

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

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ABSTRACT: Leadership is one of the important components that directs an organization to gain competitiveness and achieve organizational goals. The purpose of this study is to analyze the role of work engagement and workforce agility as mediating factors in the influence of transformational leadership on performance. This study is a quantitative study and based on its purpose is an explanatory research type with a sample of 215 employees of PT PLN. The data analysis method used is SEM-PLS analysis. The results of the analysis show that transformational leadership has a positive effect on work engagement. transformational leadership has a positive effect on workforce agility, work engagement has a significant effect on individual performance, workforce agility has a positive effect on individual performance, work engagement mediates the effect of transformational leadership on individual performance, workforce agility mediates the effect of transformational leadership on individual performance. For the management of PT. PLN, increasing individual performance can be done by implementing a transformational leadership style in all lines so that work engagement can be maintained and ultimately be able to drive prime performance.

KEYWORDS: Transformational leadership, Work engagement, work force agility, individual performance, SEM-PLS Analysis

I. INTRODUCTION

In today's dynamic and rapidly evolving environment, organizations are required to continuously improve their performance to deliver the best services possible. Performance represents the measurable outcomes of an employee's work within a specific period, benchmarked against predetermined standards, goals, or criteria. Effective performance not only reflects individual or team achievements but also embodies an organization's ability to fulfill its mission in a lawful, ethical, and efficient manner.

One of the key factors influencing organizational performance is leadership. Transformational leadership, in particular, has been widely recognized as a leadership style that inspires and motivates followers to transcend personal interests, aligning them toward collective goals and higher performance levels. However, existing studies reveal varying perspectives on how transformational leadership impacts employee performance, suggesting the presence of mediating factors such as organizational citizenship behavior, team cohesion, job satisfaction, innovative work behavior, and knowledge management.

Building upon these insights, this study focuses on work engagement as a mediating variable that may explain the relationship between transformational leadership and employee performance. Work engagement, defined as a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption, reflects the degree to which employees are emotionally and cognitively invested in their roles. Furthermore, this research extends the model by introducing workforce agility as an additional mediating variable. Workforce agility employees' ability to adapt quickly and positively to changes has become increasingly vital in ensuring organizational resilience amid business uncertainty.

The research is conducted within the context of Perusahaan Listrik Negara (PLN), Indonesia's state owned electricity company and the sole provider of electricity nationwide. Despite consistent growth in electricity sales, PLN continues to face performance challenges, as evidenced by numerous consumer complaints related to service disruptions and reliability issues. Addressing these challenges necessitates a deeper understanding of how leadership can enhance employee performance through psychological and behavioral mechanisms such as work engagement and workforce agility.

This study, therefore, aims to examine the mediating roles of work engagement and workforce agility in the relationship between transformational leadership and employee performance within PLN. The findings are expected to contribute both theoretically and practically offering insights into leadership strategies that can foster a more adaptive, motivated, and high performing workforce in Indonesia's public utility sector.

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

II. LITERATURE REVIEW

Transformational leadership

Transformational leadership is a leadership style that emphasizes the ability of leaders to inspire, motivate, and guide subordinates to go beyond personal interests in order to achieve organizational goals. According to *Bass B. M. & Avolio B. J., (1994)*, this leadership style consists of four main dimensions: idealized influence (leaders act as role models and gain trust), inspirational motivation (providing vision and enthusiasm), intellectual stimulation (encouraging innovation and creative thinking), and individualized consideration (attending to the needs and potential of subordinates). Transformational leaders foster trust, loyalty, and strong commitment among employees, which positively influence their motivation and performance (*Judge & Piccolo, 2004; Kinicki, 2021*).

Work Engagement

Work engagement is a positive psychological state that reflects an individual's full involvement in their work, characterized by vigor, dedication, and absorption (*Schaufeli et al., 2002*). Employees with high work engagement display strong energy, enthusiasm, and deep immersion in their job activities (*Bakker & Albrecht, 2018*). According to (*Schaufeli & Bakker, 2004*) work engagement consists of three dimensions: vigor (high energy and mental resilience at work), dedication (a sense of pride, enthusiasm, and meaningfulness toward one's job), and absorption (deep concentration and immersion in work to the point of difficulty detaching from it). High levels of work engagement enhance employee commitment, positive behavior, and performance, making it a crucial factor for organizational success (*Bakker et al., 2008; Schaufeli, 2012*).

Workforce agility

Workforce agility refers to the ability of employees to proactively adapt and respond to dynamic and unpredictable changes in the work environment (*Alavi et al., 2014; Sherehiy & Karwowski, 2014*). This concept reflects a combination of employees' capabilities, attitudes, and behaviors in dealing with change (*Muduli & Pandya, 2018*). Agile employees possess a broad vision, a positive attitude toward learning and innovation, and comfort with change and new technologies (*Plonka, 1997; Zhang & Sharifi, 2000*). From a behavioral perspective, workforce agility consists of three main dimensions: proactivity (initiating actions to anticipate and address change), adaptability (the ability to adjust to new environments, roles, and technologies), and resilience (the capacity to remain effective under pressure and uncertainty). An agile workforce can maintain high performance amid challenges and transformation, making it a crucial factor for organizational success in an ever-changing business environment.

Individual performance

Individual performance refers to the results achieved by employees in carrying out their work based on specific criteria relevant to their job (*Robbins & Judge, 2013*). It represents the accomplishments and contributions made by individuals within the workplace. Performance involves maintaining planned efforts while striving for desired outcomes. Although performance evaluation is a core aspect of performance management (*Cardy, 2004*), individual performance is influenced by various organizational factors, including policies, practices, and structural design. According to the configurational approach in strategic human resource management, achieving organizational goals requires not just individual actions but an integrated pattern of HR activities that collectively enhance employee performance (*Delery & Doty, 1996*).

III. HYPOTHESIS DEVELOPMENT

Transformational leadership plays a vital role in enhancing employee work engagement through inspiration, motivation, and intellectual stimulation. Transformational leaders encourage employees to think creatively, take initiative, and view problems from multiple perspectives, fostering a sense of ownership and meaningfulness toward their work. Emotional and psychological support from leaders also creates a safe and supportive work environment that promotes deeper engagement. Therefore, transformational leadership is assumed to have a positive effect on employee work engagement (*Bass, 1985; Chua & Ayoko, 2021; Yasin Ghadi et al., 2013*). Transformational leaders help organizations adapt to change by creating new visions, encouraging innovation, and enhancing employees' abilities to deal with uncertainty. Through idealized influence, inspirational motivation, and empowerment, leaders foster confidence and readiness among employees to face change. A participative and open work environment makes employees more agile, adaptive, and proactive in responding to organizational dynamics. Thus, transformational leadership is expected to have a positive effect on workforce agility (*Muduli, 2017; Shafi et al., 2020*).

Employees with high work engagement tend to demonstrate better individual performance because they possess enthusiasm, dedication, and a willingness to go beyond formal job requirements. Work engagement encourages extra-role behaviors such as helping colleagues and contributing more to organizational goals. With strong energy and commitment, engaged employees not

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

only perform their duties effectively but also actively contribute to creating a productive work environment. Therefore, work engagement positively affects individual performance (Owens, 2016; Rich et al., 2010).

Agile employees are capable of quickly adapting to changes in the business environment, showing proactive behaviors, and remaining resilient under pressure. These abilities make them more effective in completing tasks, fostering innovation, and maintaining productivity in dynamic conditions. Moreover, workforce agility which encompasses proactivity, adaptability, and resilience has been proven to enhance individual and organizational effectiveness. Hence, workforce agility positively influences individual performance (Cai et al., 2018; Sherehiy, 2008).

Transformational leadership indirectly improves individual performance through increased work engagement. Leaders who provide meaningful goals, support, and adequate resources encourage employees to be more emotionally and cognitively involved in their work. This engagement drives employees to be more enthusiastic, initiative-oriented, and committed to achieving optimal results. Therefore, work engagement serves as a mediating variable linking transformational leadership and individual performance (Lai et al., 2020; Zhu et al., 2009).

Transformational leadership can also enhance individual performance through the strengthening of workforce agility. Leaders who promote learning, flexibility, and creativity develop agile employees who can face change and quickly adapt to work demands. Agile employees tend to be more innovative, productive, and efficient in completing their tasks, thereby improving overall performance. Consequently, workforce agility acts as a mediator in the relationship between transformational leadership and individual performance (Alavi, 2016; Munteanu, 2020). Based on the previous description, further hypotheses can be developed in this study as follows:

H1: Transformational leadership has a positive and significant effect on work engagement.

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

H3: Work engagement has a positive and significant effect on individual performance.

H4: Workforce agility has a positive and significant effect on individual performance.

H5: Work engagement mediates the relationship between transformational leadership and individual performance.

H6: Workforce agility mediates the relationship between transformational leadership and individual performance.

The theoretical framework presented in Figure 1

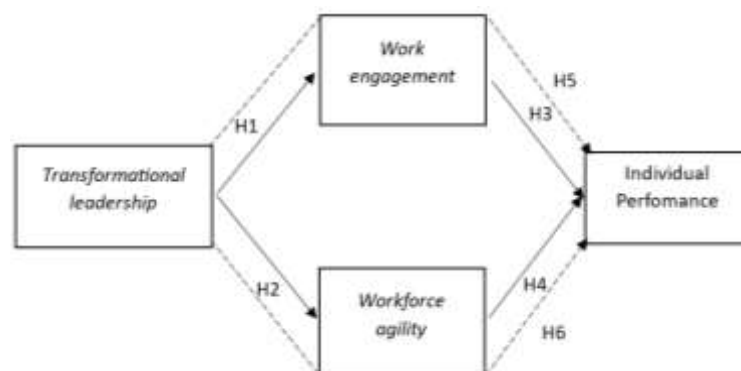


Figure 1 : Theoretical Framework

IV. RESEARCH METHODS

This study employed a quantitative explanatory research design aimed at examining the causal relationships among transformational leadership, work engagement, workforce agility, and individual performance. The research sought to analyze how transformational leadership influences individual performance both directly and indirectly through the mediating effects of work engagement and workforce agility. The population in this study consisted of employees of PT PLN (Persero) North Sumatra Region. The sampling technique used was convenience sampling, where respondents were selected based on accessibility and their suitability with the research criteria (Sugiyono, 2021). According to (Hair, Hult, et al., 2014), the minimum sample size required for Structural Equation Modeling (SEM) should be five to ten times the number of indicators. Since this study employed 53 indicators, the minimum sample size required was 265 respondents. Therefore, a total of 265 employees from PT PLN North Sumatra Region were included as the study sample. The study involved four main variables: transformational leadership as the independent variable, work engagement and workforce agility as mediating variables, and individual performance as the dependent variable. Transformational leadership was measured using the scale developed by Carless et al., (2000), consisting of seven dimensions: vision, staff development, supportive leadership, empowerment, innovative thinking, lead by example, and charisma. Individual performance was measured using the instrument adapted from Petermann and Zacher (2022), which includes

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

dimensions of quality, quantity, and timeliness. Work engagement was measured using the instrument from Mills et al. (2012) consisting of vigor, dedication, and absorption dimensions, while workforce agility was measured using indicators from Cai et al. (2018), which include proactivity, adaptability, and resilience. All indicators were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

This research utilized both primary and secondary data. Primary data were collected directly from respondents through an online questionnaire distributed via Google Form, while secondary data were obtained from company reports, organizational documents, and relevant literature. The questionnaire served as the main research instrument, and its quality was assessed through validity and reliability tests. Content and construct validity were examined using Confirmatory Factor Analysis (CFA), with a factor loading value of ≥ 0.5 as the threshold (Hair, Black, et al., 2014). Reliability was tested using Cronbach's Alpha and Composite Reliability (CR), where values equal to or greater than 0.7 indicate acceptable reliability (Sekaran & Bougie, 2013). The study was conducted at PT PLN (Persero) North Sumatra Region, located at Jl. KL Yos Sudarso No. 284, Medan, Indonesia, during the period of April to May 2025. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis consisted of two stages: the outer model, which assessed indicator validity, reliability, and discriminant validity through Average Variance Extracted (AVE), Composite Reliability, and HTMT ratio; and the inner model, which evaluated path coefficients, R^2 values, and the significance of relationships using the bootstrapping technique. In addition, descriptive statistics such as mean, standard deviation, and frequency distribution were employed to describe respondent profiles and provide an overview of each research variable.

V. FINDING AND DISCUSSION

The results of the study begin with the presentation of the respondent profile which can be seen in the following table:

Table 1. Profile of Participating Respondents

Demographics	Category	Number of Consumers	Percentage (%)
Gender	Male	103	47,9
	Female	112	52,1
Age	18 - 25 Years	41	19,1
	26 - 35 Years	71	33,0
	36 - 45 Years	67	31,2
	> 45 Years	36	16,7
Formal education	Junior High School	7	3,3
	High School	57	26,5
	Diploma	13	6,0
	Bachelor's degree	102	47,4
	Master's degree	36	16,7
Marital Status	Single	41	19,1
	Married	170	79,1
	Others	4	1,9
Years of Service	< 5 Years	78	36,3
	5-10 Years	64	29,8
	11-15 Years	46	21,4
	16-20 Years	16	7,4
	> 20 years	11	5,1
Monthly Income	< 5 million	114	53,02
	5 million – 7 million	84	39,07
	7 million – 10 million	9	4,19
	> 10 million	8	3,72
Employment Status	Permanent	150	69,8
	Non-permanent	65	30,2
	Total	215	100

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

Based on table 1, it can be seen that the majority of the respondents in this study are female, totaling 112 people (52.1%). Most respondents are aged 36–45 years, totaling 67 people (31.2%), hold a Bachelor's degree (S1) totaling 102 people (47.4%), and are married, totaling 170 people (79.1%). Furthermore, 78 respondents (36.3%) have a working period of less than 5 years, 114 respondents (53.0%) earn less than 5 million rupiahs per month, and 150 respondents (69.8%) have permanent employment status.

Measurement Model Assessment

Measurement Model Assessment (MMA) is useful for knowing the relationship between statement items and variables consisting of convergent validity and discriminant validity (Hair, Black, et al., 2014).

Tabel 2. The Results of Convergent Validity

	Valid Item	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Individual performance	13	0.676 - 0.852	0,952	0,958	0,636
Transformational leadership	7	0.696 - 0.865	0,916	0,933	0,668
Work engagement	9	0.683 - 0.893	0,934	0,945	0,660
Workforce agility	14	0.604 - 0.846	0,930	0,938	0,525

The results of convergent validity analysis in Table 2 presents the results of the convergent validity test for each research construct, which include Individual Performance, Transformational Leadership, Work Engagement, and Workforce Agility. The table shows that all constructs meet the criteria for convergent validity, as indicated by the outer loading values exceeding 0.60. The Individual Performance construct consists of 13 valid items with outer loadings ranging from 0.676 to 0.852, a Cronbach's Alpha of 0.952, a Composite Reliability of 0.958, and an Average Variance Extracted (AVE) of 0.636. The Transformational Leadership construct has 7 valid items with outer loadings between 0.696 and 0.865, a Cronbach's Alpha of 0.916, a Composite Reliability of 0.933, and an AVE of 0.668. Furthermore, the Work Engagement construct comprises 9 valid items with outer loadings ranging from 0.683 to 0.893, a Cronbach's Alpha of 0.934, a Composite Reliability of 0.945, and an AVE of 0.660. Lastly, the Workforce Agility construct consists of 14 valid items with outer loadings between 0.604 and 0.846, a Cronbach's Alpha of 0.930, a Composite Reliability of 0.938, and an AVE of 0.525. These results indicate that all constructs demonstrate adequate reliability and validity, as the Cronbach's Alpha and Composite Reliability values are above 0.70, and the AVE values mostly exceed the recommended threshold of 0.50. Overall, all variables have AVE values above 0.5 and Composite Reliability values exceeding 0.7, confirming that all research variables satisfy the criteria for convergent validity (Hair, Black, et al., 2014).

Table 3. Results of Discriminant Validity-Fornell-Larcker Criterion

	Individual performance	Transformational leadership	Work engagement	Workforce agility
Individual performance	0,798			
Transformational leadership	0,694	0,817		
Work engagement	0,432	0,317	0,812	
Workforce agility	0,560	0,522	0,190	0,724

The results of the discriminant validity test using the Fornell-Larcker criterion in Table 3 presents the results of the discriminant validity test using the Fornell-Larcker criterion. The discriminant validity is confirmed when the square root of the Average Variance Extracted (AVE) for each construct (represented by the diagonal values in bold) is greater than the correlations between that construct and other constructs. As shown in the table, the square roots of AVE for each variable are 0.798 for Individual Performance, 0.817 for Transformational Leadership, 0.812 for Work Engagement, and 0.724 for Workforce Agility. These values are higher than the corresponding inter-construct correlations in each column and row. For instance, the correlation between Individual Performance and Transformational Leadership is 0.694, which is lower than their respective AVE square roots (0.798

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

and 0.817). Similarly, other correlations among constructs also show lower values than their diagonal counterparts. Therefore, these results indicate that all constructs fulfill the criteria for discriminant validity, suggesting that each construct is empirically distinct and measures a unique aspect within the research model. These findings confirm that the analysis satisfies the Fornell-Larcker criterion as expected (Hair, Black, et al., 2014).

Table 4: The Results of Discriminant Validity -Cross Loadings

	<i>Individual performance</i>	<i>Transformational leadership</i>	<i>Work engagement</i>	<i>Workforce agility</i>
IP1	0,815	0,532	0,396	0,342
IP10	0,815	0,532	0,404	0,346
IP11	0,837	0,671	0,402	0,410
IP12	0,676	0,441	0,174	0,517
IP13	0,835	0,578	0,370	0,537
IP2	0,852	0,686	0,416	0,426
IP3	0,677	0,432	0,175	0,513
IP4	0,838	0,560	0,368	0,526
IP5	0,814	0,531	0,398	0,342
IP6	0,845	0,671	0,415	0,413
IP7	0,676	0,428	0,179	0,511
IP8	0,835	0,557	0,361	0,523
IP9	0,818	0,532	0,398	0,344
TL1	0,583	0,842	0,262	0,385
TL2	0,571	0,861	0,276	0,379
TL3	0,586	0,846	0,267	0,398
TL4	0,578	0,865	0,282	0,388
TL5	0,498	0,696	0,210	0,464
TL6	0,584	0,800	0,239	0,464
TL7	0,558	0,797	0,272	0,479
WA1	0,392	0,423	0,137	0,844
WA10	0,371	0,339	0,099	0,676
WA11	0,560	0,486	0,204	0,661
WA12	0,393	0,407	0,155	0,846
WA13	0,391	0,403	0,139	0,842
WA14	0,384	0,396	0,139	0,833
WA2	0,268	0,201	0,126	0,617
WA3	0,313	0,222	0,168	0,627
WA4	0,285	0,216	0,149	0,604
WA5	0,294	0,237	0,081	0,671
WA6	0,435	0,402	0,074	0,726
WA7	0,453	0,398	0,156	0,702
WA8	0,392	0,411	0,087	0,685
WA9	0,522	0,483	0,177	0,737
WE1	0,373	0,239	0,882	0,183
WE2	0,374	0,228	0,892	0,135
WE3	0,332	0,358	0,726	0,118
WE4	0,271	0,157	0,683	0,118

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

WE5	0,396	0,248	0,893	0,204
WE6	0,392	0,238	0,885	0,202
WE7	0,366	0,224	0,888	0,134
WE8	0,356	0,354	0,731	0,144
WE9	0,254	0,213	0,686	0,134

Based on the results of the cross-loading test, all indicator outer loading values on their respective constructs are greater than their cross-loading values on other constructs. This finding indicates that each indicator is more strongly associated with its intended construct than with any other construct in the model. Therefore, it can be concluded that all constructs exhibit good discriminant validity. Furthermore, this result implies that each construct in the measurement model is empirically distinct, meaning that the indicators effectively measure the specific latent variable they are intended to represent. In other words, there is no significant overlap between constructs, and the indicators demonstrate adequate discriminant power. This strengthens the validity of the measurement model, confirming that the constructs are conceptually and statistically well differentiated, which supports the overall robustness and reliability of the research instrument.

Table 5. The Results of Discriminant Validity-Heterotrait-Monotrait Ratio

	Saturated Model	Estimated Model
SRMR	0,115	0,132
d_ULS	12,406	16,517
d_G	23,123	23,293
Chi-Square	12830,542	12905,398
NFI	0,338	0,334

Table 5 indicates the SRMR value obtained in this study is 0.132, which falls within the medium GoF (Goodness of Fit) category and is still considered acceptable. Therefore, it can be concluded that the model used in this study is appropriate and fits well with the empirical data. This conclusion is further supported by the d_ULS value greater than 2.000 and the d_G value greater than 0.900, both of which indicate that the model demonstrates a satisfactory level of fit with the observed data.

Table 6. R Square

	R Square	R Square Adjusted	Category
Individual performance	0,424	0,419	Moderate
Work engagement	0,101	0,096	Weak
Workforce agility	0,273	0,269	Weak

Based on Table 6, the R-square value for the Individual Performance variable is 0.424, which means that 42.4% of the variance in Individual Performance is explained by Work Engagement and Workforce Agility. The R-square value for Work Engagement is 0.101, indicating that 10.1% of the variance in Work Engagement is influenced by Transformational Leadership. Meanwhile, the R-square value for Workforce Agility is 0.273, suggesting that 27.3% of the variance in Workforce Agility is explained by Transformational Leadership. These results show that the model has moderate explanatory power, particularly for the Individual Performance variable, which is classified as weak (Hair, Black, et al., 2014).

Structural Model Assessment

Structural Model Assessment (SMA) is conducted to evaluate the influence of one or more variables on other variables. The results of the SMA using the bootstrapping method are presented as follows:

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

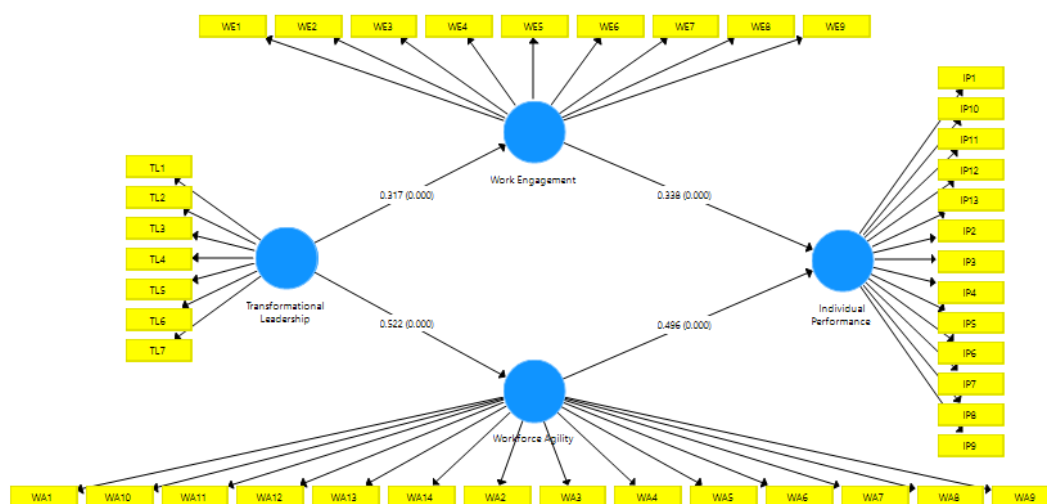


Figure 2: Structural Model Assessment

Table 7. The Results of Direct Relationship

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hipotesis
Transformational leadership -> Work engagement	0.317	3.636	0.000	H1 Accepted
Transformational leadership -> Workforce agility	0.522	9.733	0.000	H2 Accepted
Work engagement -> Individual performance	0.338	5.095	0.000	H3 Accepted
Workforce agility -> Individual performance	0.496	9.212	0.000	H4 Accepted

Based on Table 7, presents the results of hypothesis testing for the structural model. The results show that all proposed hypotheses (H1–H4) are accepted, as indicated by the T-statistics values greater than 1.96 and P-values less than 0.05. Specifically, Transformational Leadership has a significant positive effect on Work Engagement with an original sample value of 0.317, a T-statistic of 3.636, and a P-value of 0.000, supporting H₁. Furthermore, Transformational Leadership also has a significant positive influence on Workforce Agility with an original sample value of 0.522, a T-statistic of 9.733, and a P-value of 0.000, supporting H₂. In addition, Work Engagement positively and significantly affects Individual Performance with an original sample value of 0.338, a T-statistic of 5.095, and a P-value of 0.000, confirming H₃. Lastly, Workforce Agility shows a strong positive effect on Individual Performance with an original sample value of 0.496, a T-statistic of 9.212, and a P-value of 0.000, thus supporting H₄. These findings indicate that all relationships hypothesized in the model are statistically significant, demonstrating that transformational leadership, work engagement, and workforce agility play crucial roles in enhancing individual performance.

Table 8. The Results of the Indirect Influence

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hipotesis
Transformational leadership -> Work engagement -> Individual performance	0.107	2.331	0.020	H5 Accepted
Transformational leadership -> Workforce agility -> Individual performance	0.259	5.835	0.000	H6 Accepted

Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

Table 8, The indirect effect of Transformational Leadership on Individual Performance through Work Engagement has a P-value of 0.020, which is less than 0.05. This indicates that Work Engagement mediates the relationship between Transformational Leadership and Individual Performance. Therefore, H₅, which states that Work Engagement acts as a mediating variable in the influence of Transformational Leadership on Individual Performance, is supported. Similarly, the indirect effect of Transformational Leadership on Individual Performance through Workforce Agility has a P-value of 0.000, which is also less than 0.05. This means that Workforce Agility mediates the relationship between Transformational Leadership and Individual Performance. Hence, H₆, which posits that Workforce Agility serves as a mediating variable in the effect of Transformational Leadership on Individual Performance, is supported. Overall, these findings demonstrate that both Work Engagement and Workforce Agility play significant mediating roles in enhancing the impact of transformational leadership on individual performance, highlighting the importance of employee motivation and adaptability in improving work outcomes.

VI. CONCLUSIONS

Based on the results of the research and discussion, it can be concluded that 1) transformational leadership has a positive effect on work engagement, indicating that leaders who are able to inspire, motivate, and support their subordinates can enhance employees' emotional and psychological attachment to their work. Furthermore, 2) transformational leadership also has a positive effect on workforce agility, as leaders who encourage innovation and adaptability help employees become more agile in facing dynamic work environments. The study also found that 3) work engagement has a significant positive influence on individual performance, meaning that employees who are more engaged tend to be more dedicated, focused, and productive in achieving organizational goals. Similarly, 4) workforce agility positively affects individual performance, showing that employees with higher adaptability and responsiveness to change are more capable of maintaining high performance levels. In addition, the research reveals that 5) work engagement mediates the relationship between transformational leadership and individual performance, suggesting that leaders indirectly improve employee performance by fostering greater engagement. Likewise, 6) workforce agility also mediates the effect of transformational leadership on individual performance, indicating that transformational leaders contribute to better performance outcomes by enhancing employees' agility and flexibility. Overall, these findings confirm that transformational leadership plays a vital role in improving individual performance, both directly and indirectly, through the development of engaged and agile employees. This highlights the importance of effective leadership in creating a motivated, adaptive, and high-performing workforce within PT. PLN.

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Transformational Leadership and the Dynamics of Engagement And Agility: A Study on Individual Performance in State-Owned Enterprises.

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