



THE EFFECT OF INCLUSIVE TEAM, AGILE LEADERSHIP, AND ORGANIZATIONAL AGILITY ON ORGANIZATIONAL PERFORMANCE (A Literature Review in a Communication Company)

Budi Susanto^{1,3*}, Wahyu Wiguna^{2,3}, Martinus Tukiran³

^{1,2} Universitas Bina Bangsa, Indonesia

³ Universitas Pakuan, Indonesia

e-mail: budisusanto789@gmail.com¹

Abstract

Many factors influence organizational performance, one of which is the influence of HR management. Inclusive teams, agile leadership, and organizational agility affect organizational performance. This study aimed to see how inclusive teams, agile leadership, and organizational agility affect organizational performance. Although the methods used are qualitative studies, literature studies, literature research, and literature reviews. The results show that several journals influence organizational performance. These results become a recommendation for communication companies to improve organizational performance.

Keywords: Inclusive Team, Agile Leadership, Organizational Agility, Organizational Performance

INTRODUCTION

In business, an organization gets its achievements with various achievements and profits carried out in a business process. A company's organizational performance can be seen from multiple aspects of marketing management, HR management, financial management, operational management and other management. HR management is something that is considered crucial in a company's business. Reliable human resources are needed to manage a business so that the target achievement is in line with expectations or plans carried out before a business process.

As for performance problems, you can go through the Balance Scorecard like Andari's research (2016), with four perspectives: (1) the financial perspective of the organization's performance is not by the targets set by the organization; (2) from a customer perspective on organizational performance there is no specific performance measurement to measure the level of customer satisfaction based on reports on sales revenue growth and on time delivery; (3) the internal business process perspective of organizational performance can be seen from the achievement of targets set by the organization; and (4) the learn and growth perspective of organizational performance can be seen from the achievement of the targets set by the organization.

Other issues, such as Total Debt, Size, and Asset Turnover, influence company performance, while Age, Institutional Ownership, Liquidity, Tangibility, and Growth do not affect company performance (William & Sanjaya, 2017). Telecommunication service

companies require good and solid human resources to perform well. So that organizations can compete and adapt to technological advances that are developing rapidly. The purpose of this study is to find out how the performance of telecommunications service companies is with a literature review study.

LITERATURE REVIEW

Inclusive Team

Nishii (2013). In an inclusive environment, individuals of all backgrounds, not just members of historically strong identity groups, are treated fairly, valued for who they are, and included in core decision-making. Mor Barak and Daya (2014), exclusive workplaces are based on the perception that all workers must conform to predetermined rules. Organizational values and norms, an inclusive workplace is based on a pluralistic value framework that respects all cultural perspectives represented among its employees. Inclusion involves equal opportunities for members of socially marginalized groups to participate and contribute while simultaneously providing opportunities for non-marginalised groups and supporting employees in their quest to be fully engaged at all levels of the organization and authentically themselves.

Agile Leadership

According to Horney (2016), leader agility is a leader who can sense changes while simultaneously responding to environmental changes with focused, fast, and flexible actions. Meanwhile, according to McKenzie and Aitken (2012), agile leadership is the ability to overcome pressure from conflicting demands, negotiate differences in performance priorities for individuals and organizations and leave past sources of success that are no longer relevant.

Organizational Agility

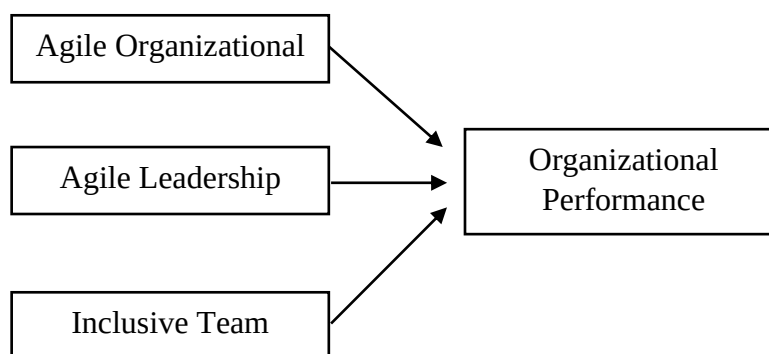
Organizational agility is an organization that is able to adapt the direction of business strategy to an environment that experiences consistent changes in various aspects and is an important factor in sustainable business success (Holbeche, 2015). An agile organization is an organization that relies heavily on the skills, attitudes, and behaviour of organizational humans who can be adaptive to strategies, structures, work processes, and even new autonomy owned by teams and individuals (Crowe and Abraham, 2019).

Organizational Performance

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization and the output of a certain process carried out by all members of the organization to achieve organizational goals. Organizational performance is the totality of work results achieved by an organization which can be seen from the degree to which the organization can achieve its goals based on predetermined goals (Surjadi, 2009). Organizational performance is something an organization has completed within a certain time related to input, output, outcome, benefit, and impact (Sobandi, 2006).

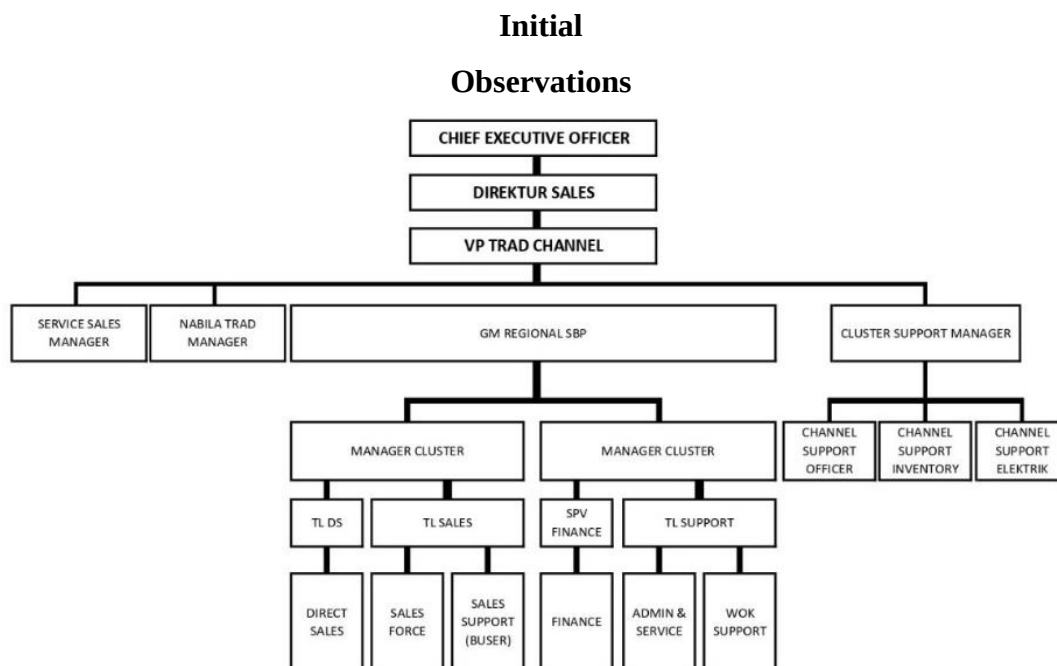
METHOD

The research method uses descriptive qualitative with a rationalistic approach. It obtained Secondary data collection by exploring information from various sources from textbooks, research journals, mass media articles, online literature searches, and data from related agencies. The data collected is mainly in the form of words, sentences, or images with more meaning than just numbers or frequency. Research develops concepts and gathers facts but does not conduct hypothesis testing. According to Sugiyono (2019), observation is the basis of all knowledge, usually carried out on research objects. Combination with literature studies both books, journals, and from other sources. The conceptual framework in research II is presented in the figure below.



Picture 1 Framework of thinking

From the table above, inclusive teams, agile leadership, and organizational agility affect organizational performance.



Picture 2 Telecommunications Service Company Organizational Structure

From the analysis of the organizational structure image above, in the performance of a company from the perspective of HR management, a good team, leaders who are agile in dealing with changing times, and a flexible organization are needed.

IDENTIFICATION OF PROBLEMS

Inclusive Team

An inclusive team begins with inclusive leadership, a term commonly used in education. Inclusive leadership is necessary to support an inclusive climate. It is important to encourage inclusivity in diverse teams where different team members are directly involved in the business world (Ashikali etc., 2021). Inclusive leadership relates to employee behaviour at the individual level and at the group or team level; a caring, ethical climate mediates the relationship between inclusive leadership and employee behaviour at the personal level, as well as mediates the relationship between inclusive leadership and the group or team level (Qi & Liu, 2017).

Inclusive teams also contribute to the organization. Organizations can increase inclusion for their members. Top management's commitment to creating an inclusive climate is manifested in inclusive practices that encourage employee contributions. Promotional orientation and management control impact the inclusion experience. Global perspectives in

national and cultural contexts influence organisations' diversity and inclusion practices (Shore, 2018).

Agile Leadership

Companies with greater agility are more effective in quickly dealing with change and interdependent relationships and provide greater value for stakeholders. For most companies, true organizational agility remains an elusive aspiration. Three things that executives can consider to develop managerial skills are strategic agility, operational agility (which includes cultural organizational agility as well as structures and systems), and leadership agility (Joiner, 2019). The pattern of agile leadership behaviour is formed in a project management behavioural competency system based on agile technology methods and tools. These competencies include Self-reflection and self-management, Integrity and personal reliability, Personal communication, Relationships and interaction, Leadership, Teamwork, Conflict and crisis, Creativity, Reconciliation, and Orientation on results (Bushuyeva, 2019). Most business actors still need to implement good business management and have agile leadership skills for their leaders, which can affect the readiness of business actors to face current halal economic developments (Kusumawati & Arizqi, 2021).

The relationship between agile leadership and team effectiveness is through interpersonal trust (Akkaya & Bagie'nska, 2022). Agile leadership impacts organizational innovation through high participation by its members (Jassmy & Katea, 2022). Effects of leadership agility and strategic flexibility in digital transformation practices (Fachrunnisa, 2020). The relationship between crisis management, agile leadership, and organizational culture. Agile leadership and corporate culture can predict crisis management (Çobanoğlu & Demir, 2022). Agile leadership greatly creates balance and reduces job pressure on individuals who work despite urgency (Shamani & Abbas, 2020).

Agility Leadership affects Organizational Agility (Sugiharto, 2022). The application of agile organization and agile leadership can apply in government organizations that are rigid towards change, also shown by the level of expert employee perception of employee experience (Adhikersa, 2022). There is an influence between agile leadership and the work environment on the performance of millennial employees (Setiawati, 2021). Agile leadership and work stress affect employee performance and test job satisfaction results on employee performance (Surapto, 2021).

Organizational agility increases employee satisfaction and commitment, customer satisfaction and loyalty, promotes creative thinking and avoids stagnation, propagates a culture of continuous learning and improves organizational efficiency and effectiveness are the most important consequences of this leadership style in knowledge-based organizations (Chegeni, 2022). The relationship between agile female leadership and trust in managers impacts workers' confidence in management and becomes one of the strategies that enable high success in today's hyper-dynamic environment (Akkaya, 2023). There are still obstacles to adopting an agile approach in organizations, but practices based on agile leadership and servant leadership can help agile development in projects (Neto, 2022). Technological capability influences innovation ambidexterity, agile leadership on innovation ambidexterity, and technical ability on business continuity.

Agile leadership on business continuity, technological power on business continuity through innovation ambidexterity, and elegance leadership influence business continuity through innovation ambidexterity (Anggadwita, 2021).

Organizational Agility

Companies that perform well can generate high profits in the long run, create job opportunities and increase individual income. The financial profitability of a company will improve employee welfare, better production units, and good quality products for its customers (Taouab & Issor, 2019). Organizational success depends on agility, and for skill, change has to be accepted and has to change, and a successful organization is a planned change. Future organizations escape stability and are set for innovation, renovation and innovative thinking (Nasrabad, 2018). Factors that influence team success include the type and complexity of tasks, dynamics, and performance of the team, the explicit definition of the team, and the leadership model. Multi-cultural influence is increasing in international organizations (Parker & Pathak, 2015).

The speed of the VUCA environment with innovation and technological development and the change affects the company's hierarchy and competitiveness. The company's composition has two main directions: classical and small scales and family business (Balog, 2020). There is a relationship between information technology agility and organizational agility (Yazdanjooei, 2020). Knowledge sharing affects organizational agility and will increase when corporate culture is added (Wicaksana & Hanifah, 2022). Corporate culture influences various corporate knowledge and skill (Raharso, 2018). Organizational agility

affects the organizational success of its employees (Nafei, 2016). Leadership in an agile organization brings great benefits, provided the leaders develop elegant traits. Leaders must react to business environment changes, look after their skills' continuous development and make sound judgments. Leadership models are presented in agile organizations, for example, the relationship between job characteristics and employee agility (Rzepka & Bojar, 2020). Organizational agility has gained momentum over the last decade, providing more useful areas of subsequent knowledge development (Renzl, 2021). Organizational agility is based on ten pillars, namely: a culture of innovation, empowerment, tolerance or ambiguity, vision, change management, corporate communication, market and response analysis, operations management, structural fluidity and a learning organization (Harraf, 2015)

Organizational Performance

Organizational performance is modelled as a set of dimensions related to profitability, liquidity, growth, and stock market performance (Hamann & Schiemann, 2021). Accrual earnings management through discretionary accruals affects company performance (Maqfiroh & Mauliyah, 2022). Cognitive, emotional, and social competencies to leadership competencies that affect employees and organizational performance (Almatrooshi, 2016). Corporate culture impacts administrative processes, employees, and performance (Pathiranage, 2019).

Organizational performance must consider everything that happens in different units and the interests of those involved. Entity objectives are fluctuating, controversial and inconsistent. Performance is a subjective phenomenon. The causal relationship between the various independent variables and "organizational performance", there is no consensus about what "organizational performance" means. (Demeke & Tao, 2020). Organizational culture's influence on performance and commitment affects organizational performance (Marampa, 2019). The relationship between corporate activities and organizational performance improving performance, there must be a good organizational structure that influences customer satisfaction, employee productivity, and satisfaction (Asuah-Duodu, 2019)

RESULTS AND DISCUSSION

The effect of agile organizational on organizational performance

Agile leadership, workload, and job satisfaction influence employee performance (Suprpto, 2022). The implementation of functional position transfer can be seen directly from

the organizational restructuring, which has implications for organizational agility, which impacts traceability, dependability and administrative experience. Corporate restructuring brings a new work culture and new organizational behaviour. A shorter command line eliminates many tasks, authorities, and high demands so that the organization can become more agile.

It results in turbulence within the internal organization and employees who must prepare to face organizational restructuring (Marthalina, 2022). There is a direct effect of organizational agility on organizational commitment the impact of organizational agility on organizational commitment through job satisfaction (Gultom, 2022).

The effect of agile leadership on organizational performance

Agility Leadership influences Organizational Agility (Sugiharto, 2022). Formulation of four aspects forms an adaptive leadership model: parts of anticipation, articulation, adaptation and accountability. Furthermore, these four aspects are translated into the main characteristics of organizational agility through five main areas of the organization, namely strategy, structure, process, people, and technology (Fridayani, 2021). Guidelines for regeneration of the millennial generation of scholars with an agile leadership spirit and the need for a special program for renewal that all parties can carry out, both the government, the private sector and the community. So that the regeneration process will balance the expectations of forming Millennial Leaders with an Agile Leadership spirit in the 4.0 era. Educational institutions, organizations, communities, and others

The effect of inclusive Teams on organizational performance

Teamwork affects employee performance, and partnership influences job satisfaction. Job satisfaction influences employee performance. Collaboration does not affect employee performance through job satisfaction. Companies can encourage employees to work in teams by forming teams to complete tasks (Octavia, 2021). Teamwork affects employee performance. Competence, work ethic and teamwork affect employee performance (Putra, 2022). LMX (Leader of Exchange Members) and teamwork significantly influence performance (Tan & Susanto, 2017). Overall, the performance of a company in telecommunications service company organization can be seen with significant changes, as shown in the table below.

Table 1. Organizational Performance

REVIEW PNL 2020-2022	2,020	2,021	2022 (Proyeksi Finish)
Revenue Trad Cluster	1,544,179,754,683	2,783,714,392,055	2,970,401,191,347
GPM	76,968,113,743	152,278,124,796	89,047,127,822
GPM%	4.98%	5.47%	3.00%
NI	15,439,179,520	38,086,619,429	43,525,611,362
NI%	1.00%	1.37%	1.47%

From the table above, the organizational performance of a telecommunications service company has experienced a significant increase in profits. It is due to the influence of inclusive teams, agile leadership, and organizational agility on organizational performance.

CONCLUSION

The results and discussion show the effect of the inclusive team, agile leadership, and organizational agility on organizational performance. It can make the company's organization flexible and sustainable in the changing times in the digital era.

REFERENCES

- Andari, Diah. 2016. Evaluasi Kinerja PT. Pindad (Persero) dengan Balanced Scorecard (Studi Kasus Pada PT. Pindad (Persero)). *Jurnal Ilmiah Akuntansi*, Vol. 1, No. 1, Juni 2016, Hal: 43-61
- Crowe, M., & Abraham, P. 2019. A Guide to building an Agile Culture. Crank and Excel Unlimited. Link: <https://wearecrank.com/wp-content/uploads/2019/11/Crank-Guide-to-Building-Agile-Culture.pdf>
- Fridayani, J.A. 2021. Kepemimpinan Adaptif dalam Agilitas Organisasi di Era Adaptasi Kebiasaan Baru. *MODUS* Vol. 33 (2): 138-149 ISSN 0852-1875 / ISSN (Online) 2549-3787
- Gultom, Mikaria. 2022. Agilitas Organisasi: Meningkatkan Kepuasan Kerja Dan Komitmen Organisasi Tenaga Keperawatan Di Ruang Rawat Inap Pasien Covid-19. *Jurnal Doktor Manajemen* 5(2022) 54-63
- Holbeche, L. 2015. The Agile Organization: How to Build an Innovative, Sustainable and Resilient Business. Link: https://media.koganpage.com/media/project_kp/document/agile-organization-sample-1.pdf
- Honey. 2016. *The Gig Economy: A Disruptor Requiring HR Agility, People, & Strategy*. 20-27
- Khikmatul Islah. 2022. Proses Kaderisasi Pembentukan Generasi Milenial Cendekia yang Berjiwa Agile Leadership pada Organisasi di Era 4.0. *Kebijakan: Jurnal Ilmu Administrasi* Volume 13, Nomor 2, Juni 2022 E-ISSN: 2656-2820 P-ISSN 1829-5762
- Marthalina. 2022. Agility Organisasi Pasca Alih Jabatan Fungsional. *Jurnal MSDA (Manajemen Sumber Daya Aparatur)* Vol 10, No. 1, 2022, pp. 31-51 Webiste : <http://ejournal.ipdn.ac.id/JMSDA/> DOI:10.33701/jmsda.v10i1.2502
- McKenzie & Aitken. 2012. Learning to Lead the Knowledge Organization, Developing Leadership Agility, *Strategic HR Review*, 11(6), 329-334.

- Mor Barak, M. E., & Daya, P. (2014). *We are fostering Inclusion from the Inside out to Create an Inclusive Workplace*. In B. M. Ferdman, & B. R. Deane (Eds.), *Diversity at Work: The Practice of Inclusion* (pp. 391–412). San Francisco, CA: Jossey-Bass.
- Nishii, L. H. (2013). The Benefits of Climate for Inclusion for Gender-diverse Groups. *Academy of Management Journal*, 56(6), 1754–1774. <http://dx.doi.org/10.5465/amj.2009.0823>
- Octavia, D.H. 2021. Pengaruh Teamwork terhadap Kinerja Karyawan melalui Job Satisfaction. *Jurnal Ilmu Manajemen* Volume 9 Nomor 3
- Putra, I.W., Kawiana, I.G.P., & Suartina, I.W., 2022. Pengaruh Kompetensi, Etika Kerja dan Teamwork Terhadap Kinerja Karyawan pada PT. BPR Tish Batubulan. *Widya Amrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata* Agustus 2022, Vol. 2 (No. 3): Hal 678-687. e-ISSN 2774-7085
- Sugiharto, U.A., Semmaila, B., & Arfah, A. 2022. Pengaruh Kepemimpinan Agility, Budaya Organisasi dan Motivasi terhadap Agilitas Organisasi pada PT. Shield On Services Tbk. *Jurnal Ekonomi Global (JEG)*, Vol.1, No. 2, Februari 2022
- Sugiyono. 2019. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Surapto, D., Dwita, F., & Rahman, A. 2022. Pengaruh Agile Leadership, Beban Kerja, dan Kepuasan Kerja terhadap Kinerja Karyawan. *Economy Deposit Journal (E-DJ)*. Vol 4. No. 1, Juni 2022. e-ISSN: 2685-0915, p-iISSN: 2685-080X.
- Tan, D.S., & Susanto, E.H. 2017. Pengaruh Leader Member Exchange dan Teamwork terhadap Kinerja Karyawan di PT. XYZ. *Jurnal Manajemen Bisnis Dan Kewirausahaan*. Volume 1, No.1, September 2017: 17-25
- William, John & Sanjaya, Riki. 2017. Faktor-Faktor Yang Mempengaruhi Kinerja Perusahaan pada Perusahaan yang Terdaftar di Bursa Efek Indonesia. *Jurnal Bisnis Dan Akuntansi* ISSN: 1410 - 9875 Vol. 19, No. 1a, November 2017, Issue 2, Hlm. 152-162. <http://jurnaltsm.id/index.php/JBA>