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THE EFFECT OF ORGANIZATIONAL INTELLIGENCE ON WORKFORCE AGILITY WITH PSYCHOLOGICAL EMPOWERMENT AS A MEDIATING VARIABLE ON EMPLOYEES OF PT. X MEDAN

Shafisiyah Adya Larasati[1], Suryani Hardjo[2], Siti Aisha[3]
[1, 2, 3] Universitas Medan Area, Indonesia
[1] adyalarasati@gmail.com, [2] suryani@staff.uma.ac.id, [3] sitiaisyah@staff.uma.ac.id

Abstract

*Organizations need employees who are able to proactively and adaptively improve, learn, and solve problems from their daily work.Workforce agilitycan help organizations with the agility of their workforce in facing changes, companies or organizations need to have agile members/personnel to form a team that has work agility. The above problems need to be developed throughorganizational intelligence(OI) is the ability to mobilize an organization to move in accordance with the desired development direction. The purpose of the research is to examine the influenceorganizational intelligencetoworkforce agilitywithpsychological empowermentas a mediating variable. The sampling technique used ispurposive sampling. The results of the study showed that there was an influenceorganizational intelligencetopsychological empowerment, with a CR value (t-count) of 5.223 > 1.96 and/or P-value with a *** sign (very significant) 0.000 < 0.05. There is an influencepsychological empowermenttoworkforce agilitywith a CR value (t-count) of 9.472 > 1.96 and a P-value with the *** sign (very significant) 0.000 < 0.05. There is an influenceorganizational intelligencetoworkforce agilitywith a CR value (t-count) of 6.057 > 1.96 or a P-value with the *** sign (very significant) 0.000 < 0.05. There is an influenceorganizational intelligencetoworkforce agilitywithpsychological empowermentas a mediating variable with the Sobel test calculation it is known that the Two-tailed P-value (significance) is 0.000 < 0.05 or the Sobel test statistic value is 4.578 > 1.96.*
Keywords: Organizational Intelligence, Workforce Agility, Psychological Empowerment

Abstrak

*Organisasi membutuhkan karyawan yang mampu melakukan perbaikan, pembelajaran, dan pemecahan masalah dari pekerjaan sehari-hari secara proaktif dan adaptif. Workforce agility dapat membantu organisasi dengan kelincahan tenaga kerjanya menghadapi perubahan, perusahaan atau organisasi perlu memiliki anggota/personel yang gesit untuk membentuk tim yang memiliki ketangkasan kerja. Permasalahan diatas perlu dikembangkan melalui organizational intelligence (OI) adalah kemampuan mengerahkan organisasi bergerak sesuai dengan arah pengembangan yang diinginkan. Tujuan penelitian mengkaji pengaruh organizational intelligence terhadap workforce agility dengan psychological empowerment sebagai variabel mediasi. Teknik pengambilan sampel yang digunakan yaitu purposive sampling. Hasil penelitian menunjukkan terdapat pengaruh organizational intelligence terhadap psychological empowerment, dengan nilai C.R. (t-hitung) sebesar 5,223 > 1,96 dan atau P-value dengan tanda *** (sangat signifikan) 0.000 < 0.05. Terdapat pengaruh psychological empowerment terhadap workforce agility dengan nilai C.R. (t-hitung) sebesar 9.472 > 1,96 dan P-value dengan tanda *** (sangat signifikan) 0.000 < 0.05. Terdapat pengaruh organizational intelligence terhadap workforce agility dengan nilai C.R. (t-hitung) sebesar 6,057 > 1,96 atau P-value dengan tanda *** (sangat signifikan) 0.000 < 0.05. Terdapat pengaruh organizational intelligence terhadap workforce agility dengan psychological empowerment sebagai variabel mediasi dengan perhitungan sobel test diketahui bahwa nilai P-value (signifikansi) Two-tailed sebesar 0.000 < 0.05 atau nilai sobel test statistic sebesar 4.578 > 1.96.*
Kata kunci: Organizational Intelligence, Workforce Agility, Psychological Empowerment

INTRODUCTION

An organization needs employees who are able to make improvements, learn, and solve problems from daily work proactively and adaptively. Workforce agility can help organizations with the agility of their workforce in dealing with change and companies or organizations need to have agile managers to form teams that have work agility. This is in line with workforce agility which can affect four strategic objectives including cost, time, quality, and diversity, and can help organizations achieve their goals.[1,2]

Employees who have workforce agility focus on personal initiative to adapt and how to overcome difficulties during the adaptation process, the ability to coordinate purchasing activities with suppliers. An important downstream activity is inventory management. Distributors, wholesalers and retailers all strive to carry the amount of inventory needed to fulfill customer orders without overstocking. When operations are running smoothly, distributors ship orders on time. When orders cannot be filled on time, this is called stockouts and activities stagnate. Employees who have workforce agility will display value creation in the form of the ability to transform resources into something valuable through hard work, which is able to utilize energy sources available by nature and can be used continuously.

Condition or situation of employee swhich has workforce agility is still a challenge for HR, to continue to conduct training needs analysis in order to create agile employees. The results of the study said that 50 percent of organizational performance is marked by the ability of individuals in it to respond to change and complexity. Other determinants are of course leadership, strategy, and the condition of the business environment, namely organizational intelligence (OI).

Some cases may have seen institutions filled with intelligent people, but seem to have difficulty when there is a massive disruption and transformation. From here, it can be concluded that it is important for organizational leaders to have a strategy that can manage intelligent talents so that they have the agility to respond to changes and competition in the future, make decisions and execute those decisions, and provide the expected results. There are many things that someone needs to have to be able to become the leader of an organization, namely high IQ, qualified technical competence, and a set of personality characteristics, such as persistence, resilience, and interpersonal sensitivity.

In the above problems, it is necessary to develop organizational intelligence (OI). According to Nelson Phillips and George S Yip, organizational intelligence is the ability to move

[1] M. Paul, L.K. Jena, and K. Sahoo, "Workplace Spirituality and Workforce Agility: A Psychological Exploration among Teaching Professionals," *Journal of Religion and Health* 59, no. 1 (2020): 135–53.

[2] F. Tamtam and A. Tourabi, "A Framework for Measuring Workforce Agility: Fuzzy Logic Approach Applied in a Moroccan Manufacturing Company," *Advances in Science, Technology and Engineering Systems Journal* 5, no. 3 (2020): 411–18.

an organization according to the direction of development they want. There are several competencies included in organizational intelligence.

Organizational intelligence (OI) or intelligent organization as the capacity of an organization to process knowledge to obtain the best solution for survival and success in a competitive environment. A capable organization is the result of all the integration processes of individual intelligence, calculated by their relative importance in the decision-making process in the organization. That means a nonlinear approach to each member can have its contribution and a structured process that reflects the functional structure of a particular organization. In a company with a strong organizational innovation culture and participatory management, the decision-making process is channeled, so that all employees become productive. In such companies, intelligent organizations have a much larger foundation and have stronger integration results. Dynamic, nonlinear and probabilistic organizational thinking model.[3]

Furthermore, a quality organization is a leader who is able to make decisions under uncertainty and risk, and employees who are able to put aside emotions while working so that they can provide creative ideas when working with a team for the progress of the company. The organization's capacity to adapt to rapid change and unpredictable environments. Environmental changes affect new ways of designing organizations and their functions. According to Choo and Bontis,[4] the way organizations deal with external modifications goes through five phases: intake and orientation; diagnosis and goal setting; realization of new goals; evaluation; monitoring. The last two stages are very important. During the evaluation period, an organization that has learned something new will continue to learn until it produces something satisfactory, while in the follow-up stage, it learns how to compete or survive in the future.

The above conditions according to Buksnyte-Marmiene, et al., can be achieved when employees have Psychological Empowerment because the company must be viewed as a system in which organizational factors are interrelated and connected to Psychological Empowerment/psychological empowerment in the workplace, it is determined that organizational goals predict general psychological empowerment and perceived work meaning. It is determined that organizational goals predict general psychological empowerment and perceived work meaning. Two factors in achieving organizational goals are work force agility which is accompanied by individual conditions having psychological empowerment in making every decision to show their best performance.

[3] C. Bratianu and H. Murakawa, "Strategic Thinking," *Transactions of JWRI* 33, no. 1 (2014): 79–89.

[4] C.W. Choo and N. Bontis, eds., *The Strategic Management of Intellectual Capital and Organizational Knowledge* (Oxford: Oxford University Press, 2012).

RESEARCH METHODS

This study uses quantitative methods. The quantitative method approach used in this study is an explanatory quantitative approach. The population in this study were employees of PT. X in Medan totaling 718 people.The sampling technique used is purposive sampling. The characteristics of the sample in this study are (1) Permanent Employees of PT. X (2) Have a work period of more than 5 years, so the number of samples is 316 people.

The data collection technique in this study used a scale. The data collection technique in this study used three scales, namely workforce agility, organizational intelligence, and psychological empowerment. Each indicator will be described in a number of favorable and unfavorable statements, with four alternative answers, namely SS (Very Appropriate), S (Appropriate), TS (Not Appropriate), and STS (Very Not Appropriate).

The workforce agility scale is compiled based on the workforce agility dimensions according to Athamneh A Mohamed Husni & Juraifa Jais,[5] namely; 1. Proactive, 2. Adaptation, 3. Resilience

The organizational intelligence scale is based on seven aspects of organizational intelligence/intelligent organizations according to Giffort Pinchot and Elizabeth Pinchot (2019), namely: 1. Widespread truth and rights, 2. Freedom of enterprise, 3. Liberated (empowered) teams, 4. Equality and diversity, 5. Voluntary learning networks, 6. Democratic self-rule, 7. Limited corporate government.

The psychological empowerment scale is arranged based on dimensions according to Spreitzer, (in Singh, et al.,[6] namely; 1. Meaning, 2. Competence, 3. Self-determination, and 4. Impact).

The analysis technique used is SEM or Structural Equation Modeling which is operated through the AMOS 21 program. The SEM method can be used to analyze research that has several independent (exogenous), dependent (endogenous), moderating and intervening variables partially and simultaneously.

RESULTS AND DISCUSSION

Structural Model Analysis

Getting a good combined (structural) model (fit) is done up to 15 iterations. In the analysis, the model modification stage (modification indices) is also carried out, with the aim of increasing

[5] A.Mohamed Husni Athamneh and Juraifa Jais, "Factors Affecting Human Resource Agility: A Literature Review and Future Research Directions," *Cogent Business & Management* 10, no. 1 (2023): 2193181, https://doi.org/10.1080/23311975.2023.2193181.

[6] S. Singh, A.D. Kodwani, and R. K. Agrawal, "Role of Lifestyle Orientation and Perceived Organizational Functioning in Psychological Empowerment of IT Professionals," *Benchmarking: An International Journal* 20 (2013): 396–418.

the GOF (goodness of fit) value criteria.Modification indices (MI) by covariancing between errors or residuals based on theory or logic. Modification is seen from the value of modification indices that have the highest value in the AMOS software output. Modification is done thirteen times on the covariance that has the largest MI value, so that they correlate with each other. However, until the values that can be covariant are exhausted, the GOF values still do not all meet the criteria. However, according to the researcher, the full combined (structural) model of iteration 15 can be declared fit/good. The following is a diagram of the Full Combined (Structural) Model iteration 15 fit.

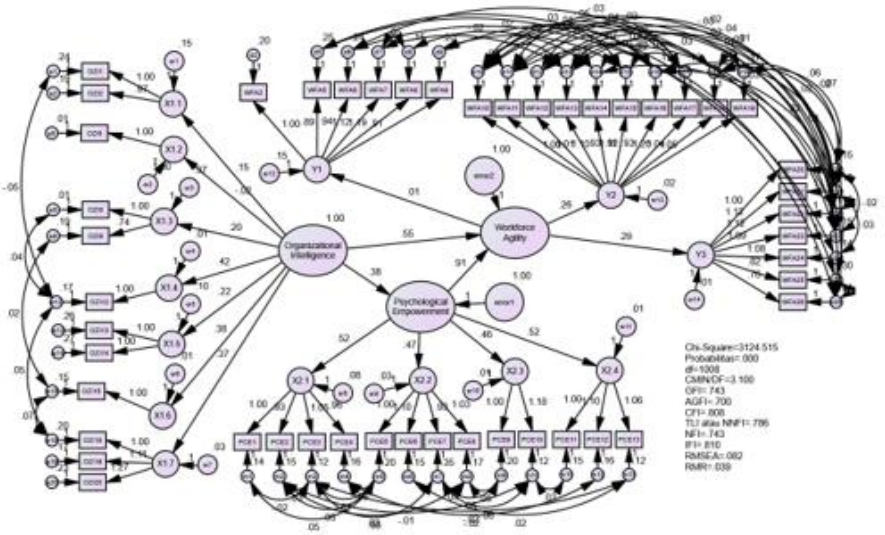


Diagram Full Model Penelitian Gabungan Tahapan/Iterasi_15_Fit (*Un-standardized Estimate*)

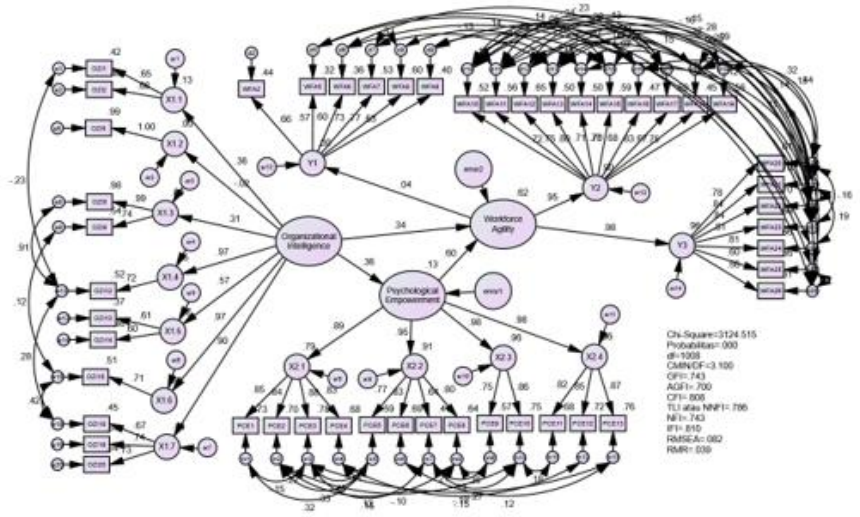


Diagram Full Model Penelitian Gabungan Tahapan/Iterasi_15_Fit (*Standardized Estimate*)

To test the significance of the Combined Research Full Model Diagram of Stages/Iterations_15_Fit above, it is necessary to consult the GOF Test Results of the Combined Full Model Diagram (Structural)_Fit.

Hasil Uji GOF Diagram
Full Model Gabungan (*Structural*)_Fit

No	*Goodness Of Fit Index*	*Cut-Off Value*	Hasil	Kesimpulan
1	χ2 Chi-square (df=1008, p = 0,05)	< 1082.973	3124,515	Tidak Baik
2	Sig. Probability	≥ 0.05	0,000	Tidak Baik
3	Df	> 0	1008	Baik
4	CMIN/DF	≤ 2.00	3,100	Tidak Baik
5	GFI	≥ 0.90	0,743	Kurang Baik
6	AGFI	≥ 0.90	0,700	Kurang Baik
7	CFI	≥ 0.90	0,808	Baik
8	TLI atau NNFI	≥ 0.90	0,786	Baik
9	RMSEA	≤ 0.08	0,08	Baik

The GOF coefficient produced indicates that not all GOF test result criteria meet the requirements, however, the measurement of the Full Model Diagram of Combined Research Stages/Iterations_15_Fit can be declared feasible. Feasibility is based on the opinions of experts, including by Latan who cited the opinion of Hair et.al.[7] that to assess the feasibility of a model, the implementation of 4-5 goodness of fit criteria is considered sufficient, if each criterion of goodness of fit is represented, namely absolute fit indices, incremental fit indices and parsimony fit indices.

Thus, the SEM model produced can be used to analyze and test the hypothesis proposed in this study. Thus, the analysis results of the Full Model Combined Research Stages/Iterations_15_Fit diagram can be used to explain the influence or relationship between latent variables, dimensions and indicators and to test the research hypothesis.

Validity Test

According to Igbaria et.al. in Wijanto, the standard factor loading (factor loading standard) is stated.) ≥ 0.5 is*very significant*, while Ghozali stated that the loading factors were significant and had standard loading factors.≥ 0.5 indicates the presence of a level*convergent validity*the good one.

[7] J.F. Hair et al., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM*, 2nd ed. (Thousand Oaks, CA: Sage Publications, 2017).

Results of Indicator Validity Testing in

Full Model_Fit (Standardized Regression Weight)

No.	Latent Variables (2stCFA)	Latent Variables (1stCFA)	Variables Manifest	*Std. Loading Factor*	Validity
1.	Organizational Intelligence	*Spreading truth and rights*	OZI1	0.651	Valid
			OZI2	0.681	Valid
			OZI3	< 0.5	Dropped
			OZI4	< 0.5	Dropped
		Freedom of enterprise	OZI5	0.995	Valid
			OZI6	< 0.5	Dropped
			OZI7	< 0.5	Dropped
		Liberated (empowered) teams,	OZI8	0.988	Valid
			OZI9	0.738	Valid
		Equality and diversity	OZI10	< 0.5	Dropped
			OZI11	< 0.5	Dropped
			OZI12	0.719	Valid
		Voluntary learning networks	OZI13	0.612	Valid
			OZI14	0.603	Valid
		Democratic self-rule	OZI15	0.712	Valid
			OZI16	< 0.5	Dropped
			OZI17	< 0.5	Dropped
		Limited corporate government	OZI18	0.669	Valid
			OZI19	0.737	Valid
			OZI20	0.734	Valid
2.	*Psychological Empowerment*	*Meaning*	PCE1	0.854	Valid
			PCE2	0.837	Valid
			PCE3	0.881	Valid
			PCE4	0.827	Valid
		Competence	PCE5	0.767	Valid
			PCE6	0.831	Valid
			PCE7	0.643	Valid
			PCE8	0.801	Valid
		Self Determination	PCE9	0.754	Valid

			PCE10	0.864	Valid
		Impact	PCE11	0.824	Valid
			PCE12	0.846	Valid
			PCE13	0.872	Valid
			PCE14	< 0.5	Dropped
3	*Workforce Agility*	*Proactive*	WFA1	< 0.5	Dropped
			WFA2	0.660	Valid
			WFA3	< 0.5	Dropped
			WFA4	< 0.5	Dropped
			WFA5	0.570	Valid
			WFA6	0.602	Valid
			WFA7	0.730	Valid
			WFA8	0.773	Valid
			WFA9	0.629	Valid
		Adaptability	WFA10	0.720	Valid
			WFA11	0.746	Valid
			WFA12	0.805	Valid
			WFA13	0.708	Valid
			WFA14	0.704	Valid
			WFA15	0.767	Valid
			WFA16	0.683	Valid
			WFA17	0.832	Valid
			WFA18	0.672	Valid
			WFA19	0.747	Valid
		Resilience	WFA20	0.783	Valid
			WFA21	0.837	Valid
			WFA22	0.836	Valid
			WFA23	0.811	Valid
			WFA24	0.815	Valid
			WFA25	0.596	Valid
			WFA26	0.556	Valid
			WFA27	< 0.5	Dropped
			WFA28	< 0.5	Dropped

Reliability Test

Construct Reliability (CR) and Variance Extract (VE) Test Results

Latent Variables (2stCFA)	Variables Manifest	*Std. Loading Factor* ($\lambda \geq 0.5$)	$\lambda 2$	Error =1-$\lambda 2$	CR=($\Sigma\lambda$)2(($\Sigma\lambda$)2 +ΣError); CR ≥ 0.7	VE=($\Sigma\lambda$2) (($\Sigma\lambda 2$)+ ΣError); VE ≥ 0.5	Validity
Organizational Intelligence	OZI1	0.651	0.424	0.576			Good
	OZI2	0.681	0.464	0.536			Good
	OZI5	0.995	0.990	0.010			Good
	OZI8	0.988	0.976	0.024			Good
	OZI9	0.738	0.545	0.455			Good
	OZI12	0.719	0.517	0.483			Good
	OZI13	0.612	0.375	0.625			Good
	OZI14	0.603	0.364	0.636			Good
	OZI15	0.712	0.507	0.493			Good
	OZI18	0.669	0.448	0.552			Good
	OZI19	0.737	0.543	0.457			Good
	OZI20	0.734	0.539	0.461			Good
	Σ	**8,839**	**6,690**	**5.310**	**0.936**	**0.557**	**Reliable**

Psychological Empowerment	PCE1	0.854	0.729	0.271			Good
	PCE2	0.837	0.701	0.299			Good
	PCE3	0.881	0.776	0.224			Good
	PCE4	0.827	0.684	0.316			Good
	PCE5	0.767	0.588	0.412			Good
	PCE6	0.831	0.691	0.309			Good
	PCE7	0.643	0.413	0.587			Good
	PCE8	0.801	0.642	0.358			Good
	PCE9	0.754	0.569	0.431			Good
	PCE10	0.864	0.746	0.254			Good
	PCE11	0.824	0.679	0.321			Good
	PCE12	0.846	0.716	0.284			Good
	PCE13	0.872	0.760	0.240			Good
	Σ	**10,601**	**8,694**	**4.306**	**0.963**	**0.669**	**Reliable**
Workforce Agility	WFA2	0.660	0.436	0.564			Good
	WFA5	0.570	0.325	0.675			Good
	WFA6	0.602	0.362	0.638			Good

	WFA7	0.730	0.533	0.467			Good
	WFA8	0.773	0.598	0.402			Good
	WFA9	0.629	0.396	0.604			Good
	WFA10	0.720	0.518	0.482			Good
	WFA11	0.746	0.557	0.443			Good
	WFA12	0.805	0.648	0.352			Good
	WFA13	0.708	0.501	0.499			Good
	WFA14	0.704	0.496	0.504			Good
	WFA15	0.767	0.588	0.412			Good
	WFA16	0.683	0.466	0.534			Good
	WFA17	0.832	0.692	0.308			Good
	WFA18	0.672	0.452	0.548			Good
	WFA19	0.747	0.558	0.442			Good
	WFA20	0.783	0.613	0.387			Good
	WFA21	0.837	0.701	0.299			Good
	WFA22	0.836	0.699	0.301			Good
	WFA23	0.811	0.658	0.342			Good

	WFA24	0.815	0.664	0.336			Good
	WFA25	0.596	0.355	0.645			Good
	WFA26	0.556	0.309	0.691			Good
	Σ	**16,582**	**12.124**	**10,876**	**0.962**	**0.527**	**Reliable**

From the results of the Construct Reliability and Variance Extract calculations above, it shows that Construct Reliability (CR)from all constructs and dimensions have met the recommended values (CR ≥ 0.7).As for Variance Extract (VE) most of the constructs and dimensions have also met the recommended values (VE ≥ 0.5). Thus, it can be concluded that all constructs and dimensions in the Ful Model_Fit have good reliability.

Hypothesis Testing

1. **Statistical Test (H1-H3)**

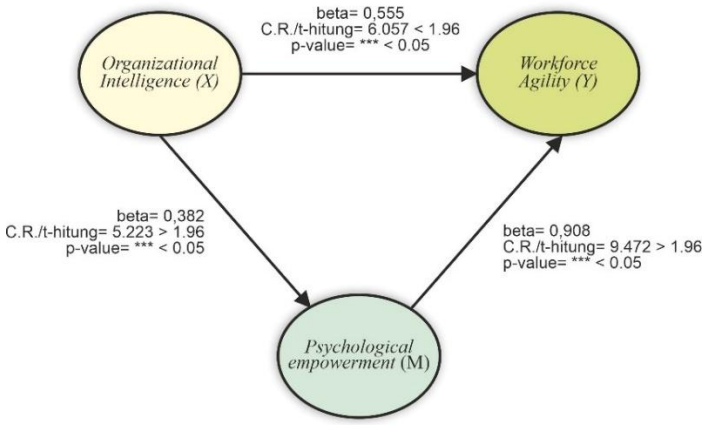
Statistical hypothesis testing was conducted on three partial hypotheses and one mediation (intervening). Hypothesis testing uses the Critical Ratio (CR) value.≥1.96 with a significance level of 0.05 (5%). If the CR value ≥ 1.96, then H1 is accepted, and H0 is rejected. Hypothesis testing is also carried out by testing the Significance Probability (Sig. P). If the Sig. P result ≤ 0.05, then H1 is accepted, and H0 is rejected. If the Sig. P value has a *** sign, then the hypothesis is significant at the 0.01 (1%) level.

The following are the CR or t-values for testing the hypothesis partially.

Regression Weights Full Model Gabungan Fit

			Estimate	S.E.	C.R.	P
Psychological_Empowerment	←	Organizational_Intelligence	.382	.073	5.223	***
Workforce_Agility	←	Organizational_Intelligence	.555	.092	6.057	***
Workforce_Agility	←	Psychological_Empowerment	.908	.096	9.472	***

Regression Weights Full Model Combined Fit can be seen in the following Figure, Hypothesis Testing with CR and or Sig.P. as follows:

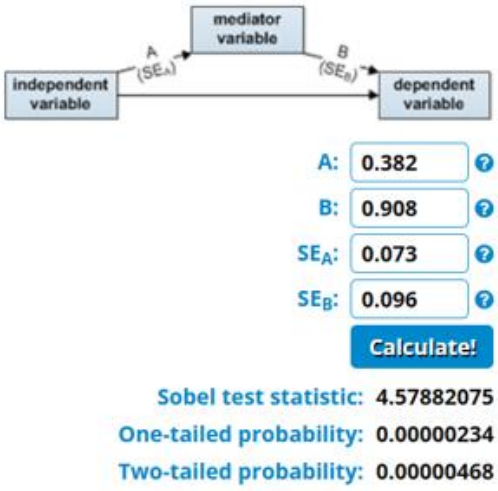


2. Sobel Test (H4)

To analyze the role of mediation, or intervening, the Sobel test formula is used. Sobel test formula. It is said to be a significant mediating variable if it passes the Sobel test using a significance level of 5% (0.05). The testing criteria are if the Sobel test statistic value produces a significance level of p <0.05, then the variable can be said to really have a role as a mediator.[8]

Furthermore, in this study, the Sobel test analysis was assisted by the Sobel Test Calculator for the Significance of Mediation program on the website: https://www.danielsoper.com/statcalc/calculator.aspx?id=31

[8] Imam Ghozali, *Aplikasi Analisis Multivariate dengan Program SPSS* (Semarang: Badan Penerbit Universitas Diponegoro, 2011).



Ket:
Independen Variable : Organizational Intelligence
Mediator Variable : Psychological Empowerment
Dependen variable : Workforce Agility
A : Arah Pengaruh Independen Variable terhadap Mediator Variable
B : Arah Pengaruh Mediator Variable terhadap Dependen Variable
SE : Standar Error

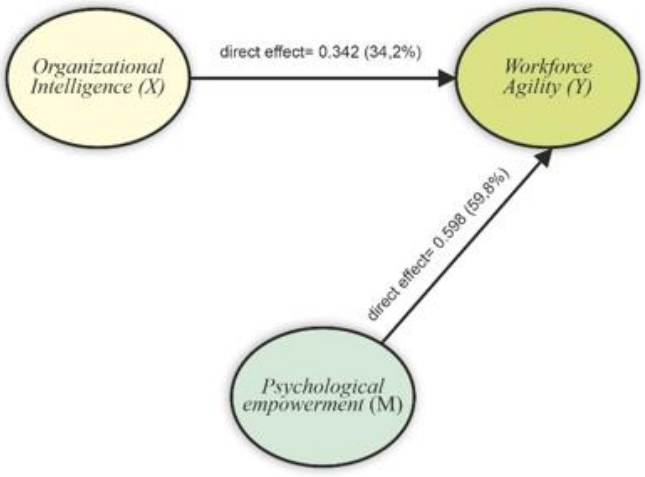
Analysis of Direct Effect and Indirect Effect.

1. **Influence Direct (Direct Effect)**

To find out the magnitude of the influence of one variable on another variable in the SEM model, either directly or indirectly, it can be seen from the Standardized Direct Effect and Standardized Indirect Effect. The standard regression coefficient of direct effect is shown in the following:

Pengaruh Langsung (*Standardized Direct Effect*)

	Organizational Intelligence	Psychological Empowerment	Workforce Agility
Psychological_Empowerment	.357	.000	.000
Workforce_Agility	.342	.598	.000



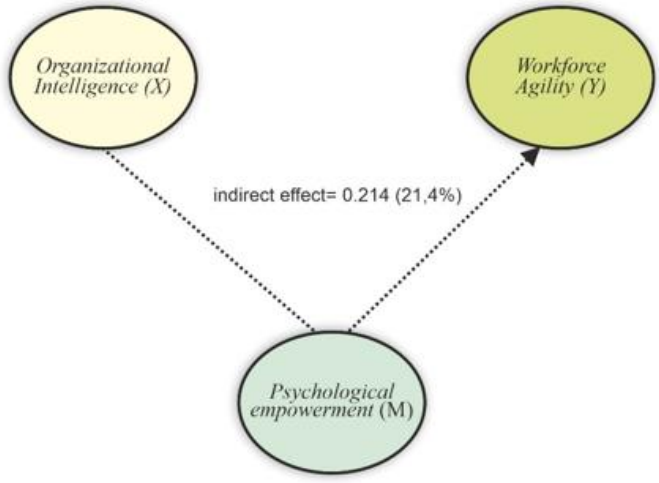
The direct influence of Psychological Empowerment is more dominant at 0.598 (59.8%) compared to the Organizational Intelligence variable on Workforce Agility which is only 0.342 (34.2%).

2. Indirect Effect.

The indirect effect coefficient is useful to find out whether the mediating variable plays an effective role in the SEM model structure. By comparing the magnitude of the indirect and direct effect coefficients, it will be known whether the mediating or intervening variables play a role as expected. The calculation results with AMOS 23.00 indirect effects can be seen as follows:

Pengaruh Tidak Langsung (*Indirect Effect*)

	Organizational Intelligence	Psychological Empowerment	Workforce Agility
Psychological_Empowerment	.000	.000	.000
Workforce_Agility	.214	.000	.000



The results of the indirect effect calculation show that the Organizational Intelligence variable has an indirect effect of 0.214 (21.4%) on the Workforce Agility variable through Psychological Empowerment.

DISCUSSION

According to Feldman and Khademian, psychological empowerment can influence individuals, organizations, and communities. The results of research in England found that psychological empowerment (dimensions of meaning, self-determination, and impact) influences physical and mental health, and has a major influence on job satisfaction.[9] Therefore, to overcome

[9] G. Spreitzer, "Giving Peace a Chance: Organizational Leadership, Empowerment, and Peace," *Journal of Organizational Behavior* 28, no. 8 (2007): 1077–95.

the impacts caused by staff powerlessness, leadership involvement is needed in empowering its staff.

The results of this study found that Organizational Intelligence on Psychological Empowerment. With a positive and significant influence. The results of this study support and are the same as previous studies conducted by several studies, including by Spreitzer[10] which stated that psychological empowerment is useful in improving performance, individuals become more effective in increasing productivity,[11] motivation to work more effectively.[12] From the description and results of the study above, it can be concluded that organizational intelligence has an effect on the psychological empowerment of employees of PT. X Medan.

Based on the opinion of Conger and Kanungo and Thomas and Velthouse in Singh, et al.[13] psychological empowerment is a concept of increasing individual motivation in the workplace through delegation of authority to the lowest level in an organization, so that competent decisions can be made. Increasing individual motivation that leads to competent decisions certainly makes psychological empowerment an important variable for the organization.

Meyerson and Kline[14] explain that psychological empowerment is related to how competent or capable people feel empowered in their work environment. Those who feel more competent about their abilities and are successfully empowered or have higher levels of psychological empowerment should; a). feel more satisfied with their work. b). Be more affectively committed to the organization. c). Have lower intentions to leave the organization. d). Show more positive performance.

From the description and several expert opinions, as well as previous research above, the results of this study support and confirm that Psychological Empowerment has a positive and significant influence on Workfoce Agility of PT. X Medan employees.

Some factors that play a role in the emergence of workforce agility are organizational factors. One effort that can be used to have more competitiveness is to develop the organizational intelligence capabilities of the organization. Organizational intelligence is the most important part of organizational development because it can increase competitive advantage in the form of increased performance within the organization. Improved organizational intelligence refers to the company's ability to manage the available brain power and concentrate on achieving its mission.

[10] Spreitzer.
[11] Spreitzer.
[12] Spreitzer.
[13] Singh, Kodwani, and Agrawal, "Role of Lifestyle Orientation and Perceived Organizational Functioning in Psychological Empowerment of IT Professionals."
[14] S.L. Meyerson and T. J. B. Kline, "Psychological and Environmental Empowerment: Antecedents and Consequences," *Leadership & Organization Development Journal* 29, no. 5 (2008).

Javad Hozoori et al., in his research found that there is a significant positive correlation between Organizational intelligence and workforce agility. All components of organizational intelligence (except strategic vision) have a significant positive relationship with workforce agility. The relationship between individual components of workforce agility (except interpersonal adaptability) and organizational intelligence is positive and significant.

From the description and several expert opinions, as well as previous research above, the research results support and confirm that there is a positive and significant influence between organizational intelligence and workplace agility.employees of PT. X Medan.

The results of this study confirm and support several previous studies and expert opinions, including research conducted by Mark Z which shows that organizational intelligence has a positive effect on workforce agility. In addition, Jime & Valle said that organizational intelligence can have an impact on new employee knowledge in the company to be able to change to become agile. Organizational intelligence is considered the axis of long-term sustainability. To ensure the sustainability of the organization and enable it to continue to grow, organizations need to improve organizational intelligence, because organizational intelligence is considered the axis to face environmental changes and business sustainability in the future.

Furthermore, in the business environment, long-term learning environment and dedicated workforce, organizational intelligence has played a vital role in managing sustainable organizations of excellence and superiority. Organizational intelligence is defined as the ability of an organization to learn, manage knowledge and apply it to effective decision making and adapt to changes in the business environment. Organizational intelligence refers to the capacity possessed within an organization such as the intelligence possessed by all members within the organization to be directed towards achieving its mission.

The importance of organizational intelligence is a solution because individual intelligence alone cannot be used to solve future problems. Organizational intelligence also influences the behavior of managers and employees on the other hand can affect organizational rules and resources.

From the description and several expert opinions, as well as previous studies above, the results of the study support and confirm that there is an influence of Organizational Intelligence on Workforce Agility with Psychological Empowerment as a mediating variable, especially on employees of PT. X Medan.

CONCLUSION

There is an influence of Organizational Intelligence on Psychological EmpowermentPT. X Medan employees, the conclusion is based on the large CR value (t-statistic) of 5.223 > 1.96 and or P-value of *** (0.000 < 0.05). There is an influence of Psychological Empowerment on Workforce AgilityPT. X Medan employees, the conclusion is based on the large CR value (t-statistic) of 9.472 > 1.96 and or P-value of *** (0.000 < 0.05). There is an influence of Organizational Intelligence on Workforce AgilityPT. X Medan employees, the conclusion is based on the large CR value (t-statistic) of 6.057 > 1.96 and or P-value of *** (0.000 < 0.05). There is an Influence of Organizational Intelligence on Workforce Agility with Psychological Empowerment as a Mediating variable onPT. X Medan employees, the conclusion is based on a mediation test with the Sobel Test, obtainedmarkP-value (Two-tailed) with Sobel Test of 0.000 < 0.05 (significant) and/or with Sobel Test Statistic value of 4.578 > 1.96.

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