

The Role of Value Coherence in Moderating the Effect of Servant Leadership and Organizational Culture on Workforce Agility through Organizational Commitment

Raja Marwan Indra Saputra^{1*}, Aris Triyono², Yenny Iskandar³, Tomy Fitrio⁴

^{1,2,3,4} Department of Management, Institut Teknologi dan Bisnis Indragiri, Indonesia

*Corresponding Author: marwan@itbind.id

Received: 23/04/2026 | Revised: 28/04/2026 | Accepted: 30/05/2026 | Published: 19/06/2026

Abstract: This study aims to analyze the role of coherence in moderating the effect of servant leadership and organizational culture on workforce agility through organizational commitment. The study is motivated by the increasing organizational demand for human resources that are adaptive and responsive in facing dynamic environmental changes. A quantitative approach was employed using a survey method involving 143 employees of the Regional-Owned Water Utility (Perumda) Tirta Indra in Indragiri Hulu Regency. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results indicate that servant leadership and organizational culture have a positive, significant effect on organizational commitment, which, in turn, positively influences workforce agility. In addition, coherence is shown to moderate the relationships among servant leadership, organizational culture, and organizational commitment. These findings suggest that value alignment and individual understanding within the organization (coherence) are critical factors in enhancing the effectiveness of leadership and organizational culture in fostering commitment and workforce agility. This study contributes theoretically by enriching the development of organizational behavior models through the integration of coherence as a moderating variable. It provides practical implications for Perumda Tirta Indra's management in designing leadership strategies and strengthening organizational culture to improve workforce agility.

Keywords: *Servant Leadership, Organizational Culture, Organizational Commitment, Coherence, Workforce Agility*

How to Cite: Saputra, R. M. I., Triyono, A., Iskandar, Y., & Fitrio T. (2026). The Role of Value Coherence in Moderating the Effect of Servant Leadership and Organizational Culture on Workforce Agility through Organizational Commitment. *Journal of Economics and Management*, 4(2), 310-322. <https://doi.org/10.70716/ecoma.v4i2.494>

INTRODUCTION

The increasingly dynamic business environment driven by globalization, technological disruption, and market uncertainty requires organizations to develop a high level of workforce agility. Workforce agility has become a strategic factor that enables organizations to respond to change quickly, innovatively, and sustainably. In this context, servant leadership, as introduced by Greenleaf (1998), is considered capable of fostering work relationships oriented toward service, empowerment, and individual development. In addition, a strong organizational culture plays an important role in shaping adaptive work values and norms. However, prior studies have reported inconsistent findings. Findings indicate that servant leadership and organizational culture affect workforce agility (Bulan et al., 2025; Nurhayati & Christya Rahayu, 2025; Siddique et al., 2023;



Yokota, 2024). However, studies indicate that servant leadership and organizational culture do not affect workforce agility (Headquarters, 2023; Prasetyawan et al., 2025; Purwanto & Damanik, 2024). Regarding the effects of servant leadership and organizational culture on workforce agility, these studies indicate the need for a more comprehensive approach that integrates psychological and contextual variables to explain better these relationships (Eva et al., 2019; Feroz et al., 2026).

One mechanism that explains these relationships is organizational commitment, defined as employees' emotional attachment and loyalty to the organization (Meyer & Allen, 1991b). Employees with high commitment tend to demonstrate readiness to change, adapt, and contribute optimally in dynamic organizational contexts, thereby enhancing workforce agility. This study contributes to the development of Social Exchange Theory by emphasizing that reciprocal relationships between the organization (through servant leadership and organizational culture) and employees generate commitment, which in turn fosters adaptive behaviors (Blau, 2017). Furthermore, this study enriches the Resource-Based View (RBV) by positioning workforce agility as a strategic human-based resource influenced by leadership, culture, and organizational commitment (Meyer & Allen, 1991; Luthans & Doh, 2018).

On the other hand, the concept of coherence emerges as an important moderating variable, strengthening the relationships among these variables. Coherence reflects the alignment among individual values, leadership, and organizational culture, creating a consistent and integrated work environment. The main theoretical contribution of this study lies in integrating coherence as a moderating variable, which remains underexplored in human resource management literature, particularly in the relationship between servant leadership, organizational culture, and workforce agility through organizational commitment. The novelty of this research lies in the development of a conceptual model that simultaneously incorporates the mediating role of organizational commitment and the moderating role of coherence in explaining workforce agility, especially within the context of public sector/regional-owned enterprises (BUMD), which are typically bureaucratic yet required to be adaptive. Thus, this study not only extends the literature on leadership and organizational behavior but also provides a new perspective on the importance of value alignment (coherence) as a key factor in enhancing workforce agility.

Social Exchange Theory originated with Homans (1958), who viewed social interaction as a rational exchange based on rewards and costs, and was later expanded by Blau (1964) into the context of social structures and organizations, emphasizing power, norms, and long-term relationships. Emerson (1977) further refined the theory by integrating concepts of dependency and social networks. In the modern era, the theory has evolved by incorporating psychological dimensions such as trust, commitment, and fairness in workplace relationships. It has been widely applied in organizational behavior studies to explain the relationships between leadership, organizational culture, and employee attitudes. It remains relevant as a grand theory in understanding adaptive and sustainable reciprocal relationships in increasingly complex work environments.

The Resource-Based View (RBV) originated from Penrose (1959), who emphasized that the effective utilization of internal resources determines firm growth. It was later formalized by Wernerfelt (1984), who conceptualized firms as bundles of strategic resources, and further strengthened by Barney (1991) melalui kriteria VRIN (valuable, rare, inimitable, non-substitutable) through the VRIN criteria (valuable, rare, inimitable, non-substitutable) as determinants of sustained competitive advantage. RBV has since

evolved toward the concept of dynamic capabilities, as proposed by Teece (2016), highlighting the organization's ability to adapt and reconfigure resources in changing environments. Today, RBV is widely used in strategic management and organizational behavior research to explain how intangible assets such as organizational culture, leadership, and employee commitment can serve as sources of competitive advantage in dynamic business environments.

Workforce agility refers to the ability of individuals or teams to respond to change, adapt to new demands, and work effectively in dynamic situations (Sherehiy & Karwowski, 2014). This concept emphasizes flexibility, adaptability, and speed in decision-making and task execution under conditions of uncertainty. Research shows that workforce agility plays a crucial role in enhancing employee performance, innovation, and organizational competitiveness, particularly in VUCA environments (Joiner & Josephs, 2007). Workforce agility is also associated with learning agility and the effective utilization of work resources, thereby supporting the achievement of organizational goals.

The concept of servant leadership was first introduced by Greenleaf (1998) in his essay *The Servant as Leader*. He emphasized that a true leader is a servant first, prioritizing the needs, development, and well-being of followers. Initially, this concept was philosophical and normative, focusing on ethical, spiritual, and humanistic values. Spears & Lawrence (2001) later identified ten key characteristics of servant leadership, such as listening, empathy, stewardship, and commitment to the growth of people, making the concept more operational. In the 2000s and beyond, servant leadership evolved into a measurable and empirical construct. Laub (1999) developed the Organizational Leadership Assessment (OLA), while Dierendonck (2011) proposed an integrative model including dimensions such as empowerment, humility, and accountability. Liden et al. (2014) further developed a multidimensional scale widely used in empirical research. Contemporary studies show that servant leadership positively influences organizational commitment, employee engagement, trust, and workforce agility, making it increasingly relevant in VUCA environments. Thus, servant leadership has evolved into a robust theoretical and empirical framework in management and organizational behavior (Fitrio, 2022).

Hypothesis 1: Servant leadership affects workforce agility

Hypothesis 2: Servant leadership affects organizational commitment

The development of organizational culture began in the early 1980s, emphasizing shared values, symbols, and practices as determinants of organizational identity. Schein and Schein (2017) defined organizational culture as a pattern of basic assumptions developed by a group in adapting to external and internal challenges. Similarly, Hofstede (1980) described culture as the "collective programming of the mind," distinguishing one group from another. Early contributions by Kennedy (1982) highlighted the importance of core values, rituals, and symbols in shaping organizational behavior. In the 1990s, research linked organizational culture to effectiveness and performance, as demonstrated by Denison et al. (2014), who found that strong and adaptive cultures enhance organizational performance. In contemporary developments, organizational culture is viewed as a dynamic construct that can be measured, managed, and aligned with environmental demands. Cameron & Quinn (2019) introduced the Competing Values Framework, which classifies organizational culture into distinct types for easier diagnosis and transformation. Modern research emphasizes the relationship between culture and strategic outcomes such as innovation, employee engagement, and performance (Hartnell et al., 2011). Chatman & O'Reilly (2016) also highlighted the importance of person-

organization fit in strengthening cultural effectiveness. In the current context, organizational culture is a key factor in addressing VUCA challenges, digital transformation, and sustainability, requiring organizations to develop adaptive, learning-oriented cultures (Fitrio & Dewi, 2022).

Hypothesis 3: Organizational culture affects workforce agility

Hypothesis 4: Organizational culture affects organizational commitment

The concept of organizational commitment emerged from early studies that emphasized psychological attachment. Porter et al. (1974) defined it as identification, involvement, and loyalty toward the organization. Becker (1960) introduced the side-bet theory, suggesting that commitment arises from accumulated investments that make leaving costly. Meyer & Allen (1991) later proposed the three-component model consisting of affective, continuance, and normative commitment, which remains widely used in research. In modern contexts, organizational commitment is viewed as dynamic and influenced by leadership, culture, and HR practices. It is strongly associated with performance, engagement, job satisfaction, and turnover intention. Meta-analyses by Tett & Meyer (1993) indicate that affective commitment has the strongest relationship with positive work outcomes. Today, commitment is also linked to flexibility, employee well-being, and organizational adaptability in VUCA environments (Fitrio et al., 2023).

Hypothesis 5: Organizational commitment affects workforce agility

Hypothesis 6: Organizational commitment mediates the effect of servant leadership on workforce agility

Hypothesis 7: Organizational commitment mediates the effect of organizational culture on workforce agility

The concept of coherence originates in psychological and organizational studies that emphasize value alignment. Antonovsky (1987) introduced the sense of coherence (SOC), consisting of comprehensibility, manageability, and meaningfulness. In organizational contexts, this evolved into person–organization fit, as discussed by O'Reilly III et al. (1991), highlighting its role in enhancing commitment and performance. In contemporary research, coherence is viewed as a strategic construct linking leadership, culture, and performance. It strengthens engagement, trust, and commitment, particularly in dynamic environments. Weick & Weick (1995) emphasized sensemaking processes in building organizational coherence. Today, coherence is increasingly relevant in VUCA and digital contexts, evolving into a multidimensional construct essential for organizational effectiveness and sustainability.

Hypothesis 8: Coherence affects workforce agility

Hypothesis 9: Coherence moderates the effect of servant leadership on workforce agility

Hypothesis 10: Coherence moderates the effect of organizational culture on workforce agility

The conceptual framework of this study is presented as follows:

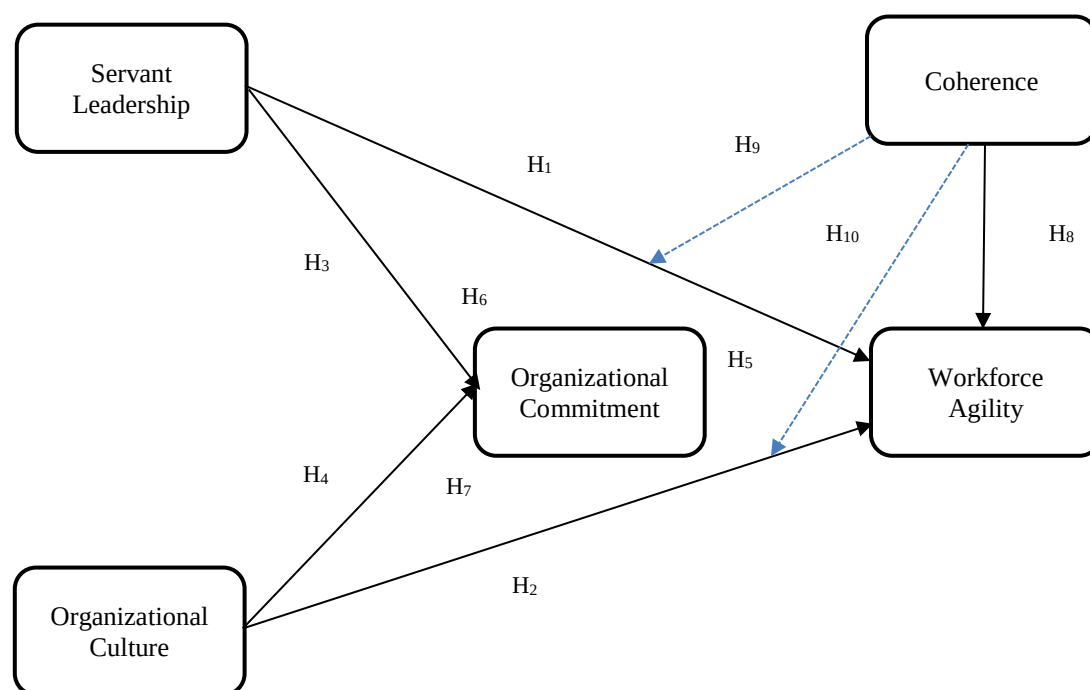


Figure 1. Research Framework

RESEARCH METHODS

This study used a census method because all members of the organizational population were included. Consequently, no sampling procedure was employed, as data were collected from the entire population within the organization. The sampling technique employed was saturated sampling, in which the entire population was used as respondents. Primary data were collected using a 5-point Likert scale questionnaire covering all research variables. Data collection was conducted from January to February 2026 through both offline surveys and online forms to maximize response rates. Of the 143 questionnaires distributed, all (143) were returned and deemed valid for analysis, resulting in a 100% response rate. Data were analyzed using SPSS 29 and SmartPLS 4.1.

Workforce agility was measured using indicators adapted from Sherehiy & Karwowski (2014), including: (1) adaptability, (2) flexibility, (3) proactivity, and (4) the ability to work in cross-functional teams. Servant leadership was measured based on indicators from (Liden et al., 2014; Spears & Lawrence, 2001; Van Dierendonck, 2011), comprising: (1) love, (2) empowerment, (3) vision, (4) humility, (5) trust, and (6) building harmony. Organizational commitment was measured using the framework of Meyer & Allen (1991), consisting of: (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Organizational culture was measured based on (Cameron & Quinn, 2019; Denison et al., 2014), including: (1) employee involvement, (2) team orientation, (3) core values, (4) consistency, (5) adaptability, (6) result orientation, and (7) mission and strategic direction. Coherence (value alignment) was measured using Antonovsky (1987), with indicators: (1) comprehensibility, (2) manageability, and (3) meaningfulness.

RESULTS AND DISCUSSION

The analysis of respondents' demographic characteristics, including gender, age, and educational level, is presented as follows.

Table 1. Respondent Profil

Characteristic	Category	Percentage (%)
Genders	Male	49.00
	Female	51.00
Age	29-35	29.00
	36-40	36.00
	41-45	16.00
	46-50	15.00
	>50	4.00
	Senior High School	25.00
Level of Education	Associate Degree	20.00
	Bachelor's Degree	50.00
	Master's Degree	5.00

Source: Processed data

The respondents' characteristics indicate a relatively balanced gender composition: 49% male and 51% female, suggesting no gender dominance within the sample. In terms of age, the majority of respondents fall within the productive age range (29–45 years), with the largest proportion in the 40–45 age group (42%), followed by 36–40 (35%) and 29–35 (30%), indicating a relatively high level of work maturity and experience. Meanwhile, the educational background is dominated by bachelor's degree holders (70%), followed by associate degree holders (30%), senior high school graduates (25%), and master's degree holders (18%), suggesting that most respondents possess adequate cognitive capacity and competencies. The combination of productive age, work experience, and relatively high educational attainment is likely to support the development of workforce agility, as individuals with these characteristics tend to be better able to adapt to change, learn quickly, and respond to job demands flexibly and effectively within a dynamic organizational environment.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Workforce Agility	3.97	0.79	3	5
Servant Leadership	4.01	0.75	4	5
Organizational Culture	4.02	0.70	4	5
Organizational Commitment	3.99	0.81	3	5
Coherence	4.05	0.79	4	5

Source: Processed data

Based on the descriptive analysis, all research variables exhibit relatively high mean scores, ranging from 3.97 to 4.05 (on a 1–5 scale), indicating that respondents perceive organizational conditions positively. The workforce agility variable has a mean score of 3.97 with a standard deviation of 0.79, suggesting that employees generally demonstrate a fairly high level of adaptability and work flexibility, although some variation in perceptions remains. The servant leadership variable (mean = 4.01; SD = 0.75) and organizational culture (mean = 4.02; SD = 0.70) are also categorized as high, indicating that respondents perceive both leadership practices and a supportive organizational culture positively. Meanwhile, organizational commitment (mean = 3.99; SD = 0.81) and coherence (mean = 4.05; SD = 0.79) indicate relatively strong levels of employee attachment and alignment with organizational values. Overall, the high scores across

these variables suggest a conducive organizational environment in which leadership, culture, commitment, and value alignment collectively foster optimal workforce agility.

The following figure presents the measurement model results of the study.

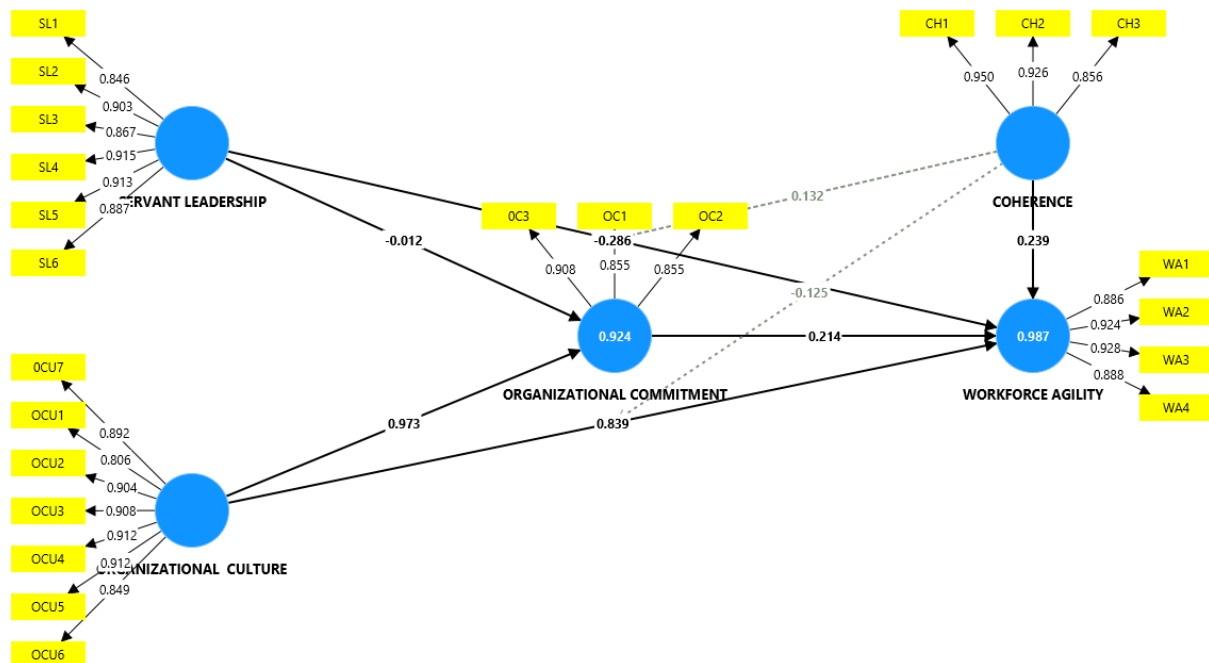


Figure 2. Results of the Measurement Model

Source: Processed data

The following presents the validity and reliability of the research model, represented by factor loadings, Cronbach's alpha, composite reliability (CR), and Average Variance Extracted (AVE).

Table 3. Factor Loading, Reliability, and Validity Test

Construct	Item	Loading Factor	Cronbach's Alpha	CR	AVE
Workforce Agility	WA1	0.886	0.928	0.929	0.822
	WA2	0.924			
	WA3	0.928			
	WA4	0.888			
Servant Leadership	SL1	0.846	0.947	0.953	0.790
	SL2	0.903			
	SL3	0.867			
	SL4	0.915			
	SL5	0.913			
	SL6	0.887			
Organizational Commitment	OC1	0.855	0.844	0.851	0.762
	OC2	0.855			
	OC3	0.908			
Organizational Culture	OCU1	0.806	0.953	0.956	0.781
	OCU2	0.904			
	OCU3	0.908			
	OCU4	0.912			
	OCU5	0.912			
	OCU6	0.849			
	OCU7	0.892			
Coherence	CH1	0.950	0.898	0.915	0.831

Construct	Item	Loading Factor	Cronbach's Alpha	CR	AVE
	CH2	0.926			
	CH3	0.856			

Source: Processed data

The results of the measurement model assessment indicate that all constructs meet the criteria for validity and reliability. The factor loadings for each indicator exceed 0.70, indicating strong convergent validity. Furthermore, the values of Cronbach's Alpha and composite reliability (CR) for all variables are above the minimum threshold of 0.70, namely workforce agility (0.928; 0.929), servant leadership (0.947; 0.953), organizational commitment (0.844; 0.851), organizational culture (0.953; 0.956), and coherence (0.898; 0.915), demonstrating excellent internal consistency. The average variance extracted (AVE) values also exceed 0.50, ranging from 0.762 to 0.831, indicating that each construct adequately explains its indicators' variance. Therefore, it can be concluded that the research instrument is valid, reliable, and suitable for further analysis. Overall, all constructs meet the recommended cut-off criteria (factor loading > 0.70; Cronbach's Alpha > 0.70; CR > 0.70; and AVE > 0.50) (Hair et al., 2019).

The following section presents the results of the discriminant validity analysis for each research variable.

Table 4. Discriminant Validity

Construct	1	2	3	4
Coherence	0.911			
Organizational culture	0.855	0.984		
Organizational commitment	0.830	0.861	0.973	
Servant leadership	0.877	0.850	0.812	0.989
Workforce agility	0.849	0.888	0.871	0.827

Source: Processed data

The results of the discriminant validity test using the Fornell–Larcker criterion indicate that all constructs meet the required standards, as the square root of the AVE values on the diagonal is higher than the correlations among constructs. The diagonal values for each variable coherence (0.911), organizational culture (0.984), organizational commitment (0.973), and servant leadership (0.989) are greater than their respective inter-construct correlations in both the corresponding rows and columns. In addition, the correlation values between workforce agility and other variables (0.827–0.888) remain below the diagonal values of the constructs, indicating no issues with discriminant validity. Therefore, it can be concluded that each construct in the research model demonstrates sufficient distinctiveness and clearly measures distinct concepts, making the model suitable for further structural analysis.

After validating the measurement model through reliability and validity tests, the study proceeded to examine the structural relationships among the core variables. Table 5 presents the results of the analysis for each hypothesized relationship. These findings provide important insights into the strength and direction of the proposed relationships and serve as the basis for evaluating the research hypotheses.

Table 5. Hypothesis Testing Results

Path	Original Sampel	T Statistic	P Value	Note
Servant leadership>Workforce Agility	(0.286)	5.040	0.000	Accepted
Organizational Culture>Workforce Agility	0.839	10.114	0.000	Accepted
Servant leadership>Organizational Commitment	(0.012)	0.164	0.870	Rejected
Organizational culture>Organizational Commitment	0.973	13.870	0.000	Accepted
Organizational commitment>Workforce Agility	0.214	3.712	0.000	Accepted
Servant leadership>Organizational Commitment>Workforce Agility	(0.003)	0.160	0.873	Rejected
Organizational culture>Organizational Commitment>Workforce Agility	0.208	4.185	0.000	Accepted
Coherence>Workforce Agility	0.239	3.820	0.000	Accepted
Coherence*Servant Leadership>Workforce Agility	0.132	2.048	0.041	Accepted
Coherence*Organizational Culture>Workforce Agility	(0.125)	1.822	0.068	Rejected

Source: Processed data

The analysis indicates that most relationships among the model's variables have a significant effect on workforce agility. Servant leadership has a positive and significant effect on workforce agility ($\beta = 0.286$; $t = 5.040$; $p < 0.001$), as does organizational culture, which exhibits the strongest influence ($\beta = 0.839$; $t = 10.114$; $p < 0.001$). In addition, organizational culture significantly affects organizational commitment ($\beta = 0.973$; $t = 13.870$; $p < 0.001$), and organizational commitment, in turn, has a positive and significant effect on workforce agility ($\beta = 0.214$; $t = 3.712$; $p < 0.001$). The coherence variable also demonstrates a significant positive effect on workforce agility ($\beta = 0.239$; $t = 3.820$; $p < 0.001$), highlighting the importance of value alignment in enhancing employee agility.

However, not all relationships are significant. Servant leadership does not have a significant effect on organizational commitment ($\beta = 0.012$; $t = 0.164$; $p = 0.870$), and consequently, the mediating effect of organizational commitment in this relationship is also not significant ($\beta = 0.003$; $t = 0.160$; $p = 0.873$). In contrast, organizational culture has a significant indirect effect on workforce agility through organizational commitment ($\beta = 0.208$; $t = 4.185$; $p < 0.001$), indicating a mediating role. In the moderation analysis, coherence strengthens the relationship between servant leadership and workforce agility ($\beta = 0.132$; $t = 2.048$; $p = 0.041$), but it does not moderate the relationship between organizational culture and workforce agility ($\beta = -0.125$; $t = 1.822$; $p = 0.068$). Overall, these findings confirm that organizational culture and value alignment play dominant roles in enhancing workforce agility. In contrast, the role of servant leadership is more limited to direct effects and specific moderating conditions.

These findings can be explained through the perspective of Social Exchange Theory, as proposed by Blau (2018), which emphasizes reciprocal relationships between individuals and organizations. When organizations provide support through strong culture, aligned values, and a conducive work environment, employees tend to reciprocate with positive behaviors such as increased commitment and workforce agility. This is reflected in the strong influence of organizational culture on both organizational commitment and workforce agility, as well as the mediating role of commitment in this relationship. Furthermore, the significant effect of coherence on workforce agility indicates that value alignment enhances perceptions of fairness and organizational support, thereby encouraging greater adaptability and

responsiveness to change. However, the non-significant effect of servant leadership on organizational commitment suggests that social exchange relationships are not solely determined by leadership behavior but are also shaped by broader organizational systems and culture.

From the perspective of the Resource-Based View (RBV), as introduced by Barney (1991), these findings indicate that organizational culture, commitment, and coherence are strategic internal resources that contribute to competitive advantage. A strong, adaptive organizational culture, along with high-value alignment, represents intangible resources that are difficult for competitors to imitate, thereby enhancing workforce agility sustainably. The significant role of organizational culture, both directly and indirectly through organizational commitment, demonstrates that these internal capabilities function as key mechanisms in improving employee performance and flexibility. Meanwhile, the limited role of servant leadership suggests that leadership alone is insufficient as a strategic resource without the support of integrated cultural systems and shared values. Therefore, organizations must strategically manage and develop these internal resources to effectively respond to increasingly complex environmental dynamics.

CONCLUSION AND RECOMMENDATIONS

This study concludes that workforce agility among Perumda Tirta Indra employees in Indragiri Hulu Regency is significantly influenced by organizational culture, organizational commitment, and coherence (value alignment). In contrast, servant leadership directly affects workforce agility but does not significantly influence organizational commitment. Organizational culture emerges as the dominant factor, both directly and indirectly through organizational commitment, underscoring the importance of an adaptive, structured work environment in fostering workforce agility. In addition, coherence plays a crucial role in enhancing workforce agility and strengthening the relationship between servant leadership and workforce agility. Overall, these findings emphasize that a combination of strong organizational culture, high levels of commitment, and effective value alignment is essential in improving employees' adaptability and responsiveness to change.

Based on these findings, organizations are recommended to strengthen an adaptive, collaborative, and performance-oriented culture by internalizing core values and improving coordination across work units. Management should also enhance organizational commitment by creating a supportive, fair work environment and providing opportunities for employee development. Efforts to strengthen coherence are equally important, for example, by aligning organizational vision, mission, and values with individual employee values. Although servant leadership does not significantly affect organizational commitment, it should still be developed, as it has been shown to improve workforce agility, particularly when supported by strong value alignment. Future research is encouraged to incorporate additional variables, such as employee engagement and organizational support, to enrich the model and provide a more comprehensive understanding.

ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to the Regional-Owned Water Utility (Perumda) Tirta Indra, Indragiri Hulu Regency, for the support and permission granted to conduct this study. The authors also extend their deepest appreciation to all employees who willingly participated as respondents and took the time



to complete the questionnaires with great dedication. Their participation and contributions have been invaluable to the successful completion of this research.

REFERENCES

- Antonovsky, A. (1987). *Unraveling the mystery of health: How people manage stress and stay well*. Jossey-Bass.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32–40.
- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Blau, P. M. (2017). *Exchange and power in social life*. Taylor & Francis.
- Blau, P. M. (2018). Social exchange. In *exchange and power in social life* (pp. 88–114). Routledge.
- Bulan, T. R. N., Muhar, A. M., & Junita, A. (2025). The role of talent management in mediating the effect of workforce engagement and organizational culture on workforce agility in educational foundations. *Problems and Perspectives in Management*, 23(3), 567–580. [https://doi.org/10.21511/ppm.23\(3\).2025.41](https://doi.org/10.21511/ppm.23(3).2025.41)
- Cameron, K. S., & Quinn, R. E. (2019). *The competing values culture assessment*. Jossey-Bass.
- Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199–224.
- Denison, D., Nieminen, L., & Kotrba, L. (2014). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, 23(1), 145–161. <https://doi.org/10.1080/1359432X.2012.713173>
- Emerson, R. M. (1977). *Rational choice and social exchange: A critique of exchange theory*. Cambridge University Press.
- Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Feroz, I., Shafi, B., Mushtaq, M., Nazir, N. A., Mohammad, S. S., & Mufti, S. (2026). Servant leadership and employee engagement: A systematic review and future research agenda. *Industrial and Commercial Training*. Advance online publication. <https://doi.org/10.1108/ICT-08-2025-0107>
- Fitrio, P. D. T. (2022). The role of adaptive millennial leadership, organizational culture, and competency as a strategy to increase employee performance, 20(3).
- Fitrio, T., Remofa, Y., Hardi, H., & Ismail, Y. (2023). The role of service quality, agility, competence, and organizational commitment in improving employee performance. *Jurnal Aplikasi Manajemen*, 21(1), 228–241. <https://doi.org/10.21776/ub.jam.2023.021.1.17>
- Greenleaf, R. K. (1998). *The power of servant-leadership*. Berrett-Koehler Publishers.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>

- Headquarters, P. (2023). The role of servant leadership in enhancing workforce agility: An analytical study of employees' perspectives on workers in Headquarters Nineveh Governorate. *Journal of the International Academy for Case Studies*, 29(3).
- Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 9(1), 42–63.
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
- Joiner, B., & Josephs, S. (2007). Leadership agility. *Insight*, 33(3), 32–37.
- Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Addison-Wesley Publishing Company.
- Laub, J. A. (1999). *Assessing the servant organization: Development of the servant organizational leadership (SOLA) instrument* (Doctoral dissertation, Florida Atlantic University).
- Liden, R. C., Panaccio, A., Meuser, J. D., Hu, J., & Wayne, S. (2014). Servant leadership: Antecedents, processes, and outcomes. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations* (pp. 357–379). Oxford University Press.
- Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, behavior* (10th ed.). McGraw-Hill Education.
- Meyer, J. P., & Allen, N. J. (1991a). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Meyer, J. P., & Allen, N. J. (1991b). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Nurhayati, M., & Christya Rahayu, H. (2025). The influence of compensation and organizational culture on workforce agility mediated by employee engagement. *International Journal of Management and Digital Business*, 4(1), 47–57.
- O'Reilly III, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516.
- Penrose, E. T. (2009). *The theory of the growth of the firm* (4th ed.). Oxford University Press.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609.
- Prasetiawan, T., Nurhayati, M., & Riana, K. E. (2025). The influence of agile leadership and talent management on employee performance mediated by workforce agility. *International Journal of Applied Management and Business*, 3(1), 1–22.
- Purwanto, H., & Damanik, T. R. (2024). The influence of work culture and work-life balance on workforce agility in cleaning service companies. *Talent: Journal of Economics and Business*, 2(4), 176–186.
- Schein, E. H., & Schein, W. P. (2017). *Organizational culture and leadership* (5th ed.). John Wiley & Sons.
- Sherehiy, B., & Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466–473. <https://doi.org/10.1016/j.ergon.2014.01.002>
- Spears, L. C., & Lawrence, M. (2001). *Focus on leadership: Servant-leadership for the twenty-first century*. John Wiley & Sons.

- Siddique, M. U., Arshad, A., Ghaffar, A., & Fazal-Ur-Rehman, M. (2023). Examining the impact of servant leadership on employee agility and organizational performance: An empirical study in the software industry. *Journal of Business and Management Research*, 2(2), 1004–1021.
- Teece, D. J. (2016). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the entrepreneurial firm. *European Economic Review*, 86, 202–216.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261. <https://doi.org/10.1177/0149206310380462>
- Weick, K. E. (1995). *Sensemaking in organizations*. Sage Publications.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.
- Yokota, S. (2024). Effect of servant leadership and IT agility on digital transformation. *ISPIM Innovation Symposium*, 1–8.