

Agile Leadership: Empowering Millennial Performance through Talent Management and Corporate Culture

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<https://doi.org/10.54099/aijms.v4i1.1202>

ARTICLE INFO

Research Paper

Article history:

Received: 30 December 2024

Revised: 10 January 2025

Accepted: 20 February 2025

Keywords: Agile Leadership, Millennial Employee, Talent Management, Corporate Culture

ABSTRACT

Purpose – This study aims to examine the impact of agile leadership on the performance of BTN millennial employees, mediated by talent management and corporate culture

Methodology/approach – This study involves Bank BTN employees, referred to as BTNers, categorized as Millennials, selected through purposive sampling. Data were collected using questionnaires and analyzed using the Partial Least Squares (PLS) method with SmartPLS version 3 software

Findings – This research demonstrates that agile leadership significantly influences performance, talent management, and corporate culture. Furthermore, talent management and corporate culture significantly impact performance. Additionally, it was found that talent management and corporate culture can mediate the effect of agile leadership on employee performance

Novelty/value – This study delves deeper into the role of agile leaders in shaping talent management and corporate culture, which are crucial for the performance of millennial employees—often characterized as vulnerable and lacking resilience—making this research highly relevant for discussion

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INTRODUCTION

Agile Leadership has become increasingly vital in the banking sector due to its ability to enhance organizational responsiveness, drive innovation, and sustain performance. In today's rapidly evolving financial landscape, the urgency to adopt agile leadership stems from the need to address complex challenges such as technological disruption, shifting market dynamics, and heightened regulatory requirements (Edmondson, 2021). Specifically, agile leadership plays a crucial role in enhancing HR strategies in banking institutions like BTN. By fostering a culture of continuous learning, collaboration, and innovation, agile leadership can help align workforce capabilities with the organization's strategic objectives

Leaders must be able to organize, manage, and provide clear direction to their team members in carrying out tasks for which they are responsible (Padmasari et al., 2023). According to Ahmad et al. (2022), leadership style required in today's rapidly changing environment, where organizations must adapt to complexity and instability, is agile leadership. Previous research has demonstrated that agile leadership has a significant impact on performance (Wibowo et al., 2023; Ahmad et al., 2022; Setiawati, 2021).

Effective talent management plays a crucial role in enhancing employee performance and strengthening an organization's overall competitiveness. By managing talent effectively, companies can not only attract individuals with the right skills and abilities but also retain those employees for the long term (Mantow & Nilasari, 2023). Previous studies have shown that talent management significantly impacts performance (Jeronimo et al., 2023; Kravariti et al., 2023; Setyawan, 2021).

Corporate culture is also recognized by respondents, based on the company's results, as a key driver of performance. The culture at Bank BTN is built upon the core values of AKHLAK, established by the Ministry of State-Owned Enterprises (BUMN) through Circular Letter No. SE-7/MBU/07/2020 regarding the Core Values of Human Resources in State-Owned Enterprises. When a company's culture is positive and supportive, employees feel valued, inspired, and more motivated to contribute effectively (Hasan et al., 2020). Previous research shows that corporate culture has a significant influence on performance (Abdullahi et al., 2021; Kuswati, 2020).

The research gap in this study, compared to previous studies, lies in the fact that the impact of agile leadership on talent management has not yet been examined. In contrast, the influence of other leadership styles, such as laissez-faire, visionary leadership, or leadership in general, has been analyzed in relation to talent management (Ali & Ullah, 2023; Miharja & Hayati, 2021; Mey et al., 2021).

LITERATURE REVIEW

Goal Setting Theory, developed by Edwin Locke in 1968, is a motivational framework emphasizing that setting clear and specific goals can enhance individual and team performance. Locke argued that well-defined goals motivate people to work harder, stay focused on tasks, and overcome challenges (Jeong et al., 2023). The theory also highlights that the goal-setting process should involve individual participation to enhance commitment and a sense of ownership toward the goals (Swann et al., 2021). Goal Setting Theory emphasizes the importance of individual involvement in the goal-setting process, the establishment of specific and challenging goals, and the provision of constructive feedback (Liu et al., 2020).

Performance

Performance is a proud achievement or accomplishment resulting from significant effort (hard work) by utilizing one's full potential (Harras et al., 2020). The fundamental concept of employee performance is a framework for understanding and evaluating individual performance within an organizational context (Budiyanto & Mochklas, 2020). Performance refers to the outcomes achieved by an individual in carrying out assigned responsibilities, influenced by their skills, experience, dedication, and time management (Lestari, 2023).

Agile Leadership

Agility is the capacity of an organization to adapt to a dynamic and turbulent environment, reducing threats and maximizing opportunities that may occur in emerging new scenarios (Gultom et al., 2024). Agile leadership is a leadership approach that adjusts to empowering employees and enhancing organizational capacity to thrive in unpredictable work scenarios (Hayward, 2021). Agile leaders prioritize collaboration over individual authority. As teamwork has been extensively studied in management science, it is regarded as crucial for career and life satisfaction as well as professional success (Baydar, 2023). Agile leaders are able to make swift and precise decisions in uncertain situations, prioritize innovation and knowledge, foster a trust-based environment within the organization, and delegate their authority to other employees when necessary (Yalçın & Özgenel, 2021).

Talent Management

Talent management gained prominence following the release of *The War for Talent* by Chamber et al. (1998), consultants from McKinsey and Company, which highlighted critical talent-related challenges faced by companies in their pursuit of sustained competitive advantage. Talent management refers to a

strategic approach employed by organizations to identify, recruit, develop, retain, and leverage high-potential and skilled human resources (Anlesinya & Amponsah-Tawiah, 2020). Harsch & Festing (2020) suggest that the mission of talent management involves providing the right talent for the organization, creating suitable work conditions to address specific challenges in a dynamic environment, and ultimately competing successfully.

Corporate Culture

Corporate culture encompasses the values and practices followed by all members, serving as the identity of the organization itself (Basri et al., 2022). Corporate culture consists of the beliefs and values understood, embraced, and practiced by an organization, creating a unique significance and forming the foundation for behavioral guidelines within the organization (Mangkunegara, 2020). Corporate culture refers to a set of assumptions, beliefs, values, and norms developed within an organization, serving as a guide for members' behavior in addressing both external and internal adaptation challenges (Robbins & Judge, 2019)

HYPOTHESIS DEVELOPMENT

The Influence of Agile Leadership on Performance

According to Salvetti & Bertagni (2020), an agile leader can foster team collaboration and empower employees to have autonomy in setting and achieving their goals. In the context of Goal Setting Theory, agile leaders assist employees in establishing goals that are relevant to the constantly changing business situations and challenges. Employees are not only more motivated to achieve the goals they help set but also more engaged because these goals are continually updated to align with changes in the business environment (Malik et al., 2021). Previous studies by Setiawati (2021), Ahmed & Elali (2021) and Pratama & Almansur (2024) indicate that agile leadership has a positive and significant influence on performance. Based on the above explanation, the proposed hypothesis is as follows:

H1: Agile leadership has a positive and significant effect on performance

The Influence of Agile Leadership on Talent Management

Agile leaders actively collaborate with employees to set these goals, providing them with clear and specific direction on what is expected. Additionally, agile leadership ensures that the talent development process is adaptive, where employees receive continuous feedback, enabling them to improve their performance and be better prepared to achieve the established goals (Tas, 2022). Previous studies by Miharja & Hayati (2021) and Ali & Ullah (2023) indicate that agile leadership has a positive and significant influence on talent management. Based on the above explanation, the proposed hypothesis is as follows:

H2: Agile leadership has a positive and significant effect on talent management

The Influence of Talent Management on Performance

Talent management plays a crucial role in helping employees set goals aligned with their capabilities while encouraging further development to achieve higher standards (Hakro et al., 2022). When employees are given clear and relevant development objectives, such as new skills or challenging performance targets, they become more motivated to work hard to achieve those goals (Damarasri & Ahman, 2020). Talent management helps employees achieve better performance through clear goal setting, appropriate training and development, and continuous feedback, all of which contribute to organizational success (Elzek et al., 2024). Previous studies by Kaleem (2019), Ekhsan et al. (2023) and Keshek et al. (2024) indicate that talent management has a positive and significant influence on employee performance. Based on the above explanation, the proposed hypothesis is as follows:

H3: Talent management has a positive and significant effect on performance

The Influence of Agile Leadership on Corporate Culture

Agile leadership enables employees to participate in the goal-setting process, ensuring they feel a greater sense of responsibility and engagement within the corporate culture (Malik et al., 2021). Agile leaders also foster a culture that supports innovation and creativity, encouraging employees to set ambitious goals and take calculated risks (Nururly et al., 2024). They help create a work environment that values innovation and collaboration by providing employees the freedom to experiment and achieve higher objectives. This strengthens a dynamic and growth-oriented company culture (Yalçın & Özgenel, 2021). Previous studies by Yunanti et al. (2021), Kim et al. (2021) and Husein et al. (2023) indicate that agile leadership has a positive and significant influence on corporate culture. Based on the above explanation, the proposed hypothesis is as follows:

H4: Agile leadership has a positive and significant effect on corporate culture

The Influence of Corporate Culture on Performance

A positive culture helps employees understand the organization's vision, mission, and values, making it easier to set goals aligned with the company's strategic objectives (Wati et al., 2020). When employees feel their goals are aligned with the organization's objectives, they are more motivated to achieve them, as they perceive themselves as part of something greater. This enhances their sense of responsibility and commitment to their work, which in turn improves performance (Tiyanti et al., 2021). Previous studies by Zacharias et al. (2021), Abdullahi et al. (2021) and Aboramadan et al. (2020) indicate that corporate culture has a positive and significant influence on performance. Based on the above explanation, the proposed hypothesis is as follows:

H5: Corporate culture has a positive and significant effect on performance

The Influence of Agile Leadership on Performance Mediated by Talent Management

Talent management ensures that individuals with high potential are placed in the right roles and given opportunities to grow through training, skill development, and mentoring. This not only ensures that employees have the necessary competencies but also boosts their motivation to achieve higher goals as they feel valued and supported by the organization (Al-Hussaini et al., 2019). Agile leadership, by leveraging strong talent management, can enhance employee performance through a structured and flexible process in goal setting and competency development. The collaboration between agile leadership and talent management ensures that employees remain motivated, competent, and adaptable to change, ultimately contributing to improved employee performance (Harsch & Festing, 2020). Based on the above explanation, the proposed hypothesis is as follows:

H6: Agile leadership has a positive and significant effect on performance mediated by talent management

The Influence of Agile Leadership on Performance Mediated by Corporate Culture

Corporate culture is a system of values, norms, and practices that shapes the way employees work and interact within an organization (Takrim et al., 2021). When agile leadership is applied in a positive and supportive corporate culture environment, employees feel more comfortable in setting and pursuing more ambitious goals. Agile leadership also supports a flexible corporate culture, where decentralized decision-making and employee empowerment are key. In such a culture, employees are encouraged to set goals aligned with the organization's vision and mission, and they are given the autonomy to find the best ways to achieve those goals (Nururly et al., 2024). Thus, agile leadership enhances employee

performance through the mediation of a corporate culture that supports effective goal setting and continuous feedback. The collaboration between agile leadership and corporate culture creates an environment that supports employee growth, which ultimately improves performance (Husein et al., 2023). Research by Yunanti et al. (2021) shows that leadership will improve employee performance when mediated by corporate culture. Based on the above explanation, the proposed hypothesis is as follows:

H7: Agile leadership has a positive and significant effect on performance mediated by corporate culture

METHOD

The author will apply the quantitative method to conduct research aimed at determining the outcomes of the hypotheses established in the previous chapter, using a causal research design to test the impact between variables (Sugiyono, 2019). The research method employed involves a sample survey, where the author distributes an online questionnaire to respondents, specifically BTNers from the Millennial category, who serve as a representative sample for the broader BTNers population. The questionnaire will be provided to BTNers who the author knows possess expertise in their field and demonstrate strong integrity in responding to the questions

Population & Sample

In this study, the population consists of Bank BTN employees (referred to as BTNers) from the Millennial category, selected through purposive sampling. Based on the demographic data of employees provided in Chapter I, the estimated number of Millennial BTNers is approximately 9,644 employees. In this study, the author applies the Slovin method to determine the sample size for the research. In this study, the sample size to be examined consists of 384 Millennial BTNers, with a margin of error tolerance of 5%.

Operational Variable

Operationalizing variables is essential to define the types and indicators of the variables that are the focus of the study. The measurement of Performance (Y) consists of 12 statement items as proposed by Pattnaik & Pattnaik (2021). Agile Leadership (X) is constructed through 15 statement items as described by Kaya (2023), Talent Management (Z1) is constructed through 9 statement items as explained by Elzek et al. (2024), and Corporate Culture (Z₂) is constructed through 8 statement items as outlined by Azeem et al. (2021)

Analysis Method

Data analysis in this study uses the Partial Least Square (PLS) method with SmartPLS version 3 software. PLS is a technique for solving Structural Equation Modeling (SEM), which in this case offers advantages over other SEM methods (Ghozali & Latan, 2020). PLS (Partial Least Square) serves as an alternative model to covariance-based SEM. It can be used to confirm theories and, additionally, to explore whether a relationship exists between latent variables

RESULT AND DISCUSSION

Outer & Inner Model

Based on the raw data collected from the questionnaires distributed to 384 respondents, with 38 statements and response options on a 1–5 scale, the description of each indicator can be summarized as follows:

Table 1. Outer & Inner Model

Variable	Item	Mean	Outer Loading	AVE	CA	CR	R ²	Q ²
Performance	I consistently meet deadlines for the tasks assigned to me	3,53	0.921	0.814	0.979	0.981	0.972	0.786
	I take full ownership of my work in line with the established job description	3,81	0.908					
	I stay focused on achieving the targets set for me	3,52	0.903					
	I actively engage in activities that directly influence performance assessments	3,61	0.904					
	I acknowledge and congratulate colleagues who achieve outstanding results	3,66	0.899					
	I assist colleagues facing challenges, both personally and professionally	3,74	0.894					
	I often offer encouraging words that help my colleagues feel more positive about themselves or their department	3,70	0.911					
	I treat all colleagues equally and always aim to be fair in collaborative efforts	3,73	0.907					
	I put in extra effort to ensure tasks are completed within the given time frame	3,71	0.912					
	I pay close attention to the details relevant to my work	3,63	0.910					
	I frequently take the initiative to resolve issues that arise at work	3,71	0.910					
	I tackle work challenges with enthusiasm and a positive attitude	3,70	0.907					
Agile Leadership	Leaders create a work environment that fosters creativity and innovation among employees	3,69	0.893	0.822	0.976	0.979		
	Leaders ensure that employees understand the purpose and objectives behind the work they do	3,68	0.912					
	Leaders prioritize teamwork over individualism in achieving company goals	3,68	0.908					
	Leaders possess a strong ability to persuade and inspire employees in their work	3,67	0.908					
	Leaders provide employees with flexibility in their work hours based on needs	3,70	0.902					
	Leaders do not force employees to take on tasks they are not skilled in or do not have expertise in	3,66	0.907					
	Leaders are able to adapt quickly to changes in the environment and evolving technologies	3,72	0.910					

Variable	Item	Mean	Outer Loading	AVE	CA	CR	R ²	Q ²
Talent Management	Leaders are capable of making swift decisions, even in uncertain situations	3,67	0.905	0.821	0.973	0.976	0.960	0.784
	Leaders delegate authority to experts in their fields to make accurate and relevant decisions	3,69	0.913					
	Leaders utilize social media and modern communication channels to connect with employees quickly and efficiently	3,67	0.897					
	The positive work environment at this company motivates me to continue working here	3,67	0.914					
	The compensation system at this company aligns with the workload I manage	3,66	0.905					
	The company provides adequate training support for my skill development	3,64	0.905					
	I am motivated to work here for the long term	3,65	0.913					
	I see a bright future by remaining a part of this company	3,66	0.841					
	I have learned a great deal from the work ethic and experience of the leadership in this company	3,68	0.937					
	Leaders assign challenging tasks that push me to grow	3,67	0.903					
	The company has a clear career development plan that aligns with its goals and growth	3,69	0.879					
	There are career growth opportunities within the company based on objective performance assessments	3,65	0.890					
Corporate Culture	All employees in this company have access to information regarding the latest regulations	3,64	0.917	0.823	0.964	0.970	0.956	0.782
	New ideas can be implemented promptly once approval is received from all relevant parties	3,69	0.914					
	Agreements are easily reached, even when dealing with complex issues within the organization	3,65	0.921					
	The company has informal norms and rules that every employee must follow	3,70	0.905					
	Clear instructions and regulations are essential to govern every work process within the company	3,66	0.895					
	The interests and needs of customers are always a key consideration when making company decisions	3,66	0.910					
	The company continually improves its work methods to ensure a competitive edge over rivals	3,66	0.914					

Source: Processed by Author (2024)

Based on the outer loading analysis, all indicators demonstrate validity, while the AVE values indicate that all variables are valid. This is further supported by CA and CR values, confirming the reliability of the variables. The influence of the exogenous latent variable (agile leadership) on talent management reaches 0.960, indicating that 96% of talent management variability is explained by agile leadership, with the remaining 4% influenced by other factors outside the study. Similarly, the effect of agile leadership on corporate culture stands at 0.956, showing that 95.6% of corporate culture variability is attributed to agile leadership, leaving 4.4% affected by external factors. Lastly, the combined impact of agile leadership, talent management, and corporate culture on employee performance is 0.972, demonstrating that 97.2% of employee performance variability is driven by these variables, with 2.8% influenced by other unexamined factors. The calculations reveal blindfolding values of 0.782, 0.786, and 0.784, all exceeding zero. These Q-square values indicate that the model possesses predictive relevance

Hypothesis Information

Tabel 2. Hypothesis Result

Path	Original Sample (O)	T-Statistic (O/STDEV)	P-Values	Information
AL → KP	0.372	4.970	0.000	Positif – Signifikan
AL → TM	0.980	411.596	0.000	Positif – Signifikan
TM → KP	0.229	3.821	0.000	Positif – Signifikan
AL → BP	0.978	382.742	0.000	Positif – Signifikan
BP → KP	0.393	5.823	0.000	Positif – Signifikan
AL → TM → KP	0.224	3.809	0.000	Positif – Signifikan
AL → BP → KP	0.384	5.838	0.000	Positif – Signifikan

Source: Processed by Author (2024)

The test results confirm that all hypotheses are significant, both for direct and indirect effects. Thus, all proposed hypotheses align with the established theory and conceptual framework

Discussion

The findings indicate that agile leadership has a positive and significant impact on employee performance. Enhanced agile leadership practices at Bank BTN significantly boost the performance of Millennial BTNers. Respondents highlight that leaders excel in swiftly adapting to changes in the environment and evolving technologies. This agility reflects effective implementation of agile leadership. In the digital era, rapid business evolution driven by technological innovation and shifting market demands necessitates such adaptability. At BTN, leaders who embrace new technologies, such as digital banking, mobile applications, and big data foster a progressive work environment. This agility inspires Millennial BTNers to enhance their competencies in alignment with the company's vision. These findings align with prior research (Setiawati, 2021; Pratama & Almansur, 2024)

The research highlights a positive and significant influence of agile leadership on talent management. Enhanced agile leadership practices at Bank BTN are shown to strengthen the organization's talent management efforts. Respondent feedback indicates the highest-rated statement emphasizes the company's clear career planning aligned with its objectives and growth. This reflects agile leadership as not only the ability to adapt to external changes but also the capacity to effectively

manage and develop internal potential. Structured career planning demonstrates a responsive approach to both employee needs and long-term organizational goals. At BTN, talent management focuses on identifying, nurturing, and retaining top talent aligned with the company's vision. Agile leadership enables leaders to establish adaptable career paths, ensuring plans evolve with individual development and organizational demands. This dynamic approach prepares employees for strategic roles, fostering a proactive and resilient talent management system. These findings align with prior research (Miharja & Hayati, 2021; Ali & Ullah 2023).

The findings reveal that talent management has a positive and significant impact on employee performance, indicating that stronger talent management practices at BTN significantly enhance the performance of BTNers Millennials. Effective talent management involves identifying individual potential, clear career development plans, and tailored training programs aligned with evolving competencies in the banking industry. BTNers Millennials, driven by a desire for continuous learning and skill advancement, feel motivated to improve their abilities when the company demonstrates a strong commitment to talent development. Moreover, robust talent management creates opportunities for Millennials to take on strategic roles in the future, fostering a sense of BTN not just as a workplace but as a platform for growth and meaningful contributions. These efforts ensure not only a skilled workforce but also significant performance improvements across the organization. These findings align with prior research (Keshek et al., 2024; Ekhsan et al., 2023).

The research findings indicate that agile leadership positively and significantly influences corporate culture, highlighting that stronger agile leadership enhances the organizational culture embraced by BTNers Millennials. Enhanced agile leadership at BTN fosters a more dynamic and collaborative corporate culture among BTNers Millennials. Leaders who adopt agile principles not only adapt to external challenges but also promote flexible and teamwork-driven processes internally. This agile mindset, reinforced by leadership, cascades through all levels of employees, inspiring BTNers Millennials to adopt proactive, creative, and open attitudes toward change. Within this culture, employees feel empowered to voice ideas, experiment with new approaches, and take initiative in projects, viewing setbacks as opportunities to learn and innovate. Agile leadership also encourages transparent communication and cross-departmental collaboration, strengthening teamwork among Millennials. Open communication fosters greater engagement and active participation in achieving shared goals. By involving employees in decision-making and providing opportunities to demonstrate their capabilities in challenging situations, agile leadership shapes a culture where Millennials not only enhance their individual performance but also act as agents of change, enriching BTN's overall corporate culture. These findings align with prior research (Husein et al., 2023; Yunanti et al., 2021).

The research findings reveal that corporate culture has a positive and significant impact on employee performance. This suggests that a deeper understanding and implementation of corporate culture significantly enhance the performance of BTNers Millennials. Respondents' highest-rated responses indicate that the company has informal norms and rules that all employees must follow. These norms play a crucial role in fostering a harmonious and effective workplace culture. When consistently understood and followed, they create an environment where employees feel comfortable collaborating and communicating without unnecessary pressure or discomfort. These norms build trust and mutual support, strengthening employee commitment to the organization. A strong corporate culture, rooted in these informal rules, not only improves productivity but also aligns employees' actions with the company's values. Over time, these norms foster a healthy work environment, boost employee performance, and support the company's long-term goals. These findings align with prior research (Zacharias et al., 2021; Abdullahi et al., 2021).

The research indicates that agile leadership has a positive and significant effect on employee performance, mediated by talent management. This suggests that effective agile leadership at BTN

supports talent management, leading to a significant impact on the performance of BTNers Millennials. Agile leadership encourages leaders to be more flexible and responsive to change, while also recognizing the unique needs and potential of each employee. This approach enhances talent management by focusing not only on achieving company targets but also on employee development. With consistent agile leadership, BTN has the opportunity to build a strategic and targeted talent management system. Agile leaders can better identify the development needs of BTNers Millennials, providing them with relevant training, mentoring, and career opportunities. This not only helps millennials develop necessary competencies but also fosters greater engagement and ownership of the organization. When BTNers Millennials feel their potential is well-managed and valued, their motivation increases, ultimately improving performance. These findings align with prior research (Harsch & Festing, 2020).

The study shows that agile leadership positively and significantly impacts employee performance, mediated by company culture. This implies that better implementation of agile leadership at BTN enhances the company's culture, leading to improved employee performance. At BTN, agile leadership fosters an environment that is responsive and adaptive to change. Leaders who embrace agile principles not only model resilience and flexibility in facing challenges but also promote a culture of innovation, collaboration, and continuous learning. The stronger the agile leadership at BTN, the more easily the desired company culture becomes ingrained in employees. Agile leadership provides clear yet flexible direction, allowing BTNers to adopt and apply the company's cultural values in their daily tasks. This boosts employee engagement, where they not only perform tasks mechanically but also feel guided by the company's values. With a strong culture reinforced by agile leadership, employees become more productive, committed, and inspired to achieve common goals. They feel more connected to the company's objectives and each other, leading to better teamwork and support. As a result, both individual and team performance significantly improve, creating a harmonious and high-performing work environment where every employee actively contributes to collective success. These findings align with prior research (Yunanti et al., 2021)

CONCLUSION

This research demonstrates that agile leadership significantly influences performance, talent management, and corporate culture. Furthermore, talent management and corporate culture significantly impact performance. Additionally, it was found that talent management and corporate culture can mediate the effect of agile leadership on employee performance

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