

# The Role of Transformational Leadership and Digital Culture in Enhancing Employee Agility and Readiness to Adapt to Change Among Employees in Indonesia's Telecommunications Sector

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## Article Info

### Article history:

Received July, 2026

Revised July, 2026

Accepted July, 2026

### Keywords:

Transformational Leadership

Digital Culture

Employee Agility

Readiness to Change

Telecommunications Industry

## ABSTRACT

The rapid advancement of digital technologies has significantly transformed the telecommunications industry, requiring organizations to develop adaptive employees capable of responding effectively to continuous change. In this dynamic environment, employee agility and readiness to adapt to change have become essential capabilities for maintaining organizational competitiveness. This study aims to examine the role of transformational leadership and digital culture in enhancing employee agility and readiness to adapt to change among employees in Indonesia's telecommunications sector. This research employed a quantitative approach using survey data collected from 155 employees working in telecommunications companies in Indonesia. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Statistical Package for the Social Sciences (SPSS) version 25. The analytical procedures included validity testing, reliability testing, classical assumption testing, and multiple linear regression analysis to examine the proposed relationships among variables. The results indicate that transformational leadership has a positive and significant effect on employee agility and readiness to adapt to change. Furthermore, digital culture significantly influences employee agility and demonstrates the strongest effect on readiness to adapt to change. These findings highlight that effective leadership practices and a supportive digital culture are critical factors in developing an adaptive workforce capable of navigating technological disruption. The study contributes to the literature on digital transformation by emphasizing the importance of human-centered organizational capabilities in achieving successful transformation outcomes. Practically, telecommunications companies should strengthen transformational leadership competencies and cultivate digital-oriented organizational cultures to improve employee adaptability and organizational resilience.

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## 1. INTRODUCTION

The acceleration of digital technologies has fundamentally reshaped the global telecommunications industry, creating unprecedented opportunities while simultaneously intensifying competitive pressures. The widespread adoption of artificial intelligence (AI), cloud computing, fifth-generation (5G) networks, the Internet of Things (IoT), and digital service ecosystems has transformed how telecommunications companies deliver value and interact with customers [1]. Organizations are now required to respond to rapid technological advancements, evolving consumer expectations, and increasingly volatile market conditions through continuous innovation and organizational transformation [2], [3]. Consequently, competitive advantage is no longer determined solely by technological infrastructure or financial resources but increasingly depends on the organization's capacity to develop a workforce capable of adapting to dynamic environments. In this context, the human dimension of digital transformation has emerged as a strategic determinant of organizational sustainability, making employee adaptability an essential organizational capability for maintaining long-term competitiveness [4], [5].

One of the most important manifestations of workforce adaptability is employee agility, which refers to employees' ability to rapidly recognize environmental changes, acquire new competencies, modify work behaviors, and respond effectively to emerging challenges. Employee agility enables organizations to accelerate innovation, improve responsiveness to market disruptions, and facilitate successful digital transformation initiatives [6], [7]. Within the telecommunications sector, employees are expected not only to master evolving digital technologies but also to demonstrate flexibility, proactive learning, collaboration, and innovative problem-solving capabilities. Closely associated with employee agility is readiness to adapt to change, representing employees' cognitive, emotional, and behavioral willingness to

embrace organizational transformation. Employees who exhibit high readiness to change are generally more receptive to technological innovation, organizational restructuring, and new operational processes, thereby reducing resistance and increasing the likelihood of successful transformation [6], [7]. As digital transformation continues to redefine the telecommunications industry, strengthening employee agility and readiness to adapt has become a strategic organizational priority.

Transformational leadership has been widely recognized as one of the most influential organizational mechanisms for fostering employee adaptability during periods of change. Transformational leaders articulate an inspiring vision, stimulate intellectual curiosity, encourage innovation, and provide individualized support that empowers employees to exceed conventional performance expectations [8], [9]. Through effective communication and motivational influence, transformational leaders reduce employees' uncertainty regarding organizational change while cultivating confidence in their ability to navigate complex transitions. Numerous empirical studies have demonstrated that transformational leadership positively influences employee learning behavior, innovative performance, organizational commitment, and adaptability [10]–[12]. However, in the telecommunications industry where technological disruption is continuous and organizational restructuring occurs frequently the effectiveness of transformational leadership in simultaneously strengthening employee agility and readiness to adapt to change remains insufficiently explored, particularly within rapidly digitalizing emerging economies.

Beyond leadership, organizational culture represents another critical determinant of successful digital transformation. Specifically, digital culture encompasses shared organizational values, norms, and behaviors that promote technological adoption, knowledge sharing, collaboration, continuous learning,

innovation, and data-driven decision-making [13], [14]. A strong digital culture enables employees to perceive digital transformation as an organizational opportunity rather than merely a technological requirement, thereby encouraging greater engagement with new systems and work practices. In telecommunications companies, where technological evolution demands continuous reskilling and cross-functional collaboration, digital culture provides the organizational environment necessary for employees to experiment, learn, and adapt efficiently [13], [15]. Nevertheless, despite substantial investments in digital infrastructure, many organizations continue to encounter difficulties in establishing supportive digital cultures, resulting in technological implementation that exceeds employees' capacity for behavioral adaptation. This suggests that technological advancement alone is insufficient without corresponding cultural transformation that reinforces employee adaptability.

Although previous research has extensively examined transformational leadership, organizational culture, and digital transformation, several important research gaps remain. First, existing studies have predominantly investigated transformational leadership and digital culture independently, whereas limited empirical evidence simultaneously examines their complementary influence on employee agility and readiness to adapt to change [16]–[18]. Second, while employee agility has received increasing scholarly attention, many studies emphasize innovation outcomes or organizational performance rather than employees' psychological preparedness for continuous organizational change [6], [7]. Third, empirical findings have largely been generated within developed economies, limiting the generalizability of existing knowledge to emerging markets characterized by different institutional environments, technological maturity, and workforce dynamics. In Indonesia's telecommunications industry, which is currently experiencing rapid digital transformation driven by expanding digital

infrastructure, 5G deployment, and increasing digital service integration, empirical evidence regarding the organizational mechanisms that strengthen employees' adaptive capabilities remains relatively scarce. These gaps indicate the need for a more integrated investigation that incorporates both leadership and organizational culture perspectives in explaining workforce adaptability during digital transformation.

Based on these considerations, this study investigates the influence of transformational leadership and digital culture on employee agility and readiness to adapt to change among employees working in Indonesia's telecommunications sector. By integrating leadership theory with the digital organizational culture perspective, this research contributes to the growing literature on digital transformation by explaining how organizational factors jointly enhance employees' adaptive capabilities in technology-intensive environments. Furthermore, the study extends existing knowledge by providing empirical evidence from an emerging economy where digital transformation is progressing rapidly but remains underrepresented in the literature. From a practical perspective, the findings are expected to provide valuable guidance for telecommunications organizations in designing leadership development strategies and cultivating digital cultures that support agile, resilient, and change-ready employees, thereby strengthening organizational competitiveness in an increasingly dynamic digital economy.

## 2. LITERATURE REVIEW

### 2.1 Transformational Leadership

Transformational leadership is a leadership approach that influences employee attitudes, behaviors, and organizational outcomes by inspiring employees through a shared vision, innovation encouragement, intellectual stimulation, and individual

support. Based on the framework developed by Burns and Bass, transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [19]–[21]. In the context of digital transformation, transformational leaders play a critical role in reducing employee uncertainty, encouraging continuous learning, and fostering adaptive behaviors. By providing direction, motivation, and psychological support, transformational leadership enables employees to become more agile, innovative, and prepared to respond to organizational changes, particularly in dynamic industries such as telecommunications.

## 2.2 *Digital Culture*

Digital culture refers to organizational values, beliefs, and behavioral practices that support the effective adoption and utilization of digital technologies to achieve organizational goals. Beyond technological infrastructure, digital culture emphasizes the human and organizational capabilities needed to maximize digital transformation outcomes by promoting a digital mindset, technology acceptance, collaboration, data-driven decision-making, and continuous learning [22], [23]. In the telecommunications sector, a strong digital culture enables employees to perceive technology as an opportunity rather than a threat, encouraging them to develop digital competencies, adapt work practices, and embrace

innovation. Previous studies indicate that digital culture enhances organizational agility, knowledge sharing, and employee innovation, while strengthening readiness for change by creating an environment that supports continuous adaptation in response to technological disruption [24], [25].

## 2.3 *Employee Agility*

Employee agility refers to employees' ability to rapidly respond to changes, identify opportunities, and adjust behaviors in dynamic environments. As organizations face increasing uncertainty and technological disruption, agile employees are required to demonstrate flexibility, proactive learning, creativity, and the capacity to adopt new approaches [6], [7]. Unlike organizational agility, which reflects the overall responsiveness of an organization, employee agility focuses on individual cognitive and behavioral capabilities that enable effective adaptation. In the context of digital transformation, particularly within the telecommunications industry, employee agility becomes crucial as employees must continuously develop new competencies and adapt to emerging technologies. Leadership support, organizational culture, and learning environments are important factors that shape employee agility, making it a key outcome influenced by transformational leadership and digital culture [6], [7].

## 2.4 *Readiness to Adapt to Change*

Readiness to adapt to change refers to employees'

psychological willingness and capability to accept, support, and actively participate in organizational transformation. It reflects employees' perceptions of the necessity, benefits, and feasibility of change, as well as their confidence in the organization and personal ability to modify behaviors [8], [26], [27]. In dynamic sectors such as telecommunications, where technological advances and evolving customer demands require continuous adaptation, employee readiness is critical for successful transformation. Transformational leadership and a supportive digital culture play key roles in enhancing change readiness by providing vision, motivation, and an environment that normalizes continuous learning and improvement, thereby encouraging employees to engage positively with organizational change [28], [29].

### 2.5 Research Framework

Based on theoretical perspectives and previous empirical findings, this study develops a conceptual framework in which transformational leadership and digital culture are positioned as key organizational factors influencing employee agility and readiness to adapt to change among employees in Indonesia's telecommunications sector. The model assumes that transformational leadership enhances employees' adaptive capabilities through motivation, empowerment, intellectual stimulation, and support for innovation. Meanwhile, digital culture facilitates adaptation by creating an organizational environment that promotes technology acceptance,

collaboration, continuous learning, and innovation. Consequently, employee agility and readiness to adapt to change are considered important outcomes reflecting employees' capacity to respond effectively to digital transformation.

Transformational leadership is expected to positively influence employee agility by providing employees with psychological resources, confidence, and motivation to respond effectively to changing environments. Through inspirational motivation and intellectual stimulation, transformational leaders encourage employees to explore new ideas, develop innovative solutions, and adapt their work behaviors. Similarly, digital culture strengthens employee agility by fostering technological adaptation, knowledge sharing, and continuous improvement, enabling employees to develop the flexibility and competencies required in digital environments. Furthermore, transformational leadership and digital culture are expected to enhance employees' readiness to adapt to change by reducing uncertainty, increasing confidence, and creating supportive conditions for organizational transformation. Transformational leaders help employees perceive change as an opportunity through clear vision and individualized support, while digital culture normalizes innovation and technological evolution as part of organizational practices. Therefore, this study proposes that transformational leadership and digital culture positively influence both employee agility and readiness to adapt to change.

H1: Transformational leadership has a positive and significant effect on employee agility.

H2: Digital culture has a positive and significant effect on employee agility.

H3: Transformational leadership has a positive and significant effect on readiness to adapt to change.

H4: Digital culture has a positive and significant effect on readiness to adapt to change.

### 3. METHODS

#### 3.1 Research Design

This study adopts a quantitative explanatory research approach to examine the influence of transformational leadership and digital culture on employee agility and readiness to adapt to change among employees in Indonesia's telecommunications sector. A quantitative method is applied to empirically test the proposed relationships through statistical analysis and hypothesis testing. In the research model, transformational leadership and digital culture are positioned as independent variables, while employee agility and readiness to adapt to change serve as dependent variables. The study focuses on telecommunications employees because this sector experiences rapid technological innovation, digital transformation, and continuous changes in business processes, making it an appropriate context for investigating factors that enhance employees' adaptive capabilities.

#### 3.2 Population and Sample

The population of this study consists of employees working in telecommunications companies in Indonesia who have experienced organizational changes related to digital transformation, technology adoption, or evolving work processes. The study applies a purposive sampling technique as a non-probability sampling method, with respondent selection based on specific

criteria: employees currently working in the telecommunications sector, having a minimum work experience of six months, and being involved in organizational transformation initiatives. A total of 155 respondents participated in the study, which is considered sufficient for quantitative analysis and hypothesis testing. The respondents represented diverse demographic backgrounds, including gender, age, education level, work experience, and organizational position, enabling the study to capture varied perceptions regarding transformational leadership, digital culture, employee agility, and readiness to adapt to change.

#### 3.3 Data Collection Procedure

Primary data were collected through a structured questionnaire distributed to employees in Indonesia's telecommunications sector using a self-reported survey method. The questionnaire items were adapted from previous validated studies measuring transformational leadership, digital culture, employee agility, and readiness to adapt to change. Respondents assessed their perceptions regarding leadership practices, organizational digital culture, and their ability to respond to organizational transformation using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All collected responses were examined for completeness and consistency before analysis, and incomplete responses were excluded to ensure data quality. The finalized dataset was coded and analyzed using Statistical Package for the Social Sciences (SPSS) version 25.

#### 3.4 Research Variables and Measurement

This study examines four main constructs: transformational leadership, digital culture, employee agility, and readiness to adapt to change, each measured using multiple indicators adapted from previous research. Transformational leadership is measured through indicators of visionary leadership, inspirational motivation, intellectual stimulation,

individualized consideration, and support for innovation and change. Digital culture is assessed based on openness toward digital transformation, technology utilization, digital collaboration, knowledge sharing, data-driven decision-making, and continuous digital learning orientation. Employee agility is measured through adaptability to new situations, willingness to learn new skills, flexibility in work approaches, proactive responses to change, and problem-solving ability under uncertainty. Meanwhile, readiness to adapt to change is evaluated through positive attitudes toward change, willingness to support transformation initiatives, confidence in adopting new processes, perceived importance of change, and commitment to implementing organizational transformation. Higher scores across all constructs indicate stronger perceptions of leadership effectiveness, digital culture implementation, employee adaptability, and readiness for change.

### 3.5 Data Analysis Technique

The collected data were analyzed using SPSS version 25 through several statistical procedures to evaluate measurement quality and test the proposed hypotheses. The validity test was conducted using Pearson Product Moment correlation analysis to determine whether each questionnaire item accurately represented its intended construct, with items considered valid when the correlation coefficient exceeded the acceptable threshold. Reliability

testing was performed using Cronbach's Alpha, where values above 0.70 indicated acceptable internal consistency among measurement items. Before regression analysis, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure that the regression model met statistical requirements. Multiple linear regression analysis was then applied to examine the effects of transformational leadership and digital culture on employee agility and readiness to adapt to change through two regression models. Hypothesis testing was performed using t-tests and F-tests with a 95% confidence level ( $\alpha = 0.05$ ), while the coefficient of determination ( $R^2$ ) was analyzed to determine the extent to which independent variables explained variations in the dependent variables.

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Characteristics

This study involved 155 employees working in Indonesia's telecommunications sector. The respondents represented various demographic backgrounds, including gender, age, education level, working experience, and organizational position. The demographic profile provides an overview of the characteristics of participants involved in evaluating transformational leadership, digital culture, employee agility, and readiness to adapt to change.

Table 1. Respondent Demographic Characteristics

| Characteristics    | Category          | Frequency | Percentage (%) |
|--------------------|-------------------|-----------|----------------|
| Gender             | Male              | 89        | 57.4           |
|                    | Female            | 66        | 42.6           |
| Age                | 20–30 years       | 62        | 40.0           |
|                    | 31–40 years       | 55        | 35.5           |
|                    | 41–50 years       | 29        | 18.7           |
|                    | >50 years         | 9         | 5.8            |
| Education Level    | Diploma           | 31        | 20.0           |
|                    | Bachelor's Degree | 97        | 62.6           |
|                    | Master's Degree   | 27        | 17.4           |
| Working Experience | <3 years          | 41        | 26.5           |
|                    | 3–5 years         | 54        | 34.8           |
|                    | 6–10 years        | 38        | 24.5           |

|          |                   |    |      |
|----------|-------------------|----|------|
|          | >10 years         | 22 | 14.2 |
| Position | Operational Staff | 73 | 47.1 |
|          | Supervisor        | 48 | 31.0 |
|          | Managerial Level  | 34 | 21.9 |

Table 1 presents the demographic characteristics of the 155 respondents participating in this study. Based on gender distribution, the majority of respondents were male (57.4%), while female respondents accounted for 42.6%. Regarding age, most respondents were between 20–30 years old (40.0%), followed by those aged 31–40 years (35.5%), 41–50 years (18.7%), and above 50 years (5.8%). In terms of education level, the majority of respondents held a bachelor's degree (62.6%), followed by diploma holders (20.0%) and master's degree holders (17.4%). Based on working experience, most respondents had 3–5 years of experience (34.8%), followed by less than 3 years (26.5%), 6–10 years (24.5%), and more than 10 years (14.2%). Regarding organizational position, operational staff represented the largest

group (47.1%), followed by supervisors (31.0%) and managerial-level employees (21.9%). These characteristics indicate that the respondents represent diverse backgrounds, providing varied perspectives regarding transformational leadership, digital culture, employee agility, and readiness to adapt to change.

#### 4.2 Descriptive Statistics

Descriptive statistical analysis was conducted to identify respondents' perceptions regarding transformational leadership, digital culture, employee agility, and readiness to adapt to change. The mean values were measured using a five-point Likert scale, where higher values indicate stronger agreement with the statements.

Table 2. Descriptive Statistics of Research Variables

| Variable                     | Min  | Max  | Mean | Standard Deviation |
|------------------------------|------|------|------|--------------------|
| Transformational Leadership  | 2.80 | 5.00 | 4.18 | 0.56               |
| Digital Culture              | 2.60 | 5.00 | 4.25 | 0.59               |
| Employee Agility             | 2.70 | 5.00 | 4.21 | 0.54               |
| Readiness to Adapt to Change | 2.75 | 5.00 | 4.16 | 0.58               |

Table 2 presents the descriptive statistics of the research variables, including transformational leadership, digital culture, employee agility, and readiness to adapt to change. The results indicate that all variables obtained relatively high mean values, reflecting positive perceptions among respondents regarding the organizational factors and adaptive capabilities examined in this study. Transformational leadership recorded a mean value of 4.18 with a standard deviation of 0.56, indicating that respondents generally perceived leadership practices as supportive and motivating. Digital culture achieved the highest mean score of 4.25 with a standard deviation of 0.59, suggesting that respondents perceived their organizations as having strong digital-oriented values and practices. Employee agility obtained a mean

value of 4.21 with a standard deviation of 0.54, demonstrating that respondents considered themselves capable of adapting to changing conditions. Meanwhile, readiness to adapt to change recorded a mean value of 4.16 with a standard deviation of 0.58, indicating a high level of willingness among employees to support and participate in organizational transformation. The relatively low standard deviation values across all variables indicate that respondents' perceptions were relatively consistent.

#### 4.3 Validity Test

Validity testing was performed using Pearson Product Moment correlation analysis. Each measurement item was considered valid when the correlation coefficient exceeded the

critical value of r-table = 0.157 ( $n = 155$ ,  $\alpha = 0.05$ ).

Table 3. Validity Test Results

| Variable                    | Item | Correlation (r) | Result |
|-----------------------------|------|-----------------|--------|
| Transformational Leadership | TL1  | 0.781           | Valid  |
|                             | TL2  | 0.824           | Valid  |
|                             | TL3  | 0.796           | Valid  |
|                             | TL4  | 0.843           | Valid  |
| Digital Culture             | DC1  | 0.812           | Valid  |
|                             | DC2  | 0.857           | Valid  |
|                             | DC3  | 0.801           | Valid  |
|                             | DC4  | 0.835           | Valid  |
| Employee Agility            | EA1  | 0.774           | Valid  |
|                             | EA2  | 0.826           | Valid  |
|                             | EA3  | 0.847           | Valid  |
|                             | EA4  | 0.792           | Valid  |
| Readiness to Change         | RAC1 | 0.803           | Valid  |
|                             | RAC2 | 0.841           | Valid  |
|                             | RAC3 | 0.818           | Valid  |
|                             | RAC4 | 0.856           | Valid  |

Table 3 presents the results of the validity test for all research constructs using Pearson Product Moment correlation analysis. The results show that all measurement items for transformational leadership, digital culture, employee agility, and readiness to adapt to change obtained correlation coefficients above the acceptable threshold, indicating that each item has a strong relationship with its respective construct. The transformational leadership indicators (TL1–TL4) recorded correlation values ranging from 0.781 to 0.843, while digital culture indicators (DC1–DC4) ranged from 0.801 to 0.857. Employee agility indicators (EA1–EA4) showed correlation values between 0.774 and 0.847, and readiness to adapt to change indicators (RAC1–RAC4) ranged from 0.803 to 0.856. These findings confirm that all questionnaire items are valid and appropriately represent the intended variables, allowing them to be used for further statistical analysis.

#### 4.4 Reliability Test

The reliability test results using Cronbach's Alpha coefficient to evaluate the internal consistency of the measurement instruments. The results indicate that all research constructs obtained Cronbach's

Alpha values exceeding the recommended threshold of 0.70, demonstrating acceptable reliability. Transformational leadership recorded a Cronbach's Alpha value of 0.887, digital culture obtained 0.901, employee agility reached 0.876, and readiness to adapt to change achieved 0.892. These findings indicate that all measurement items within each construct consistently measure the intended variables. Therefore, the research instruments demonstrate strong internal consistency and are considered reliable for subsequent statistical analyses.

#### 4.5 Classical Assumption Test

##### 4.5.1 Normality Test

Presents the results of the normality test using the Kolmogorov-Smirnov test to evaluate whether the residual data follow a normal distribution. The analysis shows that the significance value obtained was 0.200, which is greater than the required threshold of 0.05. This result indicates that the residual data are normally distributed, meaning that the regression model satisfies the normality assumption. Therefore, the data are considered appropriate for further statistical analysis using regression methods.

##### 4.5.2 Multicollinearity Test

Table 4. Multicollinearity Test Results

| Independent Variable        | Tolerance | VIF   | Result               |
|-----------------------------|-----------|-------|----------------------|
| Transformational Leadership | 0.612     | 1.634 | No Multicollinearity |
| Digital Culture             | 0.612     | 1.634 | No Multicollinearity |

Table 4 presents the results of the multicollinearity test to examine whether there is a high correlation among the independent variables in the regression model. The results indicate that transformational leadership and digital culture both obtained tolerance values of 0.612 and Variance Inflation Factor (VIF) values of 1.634. The tolerance values are above the minimum threshold of 0.10, while the VIF values are below the recommended maximum value of 10. These findings indicate that no multicollinearity problem exists

among the independent variables. Therefore, transformational leadership and digital culture can be included simultaneously in the regression model because they provide independent contributions in explaining employee agility and readiness to adapt to change.

#### 4.6 Multiple Regression Analysis

##### 4.6.1 Effect of Transformational Leadership and Digital Culture on Employee Agility

Table 5. Regression Results for Employee Agility

| Independent Variable        | $\beta$ | t-value | Sig.  | Result      |
|-----------------------------|---------|---------|-------|-------------|
| Transformational Leadership | 0.421   | 6.214   | 0.000 | Significant |
| Digital Culture             | 0.384   | 5.672   | 0.000 | Significant |

Table 5 presents the results of the multiple linear regression analysis examining the influence of transformational leadership and digital culture on employee agility. The findings indicate that transformational leadership has a positive and significant effect on employee agility, with a regression coefficient ( $\beta$ ) of 0.421, t-value of 6.214, and significance value of 0.000 ( $p < 0.05$ ). This result suggests that effective transformational leadership practices enhance employee agility by providing motivation, clear direction, empowerment, and support for innovation. Similarly, digital culture demonstrates a positive and significant influence on employee agility, with a regression coefficient ( $\beta$ ) of 0.384, t-value of 5.672, and significance value of 0.000 ( $p < 0.05$ ). This finding indicates that organizations with strong digital cultural values encourage employees to improve technological adaptability, learning capability, and responsiveness toward changing work environments.

The overall regression model demonstrates a strong relationship between transformational leadership, digital culture, and employee agility, indicated by an R-value of 0.712. The coefficient of determination ( $R^2$ ) of 0.507 and adjusted  $R^2$  of 0.501 show that transformational leadership and digital culture jointly explain 50.7% of the variation in employee agility, while the remaining 49.3% is influenced by other factors outside the research model. Furthermore, the F-value of 78.201 with a significance value of 0.000 confirms that the regression model is statistically significant. These results demonstrate that transformational leadership and digital culture are important organizational factors in strengthening employee agility within Indonesia's telecommunications sector.

##### 4.6.2 Effect of Transformational Leadership and Digital Culture on Readiness to Adapt to Change

Table 6. Regression Results for Readiness to Adapt to Change

| Independent Variable        | $\beta$ | t-value | Sig.  | Result      |
|-----------------------------|---------|---------|-------|-------------|
| Transformational Leadership | 0.397   | 5.893   | 0.000 | Significant |

|                 |       |       |       |             |
|-----------------|-------|-------|-------|-------------|
| Digital Culture | 0.452 | 6.704 | 0.000 | Significant |
|-----------------|-------|-------|-------|-------------|

Table 6 presents the results of the multiple linear regression analysis examining the influence of transformational leadership and digital culture on readiness to adapt to change. The findings indicate that transformational leadership has a positive and significant effect on readiness to adapt to change, with a regression coefficient ( $\beta$ ) of 0.397, t-value of 5.893, and significance value of 0.000 ( $p < 0.05$ ). This result confirms that transformational leaders enhance employees' willingness to accept organizational transformation by providing clear vision, motivation, and psychological support during change processes. Digital culture also demonstrates a positive and significant influence on readiness to adapt to change, with a regression coefficient ( $\beta$ ) of 0.452, t-value of 6.704, and significance value of 0.000 ( $p < 0.05$ ). Among the two predictors, digital culture shows a stronger influence, indicating that digitally oriented organizational values and practices play an important role in increasing employees' confidence and willingness to participate in transformation initiatives.

The overall regression model shows a strong relationship between transformational leadership, digital culture, and readiness to adapt to change, as indicated by an R-value of 0.748. The coefficient of determination ( $R^2$ ) of 0.559 and adjusted  $R^2$  of 0.553 indicate that transformational leadership and digital culture jointly explain 55.9% of the variation in employee readiness to adapt to change, while the remaining 44.1% is explained by other factors outside the research model. Furthermore, the F-value of 96.172 with a significance value of 0.000 confirms that the regression model is statistically significant. These results demonstrate that transformational leadership and digital culture are critical organizational determinants in strengthening employees' preparedness and willingness to respond to organizational transformation.

## Discussion

The findings of this study demonstrate that transformational leadership is a critical organizational mechanism in enhancing employee agility within Indonesia's telecommunications sector. The significant positive relationship indicates that employees who perceive their leaders as inspirational, supportive, and oriented toward innovation are more capable of responding effectively to changing organizational conditions. This finding aligns with transformational leadership theory, which argues that leaders influence employee behavior by reshaping motivation, values, and commitment toward organizational goals. Through vision articulation, intellectual stimulation, and individualized support, transformational leaders create psychological conditions that encourage employees to learn continuously, develop innovative solutions, and adapt to technological changes. In the context of telecommunications, where rapid technological advancement requires continuous capability development, transformational leadership becomes essential in fostering a workforce capable of responding proactively to disruption [30].

The results also confirm that digital culture plays a significant role in strengthening employee agility and readiness to adapt to change. A strong digital culture encourages employees to embrace technology, collaborate through digital platforms, engage in continuous learning, and experiment with new approaches. These cultural characteristics are particularly relevant in the telecommunications industry, where organizations must continuously adjust to emerging technologies, evolving customer expectations, and changing business models. Furthermore, the stronger influence of digital culture on readiness to adapt to change indicates that employees are more likely to accept transformation when digital values are integrated into everyday organizational practices. When technology adoption and innovation become embedded within organizational norms, employees tend to perceive change as a continuous

improvement process rather than a disruptive challenge [31]–[33].

Overall, this study highlights that successful digital transformation requires the integration of transformational leadership and digital culture rather than relying solely on technological investment. While transformational leaders provide strategic direction, motivation, and confidence during periods of uncertainty, digital culture establishes the organizational environment necessary for sustainable adaptation. The combination of effective leadership and a digitally oriented culture enables employees to become more agile, resilient, and prepared for continuous transformation. These findings contribute to the digital transformation literature by emphasizing the importance of human and cultural factors in technology-driven industries, particularly in emerging markets such as Indonesia, where telecommunications companies are undergoing significant digital evolution.

## 5. CONCLUSION

This study examined the influence of transformational leadership and digital

culture on employee agility and readiness to adapt to change among employees in Indonesia's telecommunications sector. The findings show that both factors significantly enhance employees' adaptive capabilities in responding to digital transformation. Transformational leadership improves employee agility and change readiness through vision, motivation, support, and innovation encouragement, while digital culture strengthens adaptation through technology acceptance, collaboration, and continuous learning. The results highlight that successful digital transformation requires not only technological investment but also effective leadership and supportive organizational culture. Theoretically, this study contributes by demonstrating that employee adaptability is shaped by organizational factors, while practically, telecommunications companies should strengthen transformational leadership and digital culture development. Future research may expand the model by incorporating additional factors such as digital competence, psychological empowerment, and organizational learning capability.

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