

The Effect of Transformational Leadership and Intellectual Capital on Organizational Agility with Organizational Learning as a Mediation Variable.

Hizkia Brahmana ¹⁾ & Marno Nugroho ²⁾

¹⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: hizkiabrahmana.std@unissula.ac.id

²⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: marnonugroho@unissula.ac.id

Abstract. This study aims to examine and empirically analyze the influence of transformational leadership and intellectual capital on organizational learning and its impact on organizational agility. The research is classified as explanatory research with variables including transformational leadership, intellectual capital, organizational learning, and organizational agility. Respondents' answers were assessed using a semantic differential scale ranging from 1 to 5. The population of the study consisted of all human resources at the Customs and Excise Office of Type Madya Pabean a Semarang, totaling 230 employees, with a maximum sample size of 180 respondents. The sampling technique applied was purposive sampling with criteria of a minimum of five years of service and a minimum age of 25 years. Data analysis was conducted using structural equation modeling with the Partial Least Square (PLS) approach. The results indicate that transformational leadership has a positive and significant effect on organizational learning and organizational agility, intellectual capital has a positive and significant effect on organizational learning and organizational agility, and organizational learning has a positive and significant effect on organizational agility. These findings emphasize that the synergy of transformational leadership and intellectual capital, through the process of organizational learning, plays a crucial role in enhancing organizational agility.

Keywords: Intellectual Capital; Organizational Agility; Organizational Learning; Transformational Leadership.

1. Introduction

In this changing digital era, organizations are required to be increasingly agile in adapting to the dynamics of a rapidly changing business environment. Organizational agility is a crucial capability for companies to navigate uncertainty, anticipate market changes, and respond to

customer needs more quickly and effectively. However, achieving optimal organizational agility requires leaders capable of inspiring change and motivating teams to achieve shared goals.

Intellectual capital Intellectual capital, which encompasses organizational knowledge assets such as employee skills, customer relationships, and internal processes, is also a key component in enhancing organizational agility. Intellectual capital encompasses not only individual knowledge but also how an organization manages these intellectual assets to support performance. An organization's capability to leverage intellectual capital can be a strategic resource to support the change and innovation necessary to achieve agility.(Shami and Nastiezaie 2019).

The research results of Baikuni et al. (2022) show that intellectual capital is a support and guideline for implementing agility in companies, and company agility will be more achieved if it has an intellectual capital-based perspective. These results are corroborated by Ghafuri & Mansouri (2014) who stated that there is a significant positive relationship between intellectual capital and organizational agility as proxied by human capital, structural capital, and relational capital. Intellectual capital is an intangible asset owned by an organization that can influence the performance of an organization (Brennan and Connell 2000). Intellectual capital contains components of human capital, structural capital, and customer capital (Marr, Schiuma, and Neely 2004). Human capital contains the abilities possessed by organizational members, then structural capital contains management knowledge within the organization and customer capital contains networks and good relationships with others.

Besides Intellectual capital, Transformational leadership is also an important factor in creating an environment that supports flexibility and innovation, where transformational leaders are able to build a shared vision, empower team members, and encourage them to think creatively and adaptively. Transformational leadership styles are known to have a direct positive influence on organizational agility (Akkaya, 2020). Agile organizations are designed to understand and predict changes in the business environment (Akkaya, 2020). Transformational leaders create new perspectives, prepare and develop concepts, and prepare their staff by encouraging them and inspiring commitment and responsibility, utilizing factors and elements in a way that ensures the organization's survival and growth (Gagel, 2017). These leaders have the ability to operate effectively in complex and risky situations, as well as prepare themselves and their employees to take appropriate action when facing potential challenges and opportunities (Wanasida et al., 2021).

Transformational leadership consists of a deep relationship between leaders and their subordinates that has the potential to influence employees to carry out their orders or work willingly without coercion (Bednall et al. 2018). The leadership's capabilities here are expected to be crucial in efforts to create good organizational agility that meets the organization's expectations.

Previous research on the role of transformational leadership in organizational learning remains controversial. One example is Cui et al.'s (2022) study, which found that transformational and transactional leadership styles have a positive impact on organizational learning. Meanwhile, Khan et al.'s (2020) study suggested that transformational leadership does not have a significant direct impact on organizational learning.

Previous research on the role of transformational leadership in organizational agility also leaves a black box in its research. Studies (Wanasida et al. 2021) and (Akkaya 2020) found that transformational leadership has a direct positive relationship with organizational agility. However, these results contradict those of Jaafar, Razak, and Shamsudin Z. 2021, who stated that the dimensions of transformational leadership do not have a significant impact on organizational agility. This study proposes organizational learning as a mediating variable, hoping to address this gap.

Between the roles of transformational leadership and intellectual capital, organizational learning serves as a process that enables organizations to continuously enhance collective knowledge and adaptability. As a mediating variable, organizational learning helps integrate intellectual capital into organizational culture and enhances the effectiveness of transformational leadership in building organizational agility. This learning process enables organizations not only to develop innovative capabilities but also to strengthen competitiveness by ensuring employees have the relevant knowledge to respond to rapid change. (Shami and Nastiezaie 2019). According to Fiol et al. (1985), organizational learning is an organizational and managerial characteristic that facilitates the learning process within an organization. Hutchins (2020) states that organizational learning is the ability of management to interpret situations and conditions to ensure personnel can work according to regulations and produce good work effectiveness to achieve the desired organizational agility.

Based on the background of the problem and the Research Gap above, the researcher is interested in taking the research title "Transformational Leadership and Intellectual Capital on Organizational Agility with Organizational Learning as a Mediating Variable".

2. Research Methods

The type of research used is "Explanatory Research," or research that is explanatory in nature. The variables used are Transformational Leadership and Intellectual Capital. Organizational Learning and Organizational Agility. Research data sources a. Primary Data

Primary data is data obtained directly from research respondents. This data is based on a. questionnaire distributed to respondents. Primary data consists of respondents' responses to research variables, including Transformational Leadership, Intellectual Capital, Organizational Learning, and Organizational Agility. b. Secondary Data Secondary data is data that has been processed by other people or institutions and published. This data is

obtained from magazines, reports from related agencies, and existing literature, including: number of personnel, organizational structure, job descriptions, and so on.

3. Results and Discussion

3.1. The Influence of Transformational Leadership on Organizational Learning

This study shows that transformational leadership has a positive and significant influence on organizational learning. This finding indicates that the more effectively a transformational leadership style is implemented, the greater the organization's tendency to strengthen learning behaviors within it. Transformational leaders who are able to inspire, motivate, and encourage team members to think innovatively will create an environment conducive to knowledge sharing, collective reflection, and the development of new skills. Previous research results show that transformational leadership directly influences organizational learning (Kim & Park, 2020).

The results of this study indicate that the implementation of transformational leadership components, such as Idealized Influence or charisma, Intellectual Stimulation which emphasizes the encouragement of critical and creative thinking, Individualized Consideration which pays attention to individual needs, and Inspirational Motivation which is able to provide enthusiasm and clear direction, has a significant role in building a strong learning culture. The more effective the implementation of these four dimensions, the greater their influence in increasing commitment to learning, fostering an open attitude to new ideas, and creating a shared vision that can unite organizational members in achieving greater goals.

The transformational leadership variable with the highest outer loading value is indicated by the idealized influence indicator, while for the organizational learning variable, the indicator with the highest outer loading value is commitment to learning. This finding suggests that the more effective the implementation of idealized influence in leadership, the stronger the organization's commitment to continuous learning and development. This means that when a leader is able to serve as a role model, provide inspiration, and demonstrate high integrity, this will encourage organizational members to be more open to the learning process and committed to increasing their knowledge and skills. Thus, idealized influence not only strengthens the relationship between leaders and members but also becomes a key driver of the creation of a culture of continuous learning within the organization.

The transformational leadership variable shows that the indicator with the lowest outer loading value is intellectual stimulation, while the organizational learning variable has the lowest outer loading value is open-mindedness. This finding suggests that the more effective a leader's implementation of intellectual stimulation, the greater the opportunity for open-mindedness to develop within the organization. In other words, when leaders are able to encourage subordinates to think critically, creatively, and boldly explore new ideas, this will create an organizational climate that is more open to change and innovation. This condition

can ultimately strengthen the organization's continuous learning process, as open-mindedness allows individuals and groups to accept new knowledge, reflect, and adapt strategies to address the ever-evolving dynamics of the environment.

3.2. Transformational leadership towards organizational agility

This study demonstrates that transformational leadership has a positive and significant impact on organizational agility. This means that the effective implementation of transformational leadership will increase an organization's ability to be more agile in facing environmental changes. Transformational leaders will create conditions that enable the organization to move more quickly, adaptively, and flexibly. With this encouragement, organizations are not only able to respond to challenges more appropriately but also can optimally capitalize on opportunities, so that organizational agility becomes an internalized part of the daily work culture. These results support previous research showing that transactional leadership has a direct impact on organizational agility (Ahmadyan and Azizi 2020).

The results of this study indicate that the application of four key aspects of transformational leadership—Idealized Influence or charisma, Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation—has a significant impact on improving organizational performance. These four indicators can shape leadership patterns that encourage active engagement, generate motivation, and foster trust among team members.

Implementing this leadership style has been proven to improve various important organizational capabilities, such as responsiveness, competence, adaptability, and quickness in responding to change. Thus, transformational leadership not only strengthens the relationship between leaders and subordinates but also acts as a catalyst in creating a resilient, flexible organization that is ready to face dynamic challenges.

The transformational leadership variable with the highest outer loading value is indicated by the Idealized Influence or charisma indicator, while in the organizational agility variable, the indicator with the highest outer loading value is quickness or speed.

These findings suggest that the stronger and more effective a leader's application of Idealized Influence, the faster the organization can respond to changes and challenges. In other words, a leader's charisma and exemplary leadership not only serve as a source of inspiration but also create significant impetus for the organization to move quickly, make swift decisions, and adapt to the ever-evolving dynamics of the environment. This underscores the crucial role of transformational leadership in building a work culture that is responsive, agile, and oriented toward accelerating goal achievement.

The transformational leadership variable with the lowest outer loading value was intellectual stimulation, while the organizational agility variable had the lowest outer loading value was responsiveness. This finding suggests that the more effective the implementation of

intellectual stimulation in an organization, the higher the level of responsiveness demonstrated.

In other words, when leaders are able to encourage members to think critically, creatively, and boldly explore new ways to solve problems, this will impact the organization's ability to respond to various environmental changes and demands more quickly and appropriately. Good responsiveness reflects the organization's readiness to adapt strategies and actions, thereby maintaining competitiveness and resilience amidst increasingly complex dynamics.

3.3. Intellectual capital towards organizational learning

This study shows that intellectual capital has a positive and significant impact on organizational learning. This means that the higher the level of intellectual capital possessed by employees, the greater the organization's tendency to improve its learning processes. With strong intellectual capital, organizations can more easily process information, develop innovation, and build collective learning mechanisms that support the achievement of long-term goals. These research findings confirm previous findings showing that intellectual capital improves innovation performance and inter-organizational learning (Rehman et al. 2022).

The results of this study indicate that improving the quality of human capital, structural or organizational capital, and relational capital related to customers, contributes positively to the development of commitment to learning, openness to ideas and change, and the formation of a shared vision within an organization. In other words, the better the management and utilization of these three types of capital, the higher the individual and group motivation to continue learning, the wider the space for acceptance of new perspectives, and the stronger the understanding of the direction and goals to be achieved together. This confirms that intellectual capital not only serves as an organizational asset, but also serves as an important foundation in creating an open and synergistic learning culture.

The intellectual capital variable in this study showed that the indicator with the highest outer loading value was human capital, while the organizational learning variable had the highest value was commitment to learning. These findings indicate a close relationship between the quality of human capital and the level of commitment to learning within the organization. The higher the quality of human capital, which encompasses an individual's abilities, skills, experience, and knowledge, the greater the drive to commit to continuous learning.

This means that the presence of superior human resources will create a strong learning culture, encourage individuals to be more open to developing their competencies, and strengthen the organization's readiness to face future changes and challenges. In other words, investing in human capital development can directly increase the commitment to

learning, which is the foundation for creating an adaptive and highly competitive organization.

The intellectual capital variable with the lowest outer loading value is the structural capital or organizational capital indicator. Meanwhile, for the organizational learning variable, the indicator with the lowest outer loading value is open-mindedness. This finding suggests that the stronger and more well-managed the structural capital within an organization, the higher the level of open-mindedness of individuals and groups within it. In other words, the existence of solid organizational systems, procedures, and structures will create space for organizational members to be more open to new ideas, willing to embrace change, and encourage continuous innovation. This also indicates that improvements in structural capital not only increase work efficiency but also strengthen an adaptive and progressive learning culture.

3.4. Intellectual capital on organizational agility.

This study shows that intellectual capital has a positive and significant influence on organizational agility. This finding indicates that the higher the level of intellectual capital an organization possesses, the greater its ability to be agile, adaptive, and responsive to environmental changes. Strong intellectual capital, whether in terms of knowledge, skills, experience, or innovation, plays a crucial role in strengthening an organization's ability to adapt to market dynamics, exploit new opportunities, and face challenges more effectively. Therefore, managing and developing intellectual capital is a strategic key to sustainably increasing organizational agility. This study supports the findings that there is a significant direct influence of intellectual capital on organizational agility (Shami and Nastiezaie 2019). Furthermore, the explanation of the research model (Maghsoud Lou et al. 2021) demonstrates the importance of intellectual capital to organizational agility.

The results of this study indicate that the existence of human capital, structural or organizational capital, and relational capital have a significant role in encouraging increased commitment to learning, contributing to the ability of individuals and organizations to continue developing knowledge, strengthening an attitude of openness in accepting new ideas and innovations and helping to form a clearer shared vision, thus creating alignment of direction and goals within the organization.

The intellectual capital variable with the highest outer loading value is indicated by the human capital indicator, while the indicator with the highest value for the organizational agility variable is quickness. This finding indicates that the better the quality of human capital in an organization, the higher the level of speed the organization has in responding to various situations. In other words, increasing the capacity, skills, knowledge, and experience of human resources will encourage the organization to be more responsive, make decisions quickly, and be agile in adapting to environmental changes. This emphasizes that investment in human capital development is a key factor in creating an agile, adaptive organization that is able to maintain competitiveness amidst ever-evolving dynamics.

The intellectual capital variable with the lowest outer loading value was found in the structural capital or organizational capital indicator. Meanwhile, in the organizational agility variable, the indicator with the lowest outer loading value was responsiveness. This finding suggests that the quality of structural capital is directly related to the level of responsiveness within an organization. In other words, the stronger and more organized the structural capital—such as systems, procedures, technology, and supporting work mechanisms—the greater the organization's ability to respond to emerging changes, challenges, and opportunities. This indicates that an organization's success in increasing responsiveness and adaptability is determined not only by individual factors but also by the structural foundations that underpin overall performance.

3.5. Organizational learning on organizational agility

This study demonstrates that organizational learning has a positive and significant impact on organizational agility. This finding implies that the higher the quality of learning within an organization, the greater the organization's ability to be agile, adaptive, and responsive to environmental changes. Previous research has shown that improving organizational learning capabilities can impact organizational agility, which is crucial for its survival (Bahrami et al. 2016).

The results of this study demonstrate that when an organization has a strong commitment to learning, an open attitude to new ideas, and a clear shared vision, it can have a significant impact on improving various aspects of performance. These factors directly contribute to boosting the organization's ability to be more responsive to change, enhancing individual and team competencies, and strengthening flexibility and adaptability in facing dynamic challenges.

The organizational learning variable with the highest outer loading value is the commitment to learning indicator, while the organizational agility variable has the highest outer loading value, namely quickness. These findings indicate that the stronger an organization's commitment to learning, the greater its ability to move quickly in responding to emerging changes and challenges. This means that commitment to learning not only serves to improve knowledge and skills but also serves as a crucial foundation for building organizational agility. With this commitment, organizations are able to develop an adaptive mindset, accelerate decision-making processes, and streamline strategy implementation, thereby remaining competitive in a constantly changing environment.

The organizational learning variable with the lowest outer loading value is the open-mindedness indicator, while the organizational agility variable has the lowest outer loading value in the responsiveness indicator. These findings indicate that the level of openness to new ideas, input, and perspectives significantly influences an organization's ability to respond to various environmental changes and demands. In other words, the higher the open-mindedness of individuals and groups within an organization, the better the organization's ability to act quickly, precisely, and relevantly in facing evolving situations. This

also illustrates that open-mindedness is a crucial foundation for building agility, because through an open attitude to new information, organizations can develop adaptive strategies, increase sensitivity to change, and strengthen responsiveness in responding to internal and external needs.

4. Conclusion

This study aims to empirically determine and analyze the influence of Transformational Leadership and Intellectual Capital on Organizational Learning and its impact on Organizational Agility. The organizational agility improvement model at the Semarang Type A Customs and Excise Supervision and Service Office in this study emphasizes the importance of synergy between transformational leadership and intellectual capital which simultaneously encourages the realization of organizational learning, so that it can ultimately strengthen the organization's capacity to be more adaptive, responsive, and fast in facing the dynamics and challenges of environmental change. This research proves that: 1. Transformational leadership has a positive and significant influence on organizational learning. This means that an effective transformational leadership style can encourage learning behaviors within the organization, such as openness to new knowledge, continuous evaluation, and individual and team capacity building. 2. Transformational leadership has also been shown to play a crucial role in increasing organizational agility. Leaders who can inspire, motivate, and lead by example will strengthen an organization's ability to adapt quickly and effectively to environmental changes. 3. Employees' intellectual capital, whether in the form of knowledge, skills, or experience, has been shown to significantly contribute to organizational learning. The higher the intellectual capital, the greater the organization's capacity to absorb, manage, and utilize knowledge effectively. 4. Intellectual capital also has a positive influence on organizational agility, because high knowledge and competence enable organizations to be more adaptive, innovative, and responsive in facing market dynamics and external challenges. 5. Organizational learning plays a crucial role in strengthening organizational agility. The better the learning process, the stronger the organization's ability to respond to change, adapt quickly, and make informed decisions in uncertain situations.

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