

The Influence of Organizational Transformation and Adaptive Leadership on Workforce Agility and its Impact on Organizational Performance Case Study: PT. Telkom Akses Area Palembang

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ABSTRACT

This study looks into how workforce agility is impacted by organisational change and adaptive leadership, and how that impacts organisational performance at PT. Telkom Akses Area Palembang. This study employed a quantitative methodology and collected data from 165 employees. The analysis method employed is Partial Least Squares-Structural Equation Modelling (PLS-SEM) with SmartPLS.

The findings indicate that workforce agility and organisational performance are positively and significantly impacted by organisational transformation. While organisational performance is positively and significantly impacted by adaptive leadership, worker agility is positively but marginally affected. Additionally, workforce adaptability significantly and favourably impacts organisational performance. Workforce agility partially mediates the association between organisational change and performance, according to mediation research, but it does not mediate the relationship between adaptive leadership and performance.

These results demonstrate that while adaptive leadership plays a more significant direct impact, organisational change accompanied by workforce agility is more effective in increasing organisational performance. This research advances insights on dynamic capability and organisational change, especially in the telecommunications industry.

INTRODUCTION

Organisations must adapt quickly and continuously to remain competitive in the increasingly dynamic, complex, and unpredictable (VUCA) business environment. Under these conditions, organisations must undertake a complete transformation that includes changes to organisational culture, systems, business practices, and structure; they are no longer sufficient to rely solely on strategy alterations. Organisational change should ultimately lead to improved performance, which is evaluated in terms of creativity, customer satisfaction, internal process efficacy, and adaptability in addition to monetary considerations.

Human resources have a crucial role in determining success during the transformation process. A crucial skill for contemporary businesses is workforce agility, which measures workers' capacity to respond swiftly, adaptably, and proactively to change. Organisations may adjust to external dynamics and maintain performance improvement with an agile workforce. However, adaptive leadership also contributes significantly to the success of transformation by creating an environment at work that encourages learning, teamwork, and creativity while also preparing staff for change.

The "5 Bold Moves" concept has transformed PT Telkom Indonesia, a state-owned enterprise (SOE) in the telecom sector, and its subsidiaries, including PT Telkom Akses, have also adopted it. PT Telkom Akses Area Palembang faces a number of challenges in its implementation, such as staff resistance to change, inadequate training and socialisation with new systems, job ambiguity brought on by structural changes, and inadequate application of adaptive leadership techniques. These circumstances point to a disconnect between strategic transformation planning and operational execution.

These problems imply that the workforce's readiness and adaptability to change are just as important to the success of transformation as formal rules and structural adjustments. Consequently, the relationship between organisational change and adaptive leadership on organisational performance is thought to be mediated by worker agility. In addition to serving as a mediating variable, workforce agility also results from successful leadership and change implementation strategies.

While organisational performance is assumed to be conceptually impacted by adaptive leadership and organisational transformation, previous research shows that these relationships are often influenced by internal organisational factors and are not always consistent. Additionally, research integrating organisational performance, workforce agility, adaptive leadership, and organisational change into a cohesive model is currently lacking, particularly with regard to state-owned telecom firms.

Given the foregoing context, the purpose of this study is to investigate experimentally how organisational transformation and adaptive leadership affect workforce agility and how that affects organisational performance at PT Telkom Akses Area Palembang.

LITERATURE REVIEW

Grand Theory

Organisational Change Theory is the primary grand theory that underpins this study and discusses the significance of organisational change in enhancing performance. According to this theory, organisations must make intentional adjustments in order to adjust to the dynamics of their internal and external environments. Leadership positions and human resources' adaptability to change have a significant impact on organisational change success.

Organizational Change Theory

According to organisational change theory, organisations need to make deliberate, ongoing adjustments in order to thrive in a changing environment. This theory is predicated on the idea that change is an inevitable aspect of organisational existence, whether it is brought about by internal organisational reasons or external ones like rivalry and technology improvements (Burnes, 2017). Lewin (1951) introduced one of the first models of Organisational Change Theory using a three-stage model: unfreezing, changing, and refreezing.

Dynamic Capability Theory

Teece, Pisano, and Shuen (1997) developed Dynamic Capability Theory as an expansion of the Resource-Based View (RBV). It highlights that an organization's ability to continuously renew and reconfigure its resources is just as important to its competitive advantage and success as having uncommon, valuable, and unique resources. This idea emphasises the significance of integrating, developing, and reconfiguring both internal and external competences in the face of a quickly changing and unpredictable environment.

Resource-Based View (RBV)

One of the key theories in strategic management is the Resource-Based View (RBV), which explains how an organization's internal resources, which it owns and manages, determine its competitive advantage and performance. According to this idea, only resources that satisfy the requirements of being valuable, rare, unique, and non-substitutable (VRIN) may offer long-term competitive advantage (Barney, 1991).

RESEARCH METHODOLOGY

This study is considered applied research since PT Telkom Akses Area Palembang is anticipated to use the findings directly to strengthen workforce agility, establish adaptive leadership, and improve organisational transformation effectiveness in order to improve organisational performance.

The goal of this research is to examine how organisational transformation and adaptive leadership affect workforce agility and how that affects organisational performance both directly and indirectly (via mediation relationships).

RESULTS AND DISCUSSION

Normality Test

As a first demonstration of the data distribution, a normality test was performed to ascertain whether the regression residuals were normally

distributed. The Kolmogorov-Smirnov test and the Normal P-P Plot of Standardised Residuals were utilised in this study's normality test.

If the Kolmogorov-Smirnov significance value is greater than 0.05 and the Normal P-P Plot produced by the regression analysis in SPSS satisfies the, the data are deemed normally distributed:

The residuals are regarded as normally distributed if the data points are dispersed and follow the diagonal line.

The residuals are not normal if the points exhibit significant deviation and a particular pattern.

X1 and X2 Regression Against Y1

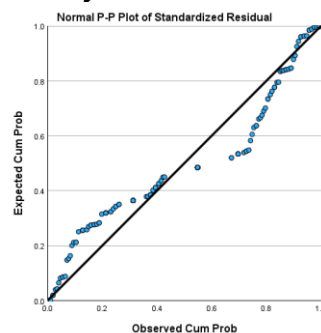
The Organisational Transformation variable (X1) and Adaptive Leadership variable (X2) are tested for normalcy against the Workforce Agility variable (Y1) as follows:

Table 4.14 Kolmogorov-Smirnov Normality Test for X1 and X2 Against Y1

Unstandardized Residual	
N	165
Statistik	0,191
Asymp. Sig. (2-tailed)	< 0,01

Source: SPSS Processed Results, 2026

Figure 4.4 Normality Test of X1 and X2 Against Y1



Source: SPSS Processed Results, 2026

The results of the Kolmogorov-Smirnov test for normality showed that the data are not statistically regularly distributed, with a significance value of 0.000 (<0.05). The Kolmogorov-Smirnov test typically rejects normalcy for medium-to-large sample sizes, even with small variations. The Normal P-P Plot of Standardised Residuals above shows that the data points largely follow a diagonal line, despite a few small deviations. The residuals therefore resemble a normal distribution.

Additionally, as this study employed the Partial Least Squares-Structural Equation Modelling (PLS-SEM) approach using SmartPLS, the viability of the research model is unaffected by data normality violations.

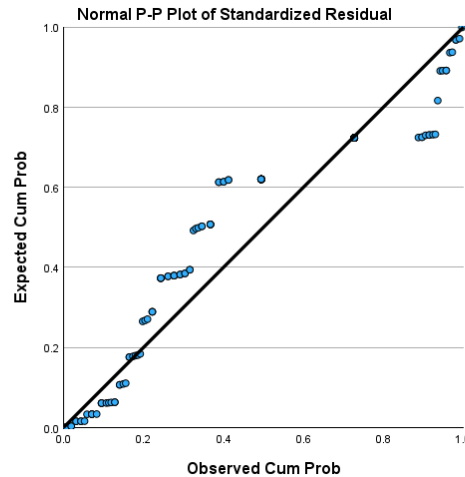
Regression of Y1 Against Y2 The Workforce Agility variable (Y1) is compared to the Organisational Performance variable (Y2) using the following normalcy test:

Table 4.15 Kolmogorov-Smirnov Normality Test for Y1 Against Y2

Unstandardized Residual	
N	165
Statistik	0,23
Asymp. Sig. (2-tailed)	< 0,01

Source: Processed Data from SPSS 2026

Figure 4.5 Normality Test of Y1 Against Y2



Source: Processed Data from SPSS 2026

The Kolmogorov-Smirnov normality test yielded a significance value of 0.000 (<0.05), which indicates that the data are not statistically regularly distributed. Despite slight variations, the Kolmogorov-Smirnov test tends to reject normality at medium to large sample sizes. However, according to the Normal P-P Plot of Standardised Residuals above, the data points mostly follow a diagonal line, with a few minor deviations. No extreme patterns, such as sharp curves (S-shapes), are apparent. Thus, the residuals can be said to be close to a normal distribution. Furthermore, because this study used PLS-SEM, the assumption of normality was not a primary requirement.

Multicollinearity Test

A multicollinearity test was conducted to determine whether the independent variables in the regression model—workforce agility and organisational transformation—have a significant connection. The Tolerance and Variance Inflation Factor (VIF) values were analysed to check for multicollinearity. Regression models that have a tolerance value more than 0.10 and a VIF value less than 10 are considered to be free of multicollinearity.

Regression of X1, X2 Against Y1

Table 4.16 Multicollinearity Test of X1, X2 Against Y1

Variabel	Tolerance	VIF
Organizational Transformation	0.309	3.241
Adaptive Leadership	0.309	3.241

Source: Processed Data from SPSS 2026

The tolerance value for the variables Organisational Transformation (X1) and Adaptive Leadership (X2) is 0.309, which is higher than 0.10, according to the preceding table. The variables Organisational Transformation (X1) and Adaptive Leadership (X2) have VIF values of 3.241 <10.00. Consequently, it may be inferred that the regression model does not exhibit multicollinearity symptoms based on the multicollinearity test's decision-making premise.

Regression of Y1 Against Y2

Table 4.17 Multicollinearity Test for Y1 Against Y2

Variabel	Tolerance	VIF
Workforce Agility	1.000	1.000

Source: Processed Data from SPSS 2026

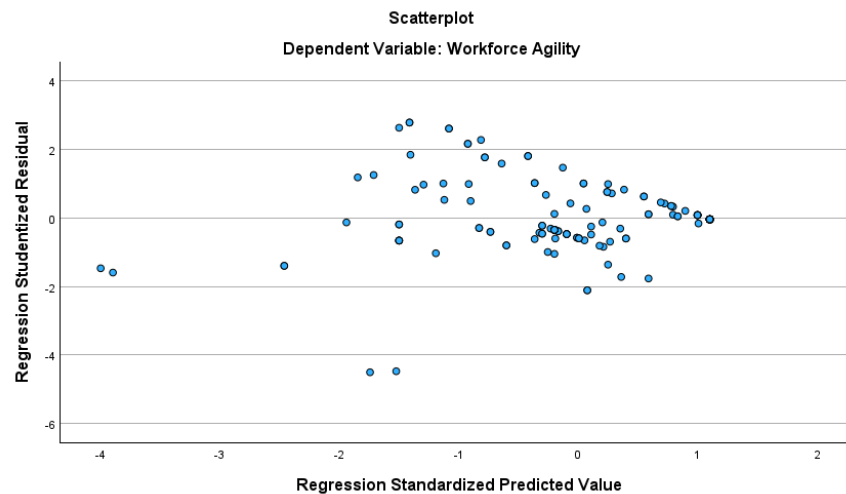
According to the preceding table, the Workforce Agility (Y1) variable's tolerance value is 1.000, which is higher than 0.10. In contrast, the Workforce Agility (Y1) variable has a VIF value of 1.000 < 10.00. Thus, it may be inferred from the multicollinearity test's decision-making premise that the regression model does not exhibit multicollinearity symptoms.

Heteroscedasticity Test

To find out if the residual variances in the regression model are unequal, the heteroscedasticity test is used. In this study, a scatterplot between ZPRED and ZRESID in SPSS was used to perform the test.

X1 and X2 Regression Against Y1

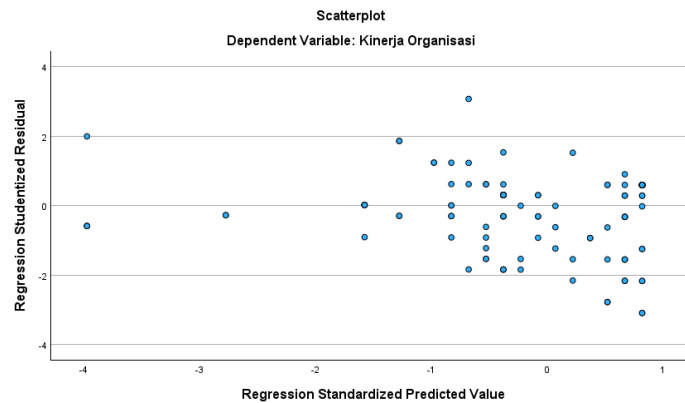
Figure 4.6 Heteroscedasticity Test of X1 and X2 Against Y1



Source: Processed Data from SPSS 2026

The graph above makes it evident that the variables utilised do not exhibit heteroscedasticity because the points on the Y-axis exhibit an ambiguous pattern and are arbitrarily distributed above and below zero. From Y1 to Y2, regression.

Figure 4.7 Test of Heteroscedasticity of Y1 Against Y2



Source: Processed Data from SPSS 2026

The graph above suggests that the variables used do not show heteroscedasticity because the points on the Y-axis are arbitrarily distributed above and below zero and show an ambiguous pattern. This test, which was done as a supporting analysis, is not necessary when using the PLS-SEM technique. Conclusion: Evaluation of Conventional Assumptions

Classical assumption tests were nonetheless carried out in a restricted way using SPSS software as a supporting analysis, even though the study's principal analysis used PLS-SEM with SmartPLS, which does not require them. This test does not serve as a foundation for evaluating the applicability of the PLS-SEM model; rather, it attempts to give a first overview of the data features. Consequently, the primary analysis is unaffected by the outcomes of the classical assumption test.

Finding Latent Factors

Latent variables are constructs that cannot be measured directly and are represented through several indicators. In this study, the latent variables used are:

- Organizational Transformation (X_1) as the independent variable
- Adaptive Leadership (X_2) as the independent variable
- Workforce Agility (Y1) as the intervening variable
- Organizational Performance (Y2) as the dependent variable

These variables are arranged based on the conceptual framework and research objectives to explain the direct and indirect influences between constructs.

Determining Indicators

In this study, several indicators from the questionnaire are used to quantify each latent variable. To ensure that the indicators employed accurately reflect the constructions under examination, a literature analysis and prior research pertinent to each construct served as the foundation for their design. Usually, indicators are used to display respondents' perspectives on organisational performance, workforce agility, adaptive leadership, and organisational change. Each indication was measured using a Likert scale and then entered as manifest variables representing each latent construct into the SmartPLS software.

Determining Construct Type

The direction of the link between the latent construct and its indicators is used to define the type of construct. All of the constructs in this study are regarded as reflective constructs because:

- The indicators vary when the latent variables change.
- Indicators exhibit intercorrelation.
- The construct's conceptual meaning remains unchanged when one indication is eliminated.

Reflective signs include things like employees swiftly picking up new abilities, being proactive in the face of change, and promptly adjusting to task changes. Consequently, all of these metrics will rise as workforce agility increases. Changes in the indicators that the latent variables assess will therefore reflect changes in the latent variables.

Structural Model

The structural model is constructed to illustrate the causal relationships between latent variables in accordance with the research conceptual framework. The relationships between variables in this study include:

Workforce Agility (Y1) and Organisational Transformation (X1)

Workforce Agility (Y2) and Adaptive Leadership (X2)

Organisational Performance (Y2) and Organisational Change (X1)

Organisational Performance (Y2) and Adaptive Leadership (X2)

Organisational Performance (Y2) and Workforce Agility (Y1)

This research also looks at the mediating function of the direct effect.

Workforce Agility in the relationship between:

Organizational Transformation (X1) and Organizational Performance (Y2)

Adaptive Leadership (X2) and Organizational Performance (Y2)

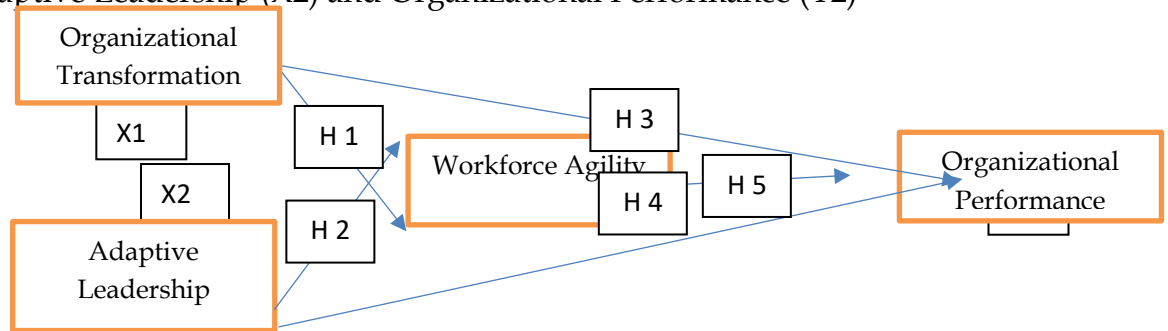


Figure 4.8 Research Model

Then, using the bootstrapping method in SmartPLS and structural model evaluation (inner model), the associations between these variables were empirically tested.

Internal Reliability Test

Reliability testing was done to determine the indicators' level of internal consistency in evaluating the latent construct. Reliability in this study was evaluated using the Composite Reliability (ρ_a) value. A construct is considered reliable if its Composite Reliability value is at least 0.70.

Table 4.19 Internal Reliability Test

	Composite reliability (rho_a)
Adaptive Leadership (X2)	0.989
Organizational Performance	0.974
Organizational Transformation (X1)	0.955
Workforce Agility (Y1)	0.982

Source: SmartPLS v.4.1.1.7 Processed Data

According to the test results, every research variable has a very high level of reliability, as the table above illustrates. This is evident from the Composite Reliability values, which are over the required level (≥ 0.70) for all constructs within each variable. As a result, all of the indicators used in this study variable have shown outstanding consistency and reliability in evaluating their latent variables, making them suitable for use in the analytical phase that follows (inner model/hypothesis testing).

Structural Model Evaluation (Inner Model)

Structural model evaluation (inner model) was used to examine the relationships between latent constructs and evaluate the research hypotheses. Tests included multicollinearity analysis, predictive relevance (Q²) using SmartPLS, coefficient of determination (R²), and effect size (f²).

Multicollinearity Test

The multicollinearity test was used to determine whether the independent variables in the regression model—workforce agility and organisational transformation—have a significant connection. The Variance Inflation Factor (VIF) is a multicollinearity test. Regression models with a VIF of less than five are considered multicollinearity-free.

Table 4.23 Multicollinearity Test Using SmartPLS

	VIF
Adaptive Leadership (X2) → Organizational Performance (Y2)	3.479
Adaptive Leadership (X2) → Workforce Agility (Y1)	3.283
Organizational Transformation (X1) → Organizational Performance (Y2)	3.969
Organizational Transformation (X1) → Workforce Agility (Y1)	3.283
Workforce Agility (Y1) → Organizational Performance (Y2)	2.493

Source: SmartPLS v.4.1.1.7 Processed Data

Because the VIF value is less than five, the table above demonstrates that there is generally no multicollinearity in the indicators. The variables Adaptive Leadership, Organisational Performance, Organisational Transformation, and Workforce Agility do not exhibit multicollinearity.

Coefficient of Determination (R²)

In linear regression, the R-squared value shows how well the exogenous variable explains the endogenous variable. The criteria are as follows: an R² value of 0.67 indicates substantiality (large/strong), 0.33 indicates moderation, and 0.19 indicates weakness (weak/small).

Table 4.24 R Square Overview

	R-square	R-square adjusted
Organizational Performance (Y2)	0.919	0.917
Workforce Agility (Y1)	0.599	0.594

Source: SmartPLS v.4.1.1.7 Processed Data

The Organisational Performance (Y) variable's R-Square value is 0.919, according to the table above. This figure shows that the exogenous factors affecting organisational performance in this model account for 91.9% of its variance. According to the threshold criteria, the model's impact on organisational performance is classified as Substantial (Strong) because the value of 0.919 is higher than 0.67. This shows that 91.9% of the variation in the dependent variable can be explained by the independent factors in the research model, with additional variables outside the model influencing the remaining 8.1%.

The Workforce Agility variable (Y1) also shows an R-Square of 0.599. This implies that 59.9% of the variance in workforce agility can be explained by the related exogenous variables. Since 0.599 is less than 0.67, it is categorised as moderate under the threshold criteria. This implies that the independent factors in the research model account for 59.9% of the variation in the dependent variable, with variables outside the research model impacting the remaining 40.1%.

Effect Size (f²)

Each exogenous variable's contribution to the endogenous variables in the structural model is evaluated using effect size (f²). A statistic called F2 (effect size) is used to assess how much external influencing variables affect endogenous influencing variables. The following are the F-Square requirements:

If the F-value = 0.02, then it is small/poor

If the F-value = 0.15, then it is moderate

If the F-value = 0.35, then it is Large/Good

Table 4.25 F Square Overview

	Organizational Performance (Y2)	Workforce Agility (Y1)
Adaptive Leadership (X2)	0.300	0.060
Organizational Transformation (X1)	0.150	0.209
Workforce Agility (Y1)	1.377	

Source: SmartPLS v.4.1.1.7 Processed Data

The chart above allows for the following deductions to be made: With a F² value of 0.300, the Adaptive Leadership variable (X2) has a moderate impact on Organisational Performance (Y2).

With an F² value of 0.150, the Organisational Transformation variable (X1) has a moderate impact on Organisational Performance (Y1). With an F² value of

1.377, the Workforce Agility variable (Y1) has a considerable impact on Organisational Performance (Y2).

With an F2 value of 0.060, the Adaptive Leadership variable (X2) has a negligible impact on Workforce Agility (Y1).

With an F2 value of 0.209, the Organisational Transformation variable (X1) has a substantial impact. minimal impact on Workforce Agility (Y1) Relevance Predictive (Q²).

The model's capacity to forecast endogenous constructs is evaluated using predictive relevance. The PLSpredict method is used for testing. The structural model's prediction power is evaluated using Q² against reflected endogenous constructs. The following are the requirements:

The model has predictive relevance if $Q^2 > 0$.

The model has no predictive relevance if $Q^2 \leq 0$.

Table 4.26 Q² Predict Summary

	Q ² predict		Q ² predict
Y1.1	0.499	Y2.1	0.537
Y1.2	0.454	Y2.2	0.492
Y1.3	0.514	Y2.3	0.555
Y1.4	0.516	Y2.4	0.688
Y1.5	0.479	Y2.5	0.729
Y1.6	0.503	Y2.6	0.664
Y1.7	0.511	Y2.7	0.705
Y1.8	0.466	Y2.8	0.708
		Y2.9	0.747

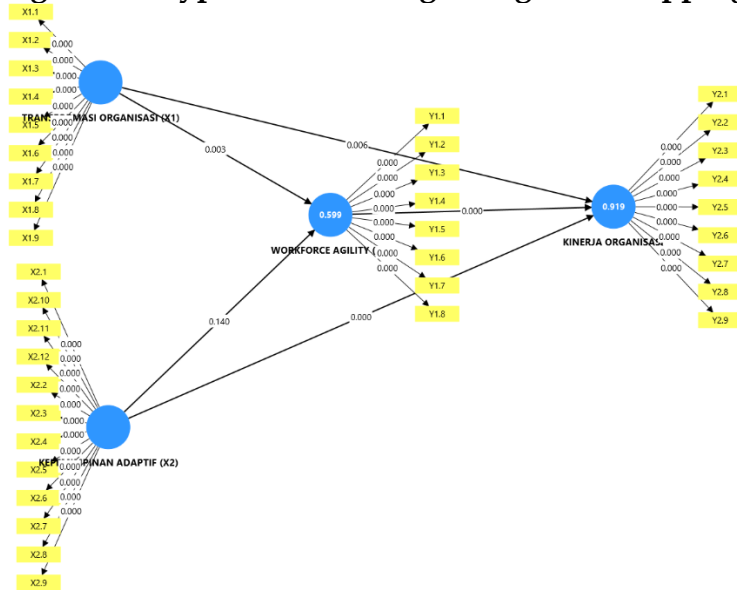
Source: SmartPLS v.4.1.1.7 Processed Data

According to the above table, the analysis results indicate that all endogenous constructs have positive (>0) Q²_predict values. This indicates that the research model has excellent predictive relevance for the endogenous/dependent variables.

Hypothesis Testing

Hypothesis testing in SmartPLS aims to determine whether the relationships between latent constructs in the structural model are statistically significant. This test is conducted using the bootstrapping method.

Figure 4.8 Hypothesis Testing Using Bootstrapping



Source: SmartPLS v.4.1.1.7 Processed Data

Path Coefficient

The notion that an exogenous variable directly affects the endogenous variable it influences can be tested using direct effect analysis. A positive route coefficient indicates a unidirectional relationship between the variable and the associated variable. This implies that when the exogenous variable's value rises, the endogenous variable's value tends to rise as well. On the other hand, if the path coefficient is negative, the variable has the opposite influence on the linked variable. This indicates that when the exogenous variable's value rises, the endogenous variable's value typically falls.

Hypothesis Test Results

Table 4.23, the Path Coefficient, and the Path Significance Test are the sources of the hypothesis test results regarding the Impact of Organisational Transformation and Adaptive Leadership on Workforce Agility and its Impact on Organisational Performance. This enquiry was based on information from 165 employees of PT. Telkom Akses Palembang Area. In order to properly answer the problem statement, this section will connect the empirical results with relevant theories and previous research findings.

Organisational Transformation's Impact on Workforce Agility Workforce agility is positively and significantly impacted by organisational transformation, according to the findings of testing the first hypothesis (H1). A path coefficient of 0.525, a P-value of 0.003 (<0.05), and a t-statistic of 2.966 (>1.96) demonstrate this. Since this number satisfies the significance requirements, H1 is approved.

These findings suggest that workforce agility in adapting to changes in a dynamic workplace increases with the effectiveness of organisational transformation. This noteworthy positive effect also suggests that organisational transformation influences employee mindsets and adaptive behaviours in addition to systems and processes.

Workers at companies that are experiencing or have already undergone change are more likely to be adaptable, open to change, and ready to learn. This aligns with the traits of worker agility, which prioritise proactivity, quick adaptation, and the capacity to deal with uncertainty.

This result is consistent with research by Mauludin et al., 2022, which discovered that employee performance and behaviour show that organisational change improves employees' responsiveness and flexibility in the workplace.

Adaptive Leadership and Workforce Agility

The results of the second hypothesis (H2) indicated that adaptive leadership had a slight but beneficial effect on workforce agility. This is supported by a path coefficient of 0.280, a t-statistic of 1.476 (>1.96), and a p-value of 0.140 (>0.05). Since a p-value of less than 0.05 is required to be considered significant, H2 is rejected.

The results of the investigation demonstrate that while adaptive leadership tends to increase employees' directional agility, this effect is not statistically significant. The positive result implies that adaptive leadership—which is characterised as a leader's ability to adapt to change, encourage learning, and adjust strategies in response to environmental dynamics—shapes employee adaptable behaviour. Adaptive leaders may create a work environment that encourages innovation, adaptation, and change readiness—all critical components of worker agility.

This result is consistent with research by S. F. Khairunnisa, 2023, which found that innovative work behaviour is the primary factor driving worker agility in leather manufacturing organisations, rather than leadership perceptions. However, creative work practices can be influenced by good leadership, which eventually increases workforce agility.

Organisational Transformation's Impact on Performance

The third hypothesis (H3) was tested, and the results showed that organisational transformation significantly and favourably affects organisational performance. A path coefficient of 0.221, a P-value of 0.006 (<0.05), and a t-statistic of 2.727 (>1.96) all support this. Since these numbers satisfy the significance requirements, H3 is approved.

These findings demonstrate that when organisational change is implemented effectively, organisational performance rises. Planned and sustainable organisational change has been shown to increase the effectiveness, efficiency, and quality of achieving organisational objectives. In response to pressures from the internal and external contexts, organisational transformation entails changes to work culture, business practices, organisational structure, and technology use. Organisations can streamline processes, enhance unit collaboration, and expedite decision-making thanks to these modifications. Productivity, service quality, and the accomplishment of strategic goals are all directly impacted by this.

The findings of this study are consistent with research by Dharmawan et al., 2024, which discovered that organisational performance is significantly impacted by organisational change, especially that which is motivated by technology and

market dynamics. Overall performance is positively impacted by technological advancement, strategic leadership, and organisational adaptability.

According to results from performance evaluations, Mauludin & H. Nursasi's research from 2022 revealed that organisational change at BBIB Singosari had a favourable effect on organisational performance as determined by the four Balanced Scorecard (BSC) perspectives before and after the implementation of organizational transformation.

Adaptive Leadership's Impact on Organisational Performance
The fourth hypothesis (H4) was tested, and the results showed that adaptive leadership significantly and favourably affects organisational performance. A path coefficient of 0.292, a t-statistic of 4.580 (>1.96), and a p-value of 0.000 (<0.05) demonstrate this.

H4 is allowed since these values satisfy the significance requirements. These results show that an organization's performance improves with increasing adaptive leadership implementation. It has been demonstrated that adaptive leadership is essential for improving an organization's capacity to successfully accomplish objectives in a changing and uncertain environment.

As a provider and manager of telecommunications network infrastructure, PT Telkom Akses Palembang must react fast to changes in network technology, service quality requirements, and performance goals established by its parent business. In this situation, adaptive leadership is essential to the organization's capacity to successfully modify plans, procedures, and human resource management. The positive and notable impact of adaptive leadership on organisational performance demonstrates that PT Telkom Akses Palembang leaders are capable of fulfilling their duties as directors and change-responsive decision-makers. Generally speaking, adaptive leaders are more open to criticism, able to anticipate operational challenges in the field, and quick to adjust work rules to suit actual situations. This leads to improved service quality, target fulfilment accuracy, and productivity. Thus, it has been demonstrated that adaptive leadership is strategically important for raising PT Telkom Akses Palembang's organisational performance. In order to meet changing business issues, management must prioritise developing adaptable leadership capabilities. Thus, it has been demonstrated that adaptive leadership is strategically important for raising PT Telkom Akses Palembang's organisational performance. In order to meet changing business issues, management must prioritise developing adaptable leadership capabilities.

Consequently, the study's findings are consistent with adaptive leadership theory, which highlights the significance of adaptability, responsiveness, and ongoing learning in enhancing organisational success. One of the strategic factors that has helped PT Telkom Akses Palembang succeed in meeting performance goals and preserving service quality in the face of the changing telecom landscape is adaptive leadership.

The Effect of Workforce Agility on Organizational Performance

The fifth hypothesis (H5) was tested, and the results showed that workforce agility significantly and favourably affects organisational performance. A path coefficient of 0.529, a P-value of 0.000 (<0.05), and a t-statistic of 9.979 (>1.96) demonstrate this. H5 is approved since these values satisfy the significance requirements.

According to this research, organisational performance improves with increasing staff adaptability. When it comes to managing operational dynamics and technology advancements in the telecommunications industry, workforce agility is a critical component that supports organisational performance. These results align with research by Novriyan et al. (2023), which found that worker performance is positively and significantly impacted by workforce agility. Therefore, the more adaptable and nimble the staff is in managing change, the better.

According to research findings, worker agility is strategically important for enhancing business performance and reputation (Das et al., 2023). Both financial and non-financial performance are positively and significantly impacted by workforce agility, while non-financial performance—such as innovation, operational effectiveness, and human resource development—is more strongly impacted. Additionally, it has been demonstrated that the relationship between worker agility and corporate reputation is strongly mediated by firm performance, especially non-financial performance.

Mediation Test

Table 4.28 Significance Test of Indirect Effect (Mediation)

	Path Coefficient	T statistics	P values
Adaptive Leadership (X2) → Organizational Performance (Y2)	0.148	1.450	0.147
Organizational Transformation (X1) → Organizational Performance (Y2)	0.277	2.978	0.003

Source: SmartPLS v.4.1.1.7 Processed Data

To ascertain if Workforce Agility (Y1) functions as a mediating variable in the link between organisational transformation (X1) and adaptive leadership (X2) on organisational performance (Y2), a mediation test was performed. This study's mediation test employed the bootstrapping method in SmartPLS by looking at the particular indirect effects, which were assessed using a p-value < 0.05 and a t-statistic > 1.96.

Workforce Agility's Mediating Role in the Association between Organisational Performance and Adaptive Leadership
 The purpose of this study's indirect effect test was to ascertain how workforce agility functions as a mediating factor in the connection between adaptive leadership and organisational performance. According to the bootstrapping results, the indirect effect had a p-value of 0.147, a t-statistic of 1.450, and a

coefficient of 0.148. These findings show that the effect is not statistically significant at the 5% level, despite having a favourable direction.

On the other hand, a t-statistic of 4.580 and a p-value of 0.000 demonstrated the direct impact of adaptive leadership on organisational performance. Therefore, in this relationship, workforce agility does not serve as a mediating variable. This result implies that adaptive leadership affects organisational performance more directly, bypassing the process of improving worker adaptability.

Even though the indirect effect was negligible, mediation testing is still essential for comprehending how variables in a structural equation modelling model relate to one another. In essence, mediating factors can provide a more thorough explanation of how independent variables affect dependent variables. By increasing employee flexibility, workforce agility is hypothesised to bridge the gap between adaptive leadership's impact on organisational performance.

The study's findings, however, indicate that this mediation pathway is negligible. This suggests that, in the context of PT. Telkom Akses Palembang Area, enhanced organisational performance is primarily dictated by the direct role of adaptive leadership, including in strategic decision-making, organisational direction, and the capacity to react promptly and suitably to environmental changes.

Based on the Partial Least Squares Structural Equation Modeling approach, a variable can be considered a mediator if its indirect effect is significant. Because the research results show an insignificant indirect pathway, this relationship is categorized as no mediation. Therefore, workforce agility cannot explain the mechanism of the relationship between adaptive leadership and organizational performance.

Nevertheless, testing the indirect pathway still makes an important contribution to evaluating the suitability of the conceptual model with empirical data. The results of this study confirm that adaptive leadership has a more dominant role in improving organizational performance directly than through mediation mechanisms.

The Mediating Role of Workforce Agility in Organisational Transformation and Performance. The indirect route test results show that workforce agility is significantly impacted by organisational transformation, with a t-statistic of 2.978 and a p-value of 0.003. Additionally, workforce agility has a considerable impact on organisational success, with a p-value of 0.000 and a t-statistic of 9.979.

These findings suggest that organisational transformation has a substantial indirect impact on organisational performance through worker agility. On the other hand, with a t-statistic of 2.727 and a p-value of 0.006, the direct impact of organisational transformation on organisational performance is likewise considerable.

According to this analysis, organisational transformation can enhance organisational performance by boosting the workforce's flexibility, adaptability, and readiness for change—the fundamental ideas of workforce agility. To put it another way, worker agility acts as a powerful mediator, allowing the staff's

adaptability to transfer organisational transformation success into better performance.

This condition suggests that the relationship between organisational performance and organisational transformation is largely mediated by workforce adaptability. This suggests that greater worker agility is another way that organisational transformation affects performance in addition to its direct effects. Workforce agility serves as an intermediary variable that helps explain how one variable influences another, as seen by its mediating role. It can be inferred from the findings of the hypothesis testing that:

Because Organisational Transformation significantly affects Workforce Agility (H1) and Workforce Agility significantly affects Organisational Performance (H5), Workforce Agility serves as a mediating variable in the relationship between Organisational Transformation and Organisational Performance.

Although Adaptive Leadership directly affects Organisational Performance (H4), Workforce Agility does not serve as a mediator or moderator in the link between Adaptive Leadership and Workforce Agility, hence H2 is rejected.

Overall, the study's findings show that while Workforce Agility does not moderate the association between Adaptive Leadership and Workforce Agility, it does significantly increase the relationship between Organisational Transformation and Organisational Performance. Therefore, organisational transformation combined with enhanced worker agility is a more effective way to improve organisational performance at PT Telkom Akses Area Palembang.

CONCLUSION

The following findings can be made in light of the data analysis and discussion of the effects of adaptive leadership and organisational transformation on workforce agility and organisational performance at PT Telkom Akses Area Palembang: Workplace agility is significantly impacted by organisational transformation. This suggests that organisational modifications, such as those pertaining to structure, procedures, and technology use, can enhance workers' capacity to swiftly and adaptably adjust to shifts in the workplace.

Workforce agility is not significantly impacted by adaptive leadership. This research suggests that organisational processes and policies have a greater impact on workforce agility than leadership style, as adaptive leadership behaviour does not directly improve employee work agility. Organisational performance is significantly impacted by organisational transformation. It has been demonstrated that organisational transformation improves work effectiveness and efficiency, which benefits PT Telkom Akses Area Palembang's performance.

Organisational performance is significantly impacted by adaptive leadership. Improved organisational performance has been directly linked to leadership that is adaptable to change and capable of making snap judgements.

The impact of workforce agility on organisational performance is substantial. Workers that possess a high degree of agility can help the organisation attain its best performance. The association between Organisational Transformation and Organisational Performance is mediated by Workforce Agility, however the relationship between Adaptive Leadership and Workforce Agility is neither mediated nor moderated by Workforce Agility.

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