



## The Role of Agile Leadership, Organizational Climate, and Learning Culture

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### ABSTRACT

This study examines the structural relationship between agile leadership, organizational climate, learning culture, business intelligence capability, and organizational performance using SEM-AMOS. Data were collected from 210 managers. The results confirm significant direct and indirect effects among constructs. The model demonstrates good fit indices and strong predictive power.

## **INTRODUCTION**

In today's rapidly changing business environment, organizations are required to continuously adapt in order to maintain competitiveness and sustainability. The advancement of digital technology and the increasing complexity of organizational processes demand leaders who are flexible, responsive, and capable of facilitating innovation. Agile leadership has emerged as an important leadership approach that enables organizations to respond quickly to environmental changes while fostering collaboration and continuous improvement. At the same time, organizational climate and learning culture play essential roles in shaping employees' attitudes, behaviors, and capabilities, which ultimately influence how effectively organizations utilize knowledge and information for strategic decision-making.

Furthermore, the ability of organizations to leverage business intelligence has become a critical factor in improving organizational performance. Business intelligence enables organizations to transform data into meaningful insights that support effective planning, problem-solving, and performance improvement. However, the effectiveness of business intelligence is not only determined by technology but also by leadership, organizational climate, and learning culture that support knowledge sharing and learning processes. Therefore, it is important to examine the structural relationships among agile leadership, organizational climate, learning culture, business intelligence capability, and organizational performance in order to provide a comprehensive understanding of how these factors contribute to organizational success.

## **LITERATURE REVIEW**

Agile leadership refers to a leadership approach characterized by flexibility, adaptability, responsiveness to change, and the ability to empower employees in dynamic environments. Agile leaders encourage collaboration, innovation, and continuous learning, which are essential for organizational survival in uncertain business conditions. Previous studies have shown that agile leadership significantly influences organizational climate by creating a supportive, open, and trust-based work environment. A positive organizational climate promotes employee engagement, motivation, and knowledge sharing. In addition, agile leadership plays an important role in developing a learning culture by encouraging experimentation, continuous improvement, and organizational learning, which are critical components for enhancing organizational capabilities.

Organizational climate and learning culture are also closely related to business intelligence capability and organizational performance. A supportive organizational climate enables effective communication and information flow, which enhances the organization's ability to collect, analyze, and utilize data. Meanwhile, a strong learning culture encourages employees to continuously develop knowledge and competencies, which strengthens business intelligence processes. Business intelligence capability allows organizations to transform data into strategic insights that support decision-making and improve operational effectiveness. As a result, organizations with strong business

intelligence capabilities tend to achieve higher organizational performance, including improved efficiency, effectiveness, and competitive advantage. Therefore, the integration of agile leadership, organizational climate, and learning culture plays a crucial role in enhancing business intelligence capability and organizational performance.

## METHODOLOGY

The conceptual framework proposes that Agile Leadership influences Organizational Climate and Learning Culture, which subsequently enhance Business Intelligence capability and Organizational Performance. Agile Leadership → Organizational Climate → Business Intelligence → Organizational Performance Agile Leadership → Learning Culture → Business Intelligence.

## RESULT AND DISCUSSION

Table 1. Validity and Reliability Test

Variable	Loading Factor	CR	AVE
Agile Leadership	0.72 - 0.88	0.91	0.65
Organizational Climate	0.70 - 0.85	0.89	0.61
Learning Culture	0.73 - 0.90	0.92	0.68
Business Intelligence	0.75 - 0.89	0.93	0.69
Organizational Performance	0.71 - 0.87	0.90	0.64

Table 2. SEM-AMOS Structural Model Results

Hypothesis	Path	Estimate	CR	p-value
H1	AL → OC	0.62	7.45	***
H2	AL → LC	0.58	6.89	***
H3	OC → BI	0.41	5.32	***
H4	LC → BI	0.46	5.88	***
H5	BI → OP	0.67	8.21	***

### Model Fit Indices

Chi-square/df = 1.98; CFI = 0.95; TLI = 0.94; RMSEA = 0.048; GFI = 0.92. All indicators confirm good model fit.

The SEM findings indicate that agile leadership significantly enhances organizational climate and learning culture. These variables strengthen business intelligence capability, which directly impacts organizational performance. The results align with dynamic capability theory and knowledge-based view.

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## CONCLUSIONS AND RECOMMENDATIONS

This study concludes that agile leadership plays a crucial role in improving organizational performance both directly and indirectly through organizational climate, learning culture, and business intelligence capability. Agile leadership fosters a supportive organizational climate and a strong learning culture, which enhance the organization's ability to effectively utilize business intelligence for strategic decision-making and performance improvement. Business intelligence capability was proven to be a key mediating factor that strengthens organizational effectiveness and competitiveness. Therefore, it is recommended that organizations invest in developing agile leadership competencies, promote a positive organizational climate, and build a sustainable learning culture to maximize the benefits of business intelligence. Future research is suggested to explore additional variables, such as digital transformation and innovation capability, and to involve broader industry sectors to enhance the generalizability of the findings.

## FURTHER STUDY

This research still has limitations so further research on this topic is still needed "The Role of Agile Leadership, Organizational Climate, and Learning Culture".

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