

The Role of Learning Agility in Performance Improvement

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ABSTRACT

Using a Systematic Literature Review (SLR) methodology, this study attempts to investigate how Learning Agility might enhance both individual and organisational performance. Learning Agility is defined as the ability to learn from experience and apply that learning to new situations. This research reviews related literature from various sources to identify the main dimensions of Learning Agility and its relationship with performance improvement, both at the individual and organizational levels. The results show that Learning Agility contributes significantly to performance improvement. The findings also underline the importance of developing Learning Agility with various programs within the organization.

Keywords: Individual Performance, Learning Agility, Organisational Development, Performance Improvement, Systematic Literature Review.



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INTRODUCTION

Technological advances caused by globalization and reform are changing the labor market and production procedures. This greatly affects the world of work which has a significant impact on the work methods carried out in an organization. Therefore, companies strive to prepare the quality of human resources to become more resilient and able to work with new methods, have great expertise and satisfactory work quality (Zaelani, 2019).

The world of work is currently undergoing rapid transformation. Technological disruption, globalization, and changing demographics have shaped a dynamic and complex work environment. These changes not only affect the types of jobs available, but also the way employees work. A number of trends have begun to emerge in the world of work such as the implementation of digitalization, artificial intelligence, and increasingly dominant remote working models. The need for seamless, convenient and secure access to technology is essential to support employee productivity, especially in this day and age (Perdiyanti & Faeni, 2021).

The challenges of employees in the world of work are now not only limited to completing work well, but must be able to keep up with every development that occurs. A highly competitive work environment also contributes to putting pressure on employees. Aside from the work environment,

the imbalance between work and personal life is a problem that often arises in the world of work (Rachman, Patutie, Darmini, Hasan, & Hinta, 2024).

This can lead to stress, burnout and decreased productivity. It is not uncommon for employees to choose to quit their jobs because of the lack of ability possessed by employees. Employee work ability can usually be assessed from the aspects of quality, quantity, and timeliness in completing tasks (Siswati & Wardani, 2025).

However, another aspect that is equally important to consider is adaptability. Employees in the world of work are now required to be able to adapt to working conditions that are easy to change. Change will always occur and it is very difficult to predict its occurrence (Widodo et al., 2024). However, another aspect that is equally important to consider is adaptability. Employees in the world of work are now required to be able to adapt to working conditions that are easy to change. Change will always occur and it is very difficult to predict its occurrence (Merina, IP, & Dev, 2024).

In terms of performance, Learning Agility is a factor that affects employee performance from the element of human psychology with another factor, namely locus of control. While factors that come from within, namely self-efficacy (Khildani & Lestariningsih, 2021). *Learning Agility serves as the most accurate indicator of a person's future performance.* (Karre, Hammer, & Ramsauer, 2019).

Learning Agility refers to the capacity to learn that hinges on one's flexibility and readiness to confront unfamiliar situations, and it serves as an indicator of how well an individual may perform in new assignments..(Gravett, 2016). Learning Agility refers to a person's capability to draw lessons from their experiences and utilize that knowledge in unfamiliar scenarios they have not encountered before. This idea is crucial in shaping genuine leadership, as it enables individuals to adjust to shifts in their surroundings and tackle unforeseen obstacles. (Yadav & Dixit, 2017).

According to (De Meuse & Harvey, 2022) The ability to learn from experience and use that knowledge in novel or untested circumstances is known as learning agility. This idea is regarded as one of the key components of leadership development since it shows how adaptable a person is to changing circumstances and unforeseen obstacles. Learning Agility refers to people who possess a strong desire to keep acquiring knowledge through pursuing new challenges, proactively soliciting input from others for enhancement, and frequently engaging in self-reflection and assessment of their experiences to draw actionable insights (Suhendra et al., 2024).

The ability to draw the most lessons from every experience and then put them to use is what sets apart those with learning agility. Learning agility is what makes a profession successful. (Hallenbeck, 2016). The four elements of learning agility are as follows: 1. People agility, which measures how well an individual knows themselves, learns from their experiences, treats others in a positive way, and can withstand change; 2. Results agility: the degree to which a person inspires others, generates trust in others, and produces results under trying circumstances; 3). Mental adaptability: the degree to which a person can address a challenge through creative approaches and feel at ease with complex scenarios, ambiguity, and expressing their ideas to others. 4). Change agility: the degree to which individuals are curious, passionate about ideas and engage in development activities (DeRue, Ashford, & Myers, 2012).

Meanwhile, according to (Mitchinson, 2014) There are five aspects of Learning Agility which include: 1). Innovating: not afraid to challenge the status quo; 2) Performing: Staying calm in the face of adversity; 3) Reflecting: Taking time to reflect on experiences; 4) Risking: Deliberately placing oneself in difficult circumstances for the purpose of growth; 5) Defending: Maintaining a willingness to learn and refraining from being defensive when confronted with criticism or hardship.

METHODS

This research uses the Systematic Literature Review (SLR) method to identify the relevance of Learning Agility on employees. The SLR method involves reviewing a predetermined number of research articles through a process of identifying, evaluating, and interpreting findings from various studies in order to answer the research objectives. By integrating empirical findings from multiple perspectives, literature review has the ability to provide answers to research questions with an approach that other methods do not have (Snyder, 2019).

The article search process was conducted in February 2025 using Scholar Google with the keywords "Learning Agility" and "Performance" randomly. Articles found were then analyzed based on the inclusion criteria. The inclusion criteria included participants who were employees, the use of quantitative or qualitative research methods, and the year of publication within the last 10 years, namely between 2014 and 2024. From this search process, a total of 12 articles were identified for systematic literature review.

RESULTS AND DISCUSSION

Qualified and skilled human resources are important assets for organizations. For this reason, human resource management is needed to overcome the challenges that exist. One way that can be done is to provide training programs that are in accordance with company standards (Rusdiana, 2022).

The steps to achieve this require support, one of which is Learning Agility. Learning Agility plays an important role, especially in influencing performance. Learning Agility itself is the willingness of individual learners to add insights, ask for advice or provide input, and implement actions from the knowledge and experience they have according to their knowledge and experience (Mulyadi, Suhariadi, & Sulistyawati, 2021).

Performance describes the output, both in terms of quantity and quality, that an employee achieves while performing his or her duties in line with the assigned obligations. (Pramudya, Purnama, Andarbeni, Nurjayanti, & Anshori, 2023). Performance is the result achieved by the individual in fulfilling the tasks attached to it (Putri & Dwiyani, 2022). Employee performance is a core goal for every organization (Ananda & Dewi, 2024).

According to earlier research, learning agility has an impact on performance. Some of these studies are presented in the following table. According to

Table 1. Literature Data According to

No	Title (Author, Year)	Respondents	Research Results
1.	The Mediating Role of Learning Agility on the Relationship between Work Engagement and Learning Culture (Saputra, Abdinagoro, & Kuncoro, 2018)	67 respondents, consisting of senior managers and directors.	Learning Agility has a positive and significant effect on performance engagement According to
2.	Mengukur Learning Agility, Person Organization-Fit Dan Kinerja Pengelola Destinasi Wisata Pulau Madura (Febrianti & Winarta, 2024)	Tourist destination managers in some of Madura's coastal tourist areas	The higher the learning agility, the higher the performance of the tourist destination manager According to
3.	Pengaruh Pelatihan Dan Learning Agility Terhadap Kinerja Karyawan di PT	105 employees of PT Excelitas Technologis Batam.	Learning agility has a positive and significant effect on employee performance

Excelitas Technologies Batam (Aprilia & Hidayat, 2024)			
4.	Relevansi Learning Agility Karyawan di Dunia Kerja: Tinjauan Literatur (Handayani, Supartha, Rahyuda, & Surya, 2025)	15 articles that met the inclusion criteria.	Learning Agility has a number of associations with several variables, namely innovative behavior, turnover, job performance, self-management, and employee motivation
5.	Analysis Of Learning Agility In The Performance Of Achievement Teachers In Yogyakarta (Santoso & Yuzarion, 2021)	Achievement teachers at SMU Negeri 8 Yogyakarta.	Achievement teachers have high Learning Agility showing maximum performance
6	Pengaruh Efikasi Diri dan Lokus Kendali terhadap Kinerja Karyawan Melalui Learning Agility (Khildani & Lestariningsih, 2021)	32 respondents of PT Bank Pan Indonesia - Tanjung Perak Surabaya branch.	Self-efficacy directly or through Learning Agility has a positive and significant effect on employee performance
7.	Pengaruh Learning Agility Terhadap Kinerja Karyawan Pada Otoritas Jasa Keuangan Regional 6 Sulawesi Maluku Dan Papua (Salsabila & Megawaty, 2023)	40 respondents who are organic employees at the OJK Regional 6 Sulampua office.	People agility, results agility, mental agility, and change agility all have a positive and significant effect on employee performance
8.	Learning Agility Pada Karyawan Generasi Milenial di Jakarta (Jatmika & Puspitasari, 2019b)	136 permanent employees of the millennial generation aged 18-37 years.	The ability to learn quickly among millennial employees ranks at a high level.
9.	The Impact of Learning Agility and the Work Environment during Work from Home (WFH) On Teacher Performance (Wahjusaputri & Fadilah, 2022)	56 teachers at SDN Cikeas, Bogor.	Learning Nimbleness features a critical impact on instructor execution,
10.	The Impact of Job Satisfaction, Learning Agility, and Resilience on Performance During the COVID-19 Pandemic Impact on Job Pressure as a Mediation Factor in the Sales Division of Pt. Bungasari Flour Mills Indonesia (Rahardi, Nurbaiti, & Fauzi, 2022)	40 workers in the Sales Division of PT Bungasari Flour Mills Indonesia	Resilience, learning agility, and job happiness have no indirect effects on performance.
11.	Organizational Learning Culture and Firm Performance: The Mediating Role of Learning Agility (Tripathi, 2024)	313 employees working in hardware services firms in the Indian IT sector	Learning Agility plays a mediating role, which means it partially explains the effect of OLCu or organizational learning culture on firm performance.
12.	Performance Impacts of Supply Chain Integration, Learning, and Agility (Khan & Wisner, 2019)	257 publicly owned companies in Pakistan	Supply chain integration was shown to exert a minimal effect on business performance and supply chain learning agility.

Internal learning demonstrated a significant presence. insignificant impact on supply chain Learning Agility, but had a significant direct impact on firm performance.

Within the thinks about in table 1, all ponders within the frame of investigate articles say the part of Learning Dexterity in execution. Of the twelve research articles, eleven results of Learning Agility have a positive effect on performance. The details are as follows for individuals in this case employees or managers (Saputra et al., 2018), (Aprilia & Hidayat, 2024), (Khildani & Lestariningsih, 2021), (Salsabila & Megawaty, 2023), (Jatmika & Puspitasari, 2019a), In the study According to (Rahardi et al., 2022) revealed no indirect effect of job satisfaction, Learning Agility and resilience on performance through job stress. Meanwhile, for teachers (Santoso & Yuzarion, 2021) and managers (Febrianti & Winarta, 2024), (Wahjusaputri & Fadilah, 2022). In the research in the table, Learning Agility is also able to contribute to organizational performance (Khan & Wisner, 2019).

This description explains the use of Learning Agility is not only limited to the corporate or private sector, whether engaged in food and technology or others. In the education sector, Learning Agility is able to contribute to performance, especially teachers from elementary to high school level. Learning Agility is also able to contribute more broadly, namely the organization in this case the company.

CONCLUSION

Based on the results of research using the Systematic Literature Review (SLR) method, it can be concluded that Learning Agility contributes significantly to enhancing both personal and organizational effectiveness. Productivity, inventiveness, and work efficiency have all been shown to be significantly impacted by the capacity to learn from experience, adjust to change, and apply learning in novel contexts. The components of learning agility, including creativity, introspection, risk-taking, and flexibility, are essential for navigating a changing workplace.

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