

Leadership alone is not enough: Why culture and satisfaction matter more in developing employee agility?

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ABSTRACT

Developing strong global leadership competencies is essential for organizations to strengthen their competitiveness and expand their international reach. While personality traits have long been recognized as important factors in leadership development, the application of the HEXACO model in organizational leadership development, particularly within higher education institutions in developing countries like Indonesia, remains underexplored. This study investigates how HEXACO personality traits influence global leadership competencies among lecturers who also serve as organizational leaders. A total of 620 lecturers were invited to participate, and 147 valid responses were obtained and analyzed using descriptive analysis and structural equation modeling (SEM) with AMOS. The findings reveal that Extraversion, Agreeableness, and Openness to Experience significantly influence global leadership competencies, while Honesty-Humility, Emotionality, and Conscientiousness do not have a significant effect. This result can be explained by the nature of global leadership roles, which clearly require adaptability, strong communication, and cross-cultural skills. Leaders with high emotionality traits often fail to manage stress effectively, making them less dependable in crises and limiting their ability to respond quickly and decisively. Similarly, excessive conscientiousness can reduce flexibility and slow down responses to rapidly changing situations. Although honesty and humility are important for maintaining ethical standards, they are not the primary strengths required in global leadership.

Keywords: Employee Agility; Culture Transformation; Leadership Style; Employee Satisfaction; Telecommunication Industry

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Introduction

The increasing uncertainty of the business environment requires organizations to become stronger and more agile, with employee agility playing a critical role in this process (Salmen & Festing, 2022). In research on organizational competitiveness, employee agility is highlighted as a key element of employee performance (Dabić et al., 2021), as it aligns with the demands of a dynamic business environment. This need for agility is particularly important for organizations in the rapidly growing telecommunications sector. The speed of big data and technological advances require companies to adapt quickly and aggressively to survive and grow. Consequently, organizations must continuously identify obstacles that hinder their responsiveness and business progress (Al-Alwan et al., 2022). Telecommunications firms in Indonesia, for example, face intense competition from both local rivals and emerging global players (Susanty et al., 2024). Moreover, telecommunications companies play a vital role in supporting the economies of modern countries. With increasingly fierce foreign competition, high market uncertainty, and growing consumer demands for diverse services, the pressure to be agile is greater than ever (Unegbu & Ndu-Ahiakwo, 2023).

To address these challenges, telecommunications companies must enhance their overall agility, including at the employee level. Being agile has become a crucial quality for survival in today's highly competitive digital era. Indonesian telecom firms face various types of competition, ranging from new business models to direct competitors in the same sector (Susanty et al., 2024). Agility helps organizations navigate operational challenges such as rapid market changes, customer demands, increased competition, and transaction failures (Ologbosere & Erwat, 2024). Therefore, employee agility is essential for telecommunications companies to remain competitive. Based on the Resource-Based View (RBV) (Barney & Hesterly, 2015), competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable. Agile employees represent a unique and strategic resource that can serve as a source of sustainable competitive advantage. Thus, studying employee agility contributes to expanding RBV literature, especially regarding human resources as strategic assets.

However, studies on employee agility in telecommunications companies in developing countries such as Indonesia remain limited. For example, Marindra Bawono et al. (2022) and Bawono (2023) examined organizational agility and its role in company performance in Indonesia, while Susanty et al. (2024) found that adaptive leadership styles positively impact

organizational agility. Additionally, Nursifa and Adawiyah (2024) showed that organizational agility influences sustainable competitive advantage in Indonesian telecommunications firms. While these studies focus on organizational-level agility, they do not explore agility at the individual employee level. To address this gap, this study aims to examine employee agility in telecommunications companies in developing countries like Indonesia.

The importance of agility is reinforced by the results of McKinsey and Company research (Aghina et al., 2021). Highly successful agile transformations usually result in about 30 percent improvement in efficiency, customer satisfaction, employee engagement, and operational performance. Agility can also drive organizational acceleration five to ten times and drive innovation. In addition, according to Aghina et al. (2021), telecommunications and financial services are undergoing a major transformation of high turbulence in the industry. These sectors are experiencing significant shifts through digitization and the emergence of new entrants and are responding by radically changing their operating models by changing their operating models. This further demonstrates the importance of agility at the employee level to keep up with company and industry dynamics.

According to Cai et al. (2018), employees who are confident in the availability of resources that can help them generate an effective response, on the other hand, perform more agilely. Cai et al. (2018) state that proactiveness, flexibility, and resilience are the three components of agility performance. Employee initiative in carrying out tasks that positively impact a changing environment is referred to as proactiveness. Adaptability is the process of altering oneself or one's behavior to suit the new environment better. Resilience is the capacity to perform well under duress. Employees must push themselves in order to grow in these three areas by constantly absorbing, learning, and discovering.

Various factors have been studied to support employee agility. Imran et al. (2021) revealed that the most significant changes organizations face today are cultural and mindset changes, emphasizing that the main focus should be on transforming culture rather than just developing resources or launching separate projects. This idea of cultural change represents a new cycle, different from past approaches to organizational culture transformation (Frontiera, 2010). To address this, Ipinazar et al. (2021) developed the Organizational Culture Transformation Model (OCTM), which aims to create a High-Performance Organization (HPO). The model is built on nine key components: clear communication, corporate management, servant leadership, shared vision, rewards and recognition, continuous development, assessment and renewal, team development, and people development.

On the other hand, leadership also plays a vital role, particularly in the information technology and telecommunications industries. Adaptive leadership styles can strengthen organizational agility in Indonesian telecommunications companies (Susanty et al., 2024). By focusing on follower development and their needs, leadership becomes a crucial function that inspires employees to achieve shared goals (Chege & Gakobu, 2017). Moreover, leaders have a strong influence on innovation because they introduce new ideas, set clear goals, and support innovation projects within the organization (Cui et al., 2022). For example, based on path-goal theory, leader behavior directly impacts employee satisfaction (Megawatiy et al., 2022). Moreover, Chege and Gakobu (2017) described three leadership philosophies in their motivational techniques. The first is transformational leadership, which inspires followers to go above and beyond expectations and stems from the leader's intrinsic attributes and beliefs. The transformational leadership style encourages leaders to go above and beyond expectations because followers respect, trust, and admire them. Transactional leadership is the second approach. The transition process used in transactional leadership guarantees that followers do as the leader requests, but they might not be eager or willing to accomplish objectives. Transactional leaders exhibit constructive and corrective behavior. Contingent rewards are a component of constructive behavior, and the corrective dimension absorbs management by exception. The third leadership style, laissez-faire, includes a non-interference approach, giving every employee total autonomy and no meaningful tools to accomplish company objectives. Involved leaders encourage employees' autonomy by allowing them to do as they like. Giving employees autonomy is one of the primary benefits of laissez-faire leadership, which can lead to increased productivity and job happiness. In their study, Chege and Gakobu (2017) examined three different leadership philosophies: laissez-faire, transactional, and transformational. Meanwhile, only transactional and transformational leadership characteristics were used by Cui et al. (2022) to measure leadership styles.

Finally, job satisfaction plays a crucial role in maintaining performance stability and increasing employees' responsiveness to change (Azmy, 2021). When defining an organization's mission, strategy, and goals, Jaksic and Jaksic (2013) emphasized the importance of ensuring the satisfaction of key stakeholders, particularly employees. This underscores the vital role of employee satisfaction in supporting smooth organizational operations and achieving the company's mission and strategic objectives. Mphahlele and Dachapalli (2022) conducted a study on a telecommunications company measuring job satisfaction using 15 statements, which, when grouped, reflected satisfaction with work,

salary, supervisors, and opportunities for personal growth — all of which relate to the performance management system. In another study, Hayajneh et al. (2021) assessed job satisfaction through intrinsic and extrinsic aspects. Masa'deh (2016) also asserted that workplace factors such as coworkers, compensation, and working conditions are closely linked to job satisfaction. Further, Tarcan (2017) identified extrinsic components of job satisfaction, including insurance coverage, company policies and procedures, opportunities for career advancement, salary, interpersonal relationships, leadership and management styles, colleagues, and the overall work environment.

Despite the importance of these factors, there is still a research gap regarding how organizational culture transformation and leadership style shape employee satisfaction and agility, particularly in the context of one of the largest telecommunications firms in Indonesia. Therefore, this study aims to examine the effects of culture transformation and leadership style on employee agility, both directly and indirectly through employee satisfaction. This study enriches the management literature and advances the resource-based view (RBV) by highlighting employees as a strategic resource for achieving sustainable competitive advantage.

Literature Review

Resource-Based View

Barney and Hesterly (2015) introduced two models within the resource-based view (RBV) framework: valuable, rare, inimitable, and organizational (VRIO); and valuable, rare, inimitable, and non-replaceable (VRIN). These models highlight the importance of a company's resources in achieving its strategic goals. Moreover, tangible assets, intangible assets, and organizational capabilities are unique building blocks that distinguish each business (Wheelen et al., 2015; Robinson & Pearce, 2015). According to Thompson et al. (2020), a company's resources and capabilities form the foundation of its competitive strategy, with human resources playing the most crucial role. Employees are the main drivers of the company's success. Thus, cultural and leadership transformation efforts aimed at enhancing job satisfaction and employee agility fundamentally relate to managing human resources as a strategic organizational asset, with cultural transformation directed toward achieving desired performance outcomes.

Cai et al. (2018) found that employees who believe they have access to resources that support effective responses tend to perform with greater agility. Additionally, capable leadership is expected to serve as a model for leaders in guiding themselves and others to

achieve excellence (Bajari & Anisyahrini, n.d.). Furthermore, understanding employee job satisfaction is vital, as it provides insights into their responses to company programs and initiatives, serving as valuable feedback for the organization (Azmy et al., 2023). Therefore, the concepts of cultural transformation, leadership style, employee satisfaction, and employee agility can all be viewed through the lens of RBV, emphasizing their role in strategic resource management for the company.

Culture Transformation and Employee Satisfaction

Culture is one of the most crucial intangible resources for companies (Wheelen et al., 2015). According to the resource-based view (RBV), companies need strategic resources that are valuable, rare, inimitable, and non-replaceable (Barney & Hesterly, 2015). Imran et al. (2021) suggested that the primary element that needs to be transformed is culture, making cultural transformation essential. Employees are generally drawn to organizations that value their work and prioritize collective well-being, which establishes a strong connection between culture and employee satisfaction (Kithae, 2023). This aligns with findings by Pham et al. (2021), who identified five aspects of corporate culture that positively influence employee satisfaction: an open work environment, compensation and rewards, empowerment, management style, and shared values. Similar results were reported by Jigjiddorj et al. (2021) and Korda and Rachmawati (2022), even though they used different measurement dimensions. Understanding employee job satisfaction is crucial, as it provides insight into their responses to organizational programs and initiatives, serving as valuable feedback for the company (Azmy et al., 2023), including for ongoing cultural transformation efforts. Therefore, it is assumed that successful cultural transformation will be reflected in increased employee satisfaction.

H₁: Culture transformation significantly affects employee satisfaction.

Leadership Style and Employee Satisfaction

To the four well-known RBV individual characteristics (valuable, rareness, imperfect imitability, and substitutability), which are among the intangible resources that assist firms in achieving their goals, the relationship between RBV and leadership is demonstrated by taking into account the abilities of entrepreneurial leaders, such as analytical thinking, responsibility, emotional intelligence, and accountability (Pauceanu et al., 2021). Leadership style is a combination of behaviors and strategies caused by a combination of philosophies, skills, traits, and attitudes that a leader often applies to influence subordinates (Feng et al., 2020).

The relationship between leadership style and employee satisfaction is based on the path-goal theory, in which leader behavior affects employee satisfaction depending on aspects of the situation, including job characteristics and employee characteristics (Megawatiy et al., 2022). Job characteristics have been found to be related to employee satisfaction (Blanz, 2017; Raihan, 2020). Similarly, variations in individual job characteristics can affect how employees feel about their work environment (Lee & Way, 2010). Leadership style is proven to have an effect on employee satisfaction (Megawaty et al., 2022). Saputra and Mahaputra (2022) and Skopak and Hadzaihmetovic (2022) also revealed a relationship between leadership style and job satisfaction. Besides, job satisfaction mediates the impact of leadership on organizational commitment (Oyewobi, 2024). Based on a review of these studies, it can be concluded that leadership style can encourage employees to behave in ways that can lead to employee satisfaction.

H₂: Leadership style significantly affects employee satisfaction.

Culture Transformation and Employee Agility

A positive workplace culture will create a thriving and engaged workforce, allowing organizations to unlock the full potential of their teams and improve overall performance (Radu, 2023). On the other hand, telecommunication services are undergoing a major transformation of high turbulence in the industry and experiencing significant shifts through digitalization and the emergence of new entrants (Aghina et al, 2021). This encourages the need for organizational cultural transformation that can encourage employee agility in order to keep up with developments in the industry. Related to this, research by Wicaksana et al. (2022) and Ünlü and Çalışkan (2022) showed a significant and positive influence of organizational culture on organizational agility. Meanwhile, the findings of Zhang et al. (2022) revealed that employee agility is higher with the existence of a culture of innovation, in addition to the role of high-quality communication and high trust.

H₃: Culture transformation significantly affects employee agility

Leadership Style and Employee Agility

Leaders shape organizational and structural behavior patterns according to their personal characteristics and according to their style of leading the organization (Solaja & Ogunola, 2016). Employees, as part of the organization, will form their behavior in accordance with the direction of their leaders. The right leadership style can encourage employees to act and behave in accordance with organizational goals. Thus, the right leadership style can

encourage the necessary employee agility. Earlier studies support that empowering leadership promotes knowledge-sharing among employees, increases employee adaptability, and helps create psychological safety in the workplace (Naim et al., 2024). Furthermore, there is proof that adaptive leadership directly and significantly improves the degree of organizational agility in the telecom industry (Susanty et al., 2024).

H4: Leadership style significantly affects employee satisfaction

Employee Satisfaction and Employee Agility

According to Azmy (2021), job satisfaction is crucial for maintaining performance stability because it enhances employees' agility, responsiveness, and initiative to drive corporate innovation. Similarly, the findings of Athamneh and Jais (2023) revealed that job satisfaction is positively correlated with human resource agility, indicating that the direction of human resource agility depends on employees' capabilities and their potential for creativity and innovation. Azmy et al. (2022) also showed that job satisfaction increases employee agility, as satisfied employees are more willing to act proactively and align their efforts with organizational goals. In today's dynamic environment, employee agility is essential to support a company's strategic movements. As a relatively new approach in management, human resource agility has emerged as an effective strategy to cope with unpredictable changes and to turn these challenges into competitive advantages (Athamneh & Jais, 2023).

H5: Employee satisfaction significantly affects employee agility.

Culture Transformation, Employee Satisfaction, and Employee Agility

Employees can respond to organizational transformation regardless of whether they feel satisfied or dissatisfied with their organization (Ledimo, 2012). Thus, there is a correlation—either positive or negative—between cultural transformation and employee satisfaction. According to Ledimo (2012), employee satisfaction is a positive emotional state that arises when an organization is able to meet employees' needs and expectations based on their experiences and evaluations of various organizational processes and practices. When employees feel satisfied, they tend to respond more positively to transformation, which in turn can have beneficial impacts both for employees as individuals and for the organization as a whole. This is supported by Radu (2023), who states that a positive workplace culture, characterized by fostering a growth mindset, promoting psychological safety, and encouraging resilience in facing challenges—empowers employees to take risks, innovate, and embrace change. This condition enhances organizational agility, enabling businesses to

quickly adapt to changing market dynamics and seize new opportunities. Furthermore, high-quality information improves individual performance and satisfaction, helping employees reach their full potential (Ghosh et al., 2021). Therefore, when cultural transformation successfully creates satisfaction, it can encourage efforts to increase employee agility.

H₆: Culture transformation significantly affects employee agility through employee satisfaction

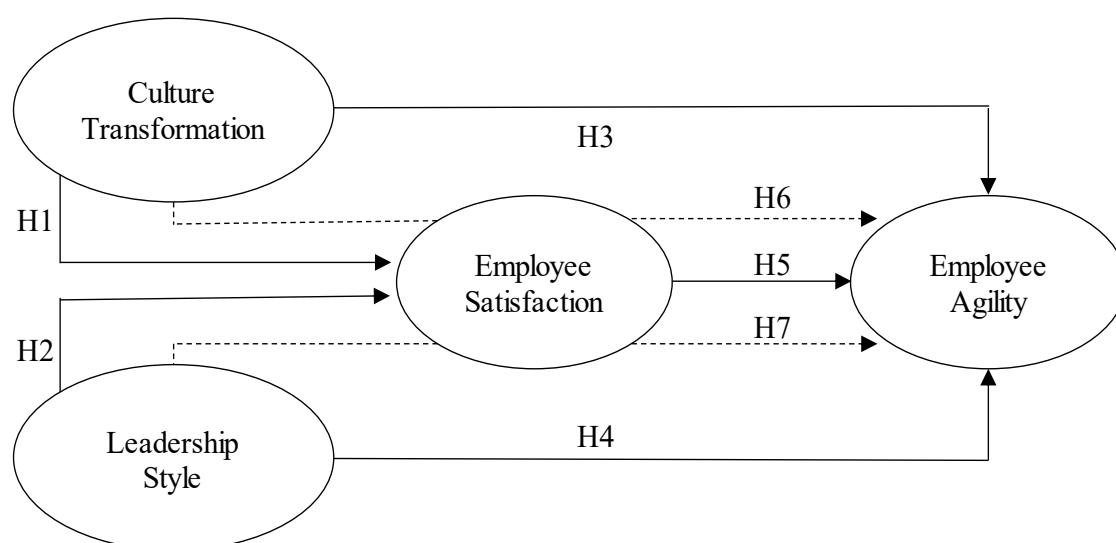
Leadership Style, Employee Satisfaction, and Employee Agility

Leader behavior can affect employee satisfaction (Megawatiy et al., 2022). Ethical leadership can encourage the achievement of employee satisfaction, which in turn increases organizational agility (Mustofa & Tjahjono's, 2024). Additionally, leadership style also proven to mediates the relationship between organizational agility and organizational performance results (Litsulitsa et al., 2024). This illustrates that the right leadership style can increase employee satisfaction, which in turn can play a role in encouraging employee agility.

H₇: Leadership style significantly affects employee agility through employee satisfaction.

Figure 1 illustrates the proposed research framework, which the model hypothesizes that culture transformation and leadership style positively affect employee satisfaction (H₁, H₂), and that culture transformation also has a direct effect on employee agility (H₃), while leadership style may directly influence agility (H₄). Furthermore, employee satisfaction is expected to directly impact agility (H₅), and to mediate the relationships between both culture transformation (H₆) and leadership style (H₇) and employee agility.

Figure 1. Research Framework



Methods

This study used an explanatory research design with a quantitative approach. Following Creswell (2002), explanatory research aims to test a theory by selecting a random sample from a defined population. The data were collected in 2025 using a cross-sectional (one-shot) time frame. Employees at the headquarters of one of the telecommunications firms in Indonesia were chosen as both the unit of analysis and observation. The study population consisted of 550 employees from five divisions, with samples selected through stratified random sampling to ensure proportional representation from each division. While Schumacker and Lomax (2004) note there is no strict rule for minimum sample size, they recommend around 50 respondents for simple models and 100–200 for more complex models. Based on these guidelines, respondent availability, and research efficiency, a sample size of 150 employees was determined. The respondents were permanent employees who had worked for at least two years and held staff or middle management positions. These criteria ensured that participants had sufficient experience with the proposed constructs, enabling them to provide objective and informed responses.

The measurement of each variable in this study was based on established scales from previous research. The Organizational Culture Transformation Model (OCTM) prototype developed by Ipinazar et al. (2021) was used to determine the dimensions and indicators of the culture transformation variable, as it matched the characteristics of the observed company. For the leadership style variable, this study measured three styles, transformational, transactional, and laissez-faire, using indicators from Chege and Gakobu (2017). Employee satisfaction was assessed using four dimensions from Mphahlele and Dachapalli (2022), which included satisfaction with work, salary, supervisors, and opportunities for personal growth. Lastly, employee agility was measured using scales from Cai et al. (2018), reflecting the dynamic demands of the telecommunications business environment that require employees to be proactive, adaptable, and resilient.

The data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), an SEM approach that employs the PLS algorithm for parameter estimation. SEM was chosen to address the research objectives by examining the causal relationships among latent (unobservable) variables in the proposed model. This technique allows for the simultaneous analysis of multiple dependent and independent variables (Hair et al., 1992) and does not require assumptions of normal distribution or large sample sizes. The outer model was evaluated using a first-order reflective approach, with valid items considered valid if they

Table 1. Factor Loadings (FL) of Employee Agility

Dimensions	Items	FL
Proactivity	I search for chances to get better at my job	0.573
	I look for more efficient ways to complete my tasks	0.736
	I schedule time for tasks that need to be completed	0.633
	I follow instructions and requirements at work	0.655
	When the available resources are not enough to complete the task,	0.620
	I look for new ways to acquire or use them	
Adaptability	I can adjust my behavior to work better with others.	0.698
	I can get constructive criticism at work.	0.681
	I'm able to adapt to new work processes on the job	0.622
	I utilize new equipment	0.652
	I stay up to date on workplace advancements	0.732
	I'm able to switch between projects with ease	0.584
Resilience	I can do my job well even in challenging or stressful situations	0.759
	I perform well even with a heavy workload or tight schedule	0.681
	I handle different situations by trying to solve problems	0.727
	I can set other tasks aside and find alternative ways to handle urgent issues	0.616

had factor loadings greater than 0.70 (Wendra et al., 2024). For Employee Agility (Table 1), the dimensions of Proactivity, Adaptability, and Resilience are well represented, with strong loadings such as "I look for more efficient ways to complete my tasks" (FL = 0.736) and "I can do my job well even in challenging situations" (FL = 0.759).

For Culture Transformation (Table 2), dimensions like Clear Communication, Change Management, Servant Leadership, Continuous Improvement, Reward and Recognition, Common Vision, Assess and Renewal, Team Development, and People Development are reflected in items such as "I receive sufficient information to perform effectively" (FL = 0.820), "My leader sets an example for appropriate conduct" (FL = 0.862), and "I actively engage in ongoing learning activities" (FL = 0.831). Overall, most items meet or approach the standard factor loading threshold of 0.7, indicating they effectively capture the intended constructs of employee agility and cultural transformation.

Furthermore, for Employee Satisfaction (Table 3), dimensions include Job Satisfaction, Remuneration Satisfaction, Satisfaction with Superior, and Personal Growth Opportunities. Strong loadings are shown in items like "I am satisfied with my pay relative to workload" (FL

Table 2. Factor Loadings (FL) of Culture Transformation

Dimensions	Items	FL
Clear Communication	I hold a clear role enabling full contribution	0.805
	I receive sufficient information to perform effectively	0.820
Change Management	I monitor and report my performance outcomes responsibly	0.834
	Cross-functional collaboration enhances organizational outcomes significantly	0.770
Servant Leadership	My leader gives me enough time to get to know me personally	0.848
	My leader sets an example for appropriate conduct	0.862
Continuous Improvement	I am accountable for outcomes and assigned resources	0.846
	I participate fairly in choices that have an impact on my job.	0.766
Reward and Recognition	I receive appropriate recognition and rewards for contributions	0.807
	No one in my organization is at a disadvantage	0.593
	I believe that others, including my bosses and coworkers	0.672
Common Vision	I have a well-defined work plan	0.722
	I think my company is headed in the proper direction	0.851
Assess and Renewal	I proactively seek improved methods to enhance performance	0.823
	I actively seek constructive feedback to support improvement	0.746
Team Development	My team proactively responds to external market dynamics	0.658
	We benchmark and adopt internal and external best practices	0.684
	We continuously learn from successes and failures	0.787
	We effectively collaborate with external stakeholders and partners	0.617
People Development	I actively engage in ongoing learning and/or development activities	0.831
	I get the coaching and training I need to reach my objectives	0.734

= 0.807) and "Managers handle their workers professionally" (FL = 0.812), while Job Satisfaction is reflected in "I feel satisfied with my job" (FL = 0.634). Personal Growth Opportunities also show solid contributions, despite some items with moderate loadings, such as "I have freedom to use my own judgment" (FL = 0.679). Lastly, for Leadership Style (Table 3), Transformational Leadership is strongly supported by "My boss shows integrity and sets a good example" (FL = 0.846) and "My manager supports my personal development

Table 3. Factor Loadings (FL) of Employee Satisfaction and Leadership Style

Dimensions	Items	FL
Job Satisfaction	I feel satisfied with my job	0.634
	There are opportunities to work alone	0.745
	I am able to do things that do not conflict with my values	0.742
Remuneration Satisfaction	I am satisfied with my pay relative to workload	0.807
	This job gives me a steady job	0.803
Satisfaction with Superior	Managers handle their workers professionally	0.812
	Managers are competent in making decisions	0.718
	Company policies are implemented appropriately	0.742
Personal Growth Opportunities	There are opportunities to do things from time to time	0.656
	There are opportunities to advance within the company	0.643
	I am given the opportunity to do things for others	0.693
	I am given the opportunity to tell others what to do	0.594
	I have the opportunity to do something that utilizes my abilities	0.653
	There are opportunities for advancement at work	0.566
	I have freedom to use my own judgement	0.679
Transformational Leadership	My boss shows integrity and sets a good example, so I feel proud to follow the company's vision and values	0.846
	My manager inspires us through a clear, optimistic future vision	0.757
	My manager supports my personal development needs	0.818
Transactional Leadership	My supervisor provides clear rewards	0.799
	My supervisor actively monitors my performance	0.788
Laissez Faire	My boss intervenes only when problems or standards arise	0.829
	My boss seldom guides decisions, leaving the team unsupported	0.832
	I often decide alone due to lack of managerial guidance	0.866

Table 4. Correlations Between Constructs and Square Roots of AVE

	Culture Transformation	Employee Agility	Employee Satisfaction	Leadership Style
Culture Transformation	0.632			
Employee Agility	0.492	0.626		
Employee Satisfaction	0.570	0.607	0.632	
Leadership Style	0.286	0.286	0.377	0.770

Table 5. Reliability of the Outer Model

Constructs		Cronbach's α	Composite Reliability
Employee Agility	Proactivity	0.749	0.780
	Adaptability	0.745	0.824
	Resilience	0.746	0.790
Culture Transformation	Clear Communication	0.786	0.795
	Change Management	0.749	0.783
	Servant Leadership	0.732	0.845
	Continuous Improvement	0.767	0.788
	Reward and Recognition	0.756	0.735
	Common Vision	0.700	0.766
	Assess and Renewal	0.783	0.763
	Team Development	0.730	0.782
	People Development	0.778	0.761
Employee Satisfaction	Job Satisfaction	0.701	0.751
	Remuneration Satisfaction	0.757	0.786
	Satisfaction with Superior	0.728	0.802
	Personal Growth Opportunities	0.761	0.830
Leadership Style	Transformational Leadership	0.733	0.849
	Transactional Leadership	0.730	0.847
	Laissez Faire	0.715	0.838

Table 6. Inner Model Evaluation

	R Square	F-Square	Q-Square	Goodness of Fit
Culture Transformation		0.411	0.329	0.379
Employee Agility		0.082	0.471	
Employee Satisfaction	0.375	0.316	0.312	
Leadership Style	0.442		0.291	0.770

needs" (FL = 0.818). Transactional Leadership is well reflected in "My supervisor provides clear rewards" (FL = 0.799), while Laissez-Faire Leadership shows high loadings, such as "I often decide alone due to lack of managerial guidance" (FL = 0.866). Overall, most items meet or approach the standard factor loading threshold of 0.7, confirming their validity in capturing employee satisfaction and leadership style constructs.

Table 7. Demographic Profile

Profiles		Frequency	Percentage (%)
Gender	Male	91	60.67
	Female	59	39.33
Age	21-30	22	14.67
	31-40	41	27.33
	41-50	56	37.33
	51-60	17	11.33
	Above 60	14	9.33
Lengths of Work	2-5 years	22	14.67
	6-10 years	25	16.67
	> 10 years	103	68.67
Employment Level	Staff	52	34.67
	Management	98	65.33

The inner model evaluation in Table 6, which was assessed using R-square, Goodness of Fit (GoF), and predictive significance (Q-square value), illustrated the relationship between constructs. R-Square values of 0.67, 0.33, and 0.19 are considered strong, moderate, and weak, respectively, by Chin (2000). The measurement and structural models with values of 0-0.25 small, 0.25-0.36 moderate, and >0.36 large are validated using GoF. The Prediction Relevance (Q-Square) test was used to assess a person's capacity for making predictions while blindfolded. The Q-Square values are 0.02 for small, 0.15 for intermediate, and 0.35 for large. With R-squared values of 0.375 and 0.442 in the moderate category (above 0.33). GoF in the large category (> 0.36). Q-Square is in the moderate and strong category (above 0.35)..

Additionally, Culture Transformation shows an R-squared value of 0.411, indicating it explains a substantial portion of the variance in both employee agility and satisfaction. In contrast, Leadership Style has a lower impact, with an R-squared value of 0.082, while Employee Satisfaction demonstrates moderate explanatory power with an R-squared value of 0.375. These findings highlight the influence of the independent variables (Culture Transformation and Leadership Style) on the endogenous variables (Employee Agility and Employee Satisfaction). Detailed data processing results using SmartPLS are provided in Appendix 1.

Finally, to better understand the background of the individuals who participated in this current study, demographic data were collected regarding gender, age, work experience, and occupational roles. Based on the data in Table 6, it is evident that the majority of the study's participants are male, accounting (60.67%). This suggests a gender imbalance in the sample which may reflect the actual gender distribution within the industry. In terms of age, the highest proportion of respondents falls within 41-50 (37.33%) years old age, with most having more than 10 years of lengths of works (68,67%). When examining employment level, the findings revealed that most respondents occupy management level positions, making up 65.33% of the sample.

Result and Discussion

Table 7 shows that culture transformation has a significant positive effect on employee satisfaction, as indicated by a path coefficient of 0.504, a t-value of 8.717 (greater than the critical value of 1.96 at $\alpha = 0.05/2$), and a p-value of 0.000. Thus, Hypothesis 1 is accepted. This finding supports previous studies by Pham et al. (2021), Korda and Rachmawati (2022), and Jigjiddorj et al. (2021), which demonstrate that organizational culture positively influences employee satisfaction. Notably, among the nine dimensions that form culture transformation, the results show that team development has the highest factor loading, which indicates that this dimension plays a key role in achieving High Performance Organization (HPO) at telecommunication industry. Teams that are proactive in responding to market changes play an important role in adapting to ever-changing external needs. This shows the ability to not only to adapt but also to continue to develop in responding to external challenges, which is very important in the very dynamic information and communication industry. By utilizing benchmarking, both internal and external, teams can improve performance continuously, ensuring that they remain competitive in an ever-evolving market. The process of learning from success and failure also strengthens the culture of reflection and continuous improvement needed to stay at the forefront of innovation and performance.

Furthermore, the finding that culture transformation affects employee satisfaction is highly relevant to the nature of telecommunications industry. Implementing a culture transformation model with strong team development improves team performance and engagement. When teams are proactive, learn continuously, and collaborate with internal and external stakeholders, they create a supportive work environment that fosters collaboration, innovation, and growth. Employee satisfaction increases when they feel recognized, empowered, and given opportunities to learn, which strengthens their commitment and

motivation to help the company achieve its high-performance goals (Sugandi & Etikariena, 2024).

The results of the second hypothesis test show that leadership style can create employee satisfaction. This supports the research findings of Saputra & Mahaputra (2022), Skopak & Hadzaihmetovic (2022) and Oyewobi (2024), that leadership style affect employee satisfaction. Among the three leadership styles examined, transformational leadership has the highest factor loading (0.961), indicating its dominant role. Transformational leadership is characterized by integrity, serving as a role model aligned with the company's vision and values, inspiring and energizing the team, and understanding and supporting employees' personal development needs to help them reach their full potential.

In addition, culture transformation has a significant effect on employee agility, as indicated by a t-value greater than the critical value (1.96 at $\alpha = 0.05/2$) and a p-value below 0.05, thus supporting Hypothesis 3. This finding aligns with studies by Wicaksana et al. (2022) and Ünlü and Çalışkan (2022), which highlight that organizational culture fosters organizational agility, thereby enhancing employee agility (Zhang et al., 2022). In this study's context, team development—encouraging proactive responses to market changes, benchmarking, learning from successes and failures, and close collaboration with internal and external stakeholders, emerged as the most critical aspect for building employee agility in the telecommunications industry.

Table 7. Hypothesis Testing (Direct Effect)

Hypothesis	Path Coefficient	t-value	Prob.	R ²	Decision
H ₁ Culture Transformation -> Employee satisfaction	0.504	8.717	0.000	0.254	Accepted
H ₂ Leadership Style -> Employee satisfaction	0.233	3.851	0.000	0.054	Accepted
H ₃ Culture Transformation -> Employee Agility	0.179	2.587	0.010	0.032	Accepted
H ₄ Leadership Style -> Employee Agility	0.034	0.723	0.470	0.001	Rejected
H ₅ Employee satisfaction -> Employee Agility	0.532	9.401	0.000	0.283	Accepted

Table 8. Hypothesis Testing (Indirect Effect)

Hypothesis	Path Coefficient	t-value	Prob.	R ²	Decision
H ₆ Culture Transformation -> Employee satisfaction -> Employee Agility	0.268	6.635	0.000	0.268	Accepted
H ₇ Leadership Style -> Employee satisfaction -> Employee Agility	0.124	3.520	0.000	0.124	Accepted

In the telecommunications industry, rapid market changes driven by new technologies, digitalization trends, and intense competition demand teams that can adapt quickly and effectively to maintain competitiveness. Team development that emphasizes proactivity and continuous learning enables employees not only to respond to change but also to innovate and stay ahead of the market (Ahsan, 2025). Moreover, close collaboration with internal and external stakeholders strengthens synergies in navigating rapid industry shifts (Supriana, 2020). As a sector that builds complex digital ecosystems, the telecommunications industry requires employees who can collaborate across functions and sectors. Team development that promotes effective communication, strong collaboration, and the courage to learn from failure fosters agile employees capable of making quick, innovative, and responsive decisions to meet market and customer needs. Therefore, these factors play a more crucial role in enhancing employee agility within the telecommunications industry compared to other aspects of culture transformation.

In contrast to the previous findings, the results of hypothesis 4 show that leadership style does not significantly influence employee agility in the telecommunications industry. Neither transformational, transactional, nor laissez-faire leadership styles were effective in enhancing agility. This is likely due to the high complexity and rapid changes in the Information and Communication Technology (ICT) sector, where employees need to react quickly and make practical decisions. Transformational leadership focuses on inspiration but may slow in decision process (Hung et al., 2022); transactional leadership emphasizes short-term targets, limiting adaptability (Tyssen et al., 2014; Cho et al., 2019); and laissez-faire leadership offers too little direction. Instead, this industry requires a more collaborative, responsive approach that prioritizes team development and direct adaptation to market changes. These findings do not support Naim et al.'s (2024) study, which suggested leadership promotes employee

agility, possibly because telecommunications companies need adaptive leadership styles that align more with organizational agility (Susanty et al., 2024).

Moreover, while leadership is important for guiding and inspiring employees, it alone is not sufficient to enhance workforce agility. Agility requires a deeply embedded organizational culture that consistently supports flexibility, continuous learning, and proactive behavior at all levels. As organizations restructure around customer-driven processes, traditional hierarchies give way to networks and relationship-based systems, placing human talents, values, and behaviors at the core of value creation (Rebours & Pauly, 2016). However, if Agile is introduced merely as another business process without embracing its underlying values and mindset, it risks becoming a superficial tool rather than a true driver of innovation (Holbeche, 2019). Building on this argument, it becomes clear that creating true agility relies more on cultivating a strong organizational culture than on leadership alone. While leadership can provide vision and motivation, culture shapes the everyday behaviors, mindsets, and shared norms that enable employees to adapt quickly and confidently. A strong agile culture helps employees take initiative, try new things, and respond to changes without waiting for orders from above (Temitope, 2022).

The test of hypothesis 5 indicates that employee satisfaction affects employee agility, where the t-count value > t table at $\alpha = 0.05 / 2 (= 1.96)$ and Prob < 0.05, so the hypothesis is accepted. The results support Azmy (2021), Athamneh and Jais (2023), and Azmy et al. (2022), which strengthen the results that job satisfaction can increase employee agility. Employee satisfaction is measured by four dimensions: job satisfaction, salary satisfaction, satisfaction with superiors, and opportunities for personal growth. Among the four dimensions, opportunities for personal growth are the aspects that contribute the most to shaping employee satisfaction, thus contributing more to creating employee agility in the telecommunications industry. Opportunities for personal development are the most contributing factor in shaping employee satisfaction in the telecommunication industry because the ICT industry is dynamic and continues to grow.

Employees in the telecommunications industry face rapid technological changes, so they need opportunities to continue learning, improving their skills, and developing their careers to stay relevant. If the company provides access to training, certification, and clear career development opportunities, employees will feel more valued and motivated to adapt to change, which ultimately increases employee agility. Without growth opportunities, employees will feel stagnant and less motivated to innovate or adapt to a rapidly changing

work environment. Furthermore, opportunities for personal growth allow employees to hone new skills, increase their strategic thinking capacity, and build confidence in facing new challenges. With an environment that supports growth, employees are more adaptable to shifts in technology and market needs, so they become more flexible and innovative in their work. Therefore, compared to other dimensions of satisfaction, opportunities for personal growth have the greatest impact on creating employee agility in the telecommunications industry.

Table 8 shows that there is an indirect influence of culture transformation and leadership style on employee agility through employee satisfaction, as indicated by t-values greater than the critical value (1.96 at $\alpha = 0.05/2$) and p-values below 0.05. Therefore, Hypotheses 6 and 7 are accepted. This means that the more positive the culture transformation and leadership style experienced by employees, the higher their satisfaction, which in turn leads to greater employee agility. In other words, when employees feel supported and satisfied, they are more likely to develop the adaptability and responsiveness needed to be agile in a dynamic environment. An effective cultural transformation creates a more adaptive, collaborative, and learning-oriented work environment, making employees feel more valued, giving them opportunities to grow, and providing the support they need to thrive. Increased employee satisfaction, especially in terms of personal growth opportunities, encourages them to be more responsive and flexible to change. Thus, cultural transformation helps build job satisfaction, which becomes a crucial foundation for employees to develop and adapt in dynamic environments like the telecommunications industry, ultimately fostering employee agility. This finding supports Radu (2023) and Ghosh et al. (2021), who revealed that a positive workplace culture has a beneficial impact on individual satisfaction and performance and contributes to greater organizational agility. This means that companies can quickly adapt to changing market dynamics and seize new opportunities.

The test of hypothesis 7 shows that leadership style can create employee agility through employee satisfaction. This means that a good leadership style can build job satisfaction, which then becomes the base for employee agility. Supportive leadership, whether it is transformational (inspiring), transactional (clear roles and rewards), or a mix of both, can increase employee satisfaction by creating a positive, fair, and growth-focused work environment. When employees feel satisfied, especially in terms of personal growth, recognition, and good relationships with their boss, they are more motivated to adapt to changes, take initiative, and be more flexible at work. In the telecommunications industry, which is part of the fast-changing ICT sector, leadership styles that improve employee

satisfaction play an important role in building employee agility, as satisfied employees are more open to change and innovation. Besides that, cultural transformation also helps improve employee agility, while leadership style alone does not directly affect agility. Cultural transformation has a stronger effect on employee agility through satisfaction compared to leadership style.

This finding confirms that culture transformation in the telecommunication industry has a more dominant role than leadership style in shaping employee satisfaction, ultimately creating employee agility. Culture transformation that is in line with the dynamics of the ICT industry creates a more innovative, flexible, and growth-oriented work environment, thereby increasing employee satisfaction more significantly compared to leadership style. In addition, culture transformation impacts employee satisfaction and can directly encourage agility by forming an adaptive, collaborative, and learning-based mindset that is very much needed in a rapidly changing work environment like the telecommunications industry. On the other hand, leadership style, although it contributes to increasing employee satisfaction, does not directly influence agility, which shows that leadership alone is not enough to build agile employees without a supportive cultural change. Even in an indirect path, culture transformation still has a greater impact on shaping employee agility through increasing employee satisfaction compared to leadership style. This confirms that culture transformation is a key factor in ensuring that the telecommunication industry has a responsive and adaptive workforce to industry changes.

The research findings indicate that cultural transformation and leadership style influence employee satisfaction and employee agility, supporting the Resource-Based View (RBV) approach, as these two factors are internal resources that are not easily imitable and create a competitive advantage. Employee satisfaction and individual agility in work reflect the organization's capabilities, which are valuable, rare, difficult to imitate, and well-organized (VRIO), which is in line with the core of RBV.

Conclusion and Suggestion

The study's findings demonstrated that organizational culture transformation and leadership style affect employee satisfaction, where the team development dimension and transformational leadership style have the most dominant contribution. Culture transformation also directly increases employee agility, while leadership style does not directly influence employee agility in the context of the telecommunication industry, which is very dynamic. This means culture is more important than leadership alone because a strong

culture guides how people act every day, even without leaders telling them what to do. an embedded agile culture empowers employees take initiative, adapt quickly, and work well together, which leadership alone cannot always achieve. Finally, culture is more stable and lasting than individual leadership, making it a more sustainable foundation for fostering long-term agility and continuous innovation.

Furthermore, culture transformation and leadership style can indirectly create employee agility through increased job satisfaction, with opportunities for personal growth as the main factor that forms this satisfaction. This confirms that in the information and communication technology industry, creating a work environment that supports team development and provides growth opportunities for employees is a key strategy in increasing employee satisfaction and agility. Furthermore, this enables companies to remain competitive in the face of rapid market changes.

This study supports the Resource-Based View (RBV) approach, which suggests that employee satisfaction and individual agility in work reflect the organization's capabilities that are valuable, rare, difficult to imitate, and well-organized (VRIO), in line with the core of RBV. This also enriches the perspective in organizational theory and human resource management, especially in the context of the ICT industry, where culture transformation is key to organizational success in facing rapid change. In addition, these findings clarify that leadership style, although influential on employee satisfaction, is not enough to directly shape employee agility, thus strengthening the argument that leadership must go hand in hand with broader cultural changes to create an agile workforce.

From a managerial perspective, the results of this study emphasize the importance of the telecommunication industry prioritizing culture transformation in its organizational development strategy to create agile employees. Management must focus on implementing a work culture that supports innovation, flexibility, collaboration, and continuous learning so that employee satisfaction increases, and they are better prepared to face industry changes. In addition, although leadership remains important, managers and leaders in the telecommunications industry must ensure that their leadership style is aligned with the organizational culture being developed so that it can strengthen its positive impact on employee satisfaction. Thus, effective culture transformation increases job satisfaction and ensures that the company has a workforce that can adapt quickly to the challenges of the ever-growing ICT industry.

Although this study is limited by a relatively small sample size of 150 employees and focuses only on the headquarters of one of the largest telecommunications firms in Indonesia,

these characteristics provide a valuable foundation for future research. This specific scope highlights the importance of exploring more diverse demographic backgrounds and organizational contexts across Indonesia's broader telecommunications industry. Future studies can build on these findings by involving larger samples and including various regions and companies, which would improve generalizability and provide deeper insights into different organizational cultures and practices. Additionally, a longitudinal approach can be used to observe changes and developments in the impact of cultural transformation and leadership style on employee job satisfaction and agility more deeply over time.

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Yuti Yuniarti, Assistant (Junior) Researcher at Universitas Muhammadiyah Bandung, Indonesia, played a key role in ensuring the validation of the dataset, paraphrasing and translating research materials, and monitoring the publication process. Her contributions helped maintain the accuracy and clarity of the data, as well as ensured the smooth progression of the study towards publication.

Appendix 1. Smart-PLS Result – Model Path Diagram

