

The influence of leadership and entrepreneurial orientation on organizational agility mediated by motivation

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ABSTRACT

The hotel sector has started to recover after the post pandemic. The sudden change has forced hotel management to respond quickly to market changes. Since the hotel sector interacts directly with consumers, it needs to be extremely flexible in order to enhance product management and improve productivity. Organizational agility enables it to respond to the constantly shifting integrated environment and adapt to new knowledge. The research aims the study of motivation, entrepreneurial orientation, and leadership as factors to increase organizational agility are significant in the hotel industry. The population in this study was hotel employees in Batam, Indonesia. The data collection method used in the research was to create a questionnaire as a medium for collecting data obtained from respondents. In total, 268 responses were collected. The sample selection method used in this research was purposive sampling. This research was tested using the partial least squares with structural equation model. Result of the research shows that both entrepreneurial orientation and leadership has positive effect on motivation and organizational agility. However, motivation has no significant effect on organizational agility. The relationship between entrepreneurial orientation and leadership which motivation as the mediator, doesn't has a significant effect on organizational agility.

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1. Introduction

Superior business performance is required in an unpredictable business environment (Walter, 2021). Due to rapid economic development, companies must quickly respond to market changes and become more innovative to survive and develop in intense competition (Liu et al., 2018). The challenge of how easily and rapidly companies can sense and respond to change remains, given the increased uncertainty they face from a variety of sources, including shifting consumers, trade wars, new global competitors, fluctuating pricing, and new regulations (Tallon et al., 2019). Organizations must quickly adapt their activities and

strategies to the constant changes in their environment (Ravichandran, 2018). Organizations need to have the ability to assess in the shortest time frame, develop and implement sustainable strategies, and reorient to overcome obstacles well.

The hotel industry has shown significant growth since the emergence of the COVID-19 pandemic. Reporting from the Central Statistics Agency, it was noted that the number of star hotels in Indonesia in 2022 will be 3.763 units, an increase of 6.87% compared to last year, namely 3.521 units. This situation has led to significant reforms in organizational strategy perspectives and business priorities, and disrupted traditional models (Darvishmotevali & Tajeddini, 2019). Although the need to adapt to dynamic environments is not a new phenomenon, its characteristics may have changed in recent decades (Renzi et al., 2021). Previous studies (Cegarra-Navarro & Martelo-Landroguez, 2020; Cheng et al., 2020) have determined the importance of organizational agility in companies in general. Tourism contributes 5% to Indonesia's gross domestic product. The hospitality industry in Indonesia has begun to recover since 2022, so researchers have realized the importance of conducting research on the effect of organizational agility on hospitality in Indonesia after the COVID-19 pandemic (Devie et al., 2023).

Since the hospitality industry is in direct contact with customers, it must be very agile to improve product management and increase efficiency and productivity (Tajeddini & Mueller, 2018). The ability of an organization's structure to adapt to changes in the environment increases its effectiveness and success (Darvishmotevali et al., 2020). The only way that companies can face this rapid turnover is to prioritize an understanding of organizational agility. Organizational agility adapts to new knowledge and responds to increasing and continuous changes in the combined environment (Xing et al., 2020). In today's complicated and ever-changing business environment, organizational agility has become essential for businesses worldwide to remain competitive and generate value (Joiner, 2019).

Organizations that are looking for new opportunities need to be adaptable and constantly change their strategic orientation to come up with fresh approaches to value creation (Kohtamäki et al., 2020). Leaders can create systems, tactics, and guiding principles that facilitate an easy shift to organizational agility. The organization's leader would give guidance on how to become more agile and ensure that the leadership culture promotes and models agility inside the company (Attar & Abdul-Kareem, 2020). The success of organizational agility development is highly dependent on leadership (Gagel, 2021). Trust plays an important role in the relationship between leadership and organizational outcomes (Khairy et al., 2023). Sawaeen and Ali (2020) discovered that effective leadership helps businesses adopt procedures that fortify their innovative culture by spotting and seizing chances to boost organizational performance, coming up with innovative solutions for problems, and making effective use of organizational resources. Members of the organization can be directed toward accomplishing certain objectives by the thoughts and actions of leaders who exhibit suitable leadership.

It has been discovered that there is a positive correlation between the success of contemporary businesses and entrepreneurial attitude (Bui et al., 2023). Entrepreneurial orientation includes the process of strategic decision making in entrepreneurship, as well as the extent to which an organization shows a tendency towards innovation, risk taking, and proactiveness (Alborathy et al., 2023) It has been discovered that an entrepreneurial approach takes advantage of chances in dynamic corporate contexts, placing a strong emphasis on agility in the face of pressure to transfer competitiveness from advantages to (Al-Omouh, 2022).

Employee motivation propels a company to meet its strategic objectives, demonstrating how motivation may alter an individual's behavior. By guaranteeing employees' willingness, motivation is a powerful factor that increases both the organization's and workers' production

(Öztirak & Bayram, 2023). Stronger employee motivation is linked to increased agility, which in turn fosters innovation and idea sharing at work (Franco & Landini, 2022).

This research aims to study motivation, entrepreneurial orientation, and leadership as factors to increase organizational agility in the hotel industry. To contribute the research proposed the role of variables in developing organizational agility and how much they contribute to organizational agility in the hotel industry. This study uses existing theories to analyze motivation, entrepreneurial orientation, and leadership with organizational agility.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Leadership

Over the past few centuries, the dynamic idea of leadership has undergone substantial research and theoretical development, reflecting the complexity of human communities and organizations. A leader is someone who directs a team of people or an organization or strengthens their transformative processes (Cortellazzo et al., 2019). Leadership is about character, and a leader's ability to inspire followers depends, in part, on that leader's personal qualities (Ayoko, 2022). Leadership is considered an important indicator of company performance (Feranita et al., 2020). The influence of leadership duties and the impact of leaders' choices have gained prominence and permeated daily existence (Jamali et al., 2022). Leaders that include the notion of caring for the community in their decision-making and leadership style are regarded as ethical in both their personal and professional lives (Sentoso & Putra, 2021). Power and the capacity to persuade, inspire, and guide group members so they are ready and able to work together to accomplish tasks to accomplish organizational objectives are common characteristics of effective leadership (Khalid et al., 2020). While managers oversee and regulate performance to preserve stability and order inside the company, leaders are typically viewed as visionaries and strategists (Swanwick & Varnam, 2019). The leadership style is founded on the strategies employed by an intuitive leader to inspire team members to collaborate without feeling overburdened and accomplish organizational goals (Mon et al., 2023).

2.1.2. Entrepreneurial Orientation

A sustainable approach to achieving these objectives is entrepreneurial orientation, which boosts creative aptitude, risk mitigation, efficient resource management, and value creation to retain clients and benefit the company (Al-Mamary & Alshallaqi, 2022). Hoque et al. (2018) states that entrepreneurial orientation shows a company's innovative and proactive ability to meet the needs of potential customers, through discovering new products or services, utilizing resources, and taking risks before its competitors. An organization's entrepreneurial orientation, defined as the extent to which it fosters and demonstrates an entrepreneurial behavior pattern over time, has been cited as a possible means of enhancing operations in challenging circumstances (Covin & Wales, 2019). In the domains of strategy, entrepreneurship, and management, entrepreneurial orientation is a crucial concept that explains how particular companies foster expansion and create stronger competitive advantages (Chen et al., 2020). Entrepreneurial orientation is recognized as a strategic approach that drives organizations towards achieving a competitive edge by fostering innovation, risk-taking, and proactive market entry. Entrepreneurial orientation can foster capacity and motivation to bring about improvement.

2.1.3. Motivation

A person can act toward a goal when motivated (Indahingwati et al., 2019). Robbins and Coulter (2020) explained, motivation is the process by which an individual's efforts are sparked, focused, and sustained in order to accomplish a goal. According to (Kooij & Van den Broeck, 2022) motivation is a collection of energy forces that can be either internal or external to an individual and that aid in the initiation, form, direction, intensity, and length of work-related behavior. Motivated employees tend to be more self-motivated and inclined towards autonomy and independence, which can lead to opportunities for growth and development (Demircioglu & Chen, 2019). With strong motivation, employees will feel satisfied and motivated and will intuitively increase their performance in an organizational context (Mon et al., 2023).

2.1.4. Organizational Agility

Organizational agility refers to the capacity to manage unforeseen shifts, surmount dangers posed by the business environment, and capitalize on these opportunities. Organizational Agility involves controlling and responding to relentless and rapid change in a complex (Darvishmotevali & Tajeddini, 2019). Since the 1990s, the term "organizational agility" has been used to describe an organization's capacity to use its resources to adapt swiftly to changes brought about by both internal and external sources (Žitkienė & Deksnys, 2018). The need to adapt drives demand for agility. To react swiftly and effectively, businesses must be able to identify signals and indications from both internal and external contexts (Seo & La Paz, 2008). Because today's environment is characterized by complexity, dynamism, and turbulence, organizational agility helps companies reconfigure their resources and deploy those resources to higher-yielding activities that create sustainable value based on internal and external factors (Teece et al., 2016). Organizational Agility is a response to changes in volatile market conditions (Gyemang & Emeagwali, 2020). To improve corporate performance in an unpredictable market context, organizational agility is defined as a learnt, always-available dynamic competence that can be executed to the required degree quickly and effectively, and whenever needed (Walter, 2021). An agile organization responds to market changes quickly and efficiently (Heydari et al., 2019).

2.2. Hypothesis Development

2.2.1. Positive Effect of Entrepreneurial Orientation on Motivation

Entrepreneurship is considered one of the characteristics of an organization (Covin & Wales, 2019). Entrepreneurial orientation is defined as the extent to which an organization fosters and displays an ongoing pattern of entrepreneurial behavior that reflects instances of proactive new entrance (Wales et al., 2023). Motivation is commonly described as the process of initiating and maintaining goal-directed behavior (Urhahne & Wijnia, 2023). Research has been conducted on the function of motivation and how it affects the choice to launch a business and its success (Olugbola, 2017). When firms exhibit high entrepreneurial orientation, they tend to encourage creativity and autonomy among employees, which can lead to higher levels of motivation (Kyal et al., 2022). Motivation plays an important role as an ability and talent in creating new businesses (Holland & Garrett, 2015).

H₁: Entrepreneurial Orientation has A Positive Effect on Motivation

2.2.2. Positive Effect of Entrepreneurial Orientation on Organizational Agility

Entrepreneurial orientation describes the procedures, methods, and choices that result in new market entry (Kiyabo & Isaga, 2020). Organizational agility is the ability of

an organization to expand and survive by adjusting to unforeseen changes, taking advantage of new opportunities, and remaining competitive in the face of danger and uncertainty. Entrepreneurial orientation is demonstrated by taking calculated risks with investments and business plans, developing goods and services, and becoming a market leader and competitor (Zhang & Suntrayuth, 2024). A sustainable approach to achieving these objectives is entrepreneurial orientation, which boosts creative capacity, risk mitigation, efficient resource usage, and value creation to retain clients and benefit the company (Al-Mamary & Alshallaqi, 2022). This variable comprises risk-taking, or the courage to take calculated chances when making decisions, and autonomy markers, such as the ability to choose how to best attain performance goals. Entrepreneurial endeavors are vibrant, active, and never remain mute in the face of obstacles, failures, and difficulties in achieving objectives (Rofiaty et al., 2022).

H₂: Entrepreneurial Orientation has A Positive Effect on Organizational Agility

2.2.3. Positive Effect of Leadership on Motivation

Leadership is critical for achieving an organization's goals, vision, and objectives, since it allows individual interests to be harmonized with the organization's strategic ideas (Meirinhos et al., 2023). Motivation is the process that determines a person's level of effort, focus, and perseverance to accomplish a specific objective (Ross, 2022). Leadership in organizations depends on the long-term direction of the company and the articulation of employee roles in realizing goals (Kusuma et al., 2023). Kanat-Maymon et al. (2020) argue that leadership has an important role in explaining employee work motivation, finding that leadership is not only a precursor of work motivation, but can also be a consequence of work motivation. Motivation is important for employees to work optimally. The leader's task is to provide encouragement or motivation to employees or subordinates to work according to their expectations (Payangan et al., 2018). Leadership must play a critical role in motivating employees through clear communication of values and visions, future-focused speech, and practical actions (Musana & Setyawan, 2023).

H₃: Leadership has A Positive Effect on Motivation

2.2.4. Positive Effect of Leadership on Organizational Agility

The influence of leadership duties and the impact of leaders' choices have gained prominence and permeated daily existence (Jamali et al., 2022). Building solid connections both vertically and horizontally inside the organization is the duty of the leader. Leadership is often defined as a person's capacity to persuade, inspire, and facilitate others to participate in accomplishing an organization's goals (Phillips et al., 2019). A leader who can persuade followers to act nimbly while performing their duties is required (Wijaya et al., 2022). Organizational agility is linked to leadership and the implementation of customized modifications (Champatong et al., 2022).

H₄: Leadership has A Positive Effect on Organizational Agility

2.2.5. Positive Effect of Motivation on Organizational Agility

Organizational agility is the ability to react quickly to change and uncertainty when businesses need to take action to seize opportunities or overcome past hurdles (Ludviga & Kalvina, 2024). An organization will not be agile if its human resources do not have the motivation to carry out their work (Arifin & Purwanti, 2023). Motivation in this research is used as an integration between individual, organizational, and environmental variables. One of the elements that determines whether a company can successfully create plans and meet its goals is motivation. (Farahani & Salimi, 2015). The behavior

and way a manager or leader acts in an organization is based on his motivation or ambition, and can determine the effectiveness of the organization (Stone, 2010).

H₅: Motivation has A Positive Effect on Organizational Agility

2.2.6. The Effect of Entrepreneurial Orientation on Organizational Agility through Motivation

Entrepreneurial orientation in an organization is a process of proactively renewing itself and its target market through continuous innovation and risk (Ubochi et al., 2021). Research by (Maheshwari et al., 2020) shows that motivation has a mediating effect on individual employees' entrepreneurial orientation. As previously mentioned, there are three indicators of entrepreneurial orientation that are expected to influence employee behavior in the organization. Having a creative leader will help increase employee motivation, because employees will also be involved in an innovative business environment. Autonomy provides more freedom and motivates organizations to work (Kyal et al., 2022) for organizational agility.

H₆: Motivation Mediates the Effect of Entrepreneurial Orientation on Organizational Agility

2.2.7. The Effect of Leadership on Organizational Agility through Motivation

Organizational agility refers to an organization's capacity to adjust, react, and thrive in a setting marked by swift change and unpredictability (Khairy et al., 2023). Motivation is a psychological process that illustrates how an individual's attitudes, wants, perceptions, and decisions are related (Wijaya, 2020). Based on existing theory, employee motivation can be linked to organizational agility. According to Sakitri (2021) there are three main aspects that need to be developed in humans to become more agile: proactive, individuals who like to start activities in organizations; adaptive, individuals who dare to take on simultaneous roles in the organization; and generative, individuals who have the desire to continue learning new things. Since leadership is a prerequisite for an innovative, supportive culture, it is frequently acknowledged as the most important factor influencing innovative behavior within a firm (Le, 2020).

H₇: Motivation Mediates the Effect of Leadership on Organizational Agility

2.3. Research Framework

Figure 1 illustrates the model of this research. The main purpose of this research is to understand the role of motivation, entrepreneurial orientation, and leadership in developing organizational agility, and how much they contribute to organizational agility.

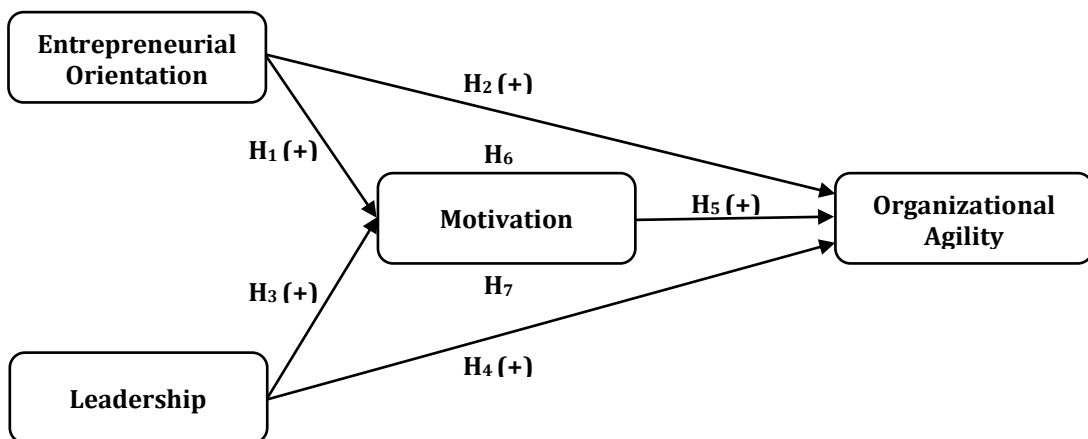


Figure 1. Research Framework

3. Research Method

3.1. Population and Sample

The sample selection method used in this research is purposive sampling, namely, the process of taking sample data with a specific purpose. The data collection technique used was quantitative research. There are three types of variables used in research: independent variables, mediating variables, and dependent variables. Leadership and entrepreneurial orientation are the independent variables, motivation was the mediating variable, and organizational agility was the dependent variable. Both leadership and entrepreneurial orientation directly influence organizational agility and indirectly affect it through motivation. Motivation serves as a mediator between leadership, entrepreneurial orientation, and organizational agility. The population in this study was hotel employees in Batam, Indonesia. The data collection method used in the research was creating a questionnaire with Google Forms as a medium for collecting data obtained from respondents. The method for obtaining samples was used (Hair et al., 2019), with a ratio of 1:10, where each question item represents 10 respondents. The research consisted of 24 statements with a minimum of 240 respondents. To avoid invalid questionnaires, 270 questionnaires were distributed to respondents. In total, 268 responses were collected. As some questionnaire answers were invalid, some data were deleted for a final total of 251 respondents. According to Hair et al. (2019) calculations, the minimum number of respondents was met.

3.2. Data Collecting Method

Primary and secondary data were used in this research. Primary data were obtained by distributing questionnaires to hotel employees in Batam, Indonesia. The questionnaire distributed consisted of respondents' demographic data and continued with respondents' statements regarding organizational agility (OA) that consisted of seven indicators from Wageeh (2016), leadership (L) consisted of six indicators from Phillips et al. (2019), entrepreneurial orientation (EO) consisted of five indicators from Genc et al. (2019), and motivation (M) consisted of six indicators from Hanaysha and Majid (2018). The secondary data consists of data obtained from internet sources, journal articles, and other sources to fulfill research.

3.3. Data Analysis Method

The outer loading score is another metric for assessing the strength of the association between each observed item and its related latent component. If an item's outer loading value is greater than 0.6, this indicates that it makes a considerable contribution to the construct's definition. An outer loading greater than 0.6 implies that the item is an accurate predictor of the latent variable and hence plays an important part in the measurement model (Ghozali & Latan, 2020). In partial least squares with structural equation model (PLS-SEM), there are two methods of reliability testing, Cronbach's alpha and composite reliability. The measurement value of Cronbach's alpha and composite reliability for each indicator must be more than 0.7, but the value of 0.6 is still acceptable (Hair et al., 2019). The greater the value of Cronbach's alpha and composite reliability, the greater the consistency among the indicators.

This research was tested using PLS-SEM programs to process data from the questionnaire. The goal of PLS-SEM is to estimate statistical models with a focus on the prediction and structure that offers causal explanations (Sarstedt et al., 2017). The PLS method can describe latent variables or variables that cannot be measured directly and are measured using indicators (Ghozali & Latan, 2020). In PLS-SEM, the bootstrapping method is used to show nonparametrically the precision of estimations. It uses the p-values to

determine whether the hypothesis is accepted or rejected. If the p-value is less than 0.05, then the hypothesis is accepted (Hair et al., 2020).

4. Result and Discussion

4.1. Validity Test

The measurement research model is illustrated in Figure 2, which depicts the relationship between leadership, entrepreneurial orientation, and organizational agility mediated by motivation.

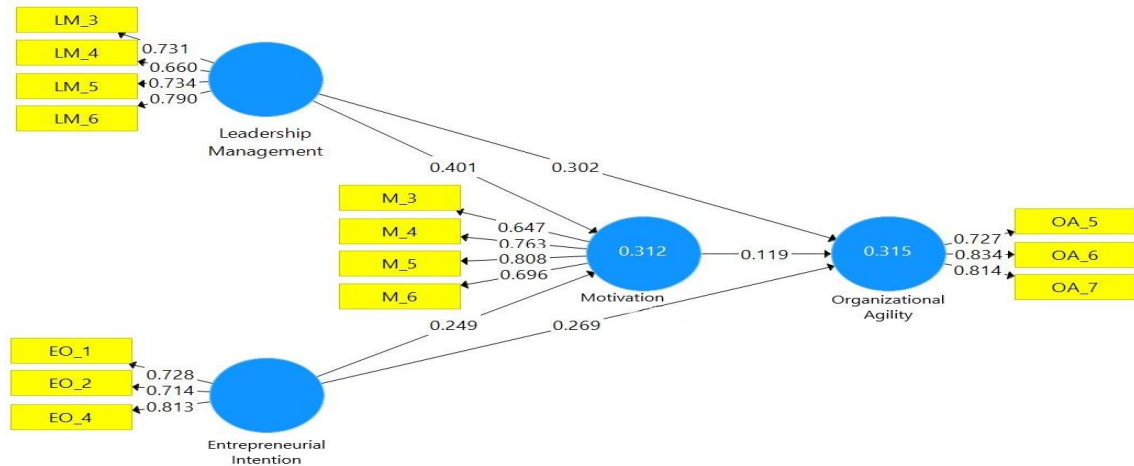


Figure 2. Measurement Model

Based on these results, it can be concluded that the outer loading value of every item in the questionnaire is more than 0.5, and it has passed the validity test. Several indicators were not included because they did not meet the outer loading criteria. According to the data in Table 1, all indicators met the criteria that the result of the outer loading test exceeded 0.6, so the data tested were all valid. Table 1 shows the results of the validity test.

Table 1. Validity Test Result

Indicator	Entrepreneurial Orientation	Leadership	Motivation	Organizational Agility
EO 1	0.728			
EO 2	0.714			
EO 4	0.813			
L 3		0.731		
L 4		0.660		
L 5		0.734		
L 6		0.790		
M 3			0.647	
M 4			0.763	
M 5			0.808	
M 6			0.696	
OA 5				0.727
OA 6				0.834
OA 7				0.814

Source: Primary Data Processed (2024)

4.2 Reliability Test

The reliability test results in the table show that all indicators have Cronbach's alpha and composite reliability values were greater than 0.7, except for the EO variable with the Cronbach's alpha of 0.634. This shows that the indicator is not internally consistent. However, according to Hair et al. (2019) the reliability value of 0.6 is still acceptable, so all of the indicators of variables are reliable. Table 2 shows the results of the reliability test.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability
Entrepreneurial Orientation	0.634	0.797
Leadership	0.707	0.820
Motivation	0.710	0.820
Organizational Agility	0.704	0.835

Source: Primary Data Processed (2024)

4.3. Hypothesis Test

To answer the results of hypothesis testing, it has been shown that p-value of less than 0.05 can indicate significance between variables (Hair et al., 2019). The values in the table show the direction and magnitude of the effects of each variable on the others. In Table 3, it can be seen that there are four significant variables, while the direct effect of motivation on organizational agility is not significant. The indirect effect between variables can be seen the p-values are more than 0.05, indicating that the mediating variable motivation is not significantly mediating between leadership and entrepreneurial orientation and organizational agility. Table 3 shows the result of direct and indirect effect testing using Smart PLS calculated by bootstrapping. It can be seen that the relationship between entrepreneurial orientation and leadership with motivation and organizational agility has a positive effect. This is different from the relationship between motivation and organization, which has no significant effect on the p-value of 0.172. It is also seen that motivation as a mediator in the relationship between entrepreneurial orientation and leadership on organizational agility does not appear to have a significant effect.

Table 3. Hypothesis Test Result

Hypothesis	Original Sample	Sample Mean	T Statistics	P Value
Entrepreneurial Orientation → Motivation	0.249	0.254	3.013	0.003
Entrepreneurial Orientation → Organizational Agility	0.269	0.273	3.525	0.000
Leadership → Motivation	0.401	0.405	5.002	0.000
Leadership → Organizational Agility	0.302	0.306	3.980	0.000
Motivation → Organizational Agility	0.119	0.120	1.753	0.080
Entrepreneurial Orientation → Motivation → Organizational Agility	0.030	0.031	1.368	0.172
Leadership → Motivation → Organizational Agility	0.048	0.049	1.544	0.123

Source: Primary Data Processed (2024)

4.4. Discussion

4.4.1. The Effect of Entrepreneurial Orientation on Motivation

The findings reveal that organizations with strong entrepreneurial orientation tend to foster work environments that increase employee motivation. Motivation is a function of an individual's expectation that effort will lead to the desired performance

and outcomes (Karan et al., 2024). Entrepreneurial orientation represents a company's willingness, capability, and desire to engage in entrepreneurial actions (Yu et al., 2023). When individuals or organizations exhibit strong entrepreneurial orientation, it can drive motivation by fostering creativity and risk-taking to seek opportunities. Entrepreneurial orientation and motivation contribute to the conversion of available opportunities into valuable activities (Eijdenberg, 2016). Marques et al. (2013) found that entrepreneurial orientation and motivation influence each other and refer to the development of intentions in running a business. Every entrepreneur has a target in their efforts to meet the objectives; it requires a strong motivation to perform well and will have an impact on the desired target (Arifin & Purwanti, 2023).

4.4.2. The Effect of Entrepreneurial Orientation on Organizational Agility

Entrepreneurial orientation refers to a firm's strategic posture that captures its innovativeness, risk-taking, and proactiveness (Soares & Perin, 2020). Organizational agility is the ability of an organization to rapidly adapt to market changes and environmental shifts in productive and cost-effective ways (Zhang & Suntrayuth, 2024). Research on the effects of entrepreneurial orientation demonstrates that highly proactive top managers who are not afraid to take chances and engage in innovative activities can greatly boost organizational agility (Gupta & Batra, 2016). This is consistent with the findings of Champatong et al. (2022), who suggested that organizational agility can benefit from an entrepreneurial attitude. Priyono et al. (2020) research, which demonstrates that entrepreneurial attitude has a major impact on organizational agility, provided support for this. Entrepreneurial orientation involves employing diverse strategies within a company to foster business endeavors at various stages, with organizational agility being crucial for adapting to market changes.

4.4.3. The Effect of Leadership on Motivation

Motivation is a psychological concept that refers to the desire to act and guide behavior toward a specific goal (Arango, 2018). Leadership is a key element in developing a quality culture (Maquieira et al., 2020). It has been demonstrated that several studies that primarily examined leadership styles are highly effective means of increasing the effectiveness of leaders (Boehm et al., 2015; Hassi, 2019). Under these circumstances, managers have the ability to energize, mobilize, and motivate staff members to achieve the necessary objectives (Andersen, 2016). By effectively communicating the vision and goals of the organization, leaders inspire employees to align their efforts with these objectives, fostering a sense of purpose and direction. This study underscores the critical impact of leadership on employee motivation. A competent leader consistently fosters positive influence and serves as a source of inspiration for their team, effectively managing the core aspects of the organization.

4.4.4. The Effect of Leadership on Organizational Agility

Leadership influences organizational agility. Effective leadership fosters agility through various strategies and practices that positively shape an organization's ability to revolve and grow swiftly. An organization could improve well by leaders creating good relationships with customers (Lokman et al., 2019). Leaders inspire their teams to learn new techniques and procedures that businesses desperately need in this dynamic environment (Akkaya & Tabak, 2020). The findings conducted by (Khalid et al., 2020; Champatong et al., 2022) shows that leadership in hotels plays a positive role in influencing organizational agility. Another finding by Raeisi and Amirnejad (2017) also highlighted that leadership has a positive influence on organizational agility.

4.4.5. The Effect of Motivation on Organizational Agility

Motivation is undeniably a factor driving individual and collective performance within organizations. However, its direct influence on organizational agility may be less pronounced than that of other factors. A motivated workforce may demonstrate increased commitment and willingness to embrace change; however, without the necessary systems and processes in place to facilitate swift decision-making and adaptation, agility can still be impeded. Jan and Maulida (2022) also found that motivation does not have a significant effect on organizational agility. The findings of this study contrast with those of earlier research by Harsch and Festing (2020), which found that agile talents are high achievers with promise who act as multipliers, inspiring not only other staff members but also themselves to advance the organization and build on its achievements.

4.4.6. The Effect of Entrepreneurial Orientation on Organizational Agility Mediated by Motivation

According to Bagheri (2017), entrepreneurial orientation motivates employees' work behavior and opportunity recognition. However, the findings of this research are not in line with that statement. Employees are more likely to embrace change and take risks. On the other hand, organizations with strong entrepreneurial orientation are often better equipped to sense and seize opportunities and adapt to changing markets, thus enhancing organizational agility. Therefore, motivation itself may not be the primary driver of the relationship between entrepreneurial orientation and organizational agility. The findings of this research are also different from the research by Malik et al. (2016) and Marques et al. (2018), both of which revealed a positive correlation between entrepreneurial orientation and motivation, which could foster the development of the intention to undertake an organization.

4.4.7. The Effect of Leadership on Organizational Agility Mediated by Motivation

The research found that organizations with strong leadership but varying levels of employee motivation still demonstrated high levels of agility, or situations where motivated teams struggled to adapt due to ineffective leadership or rigid organizational structures. Although motivation has a complex and undoubtedly important role in organizations and has been an important driver of individual and team performance, it does not necessarily directly influence the relationship between leadership and organizational agility. This finding is not in line with Payangan et al. (2018), who found that increasing leadership increases work motivation to bring the organization to success.

5. Conclusion

Based on the findings of the research above, there are some points that can be concluded. First, leadership influences organizational agility and motivation. Then, entrepreneurial orientation positively influences organizational agility, also significantly influence motivation. It was also found that motivation did not significantly influence organizational agility. Lastly, motivation has no influence on the relationship between leadership and entrepreneurial orientation with organizational agility. The findings of this study offer valuable insights into identifying the optimal organizational circumstances necessary for propelling the company forward in the future.

The dynamics among leadership, entrepreneurial orientation, motivation, and organizational agility reveal a multifaceted relationship within organizations. This research shows that effective leadership is critical not only to developing an agile and adaptable

organization, but also to energizing and engaging the workforce. They set clear goals, provide support and resources, and encourage innovation and flexibility among employees. Entrepreneurial is positively correlated with both motivation and organizational agility, highlighting its pivotal role in fostering adaptable work environments. Entrepreneurial orientation is identified as a significant contributor to organizational agility, indicating that organizations that cultivate innovation, proactiveness, and risk-taking are better equipped to adapt to changing circumstances. Furthermore, entrepreneurial orientation also significantly boosts motivation, underscoring its dual benefit of enhancing adaptability and energizing employees. This positive motivational environment further contributes to organizational agility, because motivated employees are more likely to embrace change and contribute to organizational success.

However, it is noticed that discovery from the research is that while both leadership and entrepreneurial orientation influence organizational agility and motivation, motivation itself does not significantly impact organizational agility. This finding implies that, although a motivated workforce is essential for many aspects of organizational performance, motivation alone does not necessarily turn the organization into greater agility. The influence of motivation on the relationship between leadership or entrepreneurial orientation and agility appears to be less direct. Despite this, motivated individuals within organizations contribute to both entrepreneurial orientation and agility. Ultimately, a comprehensive understanding of these interrelated factors is essential for cultivating agile and thriving organizations in today's dynamic business landscape. By understanding the dynamics between these factors, organizations can identify opportunities to optimize their operational processes, cultivate a culture of innovation and adaptability, and ultimately propel themselves forward in an increasingly dynamic and competitive business landscape.

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