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The Role of Gratitude at Work: Supervisory Support Strategies and Workplace Spirituality to Improve Workforce Agility

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Abstract

In a dynamic and uncertain world of work, the ability of the workforce to adapt and remain resilient is key to organizational success. This research explores the important role of supervisory support and workplace spirituality in promoting workforce agility, considering gratitude as a mediating factor. The study involved 350 retail employees in West Java, Indonesia. The results showed that workplace spirituality significantly increased workforce agility, while supervisory support did not show a significant direct effect. Furthermore, the mediating role of gratitude was only evident in the relationship between workplace spirituality and workforce agility. In addition, analysis of demographic data in this study also revealed that male employees tend to have higher levels of workforce agility compared to female employees. This study contributes to the literature on workforce agility and provides important implications for the development of organizational strategies in facing the challenges of rapid change in the modern era.

Keywords: supervisory support, workplace spirituality, workforce agility, gratitude

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Introduction

Organizations today operate in a highly unpredictable business environment and face intense competition from domestic and international companies (Paul et al., 2019). This results in the need for companies to be faster and more responsive in the face of possible changes, as well as requiring new technologies that can generate profits in their markets (Petermann & Zacher, 2020). The global and technological environment is rapidly becoming dynamic, ambiguous and complex (Park & Park, 2020). Advancements in technology and related digitalization are driving significant innovation in the retail industry as well (Mostaghel et al., 2022). With the rapidly changing retail landscape, employees have an increasingly important role to play in meeting the needs of demanding customers (Otterbring et al., 2023). It is important for organizations to develop employees who are able to work effectively in this changing context (Park & Park, 2020). Varshney and Varshney (2020) states that employees must be agile to adopt new ways in a fast, demanding and changing business environment. The idea of being agile in the face of uncertainty and unpredictable environments has been one of the most popular lately (Sherehiy & Karwowski, 2014; Baran & Woznyj, 2021).

Agility in the workforce, or better known as workforce agility, indicates that the workforce is able to adapt to sudden changes and is also able to take advantage of these changes (Chonko & Jones, 2005). Workforce agility has three dimensions (Sherehiy & Karwowski, 2014), including: (1) proactivity, which is a situation when a person initiates activities that have a positive effect on the changing environment (Griffin & Hesketh, 2003); (2) Adaptability refers to changing and modifying oneself or one's behavior to better fit the new environment (Griffin & Hesketh, 2003); And (3) resilience is an individual's ability to cope with a changing environment, even under stressful conditions, or experience failure (Sherehiy & Karwowski, 2014). Along with this, it is proven that workforce agility has a positive impact on individuals working in organizations (Zhang & Sharifi, 2000; Breu et al., 2002; Muduli & Pandya, 2018). However, despite the importance of workforce agility, little attention has been paid to it (Alavi & Wahab, 2013). As mentioned by Sherehiy et al. (2014), research on workforce agility is limited, as is the understanding of organizational characteristics that support agile employee performance. When discussing organizational practices to promote workforce agility, the existing literature mostly offers only untested suggestions (Sherehiy et al., 2014; Alavi et al., 2014; Muduli, 2009).

Of the various dimensions of workforce agility that have been mentioned, resilience in particular can be predicted by supervisory support (Kim et al., 2022). Rhoades and Eisenberger (2002) defined supervisory support as employees' assessment of the extent to which their supervisors value, recognize, and encourage their work and well-being. Park and Park (2019) argued that supervisory support is one of the antecedents of adaptive performance. Supervisory support can also encourage employees' proactive behavior (Wu & Parker, 2017). Supervisory support can increase employees' sense of competence and willingness to initiate future-focused change (Wu & Parker, 2014). When observed from previous research,

the overall picture shows that supervisory support (which is a form of management practice) is one of the driving factors in shaping workforce agility (Sherehiy & Karwowski, 2014; Munteanu et al., 2020; Petermann & Zacher, 2020). However, these studies have only focused on the relationship between supervisory support and specific indicators of workforce agility, such as adaptability, proactive behavior, and resilience (LaGree et al., 2021; Wu & Parker, 2017; Park & Park, 2019; Kim et al., 2022), as these indicators are easier to measure and identify in the research context. No research has been found that combines all of these dimensions in one variable (workforce agility) with supervisory support, so this needs to be researched empirically.

In addition to the role of supervisory support, workforce agility is also predicted by the work environment. Paul et al. (2019) and Soliman et al. (2021) state that workplace spirituality plays an important role in creating workforce agility. A work environment that is full of uncertainty encourages spiritual needs for employees. Therefore, further research is needed on spiritual factors in the work environment to improve employee performance, well-being and agility (Paul et al., 2019). Ahmadi et al. (2014) argue that spirituality in the workplace is not related to any particular religion or religious system, but is based on personal values rooted in a sense of connectedness, meaning, purpose, tolerance and open-mindedness (Laabs, 1995; Cavanagh, 1999; Harrington et al., 2001). While religious is a formally structured institutional belief system, its teachings and principles have a major influence on a person's morals (Petchsawang, 2017; Yousaf & Dogar, 2022). Workplace spirituality is defined as a multifaceted framework that encompasses the meaning of work, triggers the desire for self-improvement, and encourages collaboration (Dehler & Welsh, 2003; Milliman et al., 2003; Kinjerski & Skrypnik, 2006). Belwalkar et al. (2018), on the other hand, defines workplace spirituality as the experiences people have when searching for meaning in their work and the desire to connect with other human beings. So it can be concluded that workplace spirituality is described as something that relates to the experience of employees being enthusiastic and passionate about their work, finding meaning and purpose in their tasks, feeling able to express themselves fully at work, and feeling connected to their co-workers (Kinjerski & Skrypnik, 2004). Employees who are high in workplace spirituality are believed to have high levels of resilience (Dal Corso et al., 2020). Mariani et al. (2020) reported that workplace spirituality has a positive and significant relationship with organizational citizenship behaviour (OCB). This experience also positively influences innovative work behaviour (Akhtar et al., 2019), job satisfaction, organizational commitment, and job performance (Park et al., 2020; Rajper et al., 2020). Thus, (Soliman et al., 2021; Srivastava & Gupta, 2022) mention the potential role of mediating variables to help identify the underlying mechanisms and explain the relationship between workplace spirituality and workforce agility. Therefore, further exploration is needed for a deeper understanding.

Besides being influenced by organizational factors, workforce agility is also influenced by individual factors (Muduli, 2017). An individual factor that is thought to support workforce agility (especially resilience) is gratitude (Wiroko & Sugiharti, 2022).

Gratitude is easily found in Indonesian society (Jawentinus & Rostiana, 2022). Gratitude is a prominent construct within the positive psychology framework and has been conceptualized as both a trait and a state. In trait form, gratitude refers to a person's general tendency or personality to respond to life with a grateful attitude (McCullough et al., 2002). And in state form, gratitude refers to the temporary and situational experience of feelings of gratitude that arise in response to specific events or situations (Emmons & Mishra, 2011). In environments fraught with stress, rapid change, and uncertainty, Tong and Oh (2021) argue that gratitude plays a role in enabling adaptive responses as well as being a significant predictor of resilience (Gupta & Kumar, 2015; Jans-Beken et al., 2021). Related to this, the construct of gratitude, which is thought to have many benefits, has received less attention in the workplace (Cain et al., 2018). Research that specifically examines the relationship between gratitude and workforce agility does not seem to have covered the concept of workforce agility as a whole, only in relation to certain dimensions, such as resilience (Gupta & Kumar, 2015; Jans-Beken et al., 2021). This certainly opens up opportunities for further research leading to a deeper understanding of how gratitude can influence important aspects such as resilience and ultimately, workforce agility.

Based on the above description, this study is intended to prove the relationship between these variables by using social support theory (Shumaker & Brownell, 1984) as the basic theory to explain the relationship between supervisory support, workplace spirituality, and workforce agility. Another theory, psychological empowerment (Thomas & Velthouse, 1990) will be used to explain the role of gratitude as a mediator between supervisor support and workforce agility and also between workplace spirituality and workforce agility.

According to Matthews et al. (2010) social support in the context of work is defined as support to facilitate work and one of the sources of support comes from supervisors. This support can be in the form of material, emotional or information that is very useful for employees in doing their work. Xanthopoulou et al. (2009) revealed that employees use supervisory support to manage their personal resources and work behaviour. This statement is related to the theory of psychological empowerment (Thomas & Velthouse, 1990) which states that when employees feel strongly supported by their superiors, they tend to be more confident, feel competent, and feel empowered. This psychological state is an important factor in increasing workforce agility in dealing with workplace dynamics (Park & Park, 2019; Wu & Parker, 2017). In addition, the influence of supervisory support on workforce agility is assumed to be stronger when the support is accompanied by positive feelings such as gratitude. Employees who show gratitude allow themselves to work effectively (Bono & Sender, 2018) and their minds become more open, more optimistic, and better able to deal with stress with a more positive attitude (Fredrickson, 2001). In addition, cultivating grateful behaviour has also been shown to build resilience in the face of challenges (Jans-Beken et al., 2020). Supervisors also have an important role in increasing employee gratitude through the support provided, especially emotional support that can create positive feelings including gratitude. Based on the description above, two hypothesis can be proposed:

Hypothesis 1: Supervisory support has a positive relationship with workforce agility

Hypothesis 2: Gratitude mediates the role of supervisory support on workforce agility

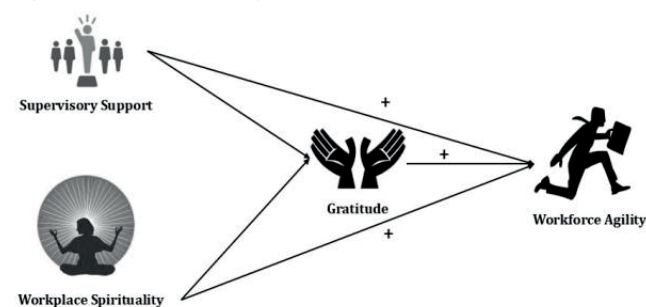
The relationship between workplace spirituality, gratitude and workforce agility will be explained using the person-environment (PE) fit theory (Parsons, 1909) and Self-Determination Theory (SDT) from Deci and Ryan (2000). According to Self-Determination Theory (SDT), people must fulfil their basic psychological needs of relatedness, competence and autonomy to have the intrinsic motivation needed to build positive work behaviours, including agility. The process of fulfilling these needs will be better if supported by the environment and the fit between the employee and the workplace atmosphere will create person-environment fit. A workplace with spirituality provides a positive environmental atmosphere that supports employees to find meaning, purpose and alignment in their work, so they have higher intrinsic motivation and engagement, which contributes to proactive, adaptable and resilient behaviours, which are key components of workforce agility (Milliman et al., 2003; Paul et al., 2019). When employees feel a good fit with their work environment, it is assumed that they will show their positive emotions such as gratitude and this strengthens the motivation to be better at adapting to change, being more resilient and agile in dealing with work issues. From this point of view, two hypothesis will be proposed:

Hypothesis 3: Workplace spirituality has a positive relationship with workforce agility

Hypothesis 4: Gratitude mediates the role of workplace spirituality on workforce agility

The relationship among all variables can be seen in research model design (figure 1)

Fig.1. Research Model Design



Methods

Participants and Procedure

The study involved 350 male and female participants aged between 17 - 55 years old who work for companies in the retail sector. The participants worked in the front office and back office and had positions at the store crew/administrator to supervisor level, with a minimum tenure of three months and a minimum high school education level. This study is a cross-sectional survey to determine the role of gratitude in mediating the relationship between supervisor support and workplace spirituality on workforce agility. The sampling technique is non probability sampling technique with convenience sampling

type. The survey process was conducted online through Google Forms. We assured the employees that the information they provided was confidential and would only be used for research purposes. This research was approved and supervised by the Human Related Research Ethics Committee of the Faculty of Psychology Unit, Universitas Tarumanagara (Project code: 295-TIM/KEPTM/3314/FPsi-UNTAR/X/2023). Of the 350 participants involved, 215 were male (61.6%) and 135 were female (38.4%). The average age of participants was 27.8 years, with the highest level of education dominated by high school, as many as 249 people (71%). The majority of participants worked in the shop department as many as 221 people (62.8%) and had permanent employee status as many as 226 people (64.2%). The detailed demographic data of the participants are described in the following table:

Tab. 1. Sociodemographic Characteristics of Participants

| Variables | | n | % |
|-----------------|---------------|-----|--------|
| Gender | Male | 215 | 61,43% |
| | Women | 135 | 38,57% |
| Age | 18-27 | 198 | 56,57% |
| | 28-37 | 117 | 33,43% |
| | 38-60 | 35 | 10,00% |
| Education | High School | 249 | 71,14% |
| | Diploma | 29 | 8,29% |
| | Undergraduate | 72 | 20,57% |
| Employee Status | Contract | 126 | 36,00% |
| | Permanent | 224 | 64,00% |
| Tenure (Year) | 0-5 | 187 | 53,43% |
| | 6-10 | 75 | 21,43% |
| | 11-15 | 57 | 16,29% |
| | 16-20 | 25 | 7,14% |
| | 21-25 | 6 | 1,71% |
| Section | Area (Store) | 220 | 62,86% |
| | Office | 130 | 37,14% |
| Position | Admin | 19 | 5,43% |
| | Crew | 107 | 30,57% |
| | Officer | 43 | 12,29% |
| | Staff | 136 | 38,86% |
| | Supervisor | 45 | 12,86% |

Note: N= 350.

Tab. 2. Convergent Reliability and Validity Assessment

| Construct | Items | Outer Loadings | Composite Reliability | Cronbach's Alpha | AVE |
|---------------------|---|----------------|-----------------------|------------------|-------|
| Supervisory Support | My supervisor pay attention to my opinions | 0.874 | 0.912 | 0.880 | 0.676 |
| | My supervisor cares about my needs | 0.835 | | | |
| | My supervisor notices my good qualities | 0.826 | | | |
| | My supervisor provides assistance (information/personnel/loans) when I raise difficulties | 0.747 | | | |
| | My supervisor is willing to help when I need help | 0.824 | | | |

Instruments

There are four measurement tools used to measure the role of supervisory support, workplace spirituality, workforce agility, and gratitude.

Supervisory Support. The measuring instrument used to measure supervisory support is the short version of the Survey of Perceived Supervisor Support (SPSS), which is an adaptation of the Survey of Perceived Organizational Support (SPOS) measuring instrument by replacing the word “company” with the word “supervisor” (Eisenberger et al., 1986). The number of items on this measuring instrument is eight. The scoring of this test tool uses a scale of 1 to 5 (1: disagree; 5: strongly agree). An example of an item on this measure is “My boss cares about my needs.” The supervisory support scale has passed the reliability test with a value of Cronbach's alpha of 0.811.

Workplace Spirituality. The measuring instrument used to measure workplace spirituality was developed by Milliman et al. (2003). The number of items on this measuring instrument is twenty-one. The scoring of this test tool uses a scale of 1 to 5 (1: disagree; 5: strongly agree). This measuring instrument has three dimensions, namely: (a) meaningful work, (b) sense of community, and (c) alignment of values. An example of a meaningful work dimension item is “My work energizes me.”; an example of a sense of community dimension item is “I feel part of a community.”; and an example of an alignment of values dimension item is “I have a positive view of the company's values.” The workplace spirituality scale has passed the reliability test, with Cronbach's alpha values for the meaningful work, sense of community, and alignment of values dimensions being 0.938, 0.926, and 0.953, respectively.

Workforce Agility. The measuring instrument used to measure workforce agility was developed by Alavi et al. (2014). The number of items on this measuring instrument is thirty-nine. The scoring of this test tool uses a scale of 1 to 5 (1: disagree; 5: strongly agree). This measuring instrument has three dimensions, namely: (a) proactivity, (b) adaptability, and (c) resilience. An example of a proactivity dimension item is “I try to find more effective ways to do my job.”; an example of an adaptability dimension item is “I easily adjust to new work procedures.”; and an example of a resilience dimension item is “I can work well when faced with a heavy workload or schedule.” The workforce agility scale has passed the reliability test, with Cronbach's alpha values for the proactivity, adaptability, and resilience dimensions being .936, .962, and .911, respectively.

Gratitude. The measuring instrument used to measure gratitude is the Gratitude at Work Scale (GAWS), developed by Cain et al. (2018). The number of items on this measuring

| Construct | Items | Outer Loadings | Composite Reliability | Cronbach's Alpha | AVE |
|---|---|----------------|-----------------------|------------------|-------|
| Workplace Spirituality | | | 0.976 | 0.974 | 0.663 |
| | I feel positive about the values of the organization | 0.855 | | | |
| | Organization is concerned about the poor | 0.715 | | | |
| | My organization cares about all its employee | 0.848 | | | |
| | Organization has a conscience | 0.853 | | | |
| | I feel connected with the organization's goals | 0.881 | | | |
| | Organization is concerned about health of employees | 0.825 | | | |
| | Feel connected with the mission of the organization | 0.831 | | | |
| | Organization cares about whether my spirit is energized | 0.859 | | | |
| | Experience joy in work | 0.798 | | | |
| | My spirit is energized by work | 0.811 | | | |
| | Work is connected to what I think is important in life | 0.811 | | | |
| | Look forward to coming to work | 0.837 | | | |
| | See a connection between work and social good | 0.808 | | | |
| | Understand what gives my work personal meaning | 0.831 | | | |
| | Working cooperatively with others is valued | 0.745 | | | |
| | I feel part of a community | 0.777 | | | |
| | Believe people support each other | 0.798 | | | |
| | Feel free to express opinions | 0.819 | | | |
| | I think employees are linked with a common purpose | 0.781 | | | |
| I believe employees genuinely care about each other | 0.768 | | | | |
| Feel there is a sense of being a part of a family | 0.834 | | | | |
| Gratitude | | | 0.956 | 0.949 | 0.685 |
| | How often are you grateful for your interactions with those you serve (e.g., your clients/customers/patients/students)? | 0.779 | | | |
| | How often are you grateful for your autonomy in your workplace? | 0.810 | | | |
| | How often are you grateful for your salary and benefits you receive? | 0.786 | | | |
| | How often are you grateful for your positive impact your job has on others? | 0.831 | | | |
| | How often are you grateful for your balance between your job and personal life? | 0.811 | | | |
| | How often are you grateful for your own accomplishments at work? | 0.861 | | | |
| | How often are you grateful for the atmosphere/climate of your work environment? | 0.845 | | | |
| | How often are you grateful for your ability to grow and learn from your job? | 0.870 | | | |
| How often are you grateful for the support you receive from your supervisor(s)? | 0.859 | | | | |
| How often are you grateful for the support you receive from your coworker(s)? | 0.821 | | | | |
| Workforce Agility | | | 0.975 | 0.973 | 0.558 |
| | I am able to predict the problems that might occur in my work. | 0.653 | | | |
| | I am trying to think 'outside the box' in order to solve problems. | 0.749 | | | |
| | I find new ways to obtain or utilise resources when resources are insufficient to do my job. | 0.770 | | | |
| | I am able to solve new and complex problems at work. | 0.775 | | | |
| | I address difficulties in my tasks before they become major problems. | 0.799 | | | |
| | I look for the opportunities to make improvements at work. | 0.800 | | | |
| | When I see something that I do not like, I am trying to fix it. | 0.763 | | | |
| | I am trying to find out more effective ways to perform my job. | 0.757 | | | |
| | I design new procedures or processes for my work area. | 0.696 | | | |
| | Adapt my behaviour to show respect for others' customs and values. | 0.749 | | | |
| | Adjust to working with teams that have different customs. | 0.815 | | | |
| | Work on multiple projects at the same time. | 0.756 | | | |
| | Adjust to new work procedures. | 0.796 | | | |
| | Have good relationships with people from different departments. | 0.758 | | | |
| | Change your way of doing things to suit co-workers who have different ways of performing a job. | 0.757 | | | |
| | Change my behaviour to work more effectively with other people. | 0.771 | | | |
| | Accept critical feedback. | 0.717 | | | |
| | Communicate well with people of different backgrounds. | 0.751 | | | |
| | Use new equipment at work. | 0.797 | | | |
| Keep up-to-date at work. | 0.798 | | | | |
| Use new work methods. | 0.862 | | | | |
| Perform new tasks at work. | 0.861 | | | | |

| Construct | Items | Outer Loadings | Composite Reliability | Cronbach's Alpha | AVE |
|-----------|---|----------------|-----------------------|------------------|-----|
| | Adjust to the requirements of new equipment. | 0.826 | | | |
| | When a difficult situation occurs, I react by trying to manage the problem. | 0.721 | | | |
| | I like to change old way of doing things. | 0.563 | | | |
| | I am able to perform my job without knowing the total picture. | 0.529 | | | |
| | I am tolerant to situations where things seems confusing. | 0.546 | | | |
| | I am able to work out what to do when work instructions are unclear. | 0.629 | | | |
| | I remain calm and composed when faced with difficult circumstances. | 0.758 | | | |
| | I am able to perform my job efficiently in difficult or stressful situations. | 0.762 | | | |
| | I am able to work well when faced with a demanding workload or schedule. | 0.730 | | | |

Note: AVE= Average Variance Extracted.

instrument is ten. The scoring of this test tool uses a scale of 1 to 5 (1: disagree; 5: strongly agree). An example of an item in this measuring instrument is “How often are you grateful for your own achievements at work?” The gratitude scale has passed the reliability test with a Cronbach’s alpha value of .949.

Data Analysis

The researcher conducted structural equation modelling (SEM) analysis on the data obtained. This analysis was conducted to test whether gratitude proved to mediate the relationship between supervisor support and workplace spirituality in terms of workforce agility. First, the researcher conducted a validity test with CFA to obtain factor scores, then continued with the model fit test in the study. After that, path analysis test was conducted on the research model to prove the mediating role of gratitude. Statistical calculations were carried out using SmartPLS software. The reference used in this case is the goodness of fit index criteria from Hair et al. (2019), including: p value > .05; RMSEA < .08; and SRMR < .08.

Results

Analysis of the research data begins with evaluating the relationship between the indicator variables and the latent variables. As well as the predicted relationships between the underlying constructs. Table 2 presents the results of

the convergent reliability and validity assessment of the measurement model constructs. Hair et al. (2019) state that these measurements consist of a loading factor > .70; composite reliability > .70; Cronbach alpha > .70 and AVE > .50. In the first calculation, there are several items from the supervisory support and workforce agility variables that have a loading factor value smaller than .70. So that these items are not included in the study. After eliminating these items, recalculation was carried out, finally the data obtained supported the three reported internal consistency measures, each construct exceeded the minimum required value, thus demonstrating sufficient convergent validity.

Table 3 shows the descriptive statistics of the variables, while table 4 presents the results of the discriminant validity test that assesses whether each variable is empirically distinct from one another (Hair et al., 2019). From the calculation results, all ratios are lower than the most conservative threshold of 0.85 (Henseler & Sarstedt, 2013). It can then be concluded that all indicators measure their respective constructs well, thus confirming the discriminant validity of the scale.

Tab. 4. Heterotrait Monotrait Ratio (n=350)

| | GRA | PSS | WFA | WS |
|-----|------|------|------|----|
| GRA | | | | |
| PSS | .595 | | | |
| WFA | .789 | .623 | | |
| WS | .751 | .725 | .793 | |

Note: GRA=Gratitude; PSS=Supervisory support; WFA=Workforce agility; WS=Workplace spirituality

Tab. 3. Descriptive Statistics, Correlation

| | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|----------------------------|--------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1. Gratitude | 40.73 | 6.57 | 1 | | | | | | | | |
| 2. Meaningful of Work | 23.67 | 4.54 | .690** | 1 | | | | | | | |
| 3. Sense of Community | 27.53 | 4.97 | .664** | .840** | 1 | | | | | | |
| 4. Align of Value | 31.10 | 6.12 | .699** | .839** | .865** | 1 | | | | | |
| 5. Proactivity | 42.69 | 7.14 | .706** | .708** | .703** | .765** | 1 | | | | |
| 6. Adaptability | 63.14 | 9.89 | .737** | .673** | .721** | .746** | .832** | 1 | | | |
| 7. Resilience | 41.25 | 9.05 | .548** | .486** | .511** | .544** | .677** | .660** | 1 | | |
| 8. Supervisory Support | 29.83 | 5.17 | .506** | .609** | .622** | .632** | .613** | .576** | .500** | 1 | |
| 9. Workforce Agility | 147.08 | 23.54 | .735** | .684** | .713** | .755** | .913** | .927** | .867** | .620** | 1 |
| 10. Workplace Spirituality | 82.31 | 14.84 | .722** | .934** | .949** | .959** | .768** | .756** | .545** | .656** | .760** |

Notes: N = 350; M = mean; SD = standard deviation; * p < .05, ** p < .01

Then we also performed the multicollinearity diagnostic procedure suggested by Kock (2015) in SmartPLS. This procedure assesses the variance inflation factors (VIF) for the indicators. According to Kock (2015), a *VIF* of 3.3 or lower indicates that the model is free from common method bias. Then Hair et al. (2019) state that a *VIF* value below 5 indicates that there is no multicollinearity between variables. The calculation results on the research model show that there is no *VIF* value that exceeds 2,752, this provides additional assurance that there is no general method bias in the data obtained.

After determining the reliability and validity of the construct, the structural model analysis is then carried out. Hypothesis testing between variables by looking at the *t* statistic or *p* value. If the calculated statistic is greater than 1.96 (*t* table) or the test *p* value is smaller than 0.05, then there is a significant influence between the variables. In addition, it is necessary to present the results as well as the 95% confidence interval of the estimated path coefficient parameters. Table 5 presents the results of hypothesis testing and structural model evaluation. As shown in Table 5, Supervisory support has a positive relationship with workforce agility but is not statistically significant, which certainly does not support Hypothesis 1. Then, workplace spirituality has a significant direct positive relationship with workforce agility, which supports Hypothesis 3. For the mediating role of gratitude on the two existing paths, only hypothesis 4 can be accepted, while hypothesis 2 is rejected. After confirming that gratitude can mediate the relationship between workplace spirituality and workforce agility, the level of the mediation role was also analysed by calculating the *upsilon v* value with the following conditions: .01 (low mediating effect), .075 (moderate mediating effect) and .175 (high mediating effect). In table 5, it can be seen that the *upsilon v* value of the mediating role of gratitude on the relationship between workplace spirituality and workforce agility is .072, which can be concluded that the mediating role is close to moderate.

The data processing results also show that the only demographic factor that significantly affects workforce agility is gender ($t = 3.783; p < .01$). Meanwhile, other demographic data (education, employee status, position level, and work location) are not proven to significantly affect workforce agility.

Discussion and conclusions

This study aims to determine the role of supervisory support and workplace spirituality on workforce agility by considering gratitude as a mediator. The findings are expected to contribute to understanding organizational actions that promote workforce agility and inform the development of relevant

programmes. In addition, this study contributes to the limited literature on spirituality and gratitude in the workplace, especially in the context of an agile workforce.

The results showed that the mediating role of gratitude in the relationship between supervisory support and workforce agility was not proven. Likewise, the direct relationship between supervisory support and workforce agility is weak and statistically insignificant. Although previous research has identified supervisory support as a driver of employee resilience (Kim et al., 2022), adaptive behaviour (Park & Park, 2019), and can increase proactive behaviour (Wu & Parker 2017) -these variables are key components of workforce agility-, however, this study did not find strong evidence to support this notion. One possible reason for the weak relationship between these variables lies in the nature of the participants' roles. Participants in this study were predominantly retail company employees working in the store area, where the work performed is independent service-related work. These roles often require making decisions immediately and in accordance with applicable procedures without involving superiors in resolving problems with customers. As such, employees may feel less direct support from their supervisors, which may reduce the importance of supervisor support in promoting agility in this context.

On the other hand, gratitude was found to mediate the relationship between workplace spirituality and workforce agility. The concept of 'gratitude' may seem somewhat inappropriate in the evaluation of work environments (Grant et al., 2019), yet gratitude at work can be an important buffer against burnout, depression, and depersonalization and is positively associated with work engagement and performance (Lanham et al., 2012). In the context of the workplace, gratitude arises when employees feel valued, supported and recognized by their colleagues and superiors. Workplace spirituality can foster gratitude as spiritual values such as meaning in work and a sense of community make employees feel more valued and respected. Gratitude, in turn, increases employees' self-efficacy and motivation. Grateful employees tend to be more positive, confident, and motivated to contribute effectively in their work. In addition, gratitude makes employees more proactive and adaptive, as they feel supported and valued, thus better prepared to face changes and new challenges. Therefore, it is important for management to create a work environment that supports workplace spirituality and fosters gratitude, so that an agile work environment can be created.

The conclusion of this study is that supervisory support has a positive but weak and insignificant relationship with workforce agility, while workplace spirituality has a positive, strong, and significant relationship with workforce agility. This study also found that gratitude can mediate the relationship between workplace spirituality and workforce agility but

Tab. 5. Structural Model Tests of Hypotheses

| | B | T Statistics | p-value | 95% C.I. | | Upsilon V | Hypothesis Supported (Y/N) |
|-------------------|------|--------------|---------|----------|-------|-----------|----------------------------|
| | | | | 2.5% | 97.5% | | |
| PSS -> WFA | .060 | 1.152 | .249 | -.040 | .162 | | N |
| PSS -> GRA -> WFA | .047 | 1.719 | .086 | -.001 | .106 | | N |
| WS -> WFA | .435 | 5.710 | < .001 | .276 | .574 | | Y |
| WS -> GRA -> WFA | .268 | 5.562 | < .001 | .182 | .373 | .072 | Y |

cannot mediate the relationship between supervisory support and workforce agility. The benefit of the results of this study is the increase in literature that discusses workforce agility, especially in the fields of industry and organizations. Henceforth, it can be used as an urgency for further research as well as an intervention program with the aim of increasing workforce agility in industry and organizations.

Every study has its own limitations, and this study is no different. The limitations of this study relate to the constraints in controlling the completion of the questionnaire by respondents. Due to the large number of items in the questionnaire, it may cause respondents to become bored and therefore less thorough in answering questions, or even ignore some questions entirely. Furthermore, this may have increased the risk of misinterpretation or inappropriate interpretation of the questions in the questionnaire, or the potential for bias. This study has also not been able to prove a significant relationship between the role of supervisor support and workforce agility. Therefore, further research is needed to explore the relationship between these variables across industries using other mediators such as psychological empowerment (Paul et al., 2019) or career adaptability. In addition, there is very little research on workplace spirituality and gratitude in the workplace (Cain et al., 2018; Saeed et al., 2022), so references are limited. It is recommended to consider other important aspects in future research on workforce agility in retail companies. Among them are employee adaptability to operational changes and customer needs, training and skills development to prepare employees for dynamic work demands, and solid teamwork to support a culture of collaboration. It is also recommended to link performance as part of the analysis so as to further deepen the understanding of workforce agility holistically. Furthermore, many new studies on workplace spirituality and gratitude in the industrial field are also needed to enrich the references and deepen the understanding of their impact on workforce agility.

Ethical Approval

This study's protocol was designed in concordance with ethical requirements specific to the Faculty of Psychology, University of Tarumanagara (No: 295-TIM/KEPTM/3314/FPsi-UNTAR/X/2023), before beginning the study. All participants voluntarily participated in the study and gave written informed consent regarding ethical conduct in scientific research.

Data Availability Statement

Data Availability Statement (DAS). The datasets generated during and/or analysed during the current study are available from the corresponding author on reasonable request.

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Conflict of Interests

The authors declare no financial interests/personal relationships, which may be considered as potential competing interests.

Author Contributions

Rostiana: Conceptualization, study design, literature review, data analysis. Selly Qoriana Rizki: Paper writing, data collection, data analysis.

Supplementary material

“Not applicable, please”.

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