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The Influence of Transformational Leadership and Intellectual Capital on Organizational Agility with Organizational Learning as a Mediating Variable

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ABSTRACT

Objectives: This study aims to analyse the influence of Transformational Leadership and Intellectual Capital on Organizational Agility with Organizational Learning as a Mediating Variable. **Methodology:** The population of this study is soldiers in Puspenerbad 13 Squadron in Army Aviation Center headquartered in Kalimarau International Airport Area, Teluk Bayur, Berau, East Kalimantan which of 261 soldiers. The data analysis was conducted through Partial Least Square-Structural Equation Model (PLS-SEM). **Finding:** the result showed that Transformational leadership has no effect on organizational learning. Transformational leadership has no effect on organizational agility. Intellectual capital influences organizational learning. Intellectual capital affects organizational agility. Organizational learning affects organizational agility in 13-Assault Squadron. Organizational learning does not mediate the influence of transformational leadership on organizational agility and organizational learning mediates the influence of intellectual capital on organizational agility

INTRODUCTION

Squadron-13/Serbu is a squadron under the Control of the Army Aviation Center headquartered in Kalimarau International Airport, Teluk Bayur, Berau, East Kalimantan which began operating in 2016. The Alustista in this squadron are Feenec AS 555AP and Bell 416 with the reinforcement of soldiers as many as 312 Army soldiers. With defense equipment accompanied by many soldiers, it is required that the organization in it can maximize the potential of soldiers in order to become a fortress and assist in all flight activities when missions are distributed. Therefore, in optimizing the ability of soldiers to utilize existing facilities, organizational agility or organizational agility is needed to create a good work culture and management so that the vision and mission can run in accordance with the direction based on the policy of the commander of the Indonesian Army.

Organizational agility is formed from a set of teams oriented to organizational human values that demonstrate the learning and decision-making process quickly, utilizing technology and based on a commitment to a common goal to create value for stakeholders (Donald Sull, 2010). In an organization, organizational agility requires a system that is not rigid and adaptive to change (Shami &; Nastiezaie, 2019). The 13-Assault Squadron is required to have good capabilities from Squadron management to be able to receive and participate in developing the ability of soldiers to fly defense equipment

Table 1. *Results of Interviews with 10 Soldiers of 13 Squadron*

Variables	***Dimension***	***Question***	***Answer***
Organizational Agility	Strategy	Is the strategy applied by Puspenerbad's management in accordance with the soldiers' expectations?	Of the 10 soldiers interviewed, the researchers argued that the management strategy in providing opportunities for soldiers to get education abroad was very limited, the number of soldiers with the appropriate competence to fly the Bell 412 EP Heli was so minimal that it required assistance from soldiers from other squadrons.
	Structure	Does the organizational structure of 13 Squadron not burden the soldiers?	Of the 10 soldiers interviewed, there were 6 people who argued that the positions obtained by soldiers had not been able to realize the vision and mission of the Squadron, such as being able to fly the latest types of hellikopter, while the rest argued that the positions obtained were in accordance with applicable regulations.
	Process	Do soldiers conduct regular training to maintain their stamina and competence?	Of the 10 soldiers interviewed, there were 8 people who argued that soldiers should indeed maintain their physical fitness and abilities, while the rest argued that 2 people had not been able to maintain their competence, because from the results of the training carried out, the soldier's ability to analyze flight situations was still below the standard of the good category
	Human	What is the form of cooperation between management and soldiers in an effort to realize the vision and mission of the unit?	Of the 10 soldiers interviewed, overall thought that the cooperation between management and soldiers was good, as evidenced by scheduling competency training and scheduling physical exercise for soldiers
	Technology	*Does the technology applied to Hellikopter work facilities match the capabilities possessed by soldiers?*	*Of the 10 soldiers interviewed, there were 9 soldiers who thought that the soldier's ability to fly the Bell 412 EP type was still minimal, while the rest thought that the soldier's ability was enough..*

Source : Primary Data (13th Squadron/Assault Interview) 2023

Based on Table 1, it can be concluded that the organizational agility applied by Skadron-13/Serbu is still not good because at the point of Puspenerbad's management strategy in the field of distributing soldiers for education abroad is very limited, even though there are still many soldiers who are able to fly the Bell 412 EP Heli type. Not only that, at the point of the process carried out by soldiers in maintaining physical fitness and competence is still not optimal, thus affecting the ability of the organization to manage soldiers well. Therefore, it is hoped that in the future with the response from each soldier above, it can be a benchmark for increasing organizational agility to be even better. Therefore, researchers are interested in raising the variables of transformational leadership, intellectual capital and organizational learning as influence factors that can increase organizational agility

Transformational leadership is known to have a positive influence on organizational agility directly (Akkaya, 2020). Agile organizations are designed to understand and predict changes in the business environment.

Another factor that can affect organizational agility is intellectual capital (Shami &; Nastiezaie, 2019). The results of Baikuni et al.'s (2022) research show that intellectual capital turns out to be a support and guideline for the application of agility in companies, and corporate agility will be more achieved if it has an intellectual capital-based view. This result is corroborated by Ghafuri & Mansouri (2014) who say that there is a significant positive relationship between intellectual capital and organizational agility proxied with human capital, structural capital and relational capital

The realization of good organizational agility and according to expectations, is not only influenced by transformational leadership and intellectual capital, but there are other factors that can also be important factors in creating good organizational agility, namely organizational learning (Shami &; Nastiezaie, 2019). According to Fiol et al (1985) organizational learning is an organizational and managerial characteristic that facilitates the learning process in an organization. Hutchins (2020) stated that organizational learning which is the ability of management in an effort to read situations and conditions ensures that soldiers can work according to the rules and produce good work effectiveness in order to realize the expected organizational agility.

The results of previous research related to the role of transformational leadership in organizational learning still remain controversial, including the results of Cui et al (2022) research which states that transformational and transactional leadership have a positive impact on organizational learning. Meanwhile, the results of Khan et al's (2020) research suggest that transformational leadership does not have a significant direct influence on organizational learning.

The results of previous research related to the role of transformational leadership on organizational agility also still left a black box in his research where the results of the research (Wanasida et al., 2021) and (Akkaya, 2020) said that transformational leadership has a direct positive relationship with organizational agility. However, this result contradicts (Jaafar et al., 2021) which says that the transformational leadership dimension does not fully have a significant effect on organizational agility.

The results of research related to the role of intellectual capital on organizational learning still leave controversies including the results of research from Hardeep and Purnima (2015) said intellectual capital has an influence on organizational learning. However, this result contradicts Ya-Hui and Wenchang (2009) who say intellectual capital does not affect organizational learning, but organizational learning mediates the influence of intellectual capital on new product development performance

The results of research related to the role of intellectual capital on organizational agility still leave controversies, including the results of research from Wahyudi, et al (2023) who said intellectual capital has a positive and significant influence on organizational agility. However, this result contradicts Samar, et al (2022) who said that intellectual capital has no relationship with organizational agility, but intellectual capital has an important influence to improve innovation performance in Tunisian SMEs

The results of research related to the role of organizational leanring on organizational agility still leave controversies, including the results of research from Derryna and Wustari (2020) which said organizational learning has a positive and significant influence on workplace agility in organizational faculty psychology. However, this result contradicts Mardani, et al (2018) who said organizational learning has a positive influence on organizational agility in the Municipality of Khuzestan Province

This study proposes organizational learning as a mediating variable that is expected to outline existing gaps. Based on the background of the problem and Gep Research above, researchers are interested in taking the research title "**The Influence of Transformational Leadership and Intellectual Capital on Organizational Agility with Organizational Learning as a Mediation Variable**".

LITERATURE REVIEW

Organizational Agility

Agility is a person's ability to quickly change plans in response to changes, stakeholder needs, market or technological demands to achieve better project and product performance in a dynamic and innovative project environment (Harraf et al., 2015). Agility that will improve the strategic position of the organization (Sarkis, 2001). According to Donald Sull (2010) organizational agility includes three things: strategic (capturing game-changing opportunities), portfolio (reallocation of resources), and operational (occurring in a focused business model).

Organizational Learning

Klaus North (2018) explained that organizational learning is a combination of values and norms. Organizational learning is a process where organizations learn to have expertise in creating, learning and transferring knowledge and adjusting the attitude of the company to reflect the learning outcomes of the company (Chiva &; Habib, 2015). Meanwhile, according to AL-Qahtani & Ghoneim (2013), organizational learning is a system consisting of action steps, actors and processes that enable an organization to transform information into valuable knowledge, which in turn will improve long-term adaptability.

Transformasional Leadership

Transformational leadership is a leadership theory in which a leader works with a team or followers beyond their immediate interests to identify needed change, create a vision to guide change through influence, inspiration, and implement change together with committed group members (Bass, 1999). Transformational leadership, one of the key leadership styles in management practice, has been shown to have a positive impact on attitudes, behaviors, and individual development of followers (Einstein & Humphreys, 2001). A transformational leader can change followers' attitudes and behaviors, foster value for change, thereby promoting change and enhancing followers' professional growth (McCleskey, 2014).

Intellectual Capital

Intellectual Capital is the value of company employees' knowledge, skills, business training, or any proprietary information that can give a company a competitive advantage (Mubarik et al., 2022). Intellectual capital represents the total value of all intangible assets owned by an organization including human capital and all aspects of the business that provide competitive advantage (Mubarik et al., 2022).

HYPOTHESIS DEVELOPMENT

1. The Effect of Transformational Leadership on Organizational Learning
   According to Senge (2006), leadership that supports organizational learning must create an environment that promotes cooperation, reflection, and joint problem solving, further this theory also explains that transformational leadership and organizational learning are interrelated and can reinforce each other. Leaders who adopt a transformational leadership style can create an environment that supports the organization's learning process, while organizations that have a

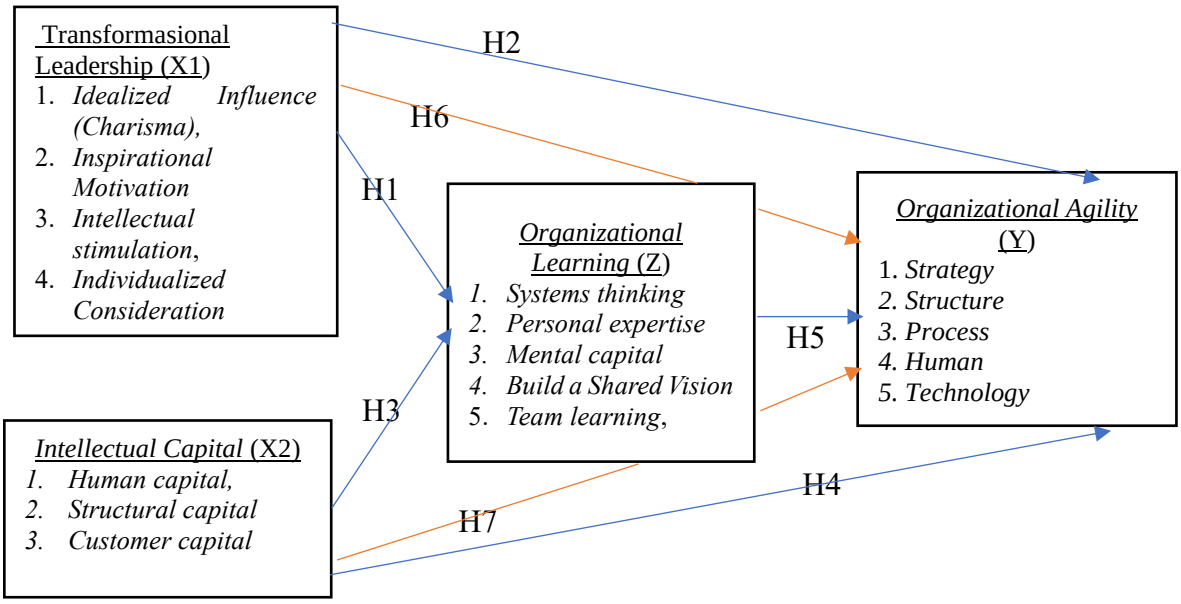
learning culture can reinforce the traits of transformational leadership. This is also supported by research from Derryna and Wustari (2020) with the results of organizational learning having a positive and significant influence on workplace agility in organizational psychology faculty

2. The Effect of Transformational Leadership on Organizational Agility
   According to Ronald A. Heifetz (1994) effective transformational leadership requires leaders to challenge the status quo and encourage innovation, which is in accordance with the nature of rapid change in the business environment, meaning that transformational leadership can play an important role in developing and maintaining organizational agility. Transformational leaders who are able to shape a shared vision, drive innovation, and facilitate organizational learning can create an environment that supports agility in the face of change and uncertainty. This is also supported by research from Irwan Rahardja (2021) with the results of transformational leadership having a positive and significant effect on organizational agility through work engagement as mediation.
3. The Influence of Intellectual Capital on Organizational Learning
   According to Sveiby (2001) the importance of human capital and social capital in understanding how organizations can manage and utilize intellectual capital for learning, because with initial knowledge capital owned by someone who works in an organization, it will automatically have an impact on organizational learning which concerns all workers. This also concerns the relationship between intellectual capital and organizational learning illustrates that intellectual capital, both in the form of human resources, structural, and relational, becomes the foundation that supports the ability of organizations to continue to learn, adapt, and improve their performance. This is also supported by research from Hardeep and Purnima (2015) with the results of intellectual capital has an influence on organizational learning
4. The Influence of Intellectual Capital on Organizational Agility
   According to Teece (2007) the role of structural capital which is part of intellectual capital in creating and maintaining competitive advantage through innovation and rapid learning, so that the intellectual capital owned by the organization, especially human capital, structural capital, and relational capital, is an important foundation to achieve organizational agility). Organizations that are able to manage their knowledge and intellectual capabilities well will have a solid foundation to adapt and thrive in a constantly changing environment. This is supported by the results of research from Wahyudi, et al (2023) with the results of intellectual capital having a positive and significant influence on organizational agility.
5. The Effect of Organizational Learning on Organizational Agility
   According to Garvin (1993) the importance of organizational learning in achieving agility through adaptation and continuous innovation, this also explains that organizational learning and organizational agility are interrelated. Effective learning creates the foundation for agility, while agility requires an organization's ability to learn, adapt, and generate innovation. This is supported by the results of research from Derryna and Wustari (2020), with the results of organizational learning having a positive and significant influence on workplace agility in organizational psychology faculty
6. The Role of Organizational Learning in Mediating the Influence of Transformational Leadership on Organizational Agility
   The role of organizational learning in mediating the influence of transformational leadership on organizational agility is supported by theory (Bass, 1999) which defines transformational leadership as a leadership theory in which a leader works with a team or followers beyond their immediate interests to identify needed change, create a vision to guide change through influence, inspiration, and implement change together with Members of the group are committed, with the dimensions used being idealized influence (charisma), inspiration motivation, intellectual simulation and individualized consideration, as well as theories that define organizational learning as a process by which an organization improves itself over time through gaining experience and using that experience to create knowledge, with the dimensions used are the dimensions of systems thinking, personal expertise, mental capital, building a shared vision and team learning. Therefore, with the behavior of a transformational leader will have a good and bad influence on the ability of the

organization to learn every aspect of policy that exists in the organization so that finally it is with the initial suspicion that good transformational leadership will affect the improvement of organizational learning In improving all policy policies that will be prepared in the organization, so that with this ability, it will automatically become an important factor to increase organizational agilitY

7. The Role of Organizational Learning in Mediating the Influence of Intellectual Capital on Organizational Agility
   The role of organizational learning in mediating the influence of intellectual capital on organizational agility is supported by theory (Khalique et al., 2018) which defines intellectual capital as all knowledge resources owned by organizations and their dynamic development and renewal can ensure the advanced position of organizations in market competition in the knowledge economy era, with the dimension measure used is human capital, Structural capital and customer capital, as well as theory that defines organizational learning as a process by which an organization improves itself over time through gaining experience and using that experience to create knowledge, with dimensions used are systems thinking, personal skills, mental capital, building a shared vision and team learning. Therefore, with good intellectual capital from workers, it will affect the improvement of organizational learning in terms of increasing learning capabilities in every policy determination which will ultimately have an impact on organizational agility in formulating and determining new rules and policies that are better for the organization

Research Model



METHOD

Research Design

The type of research used by this research is a type of explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2018). According to Sugiyono (2018), explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. In this case, it is examining the influence of transformational leadership and intellectual capital on organizational agility mediated by organizational learning. Population is all soldiers / soldiers in Squadron 13 - Serbu which totaled 261 soldiers

The sample according to Ghozali (2018) is part of the population that is used as the object of research. Nazir (2014) states that a sample is a part of the entire population taken in certain ways. The method used in this sampling is stratified random sampling. The definition of stratified random sampling with the movin formula is the process of sampling through the process of dividing the population into strata, selecting simple random samples from each stratum, and combining them into a sample for use in estimating population parameters. Each member of the population has an equal chance of being selected

and used as a sample, so that measurements can later be made involving only a few samples. So the number of samples used in this study was 261 soldiers in Squadron 13 – Serbu. The data collection method used in this study was questionnaire. According to Sugiyono (2017), questionnaire is a data collection technique by providing or disseminating a list of statements to respondents in the hope that respondents will respond to the list of statements. The questionnaire in this study consisted of transformational

RESULT AND DISCUSSION

Table 2. Result

Gender	Frequency	Percent
Men	255	97.7
Women	6	2.3
Total	261	100.0
Employee Status	Frequency	Percent
Officer	98	37.5
Non-Commissioned Officer	76	29.1
Enlisted	66	25.3
ASN	21	8.0
Total	261	100.0
Age	Frequency	Percent
21-30 Th	184	70.5
31-40 Th	63	24.1
41-50 Th	13	5.0
Total	260	99.6
Sistem	1	.4
261	100.0	

Based on the information of the table 2, it can be concluded that 255 male respondents with a percentage of 97.7% and 6 female respondents with a percentage of 2.3%, then 98 officers with a percentage of 37.5%, followed by 76 non-commissioned officers with a percentage of 29.1%, 66 enlisted respondents with a percentage of 25.3% and respondents with ASN status as many as 21 people with a percentage of 8.0%, and the last is respondents aged 21-30 years as many as 184 people with a percentage of 70.5%, then respondents aged 31-40 years as many as 63 people with a percentage of 24.1% and respondents aged 41-50 years as many as 13 people with a percentage of 5.0%.

Realibility test

Table 3 Reliability Test Results Table

	Cronbach's Alpha	Composite Reliability
Intellectual Capital	0,936	0,947
Transformational Leadership	0,970	0,974
Organizational Agility	0,956	0,961
Organizational Learning	0,975	0,978

Based on the table 3, it is known that all variables in the research model have a composite reliability value and Cronbach's alpha value greater than 0.7. Thus, all items can be declared

reliable and pass the reliability test. This means that all items have good internal consistency and can reliably measure variables.

Validity test

Table 4 Validity Test Results Table

Indicator	Intellectual Capital	Transformational Leadership	Organisatonal Agility	Organisational Learning
Intellectual Capital 2	0,860			
Intellectual Capital 3	0,848			
Intellectual Capital 4	0,861			
Intellectual Capital 5	0,913			
Intellectual Capital 6	0,858			
Intellectual Capital 7	0,660			
Intellectual Capital 8	0,818			
Intellectual Capital 9	0,822			
Transformational Leadershipl 1		0,861		
Transformational Leadership 10		0,873		
Transformational Leadership 11		0,871		
Transformational Leadership 12		0,778		
Transformational Leadership 2		0,895		
Transformational Leadership 3		0,874		
Transformational Leadership 4		0,891		
Transformational Leadership 5		0,905		
Transformational Leadership 6		0,803		
Transformational Leadership 7		0,885		
Transformational Leadership 8		0,877		
Transformational Leadership 9		0,905		
Organisatonal Agility 10			0,812	
Organisatonal Agility 11			0,849	
Organisatonal Agility 12			0,790	
Organisatonal Agility 13			0,755	
Organisatonal Agility 14			0,815	
Organisatonal Agility 3			0,771	
Organisatonal Agility 4			0,792	
Organisatonal Agility 5			0,822	
Organisatonal Agility 6			0,826	
Organisatonal Agility 7			0,822	
Organisatonal Agility 8			0,920	
Organisatonal Agility 9			0,860	
Organisational Learning 1				0,848
Organisational Learning 10				0,928
Organisational Learning 2				0,912
Organisational Learning 3				0,938
Organisational Learning 4				0,912
Organisational Learning 5				0,920
Organisational Learning 6				0,925
Organisational Learning 7				0,878
Organisational Learning 8				0,882
Organisational Learning 9				0,888

Based of the table 4, it is known that all indicators have an outer loading value greater than 0.50 so that all indicators can be concluded to be valid. This means that all of these indicators are precise in measuring their respective variables.

Table 5 Hasil Uji Validitas Diskriminan Fornell Larckron Criterion

	IC	KP	OA	OL
IC	0,833			

KP	0,802	0,869		
OA	0,697	0,580	0,821	
OL	0,781	0,629	0,685	0,903

Sumber: data primer diolah

Based of the table 5, it is known that all variables have AVE root values greater than their correlation with other variables. This means that all indicators still measure what they should be measured. Thus, it can be concluded that this study passes the validity of the Fornell Larckron Criterion discrimant.

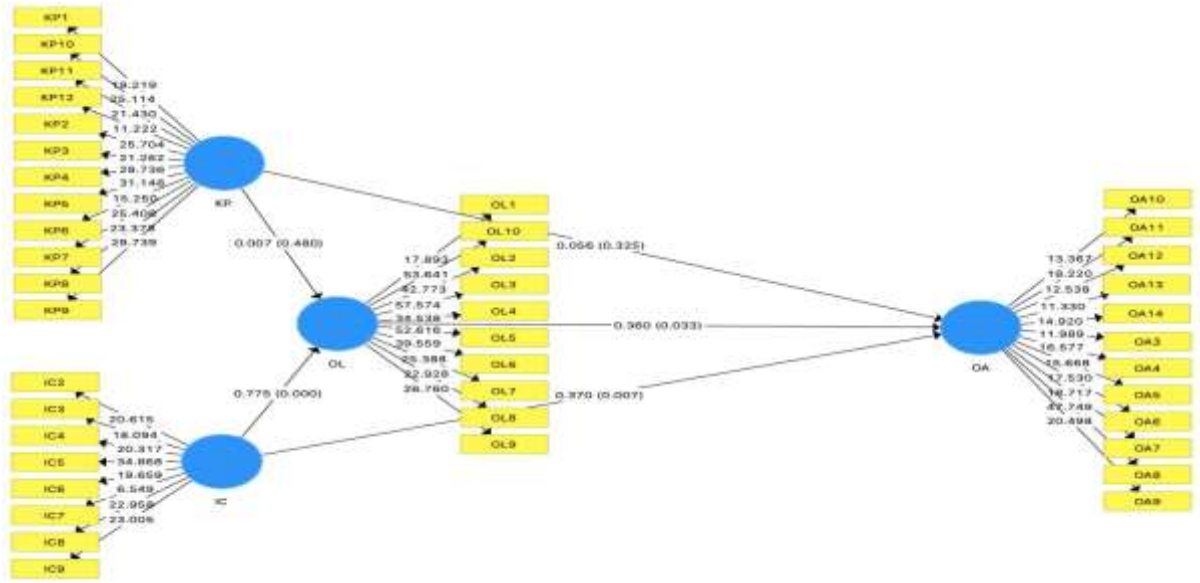
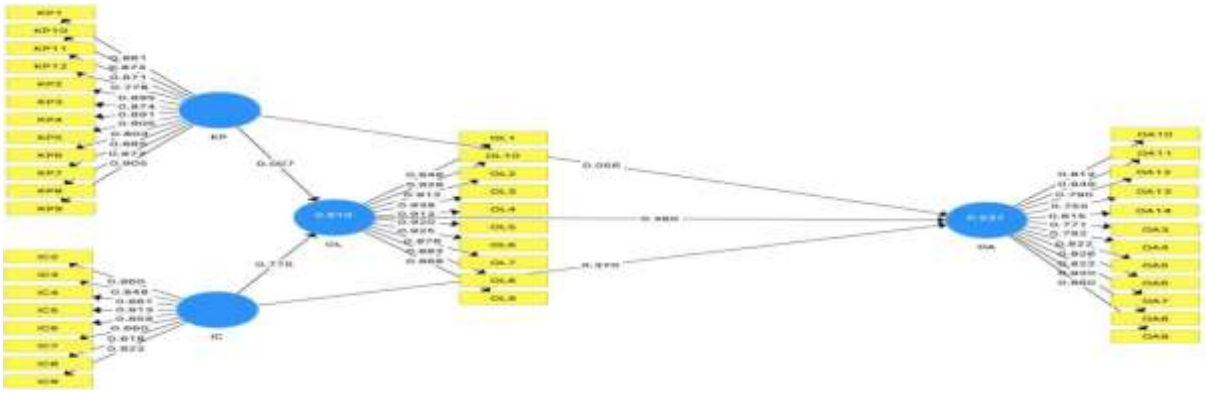


Figure 1 Bootstrapping

Figure 1 shows the results of the outer loading calculation of each indicator that has met the requirements after previously calculating the PLS Algorithm twice because the Average Variance Extracted (AVE) value is qualified so that some decided to remove some indicators on latent variables. The loading factor value is said to be ideal when > 0.70, meaning that the indicator is said to be valid in measuring constructs. In empirical research, the loading factor value of > 0.50 is still acceptable (Agus Purwanto &; Yuli Sudargini, 2021). Thus, the loading factor value of < 0.50 should be omitted from the model In the first PLS Algorithm calculation it was decided to remove the outer loading value below 0.50 and the second PLS Algorithm calculation decided the outer loading value below 0.60. After the second PLS Algorithm calculation, it is stated that the Average Variance Extracted (AVE) and Forner – Larcker Criterion values have been met**.**

Figure 2 *Outer Model*



Based on the outer model figure 2, it can be said that the loading factor is said to be ideal when > 0.70, meaning that the indicator is said to be valid in measuring constructs. In empirical research, the loading factor value of > 0.50 is still acceptable (Agus Purwanto &; Yuli Sudargini, 2021). Thus, the loading factor value of < 0.50 should be omitted from the model In the first PLS Algorithm calculation it was decided to remove the outer loading value below 0.50 and the second PLS Algorithm calculation decided the outer loading value below 0.60. After the second PLS Algorithm calculation, it is stated that the Average Variance Extracted (AVE) and Forner – Larcker Criterion values have been met.

Table 6 Path Analysis Table

	***Original Sample* (O)**	***Sample Mean* (M)**	***Standard Deviation* (STDEV)**	***T Statistics* (|O/STDEV|)**	**P *Values***
IC -> OA	0,370	0,370	0,149	2,489	0,007
IC -> OL	0,775	0,766	0,109	7,137	0,000
KP -> OA	0,056	0,076	0,124	0,455	0,325
KP -> OL	0,007	0,017	0,146	0,050	0,480
OL -> OA	0,360	0,345	0,196	1,840	0,033

H1. KP (Transformational leadership) has a positive effect on OL (Organizationa Learning)
Based on the test results presented in table 6, it is known that the p-value of 0.480 is greater than the required (P-value <0.05). Based on the results of p-value, it can be concluded that transformational leadership has no effect on organizational learning. The first hypothesis is not supported (rejected)

H2. IC (Intellectual Capital) has a positive effect on OL (Organizational Learning)
Based on the results of the test presented in table 6, it is known that the p-value of 0.000 is smaller than 0.05 (P-value < 0.05). The t-statistic value of 7.137 is greater than the t-table value of 1.645 and the positive estimate value of 0.775. Based on these three value components, it can be concluded statistically that intellectual capital has a significant positive effect on organizational learning. That is, the higher the intellectual capital, the higher the organizational learning and vice versa. The second hypothesis is supported (accepted)

H3. KP (Transformational Leadership) has a positive effect on OA (Organizational Agility)
Based on the test results presented in table 6, it is known that the p-value of 0.325 is greater than the required (P-value <0.05). Based on the results of p-value, it can be concluded that transformational leadership has no effect on OA. The third hypothesis is not supported (rejected)

H4. IC (Intellectual Capital) has a positive effect on OA (Organizational Agility)
Based on the results of the test presented in table 6, it is known that the p-value of 0.007 is smaller than 0.05 (P-value < 0.05). The t-statistic value of 2.489 is greater than the t-table value of 1.645 and the positive estimate value of 0.370. Based on these three value components, it can be concluded statistically that intellectual capital has a significant positive effect on organizational agility. That is, the higher the intellectual capital, the higher the organization's agility and vice versa. The fourth hypothesis is supported (accepted)

H5. OL (Organizational Learning) has a positive effect on OA (Organizational Agility)
Based on the results of the submission presented in table 6, it is known that the p-value of 0.033 is smaller than 0.05 (P-value < 0.05). The t-statistic value of 1.840 is greater than the t-table value of 1.645 and the positive estimate value of 0.360. Based on these three value components, it can be concluded statistically that organizational learning has a significant positive effect on organizational agility. That is, the higher the organizational learning, the higher the organizational agility and vice versa. The fifth hypothesis is supported (accepted**)**

Table 7 *Mediation Analysis Table Specific Indirect Effect*

	Original Sample (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*T Statistics* (|O/STDEV|)	P *Values*
IC -> OL -> OA	0,279	0,264	0,153	1,830	0,034
KP -> OL -> OA	0,003	-0,001	0,060	0,044	0,482

H6. KP (Transformational Leadership) has a positive effect on OA (Organizational Agility) mediated by OL (Organizational Learning)

Based on the test results presented in table 7, it is known that the p-value of 0.482 is greater than the required (P-value <0.05). Based on the results of p-value, it can be concluded that transformational leadership has no effect on organizational agility mediated by organizational learning. This means that organizational learning variables cannot mediate the influence of transformational leadership on organizational agility. The sixth hypothesis is not supported (rejected)

H7. IC (Intellectual Capital) has a positive effect on OA (Organizational Agility) mediated by OL (Organizational Learning)

Based on the results of the submission presented in table 7, it is known that the p-value of 0.034 is smaller than 0.05 (P-value < 0.05). The t-statistic value of 1.830 is greater than the t-table value of 1.645 and the positive estimate value of 0.279. Based on these three value components, it can be concluded statistically that intellectual capital has a significant positive effect on organizational agility mediated by organizational learning. That is, organizational learning variables can mediate the influence of intellectual capital on organizational agility. The seventh hypothesis is supported (accepted)

Discussion

1. **Transformational leadership has no effect on organizational learning**

   Based on the results of the analysis, it is stated thattransformational leadership has no effect on organizational learing. That is, the better the transformational leadership, the more it does not affect the improvement of organizational learning. The first hypothesis is not supported (ditolak)

   Respondents' answers on the processed transformational leadership variable questionnaire on average scored in the very good category. This indicates that transformational leadership is good but reality proves that it does not affect organizational learning improvement. According to the researchers' observations, the good criteria for transformational leadership are not enough to affect organizational learning because so far what has happened is that transformational leaders do not instantly have an impact on organizational learning abilities because learning abilities basically come from the ability of each individual, especially soldiers, in carrying out the vision and mission of the organization in the squadron, both in improving ability as an aviator. Another fact that occurs is that the leadership has not been able to provide equal opportunities for increasing the competence of soldiers to conduct training abroad, which ultimately has an impact on the lack of increasing the ability of soldiers to work, especially in flying helicopters with the latest type. Therefore, to improve organizational learning transformational leadership factors must be continuously reevaluated. This explanation is supported by the results of research from Hsiao & Chang (201: 1) with the results of transformational leadership does not have a direct influence on organizational learning

2. **Transformational leadership has no effect on organizational agility**

   Based on the results of the analysis, it is stated thattransformational leadership has no effect on organizational agility. That is, the better the transformational leadership, the more it does not affect the ability of organizational agility. The second hypothesis is not supported (ditolak)

   Respondents' answers on the transformational leadership variable questionnaire that had been processed on average scored in the very good category. This indicates that transformational leadership is good so that it can affect the improvement of organizational agility. Why is this biased, because based on the observations of researchers in the field also indicates that the transformational leadership that has been shown by squadron leaders is able to strengthen and improve organizational agity, such as making good policies for soldiers in dividing flight tasks accompanied by the distribution of training tasks according to the portion of each position in soldiers. Therefore, to improve organizational learning factors, transformational leadership has not been able to optimally and it is expected that the type of authoritarian leadership as a reference in increasing organizational agility. This explanation is supported by the results of research from Raharja (2021) with the results of transformational leadership, organizational culture, quality of worklife have a positive and significant effect on organizational agility through work engagement as mediation.

3. **Intellectual capital affects organizational learning**
   Based on the results of the analysis states that Intellectual capital affects organizational learning. That is, the better the intellectual capital, the more it affects the improvement of organizational learning. The third hypothesis is supported (diterima)
   Respondents' answers to the intellectual capital variable questionnaire that had been processed on average received scores in the very good category. This indicates that intellectual capital is good. Why this can happen is because, according to the observations of researchers in the field, it is found that the ability of soldiers after attending training increases, and attitudes and behaviors are maintained properly has not fully affected the ability of organizational lernaing to run effectively as evidenced by even though the ability of soldiers to fly aircraft is adequate, it can not directly affect the improvement of organizational learning. This is also evidence that alternative solutions are needed to be able to influence squadron organizational learning, one of which is by replacing the dimension theory that has been used in this study with other dimension theories with the aim of being able to become an important factor to improve squadron organizational learning. Therefore, to be able to make the factor of ntellectual capital can affect organizational learning must find other solutions. This explanation is supported by the results of research from Hardeep and Purnima (2015) with the results of intellectual capital having an influence on organizational learning

4. **Intellectual capital affects organizational agility**
   Based on the results of the analysis states that Intellectual capital affects organizational agility. That is, the higher the intellectual capital, the higher the organization's agility and vice versa. The fourth hypothesis is supported (accepted)
   Respondents' answers to the intellectual capital variable questionnaire that had been processed on average received scores in the very good category. This indicates that the intellectual capital in which soldiers can improve after training, and attitudes and behaviors are maintained properly can affect the increase in organizational agility. This is in line with the observations of researchers in the field who found that the ability of soldiers to utilize theoretical knowledge, practice, and the use of technology in carrying out their special work activities in flying aircraft can affect the increase in organizational agility, because the abilities that soldiers already have can be an important benchmark to produce organizational agility in competing with soldiers from abroad, especially in terms of competition in the use of aviation technology. Therefore, to increase intellectual capital must pay attention to all existing aspects so that organizational agility can run optimally. This explanation is supported by hasl research from Wahyudi, et al (2023) with the results of intellectual capital having a positive and significant influence on organizational agility.

5. **Organizational learning affects organizational agility**
   Based on the results of the analysis states that Organizational learning affects organizational agility. That is, the better the organizational learning, the higher the organizational agility and vice versa. The fifth hypothesis is supported (accepted)
   Respondents' answers to the organizational learning variable questionnaire that had been processed on average received scores in the very good category. This indicates that organizational learning in which soldiers can move forward together in building self-competence and between soldiers to work well together can affect the improvement of squadron organizational agility. This is in line with the observations of researchers in the country who found that the ability of soldiers to learn in organizations that are equipped with rules, vision and mission has been done well, so that in the end it affects the organizational agility of the Squadron environment to run effectively and optimally. Therefore, to improve organizational learning must continue to pay attention to all existing aspects so that organizational agility can run optimally. This explanation is supported by research from Derryna and Wustari (2020) with the results of organizational learning having a positive influence on organizational agility in the Municipality of Khuzestan Province.

6. **Organizational learning does not mediate the influence of transformational leadership on organizational agility**

Based on the results of the analysis states that organizational learning does not mediate the influence of transformational leadership on organizational agility. This means that organizational learning variables cannot mediate the influence of transformational leadership on organizational agility. The sixth hypothesis is not supported (rejected)

The above results are in line with those obtained by researchers in the field, because the behavior of transformational squadron leaders can directly affect organizational agility because all policy determinants are based on leadership, although organizational learning can be done well by soldiers in squadrons is not an important influence in directly influencing transformational leadership on organizational agility. This can happen because organizational learning can directly affect organizational agility even though it does not reinforce the influence of transformational leadership on organizational agility

The above results are in line with what researchers get in the field, because organizational learning can directly affect organizational agility. The transformational leadership that has been carried out by the leadership with various aspects such as working with soldiers in formulating ideas and ideas in each determining the direction of policy for the benefit of the squadron can directly affect the improvement of organizational agility although not through organizational learning This explanation is supported by research from Ghadampour and zandkarimi (2019) with the results of transformational leadership with a sharing role Knowledge as a mediator increases organizational agility among school teachers.

7. **Organizational learning mediates the influence of intellectual capital on organizational agility**

Based on the results of the analysis states that organizational learning mediates the influence of intellectual capital on organizational agility. That is, organizational learning variables can mediate the influence of intellectual capital on organizational agility. The seventh hypothesis is supported (accepted)

The above results are in line with what researchers get in the field, because with soldiers who are able to maximize their knowledge capital well through theoretical knowledge, practice, and the use of automated technology can improve organizational learning where good organizational learning can prove that the ability of soldiers to utilize their knowledge can also ultimately affect organizational agility. This explanation is supported by research from Shami and Nastiezaie (2019) with the results of the indirect effect of intellectual capital on organizational agility is also significant with the role of mediators of organizational learning

CONCLUSION

Replacetransformational leadership with authoritarian leadership so that the results obtained are maximized in influencing organizational learning. Increasethe intellectual capital of soldiers by sending soldiers in a large quota to conduct training abroad so that flying the latest aircraft can be done well. Evaluate organizational learning well by fixing wrong policies and rewarding prajutits who have done the mission well, and Organizational agility must continue to be evaluated by the leader re-evaluating all policies that have been carried out if there are inaccuracies that need to be corrected.

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