ความคล่องตัวของบุคลากรองค์กรได้รับรางวัลนายจ้างดีเด่นแห่งประเทศไทย
"The Workforce Agility of Organizations Awarded the Best Employers in Thailand"

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บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์เพื่อตรวจสอบกลยุทธ์ของบริษัทที่ได้รับการยอมรับว่าเป็นองค์กรที่ได้รับรางวัลนายจ้างดีเด่นในประเทศไทย ในการส่งเสริมสภาพแวดล้อมการทำงานที่คล่องตัว นอกจากนี้ การศึกษานี้ยังมุ่งสร้างโมเดลความคล่องตัวของบุคลากรสำหรับบริษัทชั้นนำอีกด้วย โดยใช้วิธีการศึกษากรณีศึกษา นักวิจัยได้ทำการสัมภาษณ์ทั้งแบบเชิงลึกและกึ่งโครงสร้าง และใช้เครื่องบันทึกเทปเพื่อเก็บข้อมูล

การวิเคราะห์แก่นสาระได้นำมาใช้เพื่อระบุและการสำรวจธีมและรูปแบบที่เกิดซ้ำผ่านกระบวนถอดรหัสข้อมูล ทั้งนี้ การศึกษาได้ระบุประเด็นสำคัญ 5 ประการเกี่ยวกับการส่งเสริมสภาพแวดล้อมการทำงานแบบ Agile ขององค์กรที่ได้รับรางวัลนายจ้างดีเด่นในประเทศไทย ได้แก่ 1) วัฒนธรรมครอบครัวและการทำงานเป็นทีมในบริษัท ส่งเสริมความรู้สึก ความสัมพันธ์ทางครอบครัวและการสนับสนุนซึ่งกันและกัน ทำให้พนักงานรู้สึกได้รับการดูแลและ มีแนวโน้มที่จะช่วยเหลือซึ่งกันและกัน 2) การเรียนรู้ด้วยตนเองและพัฒนาส่วนบุคคล องค์กรช่วยเหลือการเรียนรู้และนวัตกรรมด้วยตนเอง เช่นเดียวกับการฝึกอบรมและการพัฒนาที่มุ่งเป้าไปที่การเพิ่มศักยภาพของบุคคล 3) พนักงานที่มีกรอบความคิด แสดงแนวทางที่มุ่งเน้นการบริการ ซึ่งแสดงให้เห็นถึงความคล่องตัวและความรวดเร็วในการมีปฏิสัมพันธ์กับผู้บริโภค 4) โครงสร้างที่ยืดหยุ่นและการเสริมอำนาจ ความสามารถในการปรับตัว และความเป็นอิสระของพนักงานในการออกแบบและการจัดการองค์กร 5) การสื่อสารที่ครอบคลุมผ่านช่องทางต่างๆ ทั้งแบบสองทาง จากบนลงล่าง และจากล่างขึ้นบน และเทคโนโลยีเพื่อปรับปรุงการสื่อสารและขั้นตอนการทำงานเป็นสิ่งสำคัญ

งานวิจัยนี้มีส่วนช่วยในการสร้างหลักฐานและทฤษฎีเกี่ยวกับความคล่องตัวของพนักงานที่มีอยู่ โดยเฉพาะภายในองค์กรที่ได้รางวัลนายจ้างดีเด่นแห่งประเทศไทยประจำปี 2563 โดยมีจุดมุ่งหมายเพื่อเพิ่มความคล่องตัวของพนักงานผ่านการบูรณาการผลการวิจัย ผลการวิจัยช่วยเหลือผู้ปฏิบัติงานด้านทรัพยากรบุคคลโดยการให้ข้อมูลเชิงลึกเกี่ยวกับวิธีพัฒนากิจกรรมที่เพิ่มความคล่องตัวของพนักงาน

คำสำคัญ: ความคล่องตัวขององค์กร; ความคล่องตัวของแรงงาน; องค์กรที่ได้รับรางวัลนายจ้างดีเด่น

Abstracts

The objective of this study is to investigate the strategies employed by firms recognized as Organizations Awarded the Best Employers Thailand 2020 to promote an Agile Working Environment. Participants in the study were middle managers in two cases (two companies), and in each case, there was one informant who was a human resource manager at the middle manager level. Additionally, this study also seeks to create a Workforce Agility Model for top firms. Using a case study methodology, researchers conducted comprehensive interviews, utilizing both in-depth and semi-structured formats, and employed a tape recorder to capture the data. The thematic analysis involves the identification and exploration of recurring themes and patterns through the process of coding.

The present study has identified five key issues regarding the promotion of an Agile Working Environment among Organizations Awarded the Best Employers Thailand including 1) A family and teamwork culture in a firm fosters a sense of familial connection and mutual support, making employees feel cared for and inclined to help each other. 2) Self-learning and personal growth. The organization assisted self-directed learning and innovation, as well as training and development initiatives aimed at enhancing individuals' potential. 3) Employees with a growth mindset exhibit a service-oriented approach, demonstrating agility and promptness in their interactions with consumers. 4) Flexible structure and empowerment provide adaptability and employee autonomy in organizational design and management. 5) Comprehensive communication across various channels—two-way, top-down, and bottom-up—and technology to improve communication and workflow are the main priorities. The research contributes to the existing body of evidence and theory on workforce agility, particularly within organizations that have been recognized as Organizations Awarded the Best Employers Thailand in the year 2020. The policy aims to enhance worker agility through the integration of research findings. The research findings assist HR practitioners by providing insights on how to develop activities that increase worker agility.

Keywords: Organization Agility; Workforce Agility; Organizations Awarded the Best
                Employers

Introduction

In the digital age, an organization's survival is assessed by both ability and speed, therefore many are striving to modify their work structure to improve commercial capabilities. Agile is used by many companies. (Lupang, 2019). Software developers coined the term. In 1994, they ran into a major issue while waiting for the operation due to the large number of people. Like a cascade, initiatives must wait 6 months or a year for the predecessor to finish. Agility principles emphasize 1) 'People and interactions' over 'Steps and equipment' and 2) Prioritizing 'Practical software' over 'Complete documentation'. 'Cooperating with clients' over 'negotiating according to the contract' and 4) prioritizing 'changes' over 'following the plan' (Nakarin Wanakijpaiboon, 2021). So, affected many organizations manage with the concept of agility.

Organizational agility means being ready to change, having a short workflow, and being flexible to adapt corporate strategy to industry possibilities and competitors. Besides being fast and agile in management, being customer-centric means reorganizing and distributing resources to meet constantly changing consumer needs. The team dynamic is clear roles and collaboration in key situations. An organizational culture that fosters a growth mindset, daring to be wrong, transparency, and adaptability is the most important thing. To streamline work processes, organizations must design for workforce agility. People don't seem to support each other (Prakal Pantapangkul, 2021).

Kincentric, a global leader in human resource consulting, collaborated with the Graduate Institute of Business Administration (Sasin), an international educational institution in Thailand specializing in business administration and human resource management, to form the Best Employers award. Agility plays an important role in this award. With global project competition. The criterion is comprised of four scoring criteria: 1) level of employee engagement 2) agility Organization 3) Leader's level of attention 4) Level of importance of competent employees. For the organization that received the latest award in 2020, there are 8 organizations, namely CMG Central Marketing Group, DHL Express, Tesco Lotus, Krungthai AXA, PepsiCo, Robinson, SRIC, Siam Refractory Industry, and TCP Thai Cane Paper. (Careervisa, 2021)

After 19 years of Agile transformation, the question is now how Agile works, not what it accomplishes. To establish a workforce agility model for top employers, researchers aim to investigate award-winning firms' workforce agility promotion models.

Literature Review

In the fast-changing digital environment, companies must be both capable and fast to survive. To improve their businesses, several companies are adopting Agile work structures (Lupang, 2019). Agility—the ability to adjust quickly—is the root of agile. Software developers, including Arie van Bennekum (writer of Agile Manifesto), coined the term. Starting in 1994, large crowds waiting for the operation caused a major issue.

Like a cascade, it flowed from top to bottom, causing projects to wait up to 6 months or a year for the predecessor to finish layer by layer, not keeping up with the rapid changes. The key idea is 1) prioritizing "people and interactions" over "steps and tools." 2) Prioritize "practical software" before "complete documentation." 3) "cooperating with customers" over "negotiating according to the contract"; and 4) "responding to changes" over "following the plan" (Nakarin Wanakijpaiboon, 2021). Agile management is used in many businesses.

An agile organization is ready to change, has a short workflow, and can adjust corporate strategy to meet industry opportunities and competitors. They share one thing besides management speed, fluency, and agility: Customer-centric resource reorganization and distribution to satisfy rapidly changing customer needs. Team dynamics such as teams working together with clear roles even in critical conditions and, most importantly, the organizational culture that molds employees to have a growth mindset, be transparent, and be ready to adapt in any situation to streamline the process.

Organizations also need to design for workforce agility because if they streamline work processes but do not manage people effectively, they won't support each other. Agile evolved over 19 years. Before, people asked what Agile did, but today they ask how it works.

Meanings of Workforce Agility

No single definition of workforce agility exists. Some studies have characterized it by ability, while others have defined it by the attitudes or behaviors expected of workers in a volatile global corporate environment. Workforce agility is the ability to quickly adapt to change and reap its benefits (Kidd, P. T., 1994).

According to Plonka, F. S. (1997:126), agile workers are self-motivated, good problem-solvers, comfortable with change and new concepts and technology, able to innovate, and eager to take on new tasks. In terms of behavior, Dyer, L. and Shafer, R. (2003: 7-40) described worker agility as proactive, adaptive, and generative. Proactivity—looking for ways to help the company succeed and taking the lead on good opportunities—requires initiating and improvising. Adaptive behaviors assume several roles to execute at different levels. Employees often switch roles quickly in adaptable environments. Actively sharing information and knowledge helps adaptable workers gain numerous competencies. Generative behaviors demand people to develop different competencies and exchange knowledge.

Sherehiy, B., and Karwowski, W. (2014:466-473) identified three dimensions of agile worker behavior: Proactive behavior anticipates change-related issues and takes action to resolve them and improve productivity. Professional flexibility—the ability to take on many roles, switch roles readily, and work on different projects in different teams—is necessary for adaptive behavior. Positive attitudes toward changes, new ideas, and technology; tolerance for unpredictable and unexpected events, diversity in beliefs and approaches; and stress tolerance and coping are resilient behaviors.

A company's workforce agility is its employees' capacity to adjust to changes in skill, attitude, and behavior.

Research question

- How does the organization promote of agile working environment?

Research Objective

- To explore the promotion of an agile working environment of organizations Awarded the Best Employers Thailand

Research Methodology

This study is qualitative. Case studies are employed. Case study research is a qualitative approach in which the investigator explores a bounded system (a case) or multiple cases over time using detailed, in-depth data collection from multiple sources (e.g., observations, interviews, audiovisual material, documents, and reports) and reports a case description and related themes, according to Creswell et al. (2007: 236-264). A case study is useful when the inquirer has well-defined situations and wants to comprehend or compare them. Choosing a case to study offers many purposeful sampling options. Choose scenarios with diverse views on the problem, process, or event.

This paradigm acknowledges human interpretation of meaning but allows theory-based objectivity. The inquirer deliberately chooses many situations to demonstrate diverse viewpoints. Yin, R.K. (2003) recommended that the multiple-case research design involves replication, where the inquirer replicates each case's processes. Qualitative researchers avoid generalizations because case circumstances vary. To generalize, the qualitative study researcher must choose representative cases (Creswell et al.,2007: 236-264). This research studies the experience of organizations awarded the Best Employers Thailand. firms that encourage workforce agility in domains crucial to understanding organizational agility and workforce agility. The experiences of organizations awarded the Best Employers Thailand were explored in these two case studies.

The following sections describe the rationale for the chosen company, data collection, analysis, and presentation of themes.

Method

This study analyzes data using a constructivist approach, emphasizing researcher-participant collaboration and highlighting participant voice (Ponterotto, J. G., 2005:126).

The case for the company

Best Employers care about their employees and make them feel connected. Which employers are best? They have what companies? and what companies do workers prefer?

Kincentric Thailand has been awarded Best Employers Thailand 2020. Organizations recognized as Best Employers Thailand are companies voted by employees for high employee engagement, an agile working environment, engaging leadership, and strong talent focus. There are policies and tools for the HR team to take good care of employees. The CEO must have a clear view of the business and attach great importance to the "people" of the employees.

What characteristics define an outstanding employer as an organization and distinct from competing businesses? Most employees at these companies, exceeding 87%, are affiliated with the organization. This figure surpasses the average number of employees at other companies. Furthermore, over 85% of employees expressed a clearer perception that the company effectively motivated them with stimulating objectives and furnished them with direction regarding future management or business operations. Furthermore, an overwhelming majority of the employees—over 86% of these organizations—demonstrate that businesses can swiftly and effectively adapt to change and disruption. Moreover, over 85% of personnel at exceptional employer organizations continue to perceive my worth. It has garnered commendation for its commitment and exertion, while also providing prospects for personal growth and education (Careervisa, 2021).

At the time of the study, the company employed more than 100,000 workers in all its branches in Thailand. The study was conducted at a flagship location in the south of Thailand, which has two companies for convenience in giving data because of the time limit.

Research Scope

Organizations awarded Best Employers Thailand 2020; all participants in the study were middle managers in two cases (two companies), and in each case, there was one informant who was a human resource manager at the middle manager level. The first company is a selling company for more than 40 world-class brands ranging from fashion, jeans, beauty, watches, shoes, jewelry, and products for home and lifestyle such as Dyson, Casio, Garmin, Clarins, Aesop, Three, The Body Shop, Calvin Klein Jeans, Polo Ralph Lauren, Mlb, Guess, Lee, Wrangler, Flipflop, Jockey, and Hush Puppies. The second company is a shopping center and department store-type hypermarket, supermarket, and Thai convenience stores. Operate a retail consumer goods business.

Purposive is used to access the data of organizations awarded Best Employers Thailand 2020, which is convenient for participants. Interviewees were the people working in organizations awarded Best Employers Thailand and middle managers who knew about agility. The interviewees have had experience for 7 years and 10 years. This interview takes an average of 50 minutes per person.

Data collection

Two streams of data were collected to provide insight into the company: (1) in-depth interviews by using semi-structured interviews with respondents currently; and (2) observations. First, a description of the literature will be discussed as the first step in the case study design, followed by a description of the semi-structured interviews and observations.

Selection criteria

The criteria for selecting interviewees were the person working in organizations awarded Best Employers Thailand and the human resource manager position at the middle manager level who they know about agility.

Data analysis

In the analysis of the data, common themes were identified in the remaining 33 codes. There are five themes in the summary. Every article underwent a process of printing, reading, and thematic analysis. Thematic analysis is a methodology that involves identifying patterns within the data, where these patterns are subsequently treated as themes for analysis. This process entails a meticulous and concentrated re-reading and evaluation of the data (Bowen, G. A., 2009: 27-40). A theme can be described as a conceptual or ideational construct that arises from the analysis of data, serving to integrate and organize empirical observations coherently (Bogdan, R., and Biklen, S. K., 1997).

The initial step involves conducting a thematic analysis using tape recorder transcripts of semi-interview data and filed notes. Furthermore, the process of classifying data involves condensing the text into specific words or phrases that effectively communicate the research findings. Classifying entails organizing the code into groups based on the subject matter of the code and grouping the various forms of coding output. Nine categories have been derived from the 33 codes within this research. Unwinding themes, to conclude Numerous code groups are considered through the process of categorization, and motifs can be established by classifying

codes of the same type. Nine categories and five themes have been compiled into a synopsis in this study.

Trustworthiness

For the trustworthiness of this research. First, credibility is used to establish the trustworthiness, verisimilitude, and plausibility of the research findings (Tracy, K., 1995: 195-215), and triangulation, which is a method, is used to verify the accuracy and methodological examination of the information by experts. Second, sincerity is used to determine the trustworthiness of the researcher's self-reflexivity about subjective values, biases, and inclinations (Tracy, 1995). Third, to keep a secret to build confidence for the informants, a consent form can be used to inform the informants and ensure that this information is kept confidential or to use this information for academic work only (Castillo, Montoya, M., 2016).

Research Findings

The following section is the result of study data in which the researcher explores the management style and promotion of an agile working environment in Organizations Awarded the Best Employers Thailand.

First, "Family and Teamwork Culture", Both organizations prioritize fostering a positive work environment that promotes compassion, tenderness, and assistance among members; in other words, they strive to establish a familial atmosphere for their staff. More like a brother or friend than an employer. Supervisors and subordinates must develop compassion for one another, as it is believed that if workers feel loved, they will reciprocate this sentiment towards consumers and foster a sense of ownership over the company. When the upstream is considered, it is discovered that these positive cultures result from the establishment of importance-oriented organizational values. Caring for employees and customers is an example of the saying that

"Our goal is to treat employees like family. It also makes employees feel like friends rather than employers and like a family. regular coworkers." (Participant 1)

"It started with employee love. Working as a family in the same house with love, tenderness, and care for employees. We love products that make us notice Last, show your consumers your love. through care and efficient service and imbuing the business with the owner's legacy. This is an advantage and the foundation for organizational reform." (Participant 2)

Furthermore, it entails fostering collaboration among the organization's diverse workforce. Diversity and inclusion are characteristics that delineate an environment devoid of prejudice, irrespective of age, ethnicity, or religion. Diversity and inclusion of disparities constitute an organizational culture management framework. *"*

"We embrace equality and diversity. No matter their age, the company has several generations. We can coexist regardless of religion. Religion, race, etc. do not cause diversity issues. Like "diversity and inclusion," we call our work diversity without discrimination. The 1960s So Young project encourages workplace involvement beyond retirement age to achieve equality for all employees." (Participant 1)

"Love for coworkers started it. work like a family in the same house with love, compassion, and care for employees. Love for brands that

demonstrate distinction. Last, share your love with customers. providing care and efficient service and instilling the company owner's ownership legacy. This is a huge benefit and the foundation for organizational development.” (Participant 2)

Second, " Self-Learning and Development" The organization initiates enhanced business operations and organizational administration through the development of customer experience-oriented innovations. Encouraged are training, development, a concentration on developing people's potential, the creation of "self-learning" to drive growth in their direction, staying abreast of every change, and the generation of new talents to have an importer-level workforce. morph into a catalyst. Instigate transformation within the institution. Promote the acquisition of knowledge among staff members. Learning is possible at any moment, irrespective of location. To educate employees, the organization possesses technology and applications such as an "i-Learn" program, an online learning system, and a "Webcast" online platform that transmits live organized training activities, among others.

“We also offer a smartphone app called "iTouch" for staff to manage numerous things. Because there are several generations, we will promote and advocate varied usage techniques. Bang Still unusable by Jen. “i-Learn” is an online instructional system. To make continuing education easy for staff Employee training can be organized using Webcast, an internet platform with a live broadcast. having a central professor teach Employees should learn quickly. Learning is possible anytime, anywhere.” (Participant 1)

Third, the "Growth Mindset," holds that fostering the capacity for employees to learn and grow facilitates their work. The organization recognizes that employee development and promotion begin with a positive mindset, particularly a growth mindset—believing that with effort, determination, and enthusiasm, anything is feasible and doable. and resilient in the face of challenges and barriers that may arise, encompassing the requirements of stakeholders at all levels. It is the concept of endeavoring to overcome a challenge. Unafraid of errors and setbacks It will facilitate the organization's success and adaptability to any changing circumstance.

“First, we must teach personnel about growth mindsets and their traits. How to make him understand Training and other activities that promote the growth mindset for employees, such as a contest for submissions that can be used to improve work quality and speed under the concept that There's nothing we can't do, or a 30-minute morning meeting to discuss how you work, will help. What should I do today? What's wrong, and how can we change it to quickly apply knowledge?” (Participant. 1)

“People management involves cultivating potential and creating fresh abilities to create a catalytic group of leaders. Change the company to attract new people and create new people within using courses that establish a growth mindset for employees to develop themselves, learn constantly, and progress in their work.” (Participant 2)

Fourth, "Flexible Structure and Empowerment" provides flexibility in work, and employees can work faster because the organization has a flexible organizational management structure. more decentralized work and to have a chain of command that is not too long, the work structure has been restructured in tandem with constantly changing contexts or situations.

The organizational structure is not structured in the form of one size fits all. In addition, human resource management must prepare employees to be able to cope with change and to be flexible in their work when there is any problem or urgent situation. So, always empower employees to make decisions first to speed up service and meet the needs of customers or service recipients.

> *"Our structure is now shorter of what it once was. however, a sufficient organizational structure for management to accelerate Sufficient flexibility to accommodate employees and conducive to career advancement, including a hierarchical structure beginning with the employee level."* (Participant 1)

> *" We restructured work simultaneously. A one-size-fits-all organizational structure is impossible since the context or the organization's circumstance changes constantly. HR must also prepare employees for changes. to help the company divide more work and speed up our employees."* (Participant 2)

Fifth, "Comprehensive communication" The organization prioritizes comprehensive communication and directs its attention towards all channels and forms of communication. The objective of any form of communication—two-way, top-down, or bottom-up—is to furnish employees with information that inspires confidence in the forthcoming changes that the organization intends to implement. Furthermore, we encourage our employees to embrace change in tandem with us.

Additionally, technology has been implemented to facilitate communication and work more efficiently and nimbly. especially in light of the COVID-19 pandemic. Mobile devices enable employees to work and communicate, including whether they are informing customers or employees about service responses, assigning duties, or conducting meetings. Utilize your mobile phone even in the absence of a computer or laptop. By allowing individuals to labor remotely, they would have an additional day per week to organize their lives. Maintain family ties. It has enhanced his sense of having additional leisure to dedicate to his family. Additionally, an employee application known as "iTouch" enables personnel to handle a multitude of tasks using their mobile devices.

> *"We meet every morning for 30 minutes to discuss how we work. What should I do today? What's wrong, and how can I change it to use knowledge quickly? Regular 30-minute morning meetings to discuss work. What should I do today? The issue and solution? Working in shifts that must be serviced until 4 p.m. by the morning shift at 8 a.m. and the afternoon shift at 1 p.m. allows us to apply knowledge quickly. Learning is shared."* (Participant. 1).

> *"At a monthly manager-level meeting, the corporation discusses performance and has sector leaders express it to all employees. There will be quarterly town hall meetings."* (Participant 2)

In this study, the researchers analyzed the data from the interviewees and deciphered it. Therefore, it is summarized as a model, as shown in Figure 1. Model of Workforce Agility of the Best Employer Organizations.
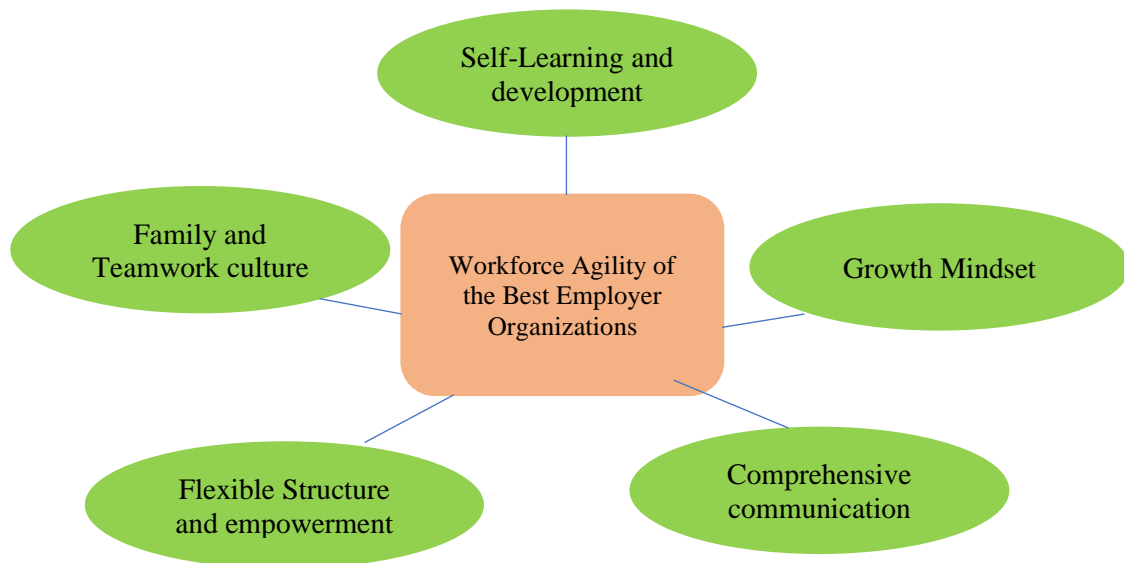
Figure 1. Model of Workforce Agility of the Best Employer Organizations

Discussion

This study confirmed that organizational strategies can facilitate agile behavior and ability. They also suggest that management's motivational efforts affect employee effort. Therefore, organizational strategies like family and teamwork culture, self-learning and development, growth mindset, flexible structure and empowerment, and comprehensive communication affect employees' agile skills and behavior.

• Family and teamwork culture makes employees feel like family, give love, warmth, and care for, and help one another, more like friends or brothers than employers, establishing love between bosses and subordinates' coworkers. Findings support past studies that organizational cooperation enhances workforce agility (Muduli Ashutosh, 2017: 46-56). The results confirm the idea that power-sharing approaches can best enhance workforce agility architecture by increasing training, switching, multitasking, and cooperation (Hopp & Van Oyen, 2004: 919–940).

• Self-learning and development support generate innovations to improve customer experience. Training and development focused on increasing people's potential, establishing "self-learning" to drive progress in their way of keeping up with change and creating new talents to promote learning across time and place. Organizational learning and training improve workforce agility, as previously found. Information sharing promotes workforce adaptability, although the present study demonstrated minimal direct or indirect impact (Muduli Ashutosh, 2017: 46-56).

• Growth mindset: helping employees learn and create something that makes work easier. A growth mindset—that everything is achievable with work, perseverance, excitement, and indomitability to issues and obstacles—is essential for employee promotion and development. Agile techniques empower individuals and teams to experiment, learn, and apply that learning to create early organizational benefits. A growth mindset-based organization is more likely to embed Agile concepts as a culture (Pusenius, K, 2019).

• Flexible Structure and Empowerment: a flexible organizational management structure, decentralized work, and a short chain of command allow employees to work faster and adapt to changing contexts. Human resource management must also train people to adapt to change and become flexible in urgent situations. Allow staff to make decisions first to speed up service and meet client needs. Psychological empowerment and workforce agility are crucial employee cognitions that promote workforce agility, consistent with past findings. When they can affect strategic, administrative, or operating outcomes at work, people are more agile (Muduli Ashutosh, 2017: 46-56).

• Comprehensive communication: the organization prioritizes two-way, top-down, and bottom-up communication. provide employees with trust in organizational change. In addition to encouraging employees to adapt. Technology helps an organization distribute tasks, organize meetings, inform staff, and respond to customers more efficiently. Work-from-home employee. As previously found, efficient information systems (IS) promote operational speed and flexibility among workers. Leaders may assist staff to be more flexible and collaborative by giving timely customer, accounting, business performance, and management information. Communication and mobility technologies like computer-aided technology and group decision support systems can boost an organization's speed and flexibility (Yusuf et al., 1999: 33–43).

Recommendations

The recommendations of our findings for HR professionals are manifold, as they inform the development of policies and activities that foster workforce agility. In addition, the following can be utilized to inform your practice:

From the standpoint of collaboration and familial culture, practitioners ought to foster an environment that embodies affection, compassion, and cooperation among its members— in other words, ensure that each employee feels like a member of the family. More akin to a brother or friend than an employer. Fostering affection for one another among superiors and subordinates' colleagues.

Individualized Development and learning can significantly contribute to the achievement of organizational objectives. To ensure an effective and efficient match, decision-makers must align training initiatives with the organization's overall strategy. Emphasis should be placed on fostering an environment conducive to autonomous action in the workplace through the establishment of a well-defined vision, objectives, operational protocols, and responsibilities that facilitate adaptability.

Additionally, perspectives on empowerment and adaptable structures have significant managerial implications. Scholars propose that managers ought to strive for comprehension of and establish a professional milieu that cultivates employee empowerment. They should establish a flexible organizational structure and a conducive work environment that fosters a sense of influence among staff.

The suggestion of research topic

An academic contribution to the theory or corpus of knowledge regarding workforce agility, concentrating on organizations that have received the prestigious designation of Best Employers Thailand 2020. The participants engage in reciprocity towards the research outcomes by actively contributing to the ongoing process of improvement. The generalizability of the study's findings to a global context may be limited due to the sample size constraints.

However, they provide guidance for the development of organizational practices and future research that are similarly oriented toward comprehending and advancing workforce agility.

Based on the principles of agile organization derived from outcomes, it is advisable to undertake further investigation about other organizations that have been awarded with these achievements.

In addition to examining the managerial levels of rewarded organizations, the research needs to go further into the perception of employees towards agile organizations.

The findings of this study have implications for action research in organizations operating in comparable contexts that aim to become agile organizations.

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