characteristics of public organizations. Weber & Henderson, (2012) described public bureaucracy as a hierarchical and highly procedural system, in which work meaning, personal competence, and perceived contribution do not automatically translate into adaptive behavior. Rainey (2014) emphasized that public-sector employees operate in rigid and rule-bound environments, resulting in limited autonomy and causing competence and meaning to be less visible in agility outcomes. Boyne (2002) also stated that high levels of administrative control in public organizations make it difficult for individuals to perceive or express the personal impact of their actions.

This condition is further reinforced by the operational characteristics of BUMN X, which has a work structure that tends to be hierarchical and is strongly guided by formal procedures, resulting in narrower variation in perceptions of meaning, competence, and impact. In a highly structured work environment that prioritizes rule compliance, individuals may not perceive work meaning, confidence in competence, or personal impact as directly driving agility at work. This condition allows these dimensions to not show a significant effect on workforce agility. This finding indicates that while psychological empowerment as a whole influences workforce agility, the significance of each dimension's effect may vary depending on organizational context, particularly within BUMN environments where work dynamics are strongly shaped by state policies and government assignments.

In the context of BUMN X, these results are relevant to job characteristics that frequently experience changes in government policy, such as the distribution of government rice reserves, price stabilization assignments, or the distribution

of food assistance (Haq, 2022). These conditions require employees not only to work according to standard operating procedures, but also to quickly adjust work patterns, make field-based decisions, and maintain task effectiveness despite sudden changes in circumstances. Therefore, psychological empowerment becomes one of the important foundations for creating workforce agility in BUMN work environments that are characterized by constant change and the pressures of state assignments

Accordingly, the findings of this study strengthen empirical evidence that psychological empowerment contributes to variations in workforce agility. The novelty of this research lies in addressing a literature gap, as most previous studies have been conducted in the private sector, manufacturing, or organizations with more flexible work structures. Existing studies in the context of state-owned enterprises have primarily focused on production units, and therefore have not fully captured bureaucratic dynamics and the burden of public assignments. BUMN X, as an organization with a Public Service Obligation mandate and strong exposure to government policies, provides important contributions to the understanding of agility in the public sector. The findings of this study may serve as a basis for strengthening psychological empowerment efforts to support employee agility in responding to rapid and administratively driven task changes.

## CONCLUSION

This study shows that psychological empowerment plays an important role in shaping workforce agility among employees of BUMN X. The findings confirm that psychological empowerment constitutes one of the psychological factors that explains variations in employees' adaptive capabilities in responding to task dynamics and changes in organizational policies. The contribution of this study lies in its context, namely state-owned enterprises with public service assignments, which has received limited attention in previous research and is characterized by a more dynamic work environment due to frequent changes in government policies. In addition, this study demonstrates that not all dimensions of psychological empowerment exert equally strong effects on workforce agility, thereby enriching theoretical understanding of how different aspects of psychological empowerment operate differently in influencing work agility. These findings provide empirical evidence that strengthening specific psychological aspects, particularly those most relevant to the context of state-assigned tasks, can serve as an important strategy in developing a more adaptive workforce.

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