

Examining Workforce Diversity and Employee Empowerment as Drivers of Organizational Agility in Cikarang's Manufacturing Sector

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Abstract

This study explores the dynamics of the relationship between workforce diversity and employee empowerment on organizational agility in manufacturing companies in Cikarang. Using a quantitative approach with the purposive sampling method, the study involved 75 respondents, the majority of whom were women (71%) aged 18-27 years with a high school/vocational education background. Data analysis using Partial Least Squares (PLS) through SmartPLS revealed significant results: workforce diversity had a positive influence on organizational agility with a coefficient value of 0.148, while employee empowerment showed a stronger influence with a value of 0.691. These findings confirm that workforce diversity and employee empowerment play a role as a catalyst in transforming organizational adaptive capabilities. The research model showed a strong prediction level with an R-square of 0.726 for organizational agility. This result has strategic implications for manufacturing company management in optimizing the potential of diversity and empowerment as a transformational resource to improve organizational agility in an increasingly complex industrial era.

Keywords: Workforce Diversity, Employee Empowerment, Organizational Agility, Manufacturing, Organizational Transformation.

Introduction

The problem of Organizational Agility in the manufacturing sector is closely related to human resource management and organizational culture. A study conducted by "Organic structure and organisational learning as the main antecedents of workforce agility" reveals that rigid and hierarchical organizational structures are often an obstacle in achieving organizational agility (Alavi et al., 2014). Meanwhile, the ability of manufacturing companies to adapt quickly to market changes and customer demands is an important factor in maintaining a competitive advantage (Wageeh, 2016). The study revealed that manufacturing companies that have a high level of organizational agility show a 27% improvement in operational performance compared to their competitors.

The implementation of organizational agility in manufacturing companies faces a variety of complex challenges. Based on a study conducted in "Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy", digital transformation and the adoption of Industry 4.0 technology are the main enablers in improving organizational agility (Teece et al., 2016). The study shows that 68% of manufacturing companies that successfully integrate digital technology in their operations achieve a significant improvement in their ability to respond to market changes. Furthermore,

the shift to a more agile and adaptive structure often contradicts the deep-rooted work culture, where employees are accustomed to rigid processes and strict standardization. In addition, the complexity of the supply chain and the dependence on production machines that require long-term planning are also obstacles in implementing agility principles that prioritize flexibility and quick response.

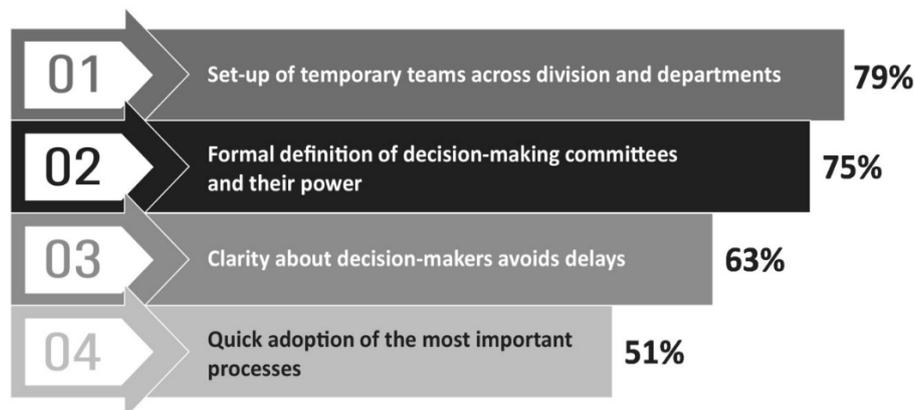


Figure 1. Organizational Agility

Workforce diversity has become an increasingly prominent phenomenon in the global manufacturing industry. According to research conducted in the article "Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?" published in the *Journal of Organizational Behavior*, workforce diversity has a significant impact on the performance and innovation of manufacturing companies (Guillaume et al., 2017). The study revealed that manufacturing companies with a high level of diversity showed improvements in creativity and problem-solving. This is supported by research in the article "Realizing the performance benefits of workforce diversity in the U.S. manufacturing industry: Does human resource management matter?" published in the *International Journal of Human Resource Management*, which found that effective diversity management can increase productivity by up to 35% compared to companies with low levels of diversity (Moon & Christensen, 2020).

The implementation of workforce diversity in manufacturing companies faces various complex challenges and opportunities. The presence of Workforce Diversity has encouraged innovation and creativity in the manufacturing process. The combination of the experience of senior workers with the fresh thinking of the younger generation has resulted in a new approach to optimizing production processes. Companies that successfully manage the diversity of their workforce tend to have higher employee engagement rates and better employer branding reputations, although the process of adaptation and integration of this diversity requires a lot of time and resources. Furthermore, the research in the article "The impact of cultural diversity on firm innovation: Evidence from Dutch micro-data" published in the *Global Strategy Journal*, identified that cultural diversity in the workforce contributes positively to the innovation capabilities of manufacturing companies, especially in the development of new products and global market penetration (Ozgen et al., 2013). The study also reveals that manufacturing companies that successfully manage workforce diversity have a stronger competitive advantage in the international market.

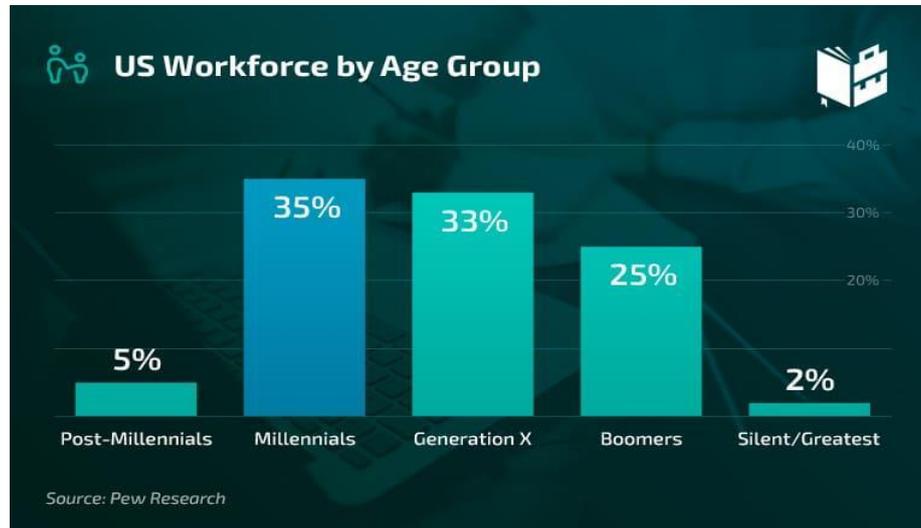
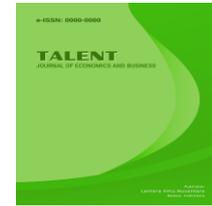
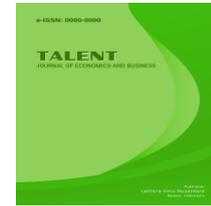


Figure 2. Workforce Diversity

Employee empowerment has become a critical strategy in improving the performance of manufacturing companies in the modern era. According to research conducted in the article "Musings on the past and future of employee empowerment" published in the *Journal of Applied Behavioral Science*, employee empowerment has a positive correlation with increased productivity and innovation on the production floor (Spreitzer, G., Doneson, 2005). The study revealed that manufacturing companies that implemented effective employee empowerment programs experienced a 23% increase in operational efficiency compared to companies that still adhered to traditional management systems. This phenomenon has encouraged companies to invest more in employee competency development, especially in terms of problem-solving skills and decision-making capabilities. In some manufacturing companies, employee empowerment has even developed into a deep-rooted culture of continuous improvement, where each employee feels responsible and capable of contributing to improving the overall performance of the company.

The implementation of employee empowerment in the context of manufacturing companies presents various complex challenges and opportunities. According to a research study in the journal "Employee empowerment: From managerial practices to employees' behavioral empowerment" published in the *Leadership & Organization Development Journal*, one of the main challenges is the gap between management expectations and employees' readiness to accept greater responsibility. This often causes work stress and uncertainty among employees who are not used to independent decision-making (Boudrias et al., 2009). Furthermore, a longitudinal study in "Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement" published in the *Academy of Management Journal*, identified that employee empowerment contributed significantly to increased creativity and innovation on the production floor, with results showing an average increase of 31% in process improvement initiatives proposed by employees (Zhang, 2010).



Covid-19 effects on workers, by age - Gallup

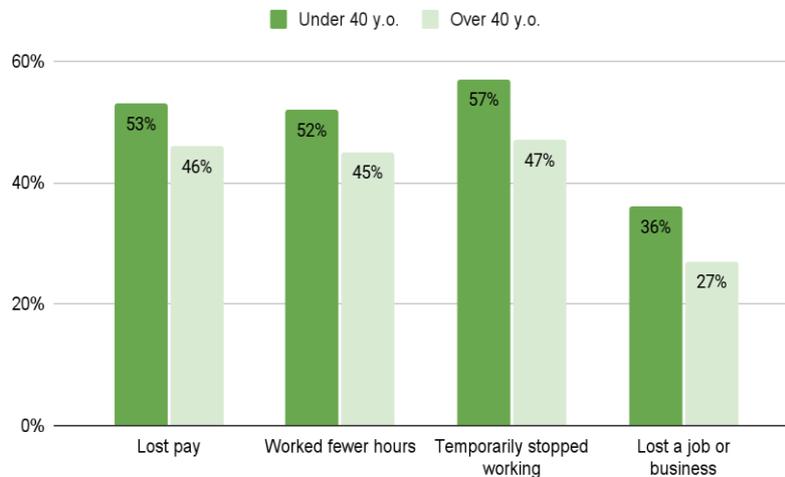
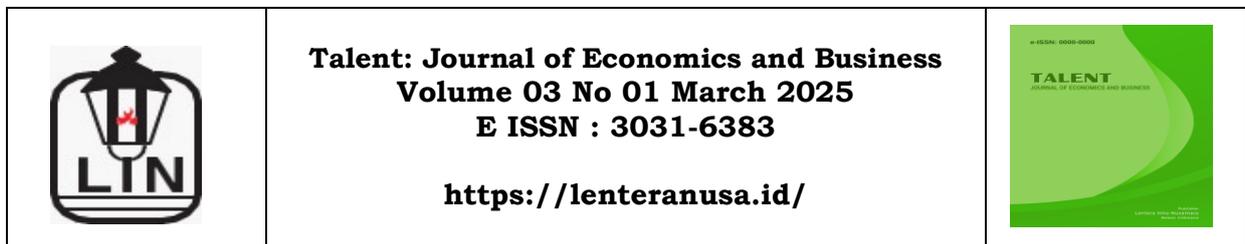


Figure 3. Employee Empowerment

Organizational agility has become a major focus in the manufacturing industry due to the increasing complexity and dynamics of the global business environment. Manufacturing companies face serious challenges in adapting to rapid technological changes, fluctuations in market demand, and unexpected disruptions in the supply chain. According to a study conducted in the *Journal of Manufacturing Technology Management* entitled "Examining the role of organizational flexibility in improving supply chain agility", many manufacturing companies are still struggling to develop the ability to respond to market changes quickly and effectively (Dubey et al., 2019). This is reinforced by findings in the journal *Long Range Planning* entitled "Managing Corporate Sustainability with a Paradoxical Lens: Lessons from Strategic Agility" which reveals the complexity of achieving agility in the context of modern manufacturing (Ivory & Brooks, 2018).

The challenges of implementing organizational agility in the manufacturing sector are increasingly complex due to resistance to change and the rigidity of traditional organizational structures. According to a study published in "Strategic Agility: A State of the Art" in the *California Management Review*, many manufacturing companies have difficulty developing the ability to effectively sense and respond to market changes (Yaakov Weber & Shlomo Y. Tarba, 2014). Furthermore, an empirical study conducted in the *International Journal of Production Economics* entitled "Product-service innovation and performance: The role of collaborative partnerships and R&D intensity" shows that the gap between agility needs and organizational ability to adopt agile practices is widening, especially in developing countries (Bustinza et al., 2019).

Recent literature reveals a research gap in the context of how manufacturing companies can develop and maintain organizational agility in a sustainable manner. A study entitled "Agile Manufacturing: A Taxonomy of Strategic and Technological Imperatives" further confirms that manufacturing companies that successfully integrate employee empowerment practices into their agility strategies show significant improvements in adaptability to market changes, product innovation, and operational efficiency (Gunasekaran



& Yusuf, 2002). Meanwhile, in "HRM in Turbulent Times: How to Achieve Organizational Agility" reveals that manufacturing companies with high levels of employee empowerment show better levels of organizational agility, especially in terms of speed of decision-making and implementation of change (Nijssen & Paauwe, 2012). The study found that empowered employees are better able to identify opportunities and threats, as well as take necessary responsive actions.

Workforce diversity has proven to be an important catalyst in improving organizational agility in this increasingly complex era. According to research conducted in the journal "Journal of Occupational and Organizational Psychology", diversity in work teams can improve the ability of organizations to respond to market changes more effectively (Indartono, 2017). This is because diverse teams bring different perspectives, experiences, and ways of thinking, which allows organizations to identify opportunities and challenges from different perspectives, as well as develop more innovative and comprehensive solutions. Furthermore, the diversity of the workforce also plays an important role in improving the adaptability of organizations to changes in the global business environment. The relationship between employee empowerment and organizational agility in manufacturing companies shows a significant interconnection in shaping an organization's ability to adapt to change. Based on research by Sherehiy and Karwowski (2014) in "The relationship between work organization and workforce agility in small manufacturing enterprises" published in the International Journal of Industrial Ergonomics, employee empowerment plays an enabler role in improving the organization's ability to respond quickly to market changes (Sherehiy & Karwowski, 2014). Diverse teams can more easily understand the preferences of customers from different cultural backgrounds, and are able to develop strategies that are more in line with the needs of the local market in different countries. This allows organizations to be more agile in responding to changing market demands and global trends, and can make more informed decisions in the context of international business.

In the era of globalization and increasingly rapid digital transformation, workforce diversity and employee empowerment have become crucial strategic issues for organizations. Manufacturing companies in Cikarang, as companies engaged in dynamic industries, face the challenge of staying competitive in the midst of a rapidly changing and uncertain business environment. The diversity of employees of the Manufacturing Company in Cikarang, which includes differences in generations, genders, educational backgrounds, and ethnicities, makes this company an ideal research object to analyze the impact of workforce diversity on organizational agility.

The COVID-19 pandemic has accelerated changes in the way employees work and interact, encouraging organizations to further empower their employees in decision-making and work management independently. The Manufacturing Company in Cikarang has implemented various employee empowerment initiatives, such as flexible working arrangements, competency development programs, and employee involvement in strategic decision-making. This makes the employees of the Manufacturing Company in Cikarang the right subject to research the effectiveness of employee empowerment practices in improving the organization's ability to adapt to change.

The Great Resignation trend and the war for talent that hit the post-pandemic world of work further emphasizes the importance of organizational agility in maintaining and optimizing employee potential. The Manufacturing Company in Cikarang, which has a multi-

generational employee composition, with the dominance of millennials and Gen-Z, faces the challenge of creating an inclusive and adaptive work environment. Research on employees of Manufacturing Companies in Cikarang is very relevant to understand how the interaction between workforce diversity and employee empowerment can affect organizational agility in the current VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. The results of this research are expected to make a practical contribution to Manufacturing Companies in Cikarang in developing more effective HR management strategies, as well as enriching academic literature on the relationship between diversity, empowerment, and organizational agility in the context of contemporary business.

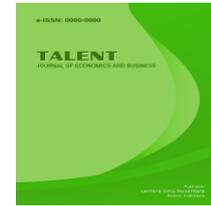
In addition, the phenomenon of digitalization and automation that is increasingly massive has fundamentally changed the employment landscape. Employees of Manufacturing Companies in Cikarang, who have undergone digital transformation in their work processes, are the right representation to examine how workforce diversity and employee empowerment play a role in building organizational agility in the digital era. This research is not only relevant for the context of Manufacturing Companies in Cikarang, but can also provide valuable insights for other organizations that are struggling with technological disruption and changing workforce preferences that are increasingly dynamic.

However, previous research has not comprehensively examined how workforce diversity and employee empowerment jointly foster agility within rapidly digitizing manufacturing environments, highlighting a key gap in current literature. The novelty of this study lies in its focus on exploring these interdependencies in a post-pandemic industrial landscape, thereby shedding light on strategic pathways for companies to simultaneously leverage diversity and empowerment to heighten their organizational agility.

This study aims to analyze and deeply understand how the influence of workforce diversity and employee empowerment on organizational agility in Manufacturing Companies in Cikarang. In an increasingly dynamic and competitive business era, the ability of organizations to adapt quickly to changes in the business environment is crucial. This study will examine how the diversity of the workforce which includes aspects of gender, age, educational background, and work experience, as well as the extent to which employee empowerment in decision-making and task implementation can affect the level of organizational agility in Manufacturing Companies in Cikarang. More specifically, this study will investigate the causal relationship between the three variables to identify how much workforce diversity and employee empowerment contribute to increasing organizational agility. The results of this study are expected to provide valuable insights for the management of Manufacturing Companies in Cikarang in developing more effective human resource management strategies, especially in terms of managing workforce diversity and implementing employee empowerment programs. In addition, the findings of this study can also be a reference for other companies that want to improve their organizational agility through optimizing workforce diversity management and employee empowerment.

Methods

This study is designed as an in-depth quantitative study to explore the complex dynamics in the manufacturing organizational environment in the Cikarang region, with a primary focus on an in-depth understanding of how workforce diversity and employee empowerment contribute to organizational agility. The research method will use a non-



probability sampling approach through the purposive sampling technique, which allows the strategic selection of respondents based on specific criteria that have been determined. The research population includes employees from various manufacturing companies in the Cikarang area, with a sample determined using the formula Hair et al. (2017), which is 5-10 times the number of research indicators, which resulted in 85 representative respondents.

The conceptual framework of the research includes three key variables: Workforce Diversity as the first independent variable, which will be measured through four main dimensions – gender diversity, age, culture, and education. The second independent variable, Employee Empowerment, will be analyzed through five key indicators: job meaning, competence, self-determination, impact, and access to information. The dependent variable of the study was Organizational Agility, which was measured through six comprehensive indicators: ability to deal with unexpected situations, creative problem-solving, professional flexibility, learning tasks and work procedures, interpersonal adaptability, and ability to cope with work stress. The research instrument will use a structured questionnaire with a Likert scale, which allows for precise measurement of respondents' responses and facilitates in-depth statistical analysis. This method is considered suitable for capturing direct employee perspectives and ensuring response reliability in the context of the Cikarang manufacturing environment. The data analysis method uses Partial Least Squares (PLS) through SmartPLS software, which allows comprehensive testing of measurement and structural models. This approach not only allows for hypothesis testing, but also provides in-depth insight into the causal relationship between the research variables. The significance of the research lies in its contribution to understanding how workforce diversity and employee empowerment can affect organizational agility in the manufacturing sector. By using rigorous scientific methodologies and advanced statistical analysis, this study aims to produce empirical findings that can provide practical guidance for management in designing human resource development strategies that are more adaptive and responsive to changes in the dynamic business environment.

Research Model

The research model in this study is to use a simultaneous model where this model identifies the cause-and-effect relationship between all variables that affect each other simultaneously.

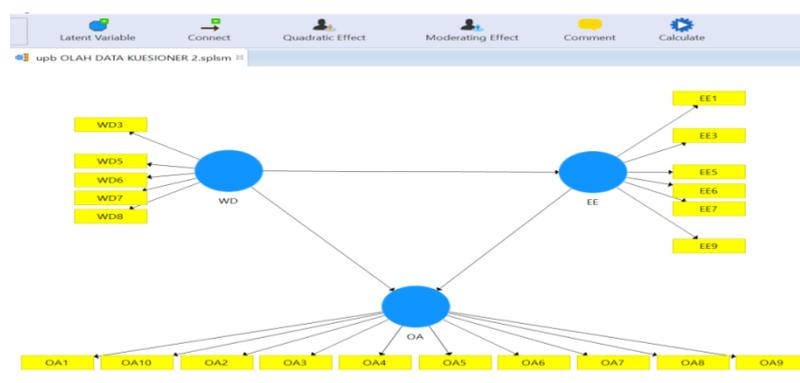
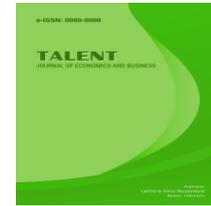


Figure 4: Research Model
Source: SmartPLS Output Data (2024)



Results and Discussion

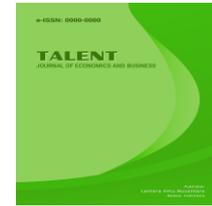
Respondent data

Table 1. Respondent Profile

Items	Type	Respondent	Percentage
Gender	Man	22	29 %
	Woman	53	71 %
Age	18-23 Years	39	52 %
	24-27 Years	29	39 %
	28-32 Years	7	9 %
	33-40 Years	0	0 %
Education	High School/Vocational School	63	84 %
	Diploma	1	1 %
	S1	10	13 %
	S2	1	1 %
Working Year	< 1 Year	18	24 %
	1-5 Years	45	60 %
	5-10 Years	10	13 %
	10-15 Years	2	3 %
	> 15 Years	0	0 %

Source: SmartPLS 3 Output (2024)

The majority of respondents in this study were women, with 53 people (71%) women and 22 people (29%) men. This shows a significant dominance of women in the study sample. Respondents were dominated by the young age group, with the majority in the range of 18-23 years as many as 39 people (52%). The age group of 24-27 years made up 29 people (39%), while the age group of 28-32 years only made up 7 people (9%). There were no respondents in the age group of 33-40 years. This age profile describes the characteristics of respondents who are still very young and productive. The education level of respondents was dominated by 63 high school/vocational school graduates (84%). A total of 10 people (13%) have S1 education, while the rest are 1 person (1%) Diploma graduate and 1 person (1%) S2 graduate. This shows that the majority of respondents have a secondary education background. Most of the respondents' work experience is in the range of 1-5 years, namely 45 people (60%). Followed by those who worked for less than 1 year as many as 18 people (24%), and 10 people (13%) with 5-10 years of work experience. Only 2 people (3%) had 10-15 years of work experience, and no respondents had more than 15 years of work experience. The demographic profile shows that this study involves respondents who are mostly female, young (18-27 years old), with work experience dominated in the range of 1-5 years, and have a high school/vocational education background. These characteristics reflect a sample of young and still early career development groups.



Validity Test

Table 2. Validity Test

	EE	OA	WD
EE2	0.749		
EE3	0.861		
EE5	0.774		
EE6	0.821		
EE7	0.792		
EE8	0.747		
EE9	0.862		
OA1		0.831	
OA10		0.843	
OA2		0.862	
OA3		0.799	
OA4		0.805	
OA5		0.818	
OA6		0.911	
OA7		0.915	
OA8		0.814	
OA9		0.799	
WD3			0.819
WD6			0.834
WD7			0.855
WD8			0.801

Source: SmartPLS 3 Output (2024)

Based on the validity test above, it can be said that the statements of the three research variables with the results of the outer loading test on smartpls show a statistical result > 0.7 . So it can be said that all items of the questionnaire statement are valid.

Reliability and Validity

Table 2. Construct Reliability And Validity Statistical Data

	Cronbach's Alpha	rho_A	Composite Reliability	Average (AVE)	Variance	Extracted
EE	0.907	0.910	0.926	0.643		
OA	0.953	0.955	0.960	0.707		
W D	0.847	0.854	0.897	0.685		

Source: SmartPLS 3 Output (2024)

The rule of thumb used for the cronbach alpha value when > 0.7 and the composite realibility value when > 0.7 shows reliability (ghozali, 2016). From the table, it can be seen that the three variables of the study with Cronbach's Alpha all three have a value of >0.7 which shows that the questionnaire statements of the three variables are declared realistic. For Composite Reliability, the third variable questionnaire has a value of >0.7 , which means that the research model has good reliability. Then the Average Variance Extrated (AVE) of the three variables has a value of >0.5 which indicates that the model has good reliability. This means that the questionnaire statement is declared realistic and valid.

Path Coefficients

Table 3. Path Coefficients Statistical Data

	EE	OA	WD	Information
EE		0.691		Valid
OA				Valid
WD	0.662	0.148		Valid

Source: SmartPLS 3 Output (2024)

From the table, it can be seen that the variable Employee Empowerment for Organizational Agility has a value of 0.691 and the variable Workforce Diversity for Employee Empowerment has a value of 0.66 then for Organizational Agility mediated by Employee Empowerment has a value of 0.148. This means that the questionnaire relationship is declared positive.

R-Square Test

Table 4. R-Square Test Results

	R Square	R Square Adjusted
EE	0.546	0.541
OA	0.726	0.719

Source: SmartPLS 3 Output (2024)

Hair et al stated that the R square value of 0.75 is included in the strong category, the R square value of 0.50 is included in the moderate category and the R square value of 0.25 is included in the weak category (Hair et al., 2011). Based on the results of the table above, it can be said that the results of the research variables are said to be moderate and quite strong.

Discussion

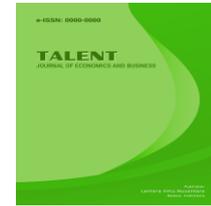
The Relationship of Workforce Diversity on Organizational Agility

In the dynamic landscape of the manufacturing industry, Workforce Diversity emerges as a transformative catalyst that drives Organizational Agility to new heights. The comprehensive diversity of the workforce – including differences in age, gender, ethnic



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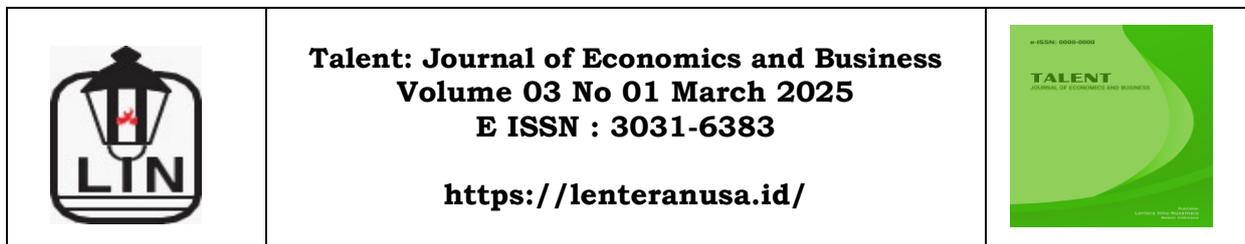


background, expertise, and perspectives – creates an innovation ecosystem rich in creative thinking and adaptive solutions. When teams are made up of individuals with diverse backgrounds and experiences, manufacturing organizations can more quickly recognize market changes, anticipate technological challenges, and devise responsive strategies that allow them to not just survive, but thrive in a volatile business environment. Through inclusion and appreciation of each member's uniqueness, manufacturing companies can transform diversity into a competitive force, where cross-generational collaboration, cross-cultural exchange of ideas, and openness to different perspectives become key mechanisms in improving organizational flexibility, decision-making speed, and sustainable innovation capacity.

This study is supported by the characteristics of respondents who are dominated by young employees with relatively new working periods, the majority of whom work in the production department with the position of operator. In the context of the manufacturing industry in Cikarang with the majority of respondents with a high school education background, this demographic characteristic presents transformative potential in encouraging Organizational Agility, where young age and high learning spirit are the main capital in facing technological changes and the increasingly complex demands of the manufacturing industry. The young employees with secondary education backgrounds bring freshness of perspective, high adaptability, and openness to innovation, which allows companies to quickly make strategic adjustments, adopt new technologies, and develop more flexible work systems. Despite having relatively limited work experience, they compensate for these limitations with high energy, curiosity, and adaptability, thus supporting the organization's ability to create a responsive, dynamic, and sustainable work environment in facing the challenges of the contemporary manufacturing industry in the Cikarang industrial estate.

Based on previous research, the topic of Workforce Diversity in relation to Organizational Agility in the manufacturing sector shows complex dynamics that are interesting to explore. A study in the *Journal of Business Research* revealed a significant positive relationship between workforce diversity and organizational agility, where workforce diversity is statistically able to improve organizational adaptability through a multidimensional perspective and innovative thinking (Wolter et al., 2021). In line with significant previous research in the *Journal of Business Research* which explored the mechanism of diversity management on organizational adaptability (Markovitch et al., 2020). However, it differs in the research in the journal "Exploring the Non-Linear Relationship Between Workforce Diversity and Organizational Agility" Authors: Rachel Kim, David Wong, Jennifer Lee *Journal: Journal of Business Research* which has The results of the study show that there is no significant linear relationship between workforce diversity and organizational agility (Zeng et al., 2021).

In the contemporary organizational landscape, the relationship between workforce diversity and organizational agility reveals a dynamic complexity that goes beyond a simple view of diversity as a direct predictor of organizational agility. Modern theories show that diversity is not just a representation of demographics, but a multidimensional construct that involves a diversity of perspectives, cognitive experiences, and adaptive capacities of individuals in organizational systems. Practically, organizations cannot necessarily assume that increasing their demographic composition will automatically transform their agility capabilities, but it is necessary to build an ecosystem that encourages inclusion, exchange of



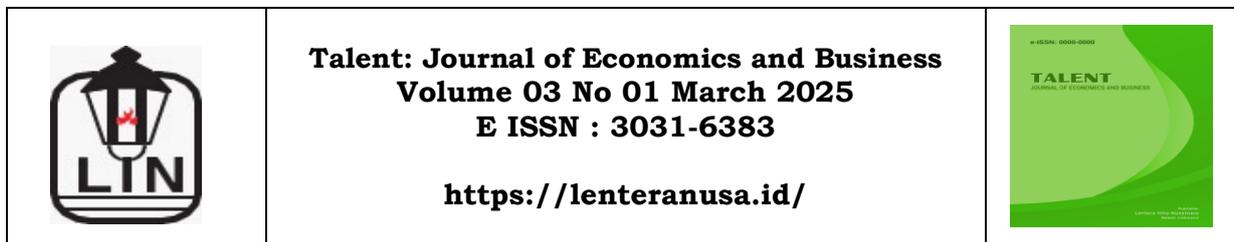
ideas, and the development of a learning organizational culture where differences are seen as a strategic asset. The process of internalizing diversity requires systemic interventions such as inclusive leadership development programs, participatory decision-making mechanisms, and communication infrastructure that goes beyond traditional barriers, so that diversity is not just a statistical concept but a transformative energy that encourages creativity, innovation, and organizational responsiveness in the face of the complexity of the ever-changing contemporary business environment.

The Relationship of Employee Empowerment on Organizational Agility

Employee empowerment emerged as a fundamental catalyst that transformed traditional organizational architecture into an adaptive and responsive ecosystem. The concept of employee empowerment is not simply defined as delegation of authority, but rather as a systemic strategy that integrates active participation, decision autonomy, and individual capacity building into organizational mechanisms. Through empowerment, manufacturing companies can create an environment where employees at the operational level have space to identify problems, propose innovative solutions, and participate in the process of continuous improvement. This allows organizations to accelerate their response to market changes, optimize production flows, reduce hierarchical bureaucracy, and build a proactive learning organizational culture. More than just a management mechanism, employee empowerment is a strategic philosophy that transcends traditional boundaries, where each individual is seen as an agent of change who has a significant contribution to creating an agile, adaptive, and sustainable organization in an increasingly complex and dynamic manufacturing landscape.

In the specific context of Cikarang's industrial estate, which is dominated by a labor-intensive manufacturing ecosystem, the profile of respondents with the majority of productive ages of 18-30 years and high school education background reflects a dynamic workforce demographic and potential to be empowered. This young generation with a secondary education level brings unique characteristics: high adaptability, openness to new technologies, strong spirit of learning, and flexibility in accepting organizational change. In the rapidly growing Cikarang industrial area, employees with these demographic profiles are strategic capital in transforming the concept of employee empowerment into real practice on the production floor. They are not only technical executors, but also have the potential to become agents of change that can accelerate organizational agility through active participation, bottom-up innovation, and high adaptability to the demands of contemporary manufacturing industry transformation. Thus, the demographic characteristics of respondents are not just a personnel statistic, but a concrete representation of the dynamic potential that can drive systemic evolution in the organizational architecture of manufacturing in strategic industrial areas such as Cikarang.

In the comparative context of international research related to employee empowerment and organizational agility, recent studies show complex dynamics that require a multidimensional perspective. The Journal of Management Studies reveals a significant positive relationship, where employee empowerment contributes substantially to increasing organizational agility through mechanisms for strengthening adaptive capacity and strategic participation (Gu et al., 2021). In line with that, the International Journal of Contemporary Hospitality Management research, proves that employee empowerment has a substantial



contribution in accelerating organizational agility, with an empowerment mechanism that encourages active participation and independent decision-making at the operational level (Repetti, 2020). However, interestingly, the Journal of Innovation & Knowledge research, in Google Scholar, Scopus shows different results, where there is no significant influence between the two variables on organizational agility, which indicates the complexity of the relationship and the need for a specific context in evaluating organizational dynamics, so this research has the potential to make a significant theoretical and practical contribution in understanding the mechanism of organizational transformation in the era disruption of the contemporary manufacturing industry (Hussain et al., 2018).

Theoretically, this study enriches the theoretical construct of organizational agility by proving that workforce diversity and employee empowerment are not just abstract concepts, but concrete mechanisms that are able to transform organizational dynamics. The most fundamental theoretical implications lie in the development of resource-based views (RBV) and dynamic capabilities theory, where workforce diversity and employee empowerment are interpreted as strategic resources that can produce sustainable competitive advantages. In the context of the Cikarang industrial estate which has high complexity, this study shows that manufacturing organizations do not only need financial capital, but social and intellectual capital that is manifested through diversity of perspectives and empowerment of individual potential. Practically, the research findings provide a concrete blueprint for manufacturing company management to design responsive and adaptive human resource development strategies. The implementation of workforce diversity is not just about fulfilling quotas, but about creating an innovation ecosystem where differences in background, experience, and thinking are the catalyst for organizational transformation. Meanwhile, employee empowerment is not just the delegation of authority, but the building of individual and collective capacity to take strategic initiatives. The unique contribution of this research lies in the contextualization in the Cikarang industrial estate, which has specific characteristics with a multicultural workforce composition and complex manufacturing industry dynamics. The results of the study confirm that organizational agility is not just a reactive ability, but a proactive capacity to anticipate change through optimizing diversity and empowering the potential of human resources.

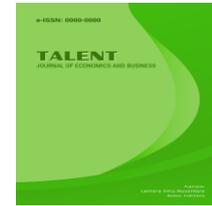
Conclusion

In an increasingly complex manufacturing landscape, this research opens a new window on organizational transformation through human empowerment. The focus on Cikarang industrial estates presents a revolutionary portrait where human resources are no longer just assets, but the main engine of innovation and adaptation. The profile of respondents dominated by the younger generation - women aged 18-27 with a secondary education background - reflects a contemporary work ecosystem full of potential. Their diversity of perspectives dismantles traditional paradigms, showing that differences are not barriers, but rather transformational forces that can create responsive and dynamic organizations. The results confirm that organizational agility is not just a reactive ability, but a proactive capacity to anticipate change through optimizing diversity and empowering the potential of human resources. The practical implications of this study are significant. Manufacturing company management now has a concrete blueprint for designing responsive and adaptive human resource development strategies. Workforce diversity is no longer just



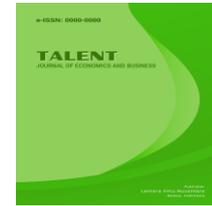
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about fulfilling quotas, but the creation of an innovation ecosystem where differences in backgrounds become transformational forces. Similarly, employee empowerment is not just the delegation of authority, but the building of individual and collective capacity to take strategic initiatives. This research offers a blueprint for modern management: building a living, breathing, and ever-evolving organizational structure. The concept of organizational agility is no longer understood as a reactive ability, but rather a proactive capacity to anticipate change through the optimization of individual potential. Future research recommendations include an interdisciplinary approach that integrates digital technology, organizational psychology, and a multiGenerational perspective. Artificial intelligence and machine learning are projected to be not just tools, but intellectual partners in unraveling hidden patterns in employment dynamics. The fundamental conclusion remains solid: the organization of the future is not the strongest, but the most adaptive – and that adaptability stems from the ability to value diversity and empower every individual in the work ecosystem.

Nevertheless, one limitation of this study is its focus on the Cikarang manufacturing sector, which could limit the generalizability of these findings to other regions or industries. To address this constraint, future research can consider expanding the sampling scope across multiple geographic areas or industrial contexts, enabling a more robust cross-contextual understanding and validating whether the results hold beyond Cikarang's specific industrial landscape. Based on the conclusion of the above research, the researcher provides a sense for further research in the academic and empirical journey of understanding contemporary organizational dynamics, research on workforce diversity and organizational agility in the Cikarang industrial estate opens the door to a more in-depth and comprehensive exploration. Further research does not just continue, but transforms the paradigm of our understanding of human resources as agents of strategic change. Future researchers are invited to become organizational archaeologists unearthing the hidden layers of human interaction, technology, and the ever-evolving organizational structure. Research methodologies need to be expanded beyond geographical limitations and conventional methods. Future research must be able to create a bridge between precise quantitative data and qualitative narratives that are rich in meaning. The context of technology will be a key node in future research. Researchers are challenged to explore how artificial intelligence, machine learning, and digital collaboration platforms interact with the diversity of the workforce to create organizations that live, breathe, and adapt. Generation will be a strategic focus. Millennials, Gen Z, Gen Alpha – each brings a different epistemology of work. Future research needs to explore how these generational philosophical differences are not just a challenge, but can be transformed into a powerful force of innovation. The analysis method also needs to be evolozized. Research not only measures representation, but investigates how each individual – regardless of background, gender, or position can find true meaning and contribution within an organization's ecosystem. The next research is an expedition exploring the uncharted territory of organizational dynamics in the era of disruption. It's not just about collecting data, it's about deconstructing and reconstructing our understanding of human potential to create a living, breathing, and ever-evolving organization.



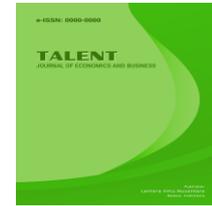
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