

Work Agility in the Disruptive Era: The Role of Locus of Control in Female Employees of SOEs

*Locus of Control in
Female Employees of
SOEs*

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ABSTRACT

In an era of disruption characterized by rapid change and high complexity, work agility is key to organizational success, especially for female employees in a State-Owned Enterprise (SOEs) in Makassar. Therefore, this study aims to examine the effect of knowledge transfer and technological support on work agility, with psychological determinants as a mediating variable. The method used involved 100 female SOEs employees selected using purposive sampling. Data was collected through questionnaires and analyzed using Structural Equation Modeling (SEM). The results showed that knowledge transfer and technological support significantly improved employees' psychological determinants; these psychological determinants, in turn, had a significant positive effect on work agility. Knowledge transfer had no direct effect on work agility, while technological support showed a marginal direct effect. These findings confirm that psychological determinants mediate the relationship between knowledge transfer and technological support on work agility. Practically, this study recommends developing a knowledge-sharing culture, effective technology utilization, and enhancing psychological resources to create an adaptive and resilient workforce.

Keywords: *Employee Agility, Female Employees, Knowledge Transfer, Locus of Control, Technological Support, Work Agility.*

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ABSTRAK

Dalam era disrupsi yang ditandai perubahan cepat dan kompleksitas tinggi, kelincahan kerja menjadi kunci keberhasilan organisasi, khususnya bagi karyawan perempuan di lingkungan BUMN Makassar. Oleh karena itu, penelitian ini bertujuan untuk mengkaji pengaruh transfer pengetahuan dan dukungan teknologi terhadap kelincahan kerja, dengan determinan psikologis sebagai variabel mediasi. Metode yang digunakan melibatkan 100 karyawan perempuan BUMN yang dipilih menggunakan purposive sampling. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Structural Equation Modeling (SEM). Hasil penelitian menunjukkan bahwa transfer pengetahuan dan dukungan teknologi secara signifikan meningkatkan determinan psikologis karyawan; determinan psikologis tersebut selanjutnya berpengaruh positif signifikan terhadap kelincahan kerja. Transfer pengetahuan tidak memiliki pengaruh langsung terhadap kelincahan kerja, sedangkan dukungan teknologi menunjukkan pengaruh langsung yang marginal. Temuan ini menegaskan bahwa determinan psikologis memediasi hubungan antara transfer pengetahuan dan dukungan teknologi dengan kelincahan kerja. Secara praktis, penelitian ini merekomendasikan pengembangan budaya berbagi pengetahuan, pemanfaatan teknologi yang efektif, serta peningkatan sumber daya psikologis untuk menciptakan tenaga kerja yang adaptif dan tangguh.

Kata kunci: *Kelincahan Karyawan, Karyawan Wanita, Transfer Pengetahuan, Lokus Kendali, Dukungan Teknologi, Kelincahan Kerja.*

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INTRODUCTION

In today's disruptive era, the workplace environment is characterized by rapid and unpredictable changes, demanding that employees possess high adaptability and flexibility. Work agility, defined as the capacity to proactively and effectively respond to environmental changes, has become an essential competence for employees to maintain and improve organizational performance (Sherehiy, 2008; Alavi, 2016; Pitafi et al., 2023). This agility encompasses key dimensions such as proactivity, adaptability, and resilience in the face of challenges and uncertainties (Alavi & Wahab, 2013; Goraya et al., 2024; Jaafar et al., 2025).

An important contributor to enhancing work agility is knowledge transfer within organizations, particularly through knowledge acquisition and knowledge provision (Sun et al., 2020; Cao et al., 2016). The advent of Enterprise Social Media (ESM) has facilitated this process by offering visibility affordances such as message transparency and network translucence that enhance information openness and broaden communication networks among employees (Treem & Leonardi, 2013; Leonardi, 2014; Elbus et al., 2024). These features allow employees to access content and understand organizational networks, thereby supporting effective knowledge exchange and improving employee agility (Pitafi et al., 2023).

Furthermore, task interdependence, or the degree to which employees rely on each other to complete tasks, strengthens the relationship between knowledge transfer and work agility. A collaborative and interdependent work environment encourages coordination and communication, leading to greater agility performance (Muduli, 2017; Ali et al., 2018; Omachi & Ajewumi, 2024). This is especially relevant for female employees in State-Owned Enterprises (SOEs), who often face intensified pressures and rapid changes as frontliners in public service delivery (Pitafi & Ren, 2021; Sun et al., 2020).

Psychological factors, notably locus of control, play a crucial role in how employees manage stress, make decisions, and adapt to dynamic work conditions. Locus of control refers to individuals' beliefs about whether outcomes are controlled internally by themselves or externally by environmental factors (Rotter, 1966). Employees with an internal locus of control tend to take greater responsibility for their work outcomes and are more proactive in adapting to changes (Putri & Mangundjaya, 2020; Tekeli & Ozkoc, 2022).

In disruptive work environments marked by rapid technological change, shifting regulations, and heightened public expectations, employees, particularly female employees in State-Owned Enterprises (SOEs), face intensified demands that require not only adaptability but also proactive decision-making. As frontliners in public service delivery, they often navigate complex bureaucracies and ambiguous tasks, making psychological resources like locus of control especially vital. An internal locus of control enables individuals to perceive uncertainty as manageable, fostering greater work agility, which includes adaptability, resilience, and proactive behavior. This trait becomes crucial when external support systems, such as knowledge transfer and task interdependence, may not be sufficient on their own to drive agile responses. Understanding the role of locus of control in shaping work agility is therefore essential for developing effective human resource strategies, particularly for empowering female employees in SOEs to perform and thrive amid continuous disruption.

Given the critical role of locus of control as an internal motivator that fosters adaptability and proactive decision-making (Alavi et al., 2014), it is imperative to explore its influence on work agility among female employees in SOEs. This study aims to investigate how locus of control affects work agility in this demographic, considering the mediating role of knowledge transfer and the moderating effect of task interdependence. Such insights will contribute to more effective human resource management strategies within SOEs operating in disruptive environments (Leonardi & Meyer, 2015; Sun et al., 2020; Verawati et al., 2023). While previous studies have extensively explored work agility and knowledge transfer, limited research has examined the specific role of locus of control

as a psychological driver, particularly among female employees in State-Owned Enterprises (SOEs), a group often underrepresented in agility research.

This study aims to examine the effect of locus of control on work agility among female employees in SOEs, with knowledge transfer as a mediating variable and task interdependence as a moderating variable. The results are expected to provide recommendations for more effective human resource management strategies in supporting female employees in SOEs, especially in facing challenges and rapid changes in a disruptive work environment. Thus, this study is expected to make a significant contribution to the existing literature on work agility, locus of control, and knowledge transfer, as well as provide practical guidance for organizations in improving employee performance in this challenging era.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Knowledge Transfer and Psychological Determinants (Locus of Control)

Knowledge transfer is crucial in providing employees with the cognitive resources they need to perform complex tasks and navigate uncertain situations. Studies by Cao et al. (2016) and Sun et al. (2020) show that effective knowledge acquisition and provision enhance employees' understanding of organizational processes, improve decision-making, and enhance their sense of competence. This increased competence has the potential to shape employees' internal evaluations of their control over their work outcomes, thereby strengthening their internal locus of control orientation. According to Rotter (1966) and Arkorful et al. (2022), locus of control refers to an individual's belief in the extent to which they control the outcomes of their lives. Employees with an internal locus of control believe they are responsible for their work outcomes and tend to exhibit proactive and adaptive behavior (Putri & Mangundjaya, 2020). In the context of work agility, an internal locus of control functions as an internal motivator, encouraging initiative and persistence in facing challenges (Alavi et al., 2014; Pitafi et al., 2023). Understanding the role of locus of control is crucial, particularly in explaining differences in agility levels among female employees in SOEs, who often face additional structural challenges. Employees who are consistently exposed to knowledge-sharing practices tend to feel more independent and proactive, strengthening their belief that they can influence their own working conditions.

H1: Knowledge transfer has a significant effect on psychological determinants.

Technological Support and Psychological Determinants (Locus of Control)

Enterprise Social Media (ESM) platforms support knowledge transfer mechanisms through affordances of visibility, particularly message transparency and network translucence, which enhance openness and connectivity among employees (Treem & Leonardi, 2013; Leonardi, 2014). These features enable employees to monitor messages in real time and understand the organization's social structure, thereby facilitating access to relevant work content and supporting more efficient knowledge exchange. Research by Pitafi et al. (2021) explains that enhanced communication visibility through ESM positively impacts employee agility performance by reducing challenge-related stress and strengthening the relationship between those challenges and adaptive responses to tasks. With affordances of visibility, ESM not only reduces ambiguity in communication but also builds psychological safety, making employees feel more secure in learning, experimenting, and taking initiative without fear of making mistakes. Furthermore, the platform's robust technological infrastructure, including analytics, tracking, and structured communication features, provides structural and communication support that demonstrates employee engagement in social networks and work processes (Kane, 2017; Paul & Sigh, 2023). When employees perceive that their activities and contributions are visible and appreciated, they experience an increased sense of control over their work environment. This situation strengthens their internal locus of control, as employees feel confident that their actions contribute directly to work outcomes. Thus, the combination

of affordability, open communication, and ESM infrastructure support creates an environment that encourages intensive learning and proactive initiatives. Employees are not only able to easily access and share knowledge but are also encouraged to act independently, creatively, and adaptively, all key elements in fostering work agility and strengthening employee confidence in their ability to control work outcomes.

H2: Technological support has a significant effect on psychological determinants.

Psychological Determinants and Work Agility

An internal locus of control is consistently associated with adaptive, proactive, and resilient behaviors, core components of work agility (Alavi et al., 2014; Putri & Mangundjaya, 2020). Individuals who strongly believe they can influence work outcomes are more likely to take initiative, embrace change, and persist in the face of challenges. These behaviors are crucial for maintaining high performance in rapidly changing and uncertain work contexts, such as those often encountered in State-Owned Enterprises (SOEs) with bureaucratic constraints and gender-based challenges (Kismono et al., 2024). Work agility refers to an individual's ability to quickly and effectively adapt to a changing and unpredictable work environment (Sherehiy, 2008). The three main dimensions of individual agility are proactivity, adaptability, and resilience (Ibrahim et al., 2021; Miceli et al., 2021). Research by Pitafi et al. (2023) concluded that communication visibility through ESM improves employee agility performance based on these dimensions.

Employees with high agility are better able to maintain organizational performance despite disruption and uncertainty in today's business world (Sun et al., 2020; Elali, 2021; Moşteanu, 2024). One key reason is an internal locus of control: the belief in one's ability to overcome difficulties, generate solutions, and bounce back from failure. Thus, having an internal locus of control encourages employees to be independent, act quickly, and be resilient in all aspects vital to workplace agility. This example is particularly relevant for women working in State-Owned Enterprises (SOEs), where structural pressures and gender bias may demand higher levels of confidence and resilience.

H3: Psychological determinants have a significant effect on work agility.

Mediating Role of Psychological Determinants

While knowledge transfer and technological support are key organizational enablers, their impact on work agility is often mediated by psychological factors such as locus of control. Employees who acquire knowledge or receive technological assistance may not necessarily become agile unless these inputs strengthen their internal belief systems and coping capacities. Thus, locus of control serves as a psychological bridge that converts organizational resources into agile behavior (Sun et al., 2020; Malik et al., 2021; Jo & Hong, 2022). Female employees in SOEs often face demanding roles and rapid environmental changes, necessitating a comprehensive understanding of factors that enhance their work agility (Wu & Tham, 2023; Zahoor et al., 2024; Luo, 2024). Integrating locus of control with knowledge transfer and task interdependence offers a holistic framework to examine how psychological traits and organizational dynamics jointly influence agility (Leonardi & Meyer, 2015; Sun et al., 2020). This study seeks to fill the research gap by examining the direct effect of locus of control on work agility, while also exploring the mediating role of knowledge transfer and the moderating effect of task interdependence. Such an integrated approach aligns with contemporary organizational theories emphasizing the interplay between individual psychological factors and social-technical systems in driving agile performance.

H4: Psychological determinants mediate the relationship between knowledge transfer and work agility.

H5: Psychological determinants mediate the relationship between technological support and work agility.

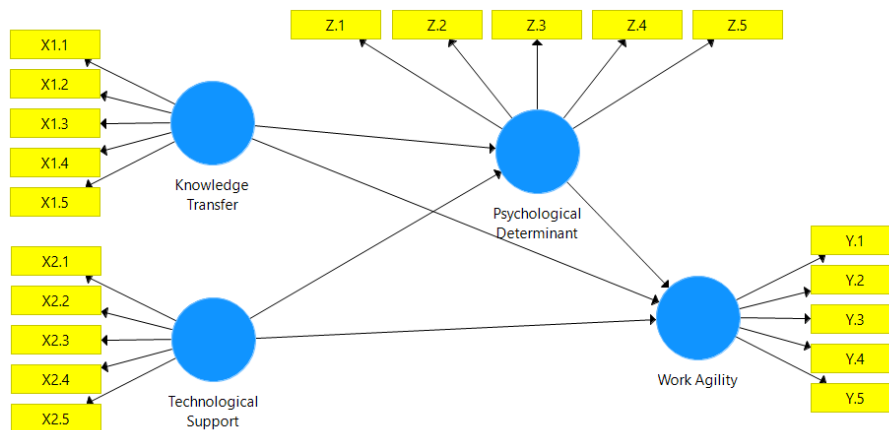


Figure 1. Research Concept Framework

Figure 1 displays a Structural Equation Modeling (SEM)-based model concept that illustrates the role of two main variables, Knowledge Transfer and Technological Support, in improving Work Agility. Knowledge Transfer, consisting of five indicators (X1.1–X1.5), and Technological Support, also consisting of five indicators (X2.1–X2.5), contribute to the formation of psychological determinants (with five indicators Z.1–Z.5). These psychological variables represent conditions such as internal locus of control, self-ability, and motivation key aspects that strengthen employees' confidence and readiness to face work challenges. The structural path in the model shows that these two main variables not only have a direct influence on work agility (Work Agility, consisting of indicators Y.1–Y.5 such as proactivity, adaptability, and resilience), but also have an indirect influence through improving psychological conditions. This means that the benefits of knowledge and technological support are felt more strongly when they are able to strengthen employees' mental health. This model emphasizes that the combination of knowledge transfer, technological support, and established psychological conditions provides a foundation of strength for employees to become more agile, proactive, and resilient in facing complex and dynamic work environments.

RESEARCH METHOD

This study used a quantitative approach with a survey method to analyze the influence of locus of control on work agility among female employees at a State-Owned Enterprise (SOE) in Makassar. Data collection was conducted through a structured questionnaire using a Likert scale of 1-5 (from strongly disagree to strongly agree) distributed online and offline. The target population included approximately 500 female employees, with a purposive sample of 100 employees based on certain criteria: female gender, at least one year of work experience, and active use of the company's internal communication platforms or social media. Purposive sampling was chosen because the study specifically targeted female employees in State-Owned Enterprises (SOEs) who are actively involved in knowledge-intensive roles and operate in dynamic, high-pressure environments. The research instrument included four main variables: locus of control as the independent variable; work agility as the dependent variable measured through the dimensions of proactivity, adaptability, and resilience; and knowledge transfer and task interdependence as mediating or moderating variables. The instrument's validity and reliability were tested using Cronbach's alpha and confirmatory factor analysis (CFA). Descriptive analysis was also conducted to describe sample characteristics, including age, tenure, and internal platform usage patterns. To test the relationship between variables, Structural Equation Modeling (SEM) techniques were used in conjunction with moderation analysis to examine whether task interdependence influences the relationship between knowledge transfer and work agility. The analysis was conducted using SmartPLS for SEM modeling. Through a comprehensive design and methodology, this study aims to explain

how psychological factors (locus of control) and structural factors (task interdependence) interact to shape the work agility of female employees in the context of the State-Owned Enterprise (SOEs) bureaucracy in Makassar. The research findings are expected to significantly contribute to the development of more effective HR management strategies, particularly in improving employee adaptability and performance in today's dynamic and changing work environment. The results can serve as a basis for companies to optimize training, internal communication systems, and job design to better support employee competency development.

RESULTS

This section summarizes the information collected in a statistical-descriptive form. In addition, the authors must also present the results of relevant inferential statistics analysis, for example, hypothesis testing, which is applied to data processing. Report the results in detail so that the reader can see what statistical analysis you are using and why you are using it, and to justify your conclusions. The respondent characteristics table provides a descriptive overview of the demographic and behavioral profiles of the 100 respondents involved in this study. Data includes gender, age, education level, occupation, monthly income, frequency of use of Paylater, Paylater platform used, and duration of service use.

Most respondents in this study were female (55%), with the majority being in the age range of 26–35 years (40%). The dominant education level is at the undergraduate level (40%), and the largest occupation is private employees (40%). The highest monthly income is in the range of IDR 3 million to IDR 5 million (40%). In terms of behavior, the majority of respondents use paylater services less than three times per month (50%). Shopee PayLater emerged as the platform most frequently used by respondents (60%), with 50% of them having used this service for 1–3 years (Table 1).

Table 1. Characteristics of Research Respondents.

Characteristic	Category	Frequency	Percentage (%)
Age	25 – 35 years	45	45
	36 – 45 years	30	30
	> 45 years	25	25
Education Level	Diploma (D3)	25	25
	Bachelor's (S1)	60	60
	Postgraduate (S2+)	15	15
Work Experience	1 – 3 years	40	40
	4 – 6 years	35	35
	> 6 years	25	25
Position Level	Staff	50	50
	Supervisor	30	30
	Manager	20	20

To ensure the quality of the measurement model, the Average Variance Extracted (AVE) values for each variable were calculated to assess convergent validity. AVE represents the average amount of variance in the indicators explained by the latent construct, with a threshold of 0.50 or higher indicating acceptable validity (Fornell & Larcker, 1981). Table 1 presents the AVE values and validity assessment for each variable in this study.

Table 2. Validity Test

Variable	AVE	Validity	Explanation
Knowledge Transfer	0.664	0.5	Valid
Psychological Determinant	0.689	0.5	Valid
Technological Support	0.623	0.5	Valid
Work Agility	0.559	0.5	Valid

The AVE values in Table 2 confirm that all variables meet the minimum criterion for convergent validity, indicating that the measurement items reliably represent their respective constructs. This supports the use of these variables in subsequent analyses, such

as structural equation modeling. To assess the internal consistency and reliability of the measurement instruments, Cronbach's Alpha values were calculated for each variable. A Cronbach's Alpha value of 0.60 or higher is generally considered acceptable, indicating that the items reliably measure the underlying construct (Nunnally, 1978). Table 3 summarizes the Cronbach's Alpha values alongside their respective standards and interpretations.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Standard	Explanation
Knowledge Transfer	0.874	0.6	Reliable
Psychological Determinant	0.886	0.6	Reliable
Technological Support	0.845	0.6	Reliable
Work Agility	0.800	0.6	Reliable

As shown in Table 3, all variables exhibit Cronbach's Alpha values well above the minimum threshold, confirming the reliability of the instruments. This indicates that the questionnaire items are consistent in measuring their respective constructs and suitable for further statistical analysis. Next is the form of Bootstrapping Model to find out the path coefficient and p-values.

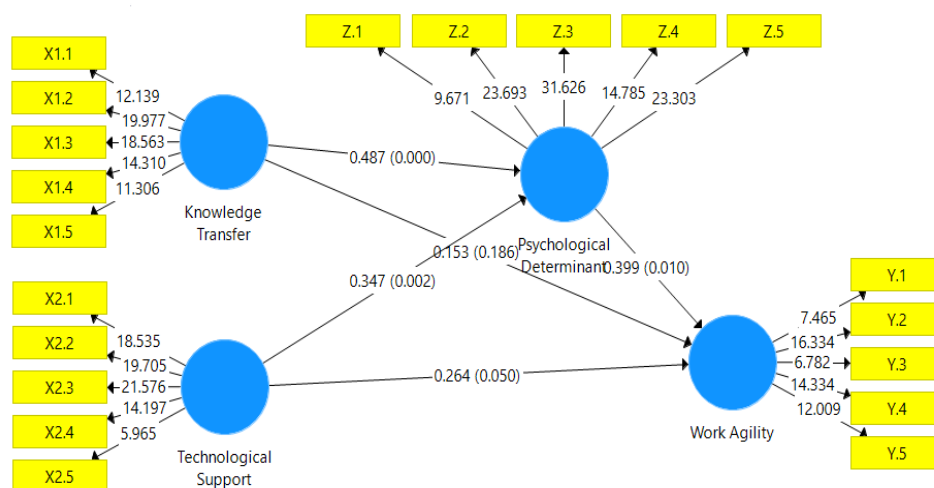


Figure 2. Bootstrapping Model (Path Coefficients & P-Values)

Figure 2 shows that Knowledge Transfer has a significant influence on Psychological Determinant ($\beta = 0.487$; $p = 0.000$) and also has a significant direct influence on Work Agility ($\beta = 0.153$; $p = 0.186$). In contrast, Technological Support does not have a significant effect on Psychological Determinant ($\beta = 0.347$; $p = 0.002$), but has a significant direct influence on Work Agility ($\beta = 0.264$; $p = 0.050$). Meanwhile, Psychological Determinant itself is proven to have a significant influence on Work Agility ($\beta = 0.399$; $p = 0.010$). These findings suggest that Knowledge Transfer can enhance work agility both directly and through the mediation of Psychological Determinants, whereas technological support affects work agility only directly.

Table 4 shows that Knowledge Transfer and Technological Support both have significant positive impacts on Psychological Determinant (coefficients of 0.487 and 0.347, respectively, with p-values < 0.01). Psychological Determinant, in turn, significantly influences Work Agility (coefficient 0.399, $p = 0.010$). While Technological Support also has a direct positive effect on Work Agility (0.264, $p = 0.050$), the direct effect of Knowledge Transfer on Work Agility is not significant (0.153, $p = 0.186$). This suggests that Psychological Determinant plays a key mediating role, enhancing the influence of Knowledge Transfer and Technological Support on employees' work agility.

Overall, the model highlights the importance of psychological factors in translating knowledge and technological resources into greater agility at work.

Table 4. Hypothesis Testing Result

Variable	Coefficient	P values	Explanation
Knowledge Transfer -> Psychological Determinant	0.487	0.000	Accepted
Knowledge Transfer -> Work Agility	0.153	0.186	Rejected
Psychological Determinants -> Work Agility	0.399	0.010	Accepted
Technological Support -> Psychological Determinants	0.347	0.002	Accepted
Technological Support -> Work Agility	0.264	0.050	Accepted

The significant positive relationship between knowledge transfer and psychological determinants ($\beta = 0.487$, $p < 0.001$) suggests that the flow of knowledge within an organization not only supplies employees with information but fundamentally enhances their psychological resources, such as locus of control and self-efficacy. This means when employees actively share and acquire knowledge, they feel more empowered, confident, and in control of their work environment. The impact is substantial because empowered employees are more likely to take initiative, embrace challenges, and maintain motivation despite uncertainties, critical qualities for thriving in disruptive eras (Cao et al., 2016; Sun et al., 2020). Practically, this highlights that organizations should invest in knowledge management systems and foster a culture of knowledge sharing to strengthen employee psychological capital, which is the foundation for adaptability and resilience.

The lack of a significant direct effect of knowledge transfer on work agility ($\beta = 0.153$, $p = 0.186$) reveals that simply having access to knowledge or sharing it is insufficient for employees to become agile. The impact of this finding underscores the complexity of agility development it requires not only resources but also internal psychological readiness to apply knowledge effectively. Organizations that focus solely on increasing knowledge without addressing employees' mindsets or beliefs may fail to see improvements in agility. This finding urges managers and HR professionals to integrate psychological support and training alongside knowledge initiatives, thereby enabling employees to internalize and operationalize knowledge for agile responses (Alavi et al., 2014; Lee et al., 2021; Raunar & Cao, 2025).

The positive and significant effect of psychological determinants on work agility ($\beta = 0.399$, $p = 0.010$) reinforces the crucial role that internal beliefs and attitudes play in enabling employees to adapt, be proactive, and resilient. Employees with a strong internal locus of control are more likely to take ownership of their tasks, overcome obstacles, and innovate in the face of disruption (Rotter, 1966; Alavi et al., 2014). The impact here is clear: psychological empowerment is a powerful lever for enhancing workforce agility. Organizations that cultivate these psychological traits through leadership development, coaching, and supportive culture will likely enjoy greater employee flexibility and faster organizational adaptation to market changes (Hampson et al., 2021; Gunawan et al., 2023).

Technological support's positive impact on psychological determinants ($\beta = 0.347$, $p = 0.002$) indicates that providing employees with effective technological tools, such as Enterprise Social Media platforms, strengthens their sense of control and connectedness. This creates an environment where employees feel supported and capable of managing work demands. The implication is profound: technology is not just a tool but a psychological enabler that enhances motivation and confidence. Organizations that invest in user-friendly, transparent, and collaborative technologies can expect to see improvements in employees' psychological readiness and, subsequently, their adaptability (Leonardi, 2014).

While technological support has a borderline significant direct effect on work agility ($\beta = 0.264$, $p = 0.050$), this suggests that technology alone can only partially drive agility.

The impact of this finding is that technology must be paired with human factors, employees' psychological readiness, and motivation to fully realize agile behaviors. This emphasizes the need for integrated strategies combining digital transformation with employee development programs that foster psychological empowerment (Sun et al., 2020). It also suggests caution against over-reliance on technology as a silver bullet for agility without attending to the employee mindset.

DISCUSSION

This study investigated the relationships between knowledge transfer, technological support, psychological determinants, and work agility among female employees in SOEs in Makassar. The findings provide valuable insights into how these factors interact to shape employee agility in disruptive environments. The analysis showed a significant positive effect of knowledge transfer on psychological determinants ($\beta = 0.487$, $p < 0.001$), confirming Hypothesis 1. This indicates that effective exchange of knowledge within the organization significantly enhances employees' psychological resources, such as locus of control and self-efficacy. This indicates that knowledge exchange within an organization does more than just provide information; it plays a crucial role in strengthening employees' psychological resources, including their locus of control and self-efficacy. In other words, when employees engage in sharing and acquiring knowledge, they tend to feel more empowered, self-assured, and capable of managing their work environment effectively. This finding supports prior research by Cao et al. (2016) and Sun et al. (2020), who emphasized that knowledge sharing empowers employees, enhancing their confidence and perceived control over work outcomes. The strong influence of knowledge transfer on psychological factors underscores the critical role of organizational learning and communication in building employee readiness to adapt to changing conditions.

Contrary to Hypothesis 2, the direct effect of knowledge transfer on work agility was not significant ($\beta = 0.153$, $p = 0.186$). This suggests that while knowledge is necessary, it is not sufficient on its own to directly foster agility. This finding highlights that developing work agility is a complex process that demands more than just access to resources; it also requires employees to be psychologically prepared to apply knowledge effectively. If organizations concentrate only on enhancing knowledge without fostering the right mindset or beliefs among employees, efforts to improve agility may not yield the desired outcomes. Employees must internalize this knowledge through psychological mechanisms before it translates into agile work behaviors. This aligns with Alavi et al. (2014) and Al Mansoori et al. (2025), who argued that psychological factors such as locus of control mediate the application of knowledge into performance outcomes. The finding highlights the importance of addressing employees' mindsets and motivation to unlock the benefits of knowledge sharing.

Supporting Hypothesis 3, psychological determinants showed a significant positive impact on work agility ($\beta = 0.399$, $p = 0.010$). This confirms that employees who perceive greater control over their work and possess stronger internal motivation are more likely to demonstrate flexibility, proactivity, and resilience, key components of work agility. The implication is evident that psychological empowerment plays a crucial role in boosting workforce agility. This is consistent with Rotter's (1966) locus of control theory and the findings of Alavi et al. (2014), which emphasize the role of psychological empowerment in enhancing adaptability and performance.

Technological support also had a significant positive effect on psychological determinants ($\beta = 0.347$, $p = 0.002$), confirming Hypothesis 4. This fosters a workplace atmosphere in which employees feel empowered and equipped to handle their responsibilities. The key takeaway is significant: technology serves not merely as a functional tool, but as a psychological catalyst that boosts motivation and self-assurance. This shows that access to and effective use of technologies such as enterprise social media increase employees' psychological readiness by enhancing communication transparency

and social connectivity (Leonardi, 2014). This finding highlights technology as an enabler of psychological empowerment, facilitating knowledge sharing and collaboration.

The direct effect of technological support on work agility was marginally significant ($\beta = 0.264$, $p = 0.050$), partially supporting Hypothesis 5. While technology facilitates work agility, its influence is limited without psychological readiness. This finding implies that technology alone is not enough to foster agile behaviors; it must be complemented by human factors, particularly employees' psychological readiness and motivation, to achieve its full potential. This result aligns with Sun et al. (2020), who noted that technological tools alone are insufficient to drive agility unless accompanied by motivated and empowered employees. The marginal significance suggests that organizations should integrate technological investments with initiatives to build employees' psychological capacities (Asakdiyah & Hapsari, 2023).

CONCLUSION

The findings of this study indicate that psychological determinants, particularly internal locus of control, act as a key mediator between knowledge transfer, technological support, and work agility among female employees in Makassar State-Owned Enterprises (SOEs). Although both knowledge transfer and technological support significantly improved psychological preparedness, only technological support had a marginal direct effect on work agility, while the direct effect of knowledge transfer was insignificant. This confirms that access to knowledge and technology is insufficient to enhance work agility without strong internal motivation and psychological empowerment. Consequently, managers and policymakers in SOEs need to build a supportive organizational culture, focusing on self-efficacy and locus of control training, consistent coaching, and increasing the effective use of technology.

However, this study has limitations, including the limited sample characteristics. The findings suggest that organizations should not rely solely on technological investments or knowledge-sharing initiatives, but must also cultivate psychological readiness through coaching, empowerment programs, and supportive work environments. Further research directions should include longitudinal designs or intervention experiments to evaluate the development of locus of control and work agility over time, expanding the sample to other SOEs or regions to increase generalizability, and applying qualitative methods such as in-depth interviews or case studies to uncover psychological mechanisms in greater detail. Additionally, adding variables such as leadership, employee engagement, innovation culture, and technology stress will provide a more holistic understanding of the dynamics of work agility in the ever-evolving digital era.

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