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## The Influence of Organizational Agility to Growth Business with Organizational Health as Variables Moderation at PT Syntax Corporation Indonesia

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### ABSTRACT

This study aims to analyze the influence of organizational agility on business growth and to examine the moderating role of organizational health in that relationship at PT Syntax Corporation Indonesia, a digital talent development company operating in Indonesia's rapidly evolving knowledge economy. Using a quantitative associative approach, data were collected through questionnaires distributed to 85 respondents consisting of managers and operational staff and analyzed using Moderated Regression Analysis (MRA). The findings reveal that organizational agility has a positive and significant effect on business growth ( $\beta=0.487$ ;  $p=0.000$ ), and that organizational health significantly moderates this relationship ( $\beta=0.218$ ;  $p=0.031$ ;  $\Delta R^2=0.159$ ), strengthening the impact of agility on business growth. These results imply that organizations must simultaneously invest in both agility capabilities and organizational health as integrated strategic priorities, rather than treating them as separate management agendas. This study contributes to the literature by providing the first empirical evidence of organizational health as a positive moderator of the agility–business growth relationship within Indonesia's digital talent development sector, extending contingency theory to knowledge-based organizational contexts.

**Keywords:** organizational agility; business growth; organizational health; moderated regression analysis (MRA); digital talent development

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### INTRODUCTION

Increasing levels of competition high, the environment tends to be dynamic, as well as development knowledge increasing knowledge and technology fast, make something organization sued For still capable productive, efficient and effective in do management source the power it has (Engqvist, 2012; Satyakti, 2023). One of the source important power in something organization is source Power human. Source Power man this is what it is factor determinant success something service in A organization. In organization without being supported by competent, qualified employees accompanied by with supporting skills so will difficult for a organization for maintain, develop as well as advance the organization in the future front.

Growing digital era rapidly moment this company must own high awareness to changes that occur. Management source Power human (HR) becomes key in manage organization going to achievement objectives. HR holds role important in direct direction company and ensure sustainability activity organization (Castro-Lopez et al., 2025; Gechbaia et al., 2024; Sagandykova et al., 2024; Zavyalova et al., 2017). For that the company requires qualified, competent and professional human resources, as well as own commitment to company. Having quality human resources can also increase mark plus companies, especially in perception partners work (Sari, 2023). Therefore that's important for company for managing human resources with okay, make sure that they own appropriate knowledge, skills and attitudes with need organization (Hajizadeh et al., 2022; Lenzion, 2015; Phaladi, 2024; Zamani et al., 2023)

Development environment global business today This characterized by very rapid, complex and full changes uncertainty. Digital transformation, disruption technology, market dynamics, and increasing competition intercompany demand organization For No only capable survive, but also grow in a way sustainable (Brenner, 2018; Chavarnakul et al., 2025a, 2025b). In condition said the organization sued own ability highly adaptive to be able to respond change environment in a way effective and efficient

(Hoonsopon & Puriwat, 2021; Nafei, 2016; Wageeh, 2016). One of the the concept that is considered crucial in answer challenge the is organizational agility. Organizational Agility (OA) is ability organization for respond change environment in a way fast, precise, and effective (Arsawan et al., 2022; Bekos et al., 2025; Hutter et al., 2025; Zhang et al., 2023). In this era marked by dynamic markets, digitalization, and uncertainty, Organizational Agility (OA) is considered an essential factor in ensuring organizational sustainability. Adaptive power, competitiveness, and agile human leadership become important components in forming organizational agility. Previous research shows that OA is capable of increasing company value, operational efficiency, and competitive excellence. Organizational Agility is a core competence in creating competitive advantage in the market (Aprecia et al., 2025).

An organization is said to be effective if it can successfully achieve the objectives or targets that have been set (Arianto et al., 2025). According to Arianto et al. (2025) there are three factors that influence Organizational Agility, namely Innovation, Culture, and Leadership. These factors play an important role in increasing the success of an organization in developing agility or dexterity. Culture itself has two main foundations, namely Culture Agility and Workforce Agility, which have an important role in the formation of Organizational Agility (Wijaya et al., 2023). OA itself is defined as the ability of an organization to sense environmental changes and respond to them in an efficient and effective manner. OA is a company paradigm for surviving in a hypercompetitive and dynamic business environment.

Organizational agility refers to the ability company For respond change in a way fast, flexible, and innovative, good in aspects of strategy, structure, process, and source Power human. Agile organizations are able to take decision in a way responsive, adapting business models, and utilise market opportunities with more optimal. Various studies show that organizational agility own connection positive with performance and growth business, especially in companies operating in the sector based technology and services.

Human Resources (HR) have a very important role in an organization because human resources are a determining factor in understanding and implementing the role of Organizational Agility (OA) within a company or organization (Arianto et al., 2025). However, the success of organizational agility in push growth business No only determined by speed and flexibility alone, but also by the internal conditions of the organization. In matter this, health organizational health becomes factor important things that often determine effectiveness agility implementation. Organizational health reflect to what extent the organization own culture positive work, effective leadership, system supportive management, as well as level engagement and well-being good employees. Healthy organization tend more Ready accept changes and running agile practices in general consistent.

Without condition health adequate organization, the implementation of agility has the potential cause resistance, internal conflict, and decline performance term long. On the other hand, health strong organization can strengthen impact of organizational agility to growth business with create environment adaptive, collaborative, and learning oriented work sustainable. Therefore that, health organization No only play a role as variables supporters, but also can functioning as variables strengthening moderation or weaken the influence of organizational agility to growth business.

PT Syntax Corporation Indonesia is company development source Power human resources focused on training, coaching, and development digital talent as well professional young people in Indonesia. Services main company covering development talent through training and coaching, education technology based digital innovation and AI, consulting education, publication journal scientific and books, as well as development careers in various fields strategic such as content creators, digital marketers, and programmers. With vision become company development talent superior that forms generation professional empowered global competitiveness, PT Syntax Corporation Indonesia

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carries out approach integrated between development self, talent, and technology in build ecosystem relevant and competitive learning.

In an ideal framework, companies with these characteristics should possess a high level of Organizational Agility, considering the demands for innovation, speed of adaptation, and service flexibility that are heavily influenced by technological changes and labor market needs. Organizational agility is expected to drive business growth through the development of responsive products and services, the utilization of digital technology, as well as adaptive human resource management. In addition, organizational management literature confirms that the success of organizational agility is highly dependent on organizational health, which reflects leadership quality, work culture, employee engagement, communication effectiveness, and supportive internal systems and continuous learning processes. However, factual conditions show that the challenges faced in human resource development by companies such as PT Syntax Corporation Indonesia do not only originate from external factors, but also from within the organization itself. The complexity of cross-generational talent management, the need for technology-based service innovation, as well as the demand to maintain the quality of learning and scientific publication, require organizations that are not only agile but also structurally and culturally healthy.

In practice, the implementation of organizational agility is not always followed by optimal business growth if organizational health has not been formed in a strong and consistent manner. Agile principles include flexibility, rapid response to change, and effective collaboration. Development environment business moment This characterized by the level of increasing uncertainty and change tall consequence progress technology, market globalization, and dynamics needs and behavior consumers who continue developing. Conditions the demand organization For own ability fast and flexible adaptation in order to be able to maintain Power competition as well as reach growth sustainable business. In context this, organizational agility be one of approach many strategic adopted by the company Because considered capable increase speed taking decision, push innovation, as well as strengthen response organization to change environment business.

Although Thus, various phenomenon empirical show that implementatin of organizational agility No always followed by an increase growth optimal business. Many organizations have implement practice agile work, structure flexible organization, as well as utilization digital technology, but Not yet capable show performance significant growth. In fact, in a number of case , the organization claims has applying agility instead face internal problems such as increasing level stress work , low involvement employees , as well as emergence conflict inter-unit work . Phenomenon This indicates existence gap between organizational agility concept in a way theoretical with its implementation in practice business.

One of suspected internal factors play a role important in explain difference results the is health Organizational health reflect internal conditions of the company which include quality leadership, culture work, clarity vision and values organization, level trust, and welfare employees. Healthy organization tend own environment supportive work collaboration, effective communication, and commitment employee to objective organization. On the other hand, the organization with level poor health potential experience resistance to change, decline motivation work, and internal instability that can hinder achievement performance business.

In in practice, no A little an organization that focuses on developing agility in a holistic manner structural and procedural, but ignore aspect health organization. Conditions This cause the application of agility is not walk optimally because No supported by a conducive internal environment. As a result, organizational agility No capable give contribution maximum to growth business. Phenomenon the show that health organization own role important in determine effectiveness implementation of organizational agility in push growth business.

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Based on description said,can allegedly that connection between organizational agility and growth business No nature directly , but rather influenced by conditions health organization.In other words, health organization potential play a role as variables moderation that can strengthen or weaken the influence of organizational agility to growth business .Therefore that , research This important For done use study in a way empirical the influence of organizational agility to growth business with consider role health organization as variables moderation,so that expected can give contribution theoretical and practical for management strategy development sustainable organization.

Survey results field show that mismatch HR competency is still become problem main in organization.Most of respondents disclose that skills possessed Not yet fully support need dynamic work. This is seen from limitations ability adaptation to change task,low utilization technology,as well as lack of understanding to the work process cross function. Condition the impact on the decline productivity,increasing burden work on individuals certain,as well as not enough optimally achievement performance organization.In Agile Organization framework,problems This can overcome through implementation people-centric principle that places human resource development as priority main.Agile encourages organization For do improvement competence in a way sustainable through training,learning based projects,as well as collaboration between team,so that gap skills can minimized.

Based on findings survey, power human resource exploration in develop new ideas and seek solution alternative Still classified as low.Human resources tend to focused on solving task routine and follow procedures that have been set without existence initiative for do repair or innovation. Situation This exacerbated by limitations room discussion,ack of award to new ideas,as well as existence concern to risk failure.In Agile Organization context,conditions This show Not yet optimally implementation culture innovative.Agile emphasizes the importance of work processes iterative,collaborative,and based bait come back fast (fast feedback). With approach this HR is given chance for do exploration in a way structured, testing ideas in scale small, and do repair continuous improvement. Agile implementation is expected capable increase creativity and innovation as part from superiority competitive organization.

Survey results field show that HR placement has not been done yet fully in accordance with competencies possessed, so that impact on less optimally performance and motivation work. The implementation of Agile Organization allows adjustment role in a way flexible and based competence,so that utilization human resource potential can more optimal and adaptive to change. Besides that , as a company that focuses on development human,role source Power man become very crucial in determine success of organizational strategy.Competent human resources , oriented towards learning throughout life (lifelong learning), as well own readiness to change technology believed can strengthen the influence of organizational agility to growth business.On the other hand,limitations human resource capacity , resistance to changes ,or lack of involvement employee potential weaken effectiveness of organizational agility,even though strategy and technology has designed with Good.

The gap between ideal conditions based on theory and conditions facts in the field show the existence of a research gap related how is organizational agility influence growth business through health organization,as well as to what extent the source Power man play a role as variables moderation in connection said.Until moment this study empirically which specific integrate fourth variables the in context company development of human resources and digital talent in Indonesia is still relatively limited. In a way theoretical,organizational agility should impact positive to growth business , especially if supported by health good organization and competent human resources.However,the results studies introduction show existence gap between ideal conditions based on theory and conditions factual in the field.The agility of the organization owned Not yet fully converted become growth optimal business because Still there is challenges in aspects health organization and human resource management.

Condition This strengthen urgency study For study in a way empirical the influence of organizational agility to growth business through health organization,with source Power man as variables moderation at PT Syntax Corporation Indonesia. Therefore that,research This become important and relevant For done use analyze in a way empirical the influence of organizational agility to growth business through health organization with source Power man as variables moderation at PT Syntax Corporation Indonesia. Research results This expected can give contribution theoretical in development knowledge management and practice for company in formulate development strategies an adaptive,healthy and sustainable organization,in line with vision form generation professional empowered global competitiveness.

Based on background behind research,can identified that dynamics environment growing business competitive and not Certain sue PT Syntax Corporation Indonesia to own high level of organizational agility to be able to adapt and maintain sustainability business,However Thus,the implementation of organizational agility has done Not yet fully followed by growth consistent business conditions This indicates existence other factors that influence organizational agility effectiveness in push performance business company.

One of suspected factors play a role important is health organization,which reflects internal company conditions in matter structure,culture,system work,and connection between individuals.The health of the organization at PT Syntax Corporation Indonesia is assessed Not yet fully optimized in support implementation of organizational agility in a way effective.Besides that,role source Power man as driving force main change organization Not yet managed in a way maximum,especially in strengthen connection between organizational agility and growth business.This is seen from Still existence mismatch competencies and skills source Power man with need organization,as well as low Power exploration and innovation in face change environment business.

More continue until moment This Not yet there is study empirically which specific research role health organization as variables mediation and resources Power man as variables moderation in connection between organizational agility and growth business,especially in the context of PT Syntax Corporation Indonesia. Therefore that,is necessary research that is capable study in a way comprehensive connection intervariable the use get greater understanding in-depth and based proof empirical. In order for research This more focused and in-depth,then done restrictions problem with focus study on the influence of organizational agility to growth business at PT Syntax Corporation Indonesia. In study this,health organization restricted as variables moderation plays a role explain mechanism the influence of organizational agility to growth business,whereas source Power man restricted as variables moderation that influences strength connection intervariable the. Object study focused on PT Syntax Corporation Indonesia,with subject study covering employees and/ or managers involved in a way direct in the process of organization and decision making decision.Research this is also limited in period time certain in accordance with timetable research that has been set.Restrictions problem This done For guard focus research,adapt with limitations time and resources power,as well as ensure that results study can analyzed in a way more in-depth,systematic,and accurate.

Study This aim for analyze the influence of organizational agility to growth business at PT Syntax Corporation Indonesia, knowing and analyzing condition health organization at PT Syntax Corporation Indonesia and analyze role health organization as variables moderation in connection between organizational agility and growth business at PT Syntax Corporation Indonesia. Research This expected can give contribution in development knowledge knowledge in the field management and behavior organizations,especially related organizational agility and health concepts organization in push growth business.Besides that,research This expected can enrich study empirical about role variables moderation in connection between organizational agility and growth business.

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## **METHOD**

The method used in this research is quantitative. By using this research method, we will find out the significant relationship between the variables studied. This study used a survey method to collect data. In survey research, information is collected from respondents using a questionnaire. The survey method is used to obtain data from a specific, natural (not artificial) location. To obtain the data, the study asked respondents several questions in the form of a questionnaire (Sugiyono, 2022). Quantitative method according to Sugiyono (2020) quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally used randomly, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis that has been set. This research will be conducted on employees of the Community and Village Empowerment Service of Kuningan Regency.

The type of research used is a quantitative method with an associative approach. Associative research aims to determine the relationship between two or more variables, where the relationship between the variables is causal. This research has the highest level of validity compared to descriptive and comparative research because it can build a theory that can function to explain, predict, and control a phenomenon. The reason for using this type of research is to test the proposed hypothesis in order to explain the causal relationship between variables by involving moderating variables. In this study, the effect of organizational agility (X) on business growth (Y) will be tested with organizational health as a moderating variable (Z). The object of this research is PT Syntax Corporation Indonesia. The research subjects are the talents of PT Syntax Corporation Indonesia who are directly involved in the operational processes, decision-making, and strategic activities of the organization.

This research was conducted at PT Syntax Corporation Indonesia. The research period is planned to last approximately 4 (four) months, covering the stages of instrument preparation, data collection, data processing, data analysis, and preparation of the research report. The population in this study is all talents working at PT Syntax Corporation Indonesia who are directly involved in the organizational process and decision-making, including employees at the managerial and operational levels.

Based on data obtained from PT Syntax Corporation Indonesia, the population of this study was 85 employees, representing various divisions and job levels. The sampling technique used in this study was purposive sampling, a sampling technique based on specific considerations. These considerations included employees involved in the decision-making process or implementing organizational strategies and employees who have an understanding of the organization's conditions.

This primary data is to obtain information from respondents about the influence of organizational agility on business growth with organizational health as a moderating variable at PT Syntax Corporation Indonesia which was obtained directly from respondents based on the distribution of questionnaires to employees of PT Syntax Corporation Indonesia. It can be said that secondary data is data obtained other than from questionnaires conducted by researchers. Data collection techniques used questionnaires, observations, documentation studies, and interviews. Instrument testing used validity tests, reliability tests. Data analysis techniques used descriptive analysis, classical assumption tests consisting of normality tests, multicollinearity tests, heteroscedasticity tests and autocorrelation tests, using Moderated Regression Analysis (MRA) and Determination Coefficient Analysis ( $R^2$ ). Hypothesis testing consists of the F test and the t test.

## **RESULTS AND DISCUSSION**

### **Organizational Agility Level at PT Syntax Corporation Indonesia**

The results of primary data collection through a questionnaire with 85 respondents at PT Syntax Corporation Indonesia show an empirically measurable level of organizational agility. Organizational

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agility in this study was measured through three main dimensions, namely: (1) speed of response to changes in the business environment, (2) flexibility of work structures and processes, and (3) capacity for innovation and adaptive learning. The distribution of responses shows that most respondents rated organizational agility as being in the moderate to high category.

**Table 1.** Distribution of Organizational Agility Score of PT Syntax Corporation Indonesia (n=85)

<b>Agility Organization Dimension</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>Category</b>
Employee Empowerment in Responding to Change	3.72	0.68	High
Flexibility of Structure and Work Processes	3.58	0.74	Moderate
Innovation Capacity and Adaptive Learning	3.44	0.81	Moderate
<b>Overall Average</b>	<b>3.58</b>	<b>0.74</b>	<b>Moderate–High</b>

Source: Primary Data (2025), processed

Based on Table 1 it can be concluded that the overall level of organizational agility at PT Syntax Corporation Indonesia is in the medium-high category with an average score of 3.58 on a scale of 5. The dimension of speed of response to change obtained the highest score (3.72), which indicates that the company has a relatively good ability to detect and respond to changes in the business environment quickly. Meanwhile, the dimension of innovation capacity and adaptive learning obtained the lowest score (3.44), which indicates that there is still room for improvement in the organization's ability to generate sustainable innovation and encourage collective learning.

Several significant patterns were identified from the organizational agility data above. First, there is a significant gap between the ability to respond to external changes and internal innovation capacity, where the company is more responsive to market signals but has not yet optimally converted that response into systematic product or service innovation. Second, the flexibility of work structures and processes is at a moderate level, reflecting that although the organization has implemented some agile elements in its operations, formal hierarchies and procedures are still quite dominant, potentially hampering the speed of cross-functional decision-making. Third, the relatively low standard deviation variation (0.68–0.81) indicates a fairly homogeneous perception among respondents, indicating consistency in organizational experience across job levels. Fourth, the lowest adaptive learning dimension confirms the findings of the preliminary study that the exploration and innovation power of human resources at PT Syntax Corporation Indonesia still needs to be significantly improved.

These findings have important implications for understanding organizational agility in the digital talent development sector. A high agility profile in response but moderate agility in innovation and learning indicates that PT Syntax Corporation Indonesia is in a transition phase from a reactive organization to a truly agile and proactive one. This condition aligns with the concept of organizational agility. agility proposed by Aprecia et (2025) where true agility encompasses not only the ability to respond to change but also the ability to anticipate and proactively create change through innovation and continuous learning. Therefore, strengthening innovation capacity and adaptive learning is a strategic priority that requires serious attention from the management of PT Syntax Corporation Indonesia.

**The Influence of Organizational Agility to Growth Business**

The first hypothesis test was conducted to determine whether organizational agility significantly impacts business growth at PT Syntax Corporation Indonesia. The results of a simple regression analysis indicate that organizational agility has a positive and significant impact on business growth.

**Table 2.** Results of the Regression Test of Organizational Agility on Business Growth

Variables	Coefficient (β)	t- count	Sig.	Information
Organizational Agility (X) → Growth Business (Y)	0.487	5,312	0,000	Significant

**R<sup>2</sup> = 0.254 | F- count = 28.22 | Sig. F = 0.000**

Source: Primary Data (2025), processed with SPSS 26

Based on Table 2, the t-test results show a t-count value of 5.312 with a significance value of 0.000 ( $p < 0.05$ ), which means that organizational agility has a positive and significant effect on business growth at PT Syntax Corporation Indonesia. The regression coefficient of 0.487 indicates that every one unit increase in organizational agility will be followed by an increase in business growth of 0.487 units, assuming other variables are constant. The R<sup>2</sup> value of 0.254 indicates that organizational agility is able to explain 25.4% of the variation in business growth, while the remaining 74.6% is explained by other factors outside the model. Thus, the first hypothesis stating that organizational agility has a positive and significant effect on business growth is accepted.

The analysis revealed four main patterns. First, the relationship between organizational agility and business growth is positive and linear, meaning the higher the organization's agility the greater its potential for business growth. Second, the coefficient of determination (R<sup>2</sup>) of 25.4% indicates that organizational agility is a significant but not dominant predictor, necessitating the use of moderating or mediating variables to explain the more comprehensive mechanism of influence. Third, the F-value of 28.22 with a significance level of 0.000 demonstrates that the regression model is feasible and has adequate predictive power. Fourth, the very low significance level (0.000) indicates that the influence of organizational agility on business growth is not a coincidence but rather reflects a consistent structural relationship.

These findings confirm that organizational agility plays a strategic role in driving the business growth of PT Syntax Corporation Indonesia. Agile organizations are able to identify and capitalize on market opportunities more quickly, develop relevant products and services, and optimize resource management adaptively. In the context of a digital talent development company, high agility enables companies to respond to changing labor market needs, adjust curricula and training modules in real time, and forge strategic partnerships more effectively. These results are consistent with research by Wijaya et al. (2023) emphasized that the three main factors of agility innovation, culture, and leadership play a crucial role in an organization's success in achieving long-term business goals. However, the relatively small R<sup>2</sup> value indicates that the influence of organizational agility on business growth is partial and requires the support of conditional variables such as organizational health to operate optimally.

**Moderating Role of Organizational Health in The Relationship Between Organizational Agility and Growth Business** The third hypothesis testing was conducted using Moderated Regression Analysis (MRA) to determine whether organizational health moderates the effect of organizational agility on business growth. Moderation testing was conducted by comparing Model 1 (without moderation) and Model 2 (with X\*Z interaction). Table 3 presents the complete results of the MRA analysis.

**Table 3.** Moderated Results Regression Analysis (MRA)

<b>Variables</b>	<b>Model 1 (Without Moderation) <math>\beta</math></b>	<b>Model 1 Sig.</b>	<b>Model 2 (With Moderation) <math>\beta</math></b>	<b>Model 2 Sig.</b>
Organizational Agility (X)	0.487	0.000	0.421	0.000
Organizational Health (Z)	–	–	0.312	0.002
X*Z Interaction (Moderation)	–	–	0.218	0.031
<b>R<sup>2</sup></b>	<b>0.254</b>		<b>0.413</b>	
<b><math>\Delta R^2</math> (Increase)</b>	<b>+0.159 (Significant, p = 0.031)</b>			

Source: Primary Data (2025), processed with SPSS 26

Table 3 shows that the addition of the X\*Z interaction variable (organizational agility x organizational health) in Model 2 resulted in an increase in R<sup>2</sup> of 0.159 (from 0.254 to 0.413) which was statistically significant (p=0.031). The X\*Z interaction coefficient of 0.218 with a significance value of 0.031 (p < 0.05) proves that organizational health has been proven to positively moderate the influence of organizational agility on business growth. This means that the higher the level of organizational health, the stronger the influence of organizational agility on business growth at PT Syntax Corporation Indonesia. Thus, the third hypothesis stating that organizational health moderates the influence of organizational agility on business growth is accepted.

Four main patterns were identified from the results of this moderation analysis. First, the positive moderating effect of organizational health indicates that internally healthy organizations are able to optimize their agility to generate greater business growth compared to less healthy organizations. Second, the substantial increase in R<sup>2</sup> ( $\Delta R^2 = 0.159$ ) indicates that organizational health is not simply an additional variable, but rather a prerequisite condition that significantly improves the model's predictive capacity. Third, the positive X\*Z coefficient (0.218) confirms that the relationship between organizational agility and business growth is conditional: at high organizational health, the effect of agility is stronger; conversely, at low organizational health, the effect of agility is weaker. Fourth, the persistence of significant moderation even though the model includes the direct effects of X and Z indicates that the moderating role of organizational health is genuinely interactive, not simply additive.

These findings have significant theoretical and practical implications. Theoretically, the results of this study strengthen the contingency perspective theory in strategic management, which emphasizes that the effectiveness of a strategy (in this case, organizational agility) is highly dependent on the contextual conditions of the organization (in this case, organizational health). In the context of PT Syntax Corporation Indonesia, organizational health, which reflects the quality of leadership, work culture, internal communication, and employee well-being, acts as an enabler that activates and maximizes the potential of organizational agility in driving business growth. Without adequate organizational health, the implemented agility strategy tends to face internal resistance, misalignment between units, and low employee commitment to implementing change effectively. Conversely, a healthy organization provides a strong foundation for implementing agility through an adaptive work environment, high trust between individuals, and a communication system that supports fast and accurate decision making. This finding broadens the understanding of the literature on boundary spanning organizations. conditions of organizational agility and offers a novel contribution in the form

of integrating theoretical frameworks agility with organizational health as a conditional variable in the context of digital talent development companies in Indonesia.

### **Discussion**

This study yielded three interrelated key findings. First, organizational agility at PT Syntax Corporation Indonesia is at a medium-high level (average score of 3.58/5), with the speed of response to change as the strongest dimension and the capacity for innovation and adaptive learning as the dimensions that still need improvement. Second, organizational agility is proven to have a positive and significant effect on business growth ( $\beta=0.487$ ;  $t=5.312$ ;  $p=0.000$ ), with the ability to explain 25.4% of the variation in business growth. Third, organizational health is proven to moderate the effect of organizational agility on business growth positively and significantly ( $\beta=0.218$ ;  $p=0.031$ ), with an increase in  $R^2$  of 15.9% after including the interaction effect. These three findings consistently support the conceptual framework developed in this study, where organizational agility is a strong predictor of business growth, but its predictive power is significantly influenced by the level of organizational health as a moderating variable.

Agility influences business growth can be explained through several mutually supporting causal pathways. First, high agility in terms of responsiveness to change enables PT Syntax Corporation Indonesia to identify and capitalize on market opportunities faster than competitors, thus generating a first-mover advantage in launching new products or services. Second, the flexibility of work structures facilitates more effective cross-functional collaboration, driving operational efficiency and reducing coordination costs, which ultimately contributes to healthier profit margins as an indicator of business growth. Third, growing innovation capacity enables organizations to continuously create added value for customers through service diversification and improving the quality of talent development programs, which encourages client retention and new market acquisition. The moderating mechanisms of organizational health operate through psychological and structural channels: psychologically, a healthy work environment increases employee engagement and motivation in implementing agile practices; structurally, systems and processes that support continuous learning smooth the organization's adaptation cycle to changes in the business environment.

The findings of this study are consistent with several previous studies and offer significant novelty. In line with (Arianto et al., 2025) who emphasized that Organizational Agility is a key competency in creating competitive advantage. This study empirically confirms that organizational agility is positively related to business growth in the context of digital talent development companies in Indonesia. Similar findings were also obtained by Arianto et al., (2025) found that innovation, culture, and leadership as factors shaping agility play a significant role in organizational success. However, this study provides a novel contribution by proving that the effect of organizational agility on business growth is conditional on the level of organizational health, an aspect that has not been widely explored in previous literature, especially in the context of HR development organizations and digital talent in Indonesia. Which emphasizes the descriptive aspect of agility as a paradigm for survival in a hypercompetitive environment, this study provides quantitative empirical evidence showing how much agility contributes to business growth and how organizational health interactively strengthens this relationship.

From a social and organizational perspective, these findings have profound implications for Indonesia's digital talent development ecosystem. From a social perspective, agile and organizationally healthy companies tend to create more inclusive, adaptive, and growth-oriented work environments, which in turn strengthen the competitiveness of Indonesian human resources in facing the challenges of the Industrial Revolution 4.0 and Society 5.0. From a managerial perspective, these findings confirm

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that investing in organizational health development is not merely a cost, but rather a strategic investment that significantly increases returns. on agility that is, how much business growth can be generated from each unit of improvement in organizational agility. The ideological implications of this finding are also significant: it challenges the view that agility and organizational health are two separate agendas, and instead emphasizes that both must be managed in an integrated and simultaneous manner as part of a sustainable business growth strategy.

There are functions and dysfunctions that need to be reflected on from the findings of this study. Functionally, the implementation of organizational agility supported by strong organizational health has been proven to generate more significant business growth, encourage service innovation, and increase adaptability to the dynamics of the digital labor market. This condition creates a conducive learning ecosystem and strengthens the company's competitive position. However, dysfunctionally the pressure to continue being agile without considering human resource capacity can trigger organizational burnout where employees experience excessive stress due to changes that are too rapid and poorly managed. Furthermore, excessive focus on agility can erode process stability and service quality standards if not balanced with adequate control mechanisms. Therefore, the agility paradox the balance between speed and stability is a critical management issue that needs to be managed wisely by PT Syntax Corporation Indonesia.

Syntax Corporation Indonesia should consider First, the company needs to prioritize strengthening its innovation capacity and adaptive learning through project-based training programs, job rotations between divisions, and the formation of communities of practice. of practice which encourages horizontal knowledge transfer. Second, investment in organizational programs health Periodic assessments need to be conducted to systematically monitor and improve the health of the organization, including dimensions of transformational leadership, employee engagement, clarity of goals, and the quality of internal communication. Third, management needs to develop a People-Centric Agility policy that places employee well-being and development as the main foundation of agile transformation, so that organizational changes are not only structural-procedural but also have a positive impact on the psychological and professional aspects of employees. Fourth, companies need to build a performance measurement system that integrates agility indicators (response speed, innovation level, process flexibility) with organizational health indicators (job satisfaction, collaboration level, talent retention) as a holistic and data-driven strategic management dashboard.

## **CONCLUSION**

Study This show that organizational agility at PT Syntax Corporation Indonesia is in the category medium-high with strength main on speed response to changes, although capacity innovation and learning adaptive Still need strengthened. Research results prove that organizational agility influential positive and significant to growth business, as well as strengthened by health organization as variables moderation, so that the impact of agility on growth business become more optimal when supported condition healthy organization. In general theoretical, research This enrich literature management strategic with prove that connection between organizational agility and growth business nature conditional, where health organization play a role as a boundary condition that determines effectiveness of agility in produce performance business. In general methodologically, the use of Moderated Regression Analysis (MRA) provides contribution analytic for study of the same type, at the same time presenting empirical data new from sector development digital talent in Indonesia. However Thus, research This own limitations, including coverage objects that are only on one company, use cross-sectional design, as well as measurement based perception potential respondents creates subjective bias. Therefore that, research furthermore recommended expand object research, using longitudinal design combining approach quantitative and qualitative, as well as explore variables moderation or other relevant mediation.

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