

The Influence of Agile Leadership and Talent Management on Employee Performance Mediated by Workforce Agility

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ABSTRACT

This study aims to analyze the effect of agile leadership and talent management on employee performance mediated by workforce agility at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. The sample of this study was permanent staff level employees of the Sendang Kamulyan Regional Drinking Water Company, Batang Regency, totaling 149 employees. The analysis method used in this study is SEM-PLS (Structural Equation Modeling-Partial Least Square). The results showed that agile leadership had no effect on employee performance. Agile leadership had a positive and significant effect on workforce agility. Workforce agility had a positive and significant effect on employee performance. Talent management had a positive and significant effect on employee performance. Talent management had no effect on workforce agility. Workforce agility played a full mediation role between agile leadership and employee performance. Workforce agility is unable to play a role in mediating the influence of talent management on employee performance.

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INTRODUCTION

Employee performance is a vital aspect in achieving the sustainability of an organization characterized by the ability to adapt well to changes in the organizational environment. Flexibility in adapting to change will usually affect performance. Good employee performance refers to the effectiveness that has been carried out by employees in their respective roles. The company always hopes that every employee has good performance to be able to support in achieving the goals that have been set.

The agile leadership figure emphasizes flexibility in the face of environmental changes. Organizations that have leaders who are responsive to change will have a positive impact on improving employee performance. Agile leadership must have appropriate technical competencies, be able to communicate well, motivate others to achieve good performance results for the organization, and create synergistic collaboration for all members of the organization (Saputra, 2021).

Employees are the backbone of an organization and a valuable resource. Talented employees will contribute to building a productive work environment to achieve organizational goals. The most important goal of talent management practices is how companies are able to retain talented employees. Companies must create a supportive work environment by providing attractive career

opportunities in order to retain high-performing employees. Talent management is a systematic process carried out by companies to find, select, improve, and retain the best employee talent to meet the company's needs (Wolor et al., 2020).

Workforce agility is a representation of the behavior of a workforce that is able to adapt quickly and flexibly in facing changes that occur in the future. An agile workforce is considered to have the ability in different roles to perform work responsively and efficiently. Workforce agility is an important factor in improving employee performance to achieve goals effectively in an ever-changing business environment. Workforce agility can be interpreted as workforce agility which is adaptive behavior in the work environment (Afandi, 2019).

Several previous studies related to this research are that Agile leadership has a positive and significant influence on employee performance in the VUCA world, especially millennial generation employees in Jabodetabek (Setiawati, 2021). Then agile leadership has a direct and significant influence on employee performance and high engagement at Iraqi Private Universities in Middle Euphrates Province (Jassmy & Katea, 2022).

The research conducted resulted in a positive influence of talent management on employee performance at PT Bank Negara Indonesia Regional Office II (Khairina et al., 2023). Furthermore, talent management has a positive influence on employee performance at the Gorontalo Regency Samsat Office (Akuba et al., 2022).

Workforce agility improves employee performance in the perspective of a competitive work environment at PT Kualita Media Tama (Wahjunianto, 2022). Meanwhile, research on workforce agility as a mediating variable has been conducted in small entrepreneurial companies in India which aims to explore the relationship between workforce performance and emotional intelligence with workforce agility acting as a mediator related to adaptive and contextual performance showing results that do not have a significant effect on employee performance (Varshney and Varshney, 2020). Several problematic phenomena that occur are the basis for researchers' interest in studying the influence of Agile Leadership and Talent Management on Employee Performance mediated by Workforce Agility.

LITERATURE REVIEW

Employee Performance

Performance is the result of a person's work in carrying out the tasks and responsibilities given and measured according to established standards. Performance reflects how well an individual or group achieves the goals and targets set by the organization. Performance is influenced by several factors including skills, motivation, work environment, and leadership (Hair, 2012). Performance is a result of work and work behavior that has been carried out in completing tasks and responsibilities assigned to a certain time period (Kasmir, 2020). Performance is a result of work reviewed in terms of quality and quantity that has been achieved by employees in carrying out all their duties according to the responsibilities agreed upon together (Mangkunegara, 2021).

Measurement of employee performance according to Pradhan and Jena, (2017) consists of the following dimensions and indicators: 1) Task Performance, with indicators of maintaining high work standards, being able to complete tasks without much supervision, being enthusiastic about their respective jobs, being able to handle various tasks to achieve organizational goals, usually completing tasks on time, and gaining the trust of colleagues that they have high performance in the organization; 2) Adaptive Performance, with indicators of usually working well in mobilizing collective intelligence for effective teamwork, being able to manage changes in work with any situation and time, being able to handle work teams effectively in the face of change, always believing that mutual understanding will produce the right solution for the organization, feeling comfortable with job flexibility, and being used to dealing with organizational changes well from time to time; 3) Contextual Performance, with indicators such as usually providing assistance to coworkers when needed, liking to handle more responsibilities, when coworkers are in trouble conveying sympathy and empathy, actively participating in group discussions, usually giving praise to coworkers for good work results, usually sharing knowledge and ideas between team members, usually maintaining good coordination between fellow workers, able to guide new colleagues outside of their field of work, and able to communicate effectively with coworkers to solve problems and make decisions.

Agile Leadership

Agile leadership is an appropriate approach by involving members in the organization for digital transformation projects (Rialti and Filieri, 2024). Agile leadership is a leader's ability to what has been applied in various contexts to achieve rapid, customer-oriented, and digitally driven product development or organizational transformation through internal company involvement (Bianchi et al., 2022). Agile leaders initiate transformation voluntarily by participating in projects, inviting members to suggest solutions to problems, and focusing on making employees more aware of the company and helping them learn new ideas on their own (Tabrizi et al., 2019).

The dimensions and indicators of agile leadership according to Alvin et al., (2023) are: 1) Creativity, with indicators of generating innovative solutions, becoming a source of solutions to every problem that occurs, and developing new methods in solving problems; 2) Reactivity, with indicators of focusing on responding quickly, the ability to take action appropriately and quickly, being able to analyze quickly in dealing with problems, and rearranging work easily; 3) Adaptability, with indicators of being able to easily understand other people's perspectives, learning new ways to solve problems, and behavioral adaptation. The indicators in this dimension are the ability to understand other people's perspectives, the ability to learn new ways to solve problems, and good adaptive behavior; 4) Learning Effort, with indicators of periodically increasing competence, finding new innovations, and participating in facing change; 5) Handling Stress, with indicators of calm decision-making, decision-making through discussion, and seeking solutions as a shared reference.

Agile leadership means embracing flexible, adaptive strategies based on external and internal changes in creating experiences that are connected to value among all stakeholders (Chatwani, 2019). Employee performance is the result produced by job functions or activities at work over a period of time, which shows the quality and quantity of the work (Adhari, 2020). Agile leadership is a representation of flexibility, adaptability, and team collaboration that is expected to have a positive and significant influence on employee performance.

H1: Agile leadership has a positive and significant influence on employee performance

Workforce agility is defined as the agility of the workforce which can be viewed as proactive, adaptive and generative behavior of the workforce (Affandi, 2019). Perception of leadership does not directly affect workforce agility. In this case, workforce agility means the adaptive ability in an organization to adapt to rapid and flexible changes (Khairunnisa and Setiasih, 2023). Work engagement mediates the relationship between workforce agility and adaptive performance (Saptarini and Mustika, 2023). Several previous research citations and references to theory explain the positive relationship between agile leadership and workforce agility.

H2: Agile leadership has a positive and significant effect on workforce agility

H3: Workforce agility berpengaruh positif dan signifikan terhadap kinerja karyawan

Talent Management

Talent management is a systematic process carried out by companies to find, select, improve and retain the best employee talent to meet the company's needs (Wolor, et al., 2020). Talent management is basically the use of strategic HR planning to increase business value and encourage companies to achieve their goals. Effective talent management has an important meaning for achieving organizational goals and competitive advantages so that sustainable success is expected to be achieved by the company (Thunissen and Gallardo-Gallardo, 2017). Talent management will create a productive culture and the achievement of workload targets is maintained well because the company has superior employees who are highly talented (Parmenas et al., 2021).

Dimensions and indicators of talent management according to Yenner et al., (2023) include: 1) Talent Planning, with policy indicators that encourage career development and development of talented employees, building successors at each level of office, and implementing different strategies for recruiting talented employees; 2) Workplace Culture, with indicators being the creation of a culture that makes talented employees want to stay in the organization, a culture that makes talented employees want to join the organization, a culture that values employee talent, an environment that

makes talented employees excited to come to work every day, an environment that accommodates talented employees' ideas to be heard and appreciated, and a culture that aligns talented employees with the organization's vision and mission; 3) Talent Recruitment and Retention, with indicators being the placement of the right people in the right jobs, the organization has built a program to retain high-potential employees, and the organization involves individuals with various efforts who are able to think creatively; 4) Talent Development, with indicators being the organization identifying gaps in the competency levels of talented employees and candidates, the organization providing adequate training to employees to carry out their work well, the organization has a career development program for talented individuals, and training activities focusing on developing competencies and specific skills needed by the organization; 5) Professional Advancement, with indicators being the organization makes talented employees feel empowered in making decisions that contribute to the work, the organization has a leadership development program for employees with potential, the organization provides opportunities for training aimed at developing potential for high-performing employees, and the organization provides mentoring and coaching programs according to employee needs; 6) Rewarding, with indicators being the organization provides salary adjustments to talented employees for mastering important skills, the organization rewards employees who perform well, and the organization periodically evaluates and appreciates good work from employees.

Talent management can be considered as a broad term that encompasses the management of human resources from recruitment to employee departure (Tamala and Fadili, 2021). Talent management has a positive and significant effect on employee performance (Khairina et al., 2022). Talent management is expected to have a positive and significant effect on employee performance.

H4: Talent management has a positive and significant effect on employee performance

Effective talent management has an important meaning for achieving organizational goals and competitive advantages so that sustainable success is expected to be achieved by the company (Thunnissen and Gallardo-Gallardo, 2017). Workforce agility is employees who have skills and expertise, empower human resources, and prioritize human values (Paul et al., 2020). This is in line with previous theories and research showing that there is a positive relationship between talent management and workforce agility.

H5: Talent management has a positive and significant effect on workforce agility

Workforce Agility

Employees who have work agility also have a positive attitude towards learning and self-development, good problem-solving skills, comfortable with change, new ideas and new technologies, the ability to generate innovative ideas and are always ready to accept new responsibilities (Afandi et al., 2019). Workforce agility refers to the level of knowledge, willingness to continue learning, and support for the organization that aims to achieve the set goals (Alavi, et al., 2014).

The dimensions and indicators of workforce agility as stated by Alavi, et al., (2014) are: 1) Proactivity, with indicators anticipating problems related to change, initiating activities that lead to solutions to problems related to change and improvements in doing work, and having solutions to problems related to change; 2) Adaptability, with indicators of interpersonal and cultural adaptability, spontaneous collaboration, and being able to learn new tasks and responsibilities; 3) Resilience, with indicators of having a positive attitude towards change, new ideas and technology, being tolerant in dealing with unexpected conditions, and being able to handle stress.

The relationship between agile leadership and workforce agility and positive work outcomes such as improved performance or well-being is often expressed but rarely tested empirically. Agile leadership has a positive and significant effect on employee performance (Jassmy and Katea, 2022). The main characteristics of agile leadership are collaboration, team empowerment, quick decision-making, and the ability to adapt to change are expected to increase workforce agility which will then have a positive and significant effect on employee performance.

H6: Agile leadership has a positive and significant effect on employee performance through workforce agility

Talent Management has a significant influence on employee performance where in this context talent management can influence employee performance through employee engagement as a mediator (Ekhsan, et al., 2023). Good talent management can ensure that employees become agile and flexible

to change. It is estimated that effective talent management will increase workforce agility which can then improve employee performance.

H7: Talent management influences employee performance through workforce agility

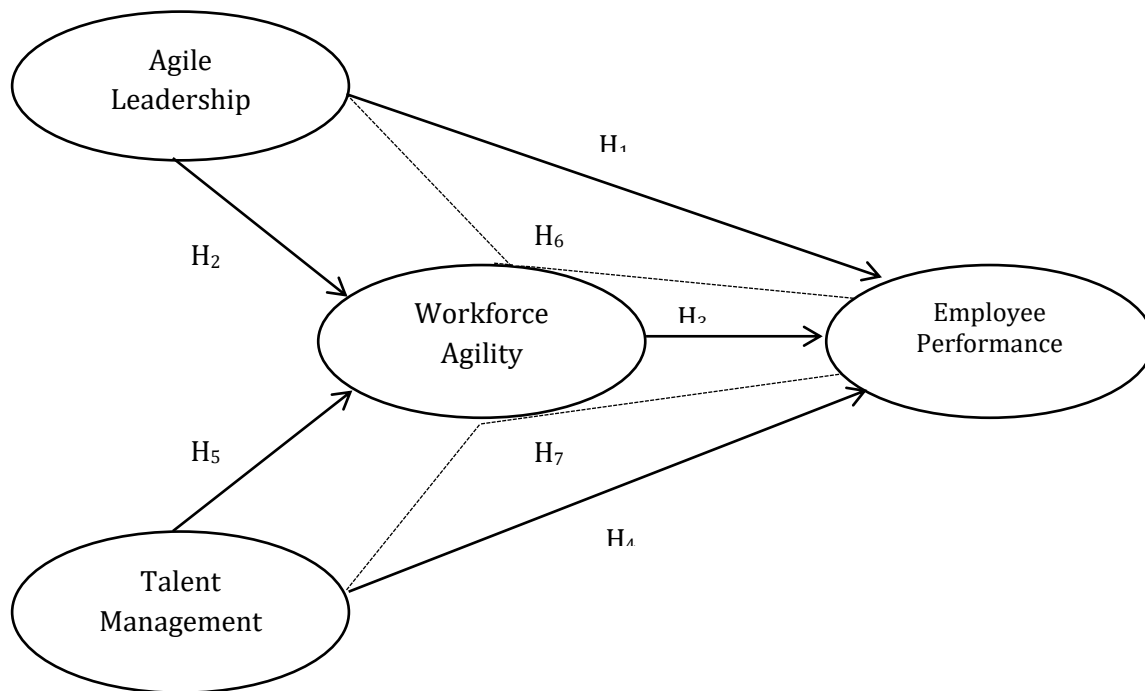


Figure 1. Conceptual Framework

METHOD

The design of this research is associative causality research. Associative causality research is a formulation of a research problem that aims to analyze the relationship between two or more variables consisting of independent variables and dependent variables that are causal (Sugiyono, 2021). The study examines the relationship between agile leadership and talent management as independent variables that affect employee performance as dependent variables and mediating variables, namely workforce agility. The analysis method used is SEM-PLS (Structural Equation Modeling-Partial Least Square). This study uses quantitative data types with primary data sources through questionnaires distributed via Microsoft form. Determination of the sample in this study with saturated samples. The population of this study were permanent employees at the staff level of the Sendang Kamulyan Regional Drinking Water Company, Batang Regency, totaling 149 people. This is useful for increasing the validity and reliability of the research results and in drawing conclusions will be more convincing regarding the causal relationship studied.

The measurement scale used in this study is the linkert scale. The Likert scale is a measurement used to measure attitudes, opinions, and perceptions of either an individual or a group of people about social phenomena (Sugiyono, 2022). This scale allows respondents to indicate their level of agreement with certain questions. The linkert scale used can be grouped into Strongly Disagree, Disagree, Quite Agree, Agree, and Strongly Agree.

RESULTS AND DISCUSSION

The respondents who were the sample for this study were 149 people who were permanent employees at the staff level at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. Respondents by gender showed that the majority were male with a total of 121 people or 84.98 percent and female as many as 28 people or 15.02 percent. Respondents by age showed that the majority were male with a total of 121 people or 84.98% and female as many as 28 people or 15.02 percent. The respondents by age were the most in the 31-40 year age group which had a total of 56 people or 34.22 percent. While the age group with the smallest number was in the ≤ 20 year age group or 27.94 percent. Respondents based on their education level, high school/equivalent dominates, amounting to 78 people or reaching 51.96 percent. While Diploma I/II/III graduates are the smallest with a total of 7 people or 3.93 percent. Respondents according to work period are dominated by respondents who have a work period of 6-10 years or 32.21 percent and the smallest are respondents who have a work period of <2 years, amounting to 5 people or reaching 3.36 percent.

Table 1. Mean, Convergent Validity, Discriminant Validity, Construct Reliability

Variable	Dimensions	Indicator	Mean	Outer Loading	Loading Factor	AVE	Reliability	
							CA	CR
EP	Task performance	High work standards	4,42	0,837	0,837	0,633	0,962	0,966
		Passionate about work	4,42	0,742	0,742			
		Ability to handle multiple tasks	4,17	0,794	0,794			
		Timeliness of task completion	4,27	0,797	0,797			
		Confidence from colleagues that have high performance	4,16	0,806	0,806			
	Adaptive performance	Ability to mobilize collective intelligence to work well	4,32	0,767	0,767	0,682		
		Ability to manage change in work	4,26	0,880	0,880			
		Ability to handle work teams effectively in the face of change	4,19	0,883	0,883			
		Ability to produce appropriate solutions through trust with mutual understanding	4,21	0,838	0,838			
		Comfort with job flexibility	4,21	0,740	0,740			
		Ability to deal well with organizational changes from time to time	4,28	0,835	0,835			

	Contextual performance	Ability to provide assistance to colleagues when needed	4,34	0,768	0,768	0,642		
		Like to handle more responsibility	4,15	0,741	0,741			
		Express sympathy and empathy when colleagues are in trouble	4,15	0,819	0,819			
		Actively participate in group discussions	4,26	0,824	0,824			
		Give praise to colleagues for good work results	4,26	0,807	0,807			
		Work for good work results	4,19	0,732	0,732			
		Share knowledge and ideas between team members	4,27	0,839	0,839			
		Maintain good coordination between fellow workers	4,36	0,801	0,801			
		Guide new colleagues outside their field of work	4,23	0,799	0,799			
		Ability to communicate effectively with colleagues	4,28	0,875	0,875			
WA	Proactivity	Ability to anticipate problems related to change	4,07	0,929	0,929	0,839	0,940	0,949
		Ability to initiate activities that lead to solutions to problems related to change and improvements in doing work	4,10	0,896	0,896			
		Having solutions to problems related to change	4,05	0,922	0,922			
	Adaptability	Interpersonal and cultural adaptability	4,21	0,870	0,870	0,756		
		Spontaneous collaboration	4,21	0,862	0,862			
		Ability to learn new tasks and responsibilities	4,31	0,876	0,876			
	Resilience	Positive attitude towards change, new ideas and technology	4,30	0,830	0,830	0,741		
		Tolerant in dealing with unexpected conditions	4,14	0,873	0,873			
		Ability to handle stress	4,13	0,878	0,878			

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AL	Creativity	Generating innovative solutions	4,35	0,881	0,881	0,849	0,977	0,979
		Being a source of solutions to every problem that occurs	4,32	0,952	0,952			
		Developing new methods in solving problems	4,35	0,930	0,930			
	Reactivity	Focus on responding quickly	4,26	0,881	0,881	0,831		
		Ability to take action appropriately and quickly	4,38	0,924	0,924			
		Ability to analyze quickly in dealing with problems	4,35	0,913	0,913			
		Ability to rearrange work easily	4,30	0,928	0,928			
	Adaptability	Ability to understand other people's points of view	4,30	0,912	0,912	0,865		
		Ability to learn new ways to solve problems	4,36	0,943	0,943			
		Good adaptive behavior	4,34	0,935	0,935			
	Learning effort	Increasing competence periodically	4,28	0,924	0,924	0,889		
		Finding new innovations	4,30	0,947	0,947			
		Participating in dealing with change	4,29	0,958	0,958			
	Handling stress	Calm decision making	4,28	0,910	0,910	0,852		
		Decision making through discussion	4,33	0,912	0,912			
		Finding solutions as a joint reference	4,33	0,946	0,946			
TM	Talent planning	Policies that encourage career development and talent development	4,36	0,878	0,878	0,795	0,983	0,984
		Building a pipeline at every level	4,28	0,927	0,927			
		Implementing different strategies for recruiting talented employees	4,19	0,869	0,869			
	Workplace culture	A culture that makes talented employees want to stay with the organization	4,17	0,895	0,895	0,818		
		A culture that makes talented employees want to join the organization	4,23	0,899	0,899			

	A culture that values employee talent	4,33	0,917	0,917	
	An environment that makes talented employees excited to come to work every day	4,33	0,865	0,865	
	An environment that accommodates talented employees' ideas to be heard and valued	4,30	0,932	0,932	
	A culture that aligns talented employees with the organization's vision and mission	4,32	0,918	0,918	
Talent recruitment and retention	Placing the right people in the right jobs	4,11	0,944	0,944	0,859
	The organization has established a program to retain high-potential employees	4,19	0,937	0,937	
	The organization engages individuals with various efforts who are able to think creatively	4,21	0,898	0,898	
Talent development	The organization identifies gaps in employee competency levels and talented candidates	4,16	0,887	0,887	0,807
	The organization provides adequate training to employees to perform their jobs well	4,36	0,813	0,813	
	The organization has a career development program for talented individuals	4,24	0,940	0,940	
	Training focuses on developing specific competencies and skills needed by the organization	4,23	0,947	0,947	
Professional Advancement	The organization makes talented employees feel empowered in making decisions that contribute to their work	4,15	0,880	0,880	0,839
	The organization has a leadership development program for employees with potential	4,22	0,921	0,921	

		The organization provides opportunities for training aimed at developing potential for high-performing employees high	4,30	0,944	0,944	
		The organization provides mentoring and coaching programs according to employee needs	4,26	0,918	0,918	
	Rewarding	The organization provides salary adjustments to talented employees for mastering important skills	4,23	0,927	0,927	0,871
		The organization rewards employees who perform well	4,31	0,939	0,939	
		The organization periodically evaluates and rewards good work from employees	4,30	0,934	0,934	

Variable	Dimensions	Indicator Code	Mean	Outer Loading	Cross Loading				AVE	Reliability	
					EP	WA	AL	TM		CA	CR
EP	Task performance	KK01	4,42	0,837	0,704	0,568	0,424	0,419	0,633	0,962	0,966
		KK02	4,42	0,742	0,647	0,586	0,391	0,356			
		KK03	4,17	0,794	0,691	0,594	0,348	0,331			
		KK04	4,27	0,797	0,693	0,606	0,374	0,376			
		KK05	4,16	0,806	0,756	0,656	0,344	0,362			
	Adaptive performance	KK06	4,32	0,767	0,769	0,623	0,465	0,439	0,682		
		KK07	4,26	0,880	0,835	0,721	0,550	0,548			
		KK08	4,19	0,883	0,830	0,754	0,533	0,564			
		KK09	4,21	0,838	0,808	0,690	0,345	0,384			
		KK10	4,21	0,740	0,653	0,583	0,328	0,313			
		KK11	4,28	0,835	0,767	0,679	0,527	0,500			
	Contextual performance	KK12	4,34	0,768	0,738	0,629	0,393	0,399	0,642		
		KK13	4,15	0,741	0,762	0,693	0,355	0,440			
		KK14	4,15	0,819	0,772	0,682	0,413	0,477			
		KK15	4,26	0,824	0,804	0,682	0,456	0,439			
		KK16	4,26	0,807	0,768	0,656	0,445	0,459			
		KK17	4,19	0,732	0,682	0,602	0,626	0,728			

WA	Proactivity	KK18	4,27	0,839	0,800	0,754	0,497	0,458	0,839	0,940	0,949		
		KK19	4,36	0,801	0,796	0,646	0,484	0,461					
		KK20	4,23	0,799	0,754	0,648	0,471	0,440					
		KK21	4,28	0,875	0,835	0,707	0,490	0,498					
	Adaptability	WA01	4,07	0,929	0,809	0,874	0,482	0,456				0,756	
		WA02	4,10	0,896	0,714	0,825	0,427	0,421					
		WA03	4,05	0,922	0,762	0,857	0,399	0,419					
	Resilience	WA04	4,21	0,870	0,639	0,808	0,448	0,433					0,741
		WA05	4,21	0,862	0,677	0,798	0,484	0,428					
WA06		4,31	0,876	0,711	0,793	0,444	0,438						
Creativity	WA07	4,30	0,830	0,685	0,784	0,506	0,496	0,849	0,977	0,979			
	WA08	4,14	0,873	0,742	0,857	0,411	0,369						
	WA09	4,13	0,878	0,664	0,793	0,532	0,528						
	Reactivity	AL01	4,35	0,881	0,457	0,417	0,763				0,603	0,831	
		AL02	4,32	0,952	0,478	0,474	0,818				0,743		
AL03		4,35	0,930	0,518	0,480	0,882	0,767						
Adaptability	AL04	4,26	0,881	0,546	0,520	0,873	0,728				0,865		
	AL05	4,38	0,924	0,506	0,491	0,896	0,698						
	AL06	4,35	0,913	0,485	0,471	0,853	0,674						
Learning effort	AL07	4,30	0,928	0,584	0,574	0,873	0,684	0,889					
	AL08	4,30	0,912	0,420	0,426	0,863	0,733						
	AL09	4,36	0,943	0,488	0,466	0,892	0,693						
Handling stress	AL10	4,34	0,935	0,533	0,480	0,899	0,731		0,852				
	AL11	4,28	0,924	0,501	0,517	0,839	0,656						
	AL12	4,30	0,947	0,517	0,488	0,879	0,701						
Talent planning	AL13	4,29	0,958	0,520	0,531	0,907	0,705			0,795	0,983	0,984	
	AL14	4,28	0,910	0,570	0,502	0,830	0,683						
	AL15	4,33	0,912	0,428	0,416	0,835	0,706						
	AL16	4,33	0,946	0,479	0,433	0,869	0,730						
Workplace	TM01	4,36	0,878	0,397	0,358	0,654	0,822	0,818					
	TM02	4,28	0,927	0,472	0,449	0,706	0,844						
	TM03	4,19	0,869	0,515	0,473	0,621	0,801						
	TM04	4,17	0,895	0,569	0,512	0,747	0,869						

culture								
	TM05	4,23	0,899	0,539	0,530	0,739	0,845	
	TM06	4,33	0,917	0,516	0,456	0,725	0,861	
	TM07	4,33	0,865	0,498	0,451	0,753	0,814	
	TM08	4,30	0,932	0,488	0,418	0,743	0,912	
	TM09	4,32	0,918	0,553	0,521	0,717	0,856	
Talent recruitment and retention	TM10	4,11	0,944	0,417	0,358	0,636	0,841	0,859
	TM11	4,19	0,937	0,392	0,338	0,631	0,848	
	TM12	4,21	0,898	0,581	0,521	0,732	0,858	
Talent development	TM13	4,16	0,887	0,508	0,457	0,692	0,876	0,807
	TM14	4,36	0,813	0,566	0,545	0,700	0,763	
	TM15	4,24	0,940	0,475	0,418	0,674	0,905	
	TM16	4,23	0,947	0,549	0,502	0,660	0,885	
Professional Advancement	TM17	4,15	0,880	0,515	0,450	0,673	0,836	0,839
	TM18	4,22	0,921	0,491	0,438	0,685	0,894	
	TM19	4,30	0,944	0,472	0,399	0,697	0,870	
	TM20	4,26	0,918	0,598	0,535	0,708	0,848	
Rewarding	TM21	4,23	0,927	0,511	0,516	0,680	0,859	0,871
	TM22	4,31	0,939	0,476	0,449	0,707	0,850	
	TM23	4,30	0,934	0,511	0,479	0,722	0,857	

Source: Research Data Processing with SEM-PLS

The data analysis method used in this study uses SEM-PLS with the SmartPLS 3 program. The Outer Model concept refers to testing that focuses on the relationship between latent variables (constructs) with measurement variables as indicators. Based on Table 1, it shows that the Convergent Validity value is above 0.70, which means that it meets the validity of each variable. The results of the research data processing show that the Average Variance Extracted (AVE) value has met the requirements of more than 0.5. This means that the latent variable factor (construct) in this research model has explained at least half of the variance of each indicator. Cronbach's alpha and composite reliability values have values above 0.7. This means that all variables have reliable properties, namely reliable in measuring variables up to their indicators.

Table 2. R-Square (R²), Adjusted R-Square, and Q-Square (Q²) values

Variabel	R-Square	R-Square Adjusted	Q ² (=1-SSE/SSO)
Workfoce Agility	0,332	0,323	0,58
Kinerja Karyawan	0,774	0,77	0,528

Source: Research Data Processing with SEM-PLS

Based on Table 2, the results of the study show an Adjusted R-Square value of 0.323. This can be interpreted that all exogenous constructs (Agile Leadership and Talent Management) together affect Employee Performance by 0.332 or 33.2% and are included in the moderate category. The Adjusted R-Square value is 0.770. This means that all exogenous constructs (Agile Leadership, Talent Management, and Workforce Agility) together affect Employee Performance by 77% and are included in the strong category. The Q-Square (Q^2) value > 0 to 1 means that this research model is good.

This study uses bootstrapping analysis on the Smart PLS program with hypothesis testing carried out using the T-Statistics and P-Value tests. In the T-Statistics test, if the T-values > 1.645 and the significance level is 5% (one tailed), then it has a significant influence and the hypothesis is declared accepted. Meanwhile, if the P-values < 0.05 means it has a significant influence and the hypothesis is declared accepted. The following is the influence of variables in the research design model which can be explained in the picture below:

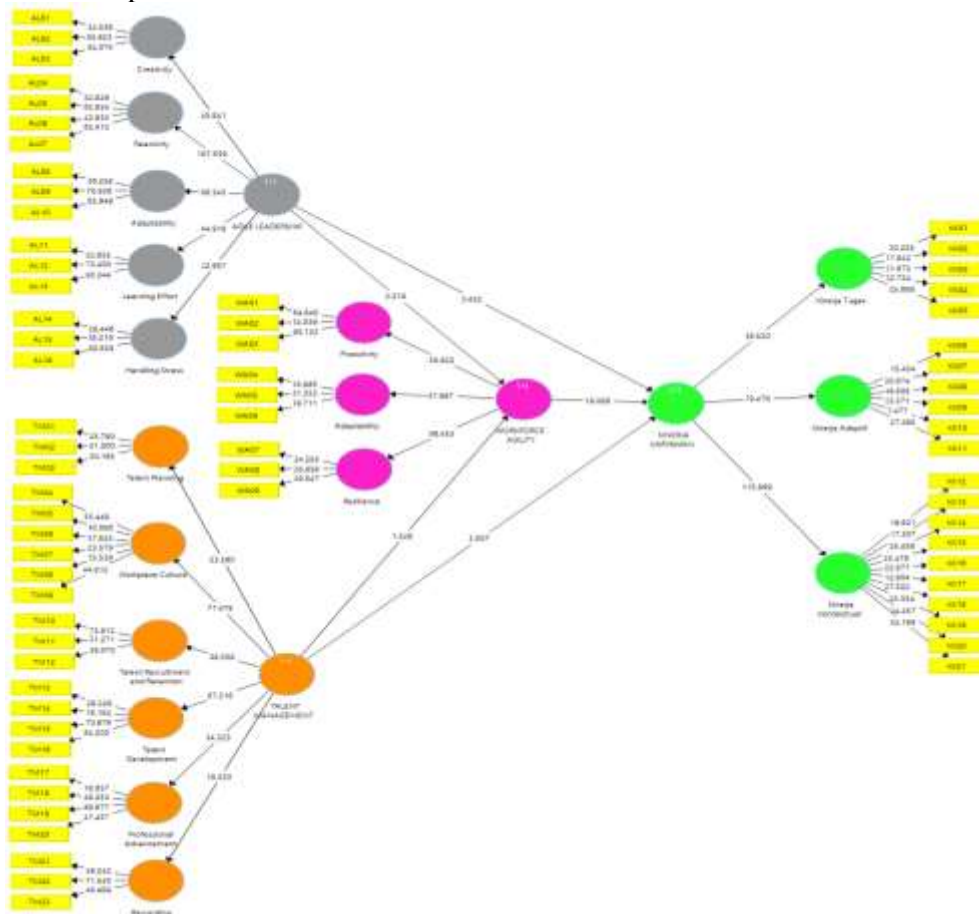


Figure 2. Hypothesis Testing Result

Table 3. Hypothesis Testing Result

Influence between Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Agile Leadership -> Employee Performance	0,028	0,065	0,432	0,333	Hypothesis rejected
Agile Leadership -> Workforce Agility	0,355	0,153	2,319	0,010	Hypothesis accepted
Workforce Agility -> Employee Performance	0,768	0,040	19,088	0,000	Hypothesis accepted
Talent Management -> Employee Performance	0,155	0,062	2,507	0,006	Hypothesis accepted
Talent Management -> Workforce Agility	0,249	0,185	1,348	0,089	Hypothesis rejected
Agile Leadership -> Workforce Agility -> Employee Performance	0,273	0,120	2,278	0,012	Hypothesis accepted
Talent Management -> Workforce Agility -> Employee Performance	0,191	0,146	1,312	0,095	Hypothesis rejected

Source: Research Data Processing with SEM-PLS

Discussion

The results of the study showed that agile leadership had no effect on employee performance at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. The most dominant dimension of reactivity measures agile leadership, but in reality it is unable to encourage employee performance. The company emphasizes more on public service so that it has not implemented a reward and punishment system given to employees. If it is not supported by a reward and punishment system, employees will be less motivated and the implementation of agile leadership will not be effective in improving employee performance. These results are in line with previous studies that agile leadership does not have a significant effect on performance (Suprpto, 2022) and (Suprpto, 2024) which means that agile leadership is not irrelevant to implement, but shows that the implementation of these variables needs to be adjusted to the organizational context and more specific needs of employees.

Agile leadership has a positive and significant influence on workforce agility at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. In the reactivity dimension, it is one of the main factors that strengthens the relationship. Reactivity can help employees improve workforce agility which is seen in the ability to make decisions quickly and be able to participate in facing changes, and be able to be a source of solutions to problems faced. These results are relevant to previous studies by Sugiharto (2022) and Cobanoglu and Demir (2022) that agile leadership with

organizational culture and crisis management has an effect on increasing workforce agility in dynamic situations.

There is a positive and significant influence of workforce agility variables on employee performance at the Regional Public Company for Drinking Water Sendang Kamulyan, Batang Regency. In the resilience dimension, it has an important role in creating a strong relationship between workforce agility and employee performance. Resilience can shape the workforce to be resilient in facing all obstacles and challenges so that workforce agility can produce optimal employee performance. This is certainly in line with previous studies which explain that workforce agility has a positive and significant effect on employee performance such as Wahjunianto (2022) and Widiyarti (2023).

There is a positive and significant influence of talent management on employee performance at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. The talent development dimension is a key element that strengthens the impact of talent management on employee performance. Employees who have skills and knowledge, employee competencies, career development programs, and training will be able to motivate them to contribute their best performance. This is relevant to previous studies which show that talent management has a positive and significant effect on employee performance such as Khairina, et al. (2022), Yuwono, et al. (2021), and Andini (2023).

From the results of the study, it is known that there is no positive and insignificant influence of the talent management variable on workforce agility at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. The ongoing talent management is unable to improve workforce agility. The talent development dimension is a key factor that explains the absence of talent management's influence on workforce agility. This explains that there is an imbalance in priorities at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. Talent development, which should be part of the talent management program, has been neglected due to prioritizing the company's operational activities and business goals, which can weaken efforts to improve workforce agility. This is certainly relevant to previous studies which show that there is no influence of talent management on workforce agility such as Ekhsan and Napitupulu (2020) and Azmy, et al. (2022).

There is a role of workforce agility in mediating the influence of agile leadership on employee performance at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. In this case, workforce agility plays a role as a mediator in improving employee performance. Agile leadership in this company is able to make agile workers adapt to change, able to encourage innovation and work effectiveness even when facing challenging and stressful conditions, and able to realize continuity in productivity so that it can improve employee performance. The resilience dimension explains that agile leadership figures require employees who are able to face uncertainty, be proactive and able to adapt. Without resilience, employees will not be optimal so that their performance is not optimal. Agile leadership at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency does not have a direct effect on employee performance, which means that workforce agility plays a full mediation role on employee performance. This is relevant to previous research by Appelbaum, et al. (2017) which shows that a transformative leadership style (has the same elements as agile leadership) on employee performance, explains workforce agility which plays a role as a mediator in improving employee performance. Agile leadership helps create an agile workforce which ultimately improves employee performance.

There is no role of workforce agility in mediating the influence of talent management on employee performance at the Sendang Kamulyan Regional Drinking Water Company, Batang Regency. The practice of talent management that has been implemented well has a direct impact on employee performance, not through increasing workforce agility. The implementation of the talent management program running in this company is more directed at achieving the priority of organizational goals that do not emphasize the development of workforce agility. The talent development dimension has the strongest relationship, but is not significant enough to act as a mediator in improving employee performance. talent management has a direct effect on employee performance, but workforce agility only plays a partial mediation role on employee performance. This

is relevant to previous research by Varshney, D. and Varshney, N. K. (2020) that the role of the mediating variable workforce agility in the relationship between talent management and employee performance in organizational practices, not all factors in talent management produce a strong mediation relationship on employee performance through workforce agility.

CONCLUSION

Based on the results of the research data processing, several conclusions were obtained that agile leadership is not able to encourage increased employee performance, agile leadership plays a role in increasing workforce agility, workforce agility has a role in improving employee performance, talent management plays a role in improving employee performance, talent management cannot encourage increased workforce agility, workforce agility has an important role in mediating the influence of agile leadership on employee performance, and Workforce agility is not able to encourage mediation of the influence of talent management on employee performance.

Limitations and suggestions in this study include the first, there are research results that do not provide an influence of agile leadership on employee performance. The indicator of the ability to take action appropriately and quickly is the most important in measuring agile leadership, but in reality it is not able to significantly boost employee performance. Therefore, future research is advised to analyze obstacles that may reduce the implementation of agile leadership such as competence and communication as mediators or moderators in the relationship. Second, talent management does not affect workforce agility. The characteristics of a public sector organization that is faced with rules and bureaucracy that allow limiting the space for employees to innovate or adapt to changes that are the core of workforce agility. Employees are faced with compliance with the goals of the organization to realize good public services and achieve profits for the company so that they ignore improving employee performance. Suggestions for further research to further explore studies such as organizational culture, leadership, or regulations as mediation or moderation in this relationship. Third, workforce agility is unable to play a role in mediating the influence of talent management on employee performance. The low level of competition in the drinking water supply industry affects the priority of the company's business processes towards workforce agility. The company focuses more on organizational performance which is the main goal. Suggestions for further research that may be able to deepen the study of the role of workforce agility as a mediation in organizations that have a more competitive level of industrial competition, because organizations that have a high competitive environment are relevant in improving employee performance. And fourth, this study was only conducted at one Regional-Owned Enterprise (BUMD) company, namely the Sendang Kamulyan Regional Drinking Water Company, Batang Regency, so the results of this study cannot be generalized considering the characteristics and implementation of human resource management that vary in each organization. Therefore, further research is recommended to expand the scope by involving various BUMD companies in order to provide a comprehensive picture.

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