MIKAILALSYS
Journal of Multidisciplinary Sciences

e-ISSN : 2987-2286
p-ISSN : 2987-3924

Index: Harvard, Boston, Sydney, Copernicus, Sinta 4, Scilit, Semantic, Google, etc

https://doi.org/10.58578/mikailalsys.v4i2.11341

The Influence of Agile Leadership on Employee Work Motivation at the Regional Disaster Management Agency (BPBD) of West Sumatra Province

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Article Info:

Submitted:	Revised:	Accepted:	Published:
Jun 4, 2026	Jul 2, 2026	Jul 14, 2026	Jul 19, 2026

Abstract

The high disaster risk in West Sumatra Province requires the Regional Disaster Management Agency (BPBD) to maintain an adaptive and motivated workforce; however, employees reportedly demonstrate limited initiative, dependence on top-down directives, and insufficient engagement in routine operational activities. Although agile leadership has been widely examined in private-sector and digital contexts, its relevance to public emergency organizations operating within rigid bureaucratic structures remains underexplored. This study aims to analyze the role of agile leadership in predicting employee work motivation at the BPBD of West Sumatra Province. A quantitative cross-sectional survey was conducted involving 56 respondents selected using the Slovin formula from a population of 64 employees. Data were collected through questionnaires and analyzed using descriptive statistics and simple linear regression. The findings indicate that the Respondent Achievement Rate for agile leadership was 69.07%, while work motivation reached 71.45%, with both variables categorized as high. Regression analysis produced the equation Y = 1.907 + 0.482X and demonstrated a statistically significant positive association between agile

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leadership and work motivation ($p < .001$). The coefficient of determination ($R^2 = .254$) indicates that agile leadership explained 25.4% of the variance in employees' work motivation, whereas 74.6% was attributable to factors not included in the model. Given the cross-sectional design, these findings establish predictive association rather than direct causality. The study contributes to public-sector leadership research by extending the application of agile leadership to a bureaucratic disaster-management context and implies that strengthening leaders' openness to feedback, particularly the humble dimension, may enhance employee participation, autonomy, and motivation.

Keywords: Agile Leadership; Disaster Management; Public Bureaucracy; Public-Sector Leadership; Work Motivation

INTRODUCTION

The high intensity and complexity of disasters in West Sumatra Province require comprehensive preparedness from regional government organizations in dealing with various emergency response situations. Disaster management does not solely depend on the availability of physical facilities and supporting infrastructure but is also largely determined by the preparedness capacity of the human resources involved. Within this ecosystem, the quality of human capital, particularly employee work motivation, constitutes a key determinant influencing the effectiveness of disaster management implementation as a whole. Employees with high levels of work motivation, both psychologically and operationally, are considerably more prepared to cope with massive work pressures, strict time constraints, and the various physical and non-physical risks inherent in emergency response duties in the field (Aulia et al., 2022). Within the national disaster management system, the Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah*/BPBD) of West Sumatra Province plays a strategic role as a regional institution bearing primary responsibility for all stages of disaster management, ranging from mitigation and preparedness, coordination and implementation of tactical emergency responses during disasters, to post-disaster rehabilitation and reconstruction. Law Number 24 of 2007 concerning Disaster Management explicitly stipulates that emergency bureaucratic institutions are required to operate swiftly, accurately, and in a coordinated manner across sectors. Such rigid characteristics require all internal employees to continuously maintain a

high level of preparedness and possess excellent adaptive capacities in responding to fluctuating and unpredictable field dynamics.

The heterogeneity of human resource characteristics within the internal environment of this organization is clearly reflected in the 2026 personnel data of BPBD West Sumatra Province, which manages a total of 64 personnel. This composition encompasses diversity in employment status (Civil Servants/*Aparatur Sipil Negara* [ASN] and Government Employees with Work Agreements/*Pegawai Pemerintah dengan Perjanjian Kerja* [PPPK]), a gender distribution dominated by males (71.4%), and variations in rank classifications that reflect different levels of professional experience. This demographic complexity generates substantial internal dynamics that directly influence the rhythm of task implementation. However, such diversity has not been accompanied by optimal levels of engagement and work enthusiasm, thereby underscoring the urgency of adaptive and responsive leadership in managing internal diversity to stimulate employee work motivation comprehensively.

As an institution characterized by a high level of occupational risk, work motivation functions as an internal drive that governs employees' willingness, commitment, and mental resilience. Nevertheless, field observations indicate a decline in employee motivation in daily operational activities. Based on structured observation procedures and in-depth interviews conducted by the researcher during the internship period (January–February 2026) involving 12 key informants—including Operations Control Center (Pusdalops) staff, General Functional Officers, and the Head of the Disaster Analysis Section of BPBD West Sumatra Province—clear symptoms of demotivation were identified. These symptoms were reflected in employees attending the office merely to fulfill formal attendance obligations without demonstrating active involvement in substantive tasks, utilizing effective working hours for unauthorized rest, engaging in personal non-work activities such as playing games, and displaying a lack of initiative in completing daily responsibilities. This phenomenon is reinforced by internal secondary data indicating an average monthly absenteeism delay rate of 15% and delays in the completion of disaster logistics reports. The low level of work motivation is correlated with the limited autonomy provided within the organizational structure. Interview findings confirm that, although leaders have verbally expressed trust in employees, the flexibility to act or make tactical decisions in the field remains highly restricted and rigid. Top-down decision-making patterns and the necessity of awaiting multiple layers of instructions from superiors cause employees to feel a loss of control over their responsibilities. Consequently, this condition has fostered a passive work climate, reduced

the effectiveness of horizontal coordination, and hindered the organizational leadership regeneration process in strategic domains.

Theoretically, fluctuations in public-sector employee motivation are influenced by a combination of intrinsic and extrinsic factors. Herzberg's Two-Factor Theory emphasizes the importance of workplace conditions and leadership policies in shaping individual satisfaction and work motivation. In line with this perspective, the Self-Determination Theory (SDT) developed by (Deci & Ryan, 2000) emphasizes that an individual's intrinsic motivation reaches its optimal level when three fundamental psychological needs—autonomy, competence, and relatedness—are adequately facilitated by the organization. In uncertain work environments such as BPBD, the fulfillment of these psychological needs has a specific relationship with leadership characteristics. The dimension of humility (humble) theoretically supports the need for relatedness through egalitarian communication spaces; adaptability (adaptable) stimulates employees' competence to remain flexible in the field; visionary capacity (visionary) facilitates the internalization of organizational goals; and active engagement (engaged) provides social support that strengthens employees' sense of autonomy. Therefore, traditional hierarchical-Weberian leadership approaches are considered increasingly irrelevant, creating an urgency to adopt a contemporary leadership style in the form of Agile Leadership. Agile Leadership positions leaders not as absolute controllers but as facilitators whose role is to empower employees, eliminate inefficient bureaucratic chains, and establish open two-way communication channels.

A critical synthesis of the empirical literature demonstrates that adaptive leadership has a strong track record in predicting intrinsic motivation. Previous studies by (Denning, 2018; Rigby et al., 2020) consistently found that agile leadership is positively associated with team efficiency in private multinational companies. In the public sector (Parker et al., 2015; Hofman et al., 2023) confirmed that self-organized teams under agile supervision exhibit more stable productivity. Furthermore, recent studies by (Hanafi et al., 2022) within ministerial bureaucracies and by (Dewanti & Nurhayati, 2025) in digitally oriented regional government organizations reveal that managerial agility can reduce work burnout and enhance the affective commitment of civil servants. Nevertheless, most previous studies have focused on technology-based private companies or public organizations undergoing digital transformation. There remains a significant limitation in the literature and a substantial research gap regarding how the Agile Leadership framework operates within disaster-management public organizations, which are inherently bound by rigid command structures

and strict public regulations while simultaneously being required to make tactical decisions instantly under high-stakes conditions involving public safety.

Building upon this research gap, the novelty of the present study lies in testing the boundaries of the applicability of Self-Determination Theory (SDT) and the Agile Leadership model within the context of high-risk public organizations, rather than merely replicating the relationship between variables in different settings. The scope of this study is limited to cross-sectional data involving a population of 64 internal employees. Theoretically, this study is expected to contribute to the enrichment of public administration literature, particularly in the areas of public-sector human resource management and adaptive leadership studies in high-risk institutions. Practically, the findings of this study are projected to serve as a critical evaluation instrument for the management of BPBD West Sumatra Province and regional governments in formulating organizational governance models that are more agile, responsive, and accommodative in maintaining the long-term stability of employee work motivation amid the era of disaster disruption. Based on the problem formulation and the theoretical framework developed, the hypothesis proposed in this study is (H_1): Perceptions of Agile Leadership are positively and significantly associated with predicting the level of employee work motivation at BPBD West Sumatra Province. This study aims to identify the profile of employee work motivation levels, map the degree of Agile Leadership implementation by leaders, and statistically analyze the capability of Agile Leadership to predict variations in employee work motivation at BPBD West Sumatra Province.

METHODS

This study employed a quantitative approach using an explanatory research design through a cross-sectional survey. This design was selected to analyze the relationship between Agile Leadership as the independent variable (X) and Work Motivation as the dependent variable (Y) among employees of the Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah*/BPBD) of West Sumatra Province. Data on all variables were collected simultaneously during the same period using identical instruments and the same group of respondents. Therefore, this study was not intended to establish a purely causal relationship but rather to explain the statistical relationships, associations, and predictive capabilities among variables (Sugiyono, 2022). The Agile Leadership variable was measured based on the indicators of humble, adaptable, visionary, and engaged developed by Neubauer et al. in (Syamsir, 2025), whereas the Work Motivation variable was measured through the

indicators of achievement, recognition, challenge, responsibility, development, involvement, and opportunities proposed by (Sastrohadiwiryo, 2013).

The study was conducted over a two-month period, from January to February 2026. The study population consisted of all internal employees of BPBD West Sumatra Province, totaling 64 individuals. Given the relatively small population size, the sample was determined using the Slovin formula with a margin of error of 5%, resulting in a sample of 56 respondents. The sampling technique employed was simple random sampling using random numbers based on the 2026 employee roster as the sampling frame. The inclusion criteria comprised employees with the status of Civil Servants (*Aparatur Sipil Negara*/ASN) or Government Employees with Work Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja*/PPPK) who had worked for at least one year, while the exclusion criteria included employees who were on extended leave or pursuing study assignments outside the region during the data collection period. All questionnaires distributed to the selected respondents were returned completely, resulting in a response rate of 100%.

The research instrument consisted of a closed-ended questionnaire employing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to its implementation in the main study, the instrument was pilot-tested on 30 respondents outside the study sample who were drawn from a similar emergency management institution, namely the Fire and Rescue Service. The pilot test aimed to ensure face validity, readability, and the psychometric quality of the instrument without introducing bias into the study population. The Agile Leadership variable was measured using eight statement items adapted from, whereas the Work Motivation variable was measured using fourteen statement items adapted from Sastrohadiwiryo. The instrument adaptation process involved forward translation and expert judgment to ensure content validity. The pilot-test results indicated that all statement items were well understood by the respondents; therefore, no revisions to the research instrument were necessary.

The quality of the instrument was evaluated through a validity test using the Corrected Item–Total Correlation technique with the criterion of $r_{\text{hitung}} > r_{\text{tabel}}$ at 0.361. Meanwhile, instrument reliability was tested using Cronbach's Alpha coefficient, yielding values of 0.873 for the Agile Leadership variable and 0.882 for the Work Motivation variable, indicating that both instruments were highly reliable. The research data were analyzed using SPSS version 21 through descriptive and inferential statistical analyses. Descriptive analysis was conducted by calculating the Respondent Achievement Level (*Tingkat Capaian*

Responden/TCR), which was classified into low (0%–54.9%), moderate (55%–65.9%), and high (66%–100%) categories. Furthermore, classical assumption testing included normality tests using the Normal P–P Plot and Kolmogorov–Smirnov methods, linearity testing through ANOVA, and heteroscedasticity testing using scatterplots. Hypothesis testing was performed using simple linear regression analysis to determine the effect of Agile Leadership on Work Motivation, complemented by the reporting of the coefficient of determination (R^2), the standard error of estimate, and the 95% confidence interval to provide a more comprehensive understanding of the strength of the relationships among the study variables.

RESULTS

1. Respondent Description

a. Description of Respondents Based on Gender

The characteristics of respondents based on gender are presented in Table 1 below.

Table 1. Gender of Respondents

Gender	Frequency	Percentage (%)
Male	40	71.4
Female	16	28.6
Total	56	100.0

Source: Processed primary data, 2026.

Based on Table 1, it can be seen that, out of 56 respondents, 40 respondents (71.4%) were male and 16 respondents (28.6%) were female. These data indicate that the employees of BPBD West Sumatra Province are predominantly male.

b. Description of Respondents Based on Age

The distribution of respondents by age is presented in Table 2 below.

Table 2. Age of Respondents

Age	Frequency	Percentage (%)
20–29 years	2	3.6
30–39 years	20	35.7
40–49 years	17	30.4
50–59 years	17	30.4
Total	56	100.0

Source: Processed primary data, 2026.

Based on Table 2, the majority of respondents were between 30 and 39 years old, totaling 20 respondents (35.7%). Meanwhile, the age groups of 40–49 years and 50–59 years each consisted of 17 respondents (30.4%). This composition indicates that most respondents are of productive age and possess adequate work experience.

2. Instrument Testing

a. Validity Test

The validity test was conducted using the Corrected Item–Total Correlation method with an *r-table* value of 0.361. The instrument is considered valid if the *r-count* value exceeds the *r-table* value.

Table 3. Summary of the Validity Test

Variable	Number of Items	Range of r-count	r-table	Remarks
Agile Leadership	8	0.531–0.784	0.361	Valid
Work Motivation	14	0.380–0.764	0.361	Valid

Source: Primary data processed using SPSS, 2026.

Based on Table 3, all statement items for the Agile Leadership and Work Motivation variables have *r-count* values greater than the *r-table* value. Therefore, all items are considered valid and suitable for use in this study.

b. Reliability Test

The reliability test was conducted using Cronbach's Alpha coefficient with a minimum threshold of 0.60.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Remarks
Agile Leadership	0.873	0.600	Reliable
Work Motivation	0.882	0.600	Reliable

Source: Primary data processed using SPSS, 2026.

The results show that both variables have Cronbach's Alpha values above 0.60. Therefore, the research instruments are considered reliable and demonstrate good internal consistency.

3. Descriptive Analysis

a. Agile Leadership Level

The results of the descriptive analysis of the Agile Leadership variable are presented in Table 5 below.

Table 5. Agile Leadership Level

Indicator	Mean	TCR (%)	Category
Agile Leadership	3.45	69.07	High
Humble	3.25	65.00	Moderate
Adaptable	3.41	68.20	High
Visionary	3.69	73.80	High
Engaged	3.47	69.50	High

Source: Processed primary data, 2026.

Based on Table 5, Agile Leadership at BPBD West Sumatra Province falls into the high category, with a TCR value of 69.07%. The visionary indicator obtained the highest score (73.80%), while the humble indicator received the lowest score (65.00%). This finding indicates that leaders' ability to provide vision has been implemented effectively; however, openness to feedback still needs improvement.

b. Work Motivation Level

The results of the descriptive analysis of the Work Motivation variable are presented in Table 6 below.

Table 6. Work Motivation Level

Indicator	Mean	TCR (%)	Category
Work Motivation	3.57	71.45	High
Achievement	4.17	83.39	High
Recognition	3.27	65.36	High
Challenge	3.73	74.64	High
Responsibility	4.05	81.07	High
Development	3.61	72.14	High
Involvement	3.06	61.25	Moderate
Opportunities	3.12	62.32	Moderate

Source: Processed primary data, 2026.

Based on Table 6, employees' work motivation falls into the high category, with a TCR value of 71.45%. The achievement indicator obtained the highest score of 83.39%, while the involvement indicator obtained the lowest score of 61.25%. These findings indicate that employees generally possess strong work motivation; however, their involvement in decision-making processes still needs to be improved.

4. Classical Assumption Tests

a. Normality Test

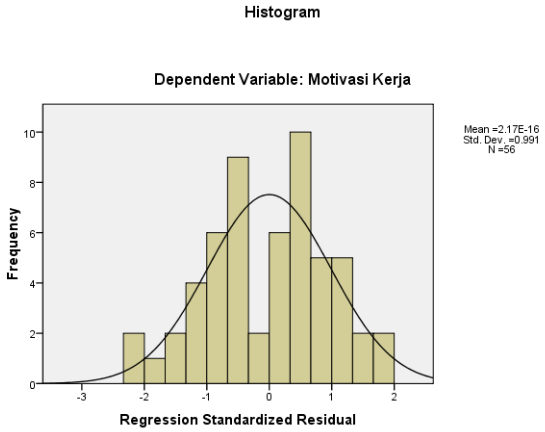


Figure 1. Normality Test Histogram

The normality test was conducted using a histogram and a Normal P–P Plot. Based on Figure 1, the histogram output shows that the regression residuals are relatively evenly distributed around the central value and form a distribution pattern that approximates a normal curve. The data distribution does not exhibit excessive skewness either to the left or to the right. Furthermore, no extreme deviations were identified that could affect the overall distribution pattern. The resulting normal curve also corresponds to the frequency distribution pattern of the residuals. These findings indicate that the residuals in the regression model satisfy the normality assumption.

b. Linearity Test

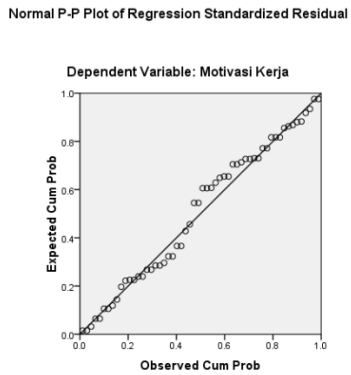


Figure 2. Linearity Test

Source: Data processed using SPSS 21, 2026.

Based on Figure 2, the data points are distributed around the diagonal line and follow its direction from the lower to the upper part of the graph. The distribution of points that are relatively close to the diagonal line indicates that the relationship between the independent and dependent variables tends to form a linear pattern. In addition, no

significant deviations or specific patterns moving away from the diagonal line are observed. Based on these results, it can be concluded that the linearity assumption in this study has been fulfilled. Therefore, the relationship between the independent variable and the dependent variable, namely Work Motivation, can be considered linear, and the data are suitable for further analysis using simple linear regression.

c. Heteroscedasticity Test

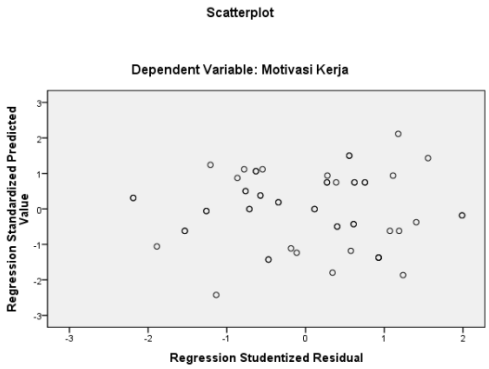


Figure 3. Heteroscedasticity Test

Source: Data processed using SPSS 21, 2026.

Based on Figure 3, the data points are randomly distributed above and below zero on the Y-axis. Furthermore, the points do not form any specific pattern, such as a wave-like, narrowing, or widening pattern. The relatively random distribution of the points indicates that the variance of the residuals in the regression model is constant. Therefore, it can be concluded that the regression model in this study does not exhibit symptoms of heteroscedasticity.

d. Autocorrelation Test

Table 7. Autocorrelation Test Results

R	R Square	Adjusted R Square	Std. Error	Durbin–Watson
0.504	0.254	0.240	0.60986	1.178

Source: Data processed using SPSS 21, 2026.

The Durbin–Watson value of 1.178 indicates that the regression model does not experience serious autocorrelation problems and is therefore appropriate for further analysis.

5. Simple Linear Regression Analysis

Simple linear regression analysis was employed to determine the effect of Agile Leadership on Work Motivation.

Table 8. Results of the Simple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
Constant	1.907	0.397	–	4.806	0.000
Agile Leadership	0.482	0.112	0.504	4.287	0.000

Source: Data processed using SPSS 21, 2026.

The regression equation obtained is:

$$Y=1.907+0.482XY = 1.907 + 0.482XY=1.907+0.482X$$

The equation indicates that Agile Leadership has a positive effect on Work Motivation. Every one-unit increase in Agile Leadership increases Work Motivation by 0.482 units.

6. Hypothesis Testing

Hypothesis testing was conducted using the *t*-test at a significance level of 5%. The analysis results indicate that the *t-count* value of 4.287 is greater than the *t-table* value of 2.005, with a significance value of 0.000 < 0.05. Therefore, the research hypothesis is accepted. These findings demonstrate that Agile Leadership has a positive and significant effect on the Work Motivation of employees at BPBD West Sumatra Province.

7. Coefficient of Determination (R^2)

Table 9. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error
0.504	0.254	0.240	0.60986

Source: Data processed using SPSS 21, 2026.

Based on Table 9, the R Square value of 0.254 indicates that Agile Leadership explains 25.4% of the variation in employees' Work Motivation, while the remaining 74.6% is influenced by other factors outside the scope of this study.

8. Model Feasibility Test (*F*-Test)

Table 10. F-Test Results (ANOVA)

Source of Variation	F-count	Sig.
Regression	18.379	0.000

Source: Data processed using SPSS 21, 2026.

Based on Table 10, the significance value of 0.000 is lower than 0.05; therefore, the regression model is considered feasible for use. Accordingly, Agile Leadership has been

proven to have a positive and significant effect on the Work Motivation of employees at BPBD West Sumatra Province.

DISCUSSION

The Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah*/BPBD) of West Sumatra Province is a public organization that has a major responsibility in implementing disaster management, ranging from mitigation, preparedness, emergency response, to post-disaster rehabilitation and reconstruction. The characteristics of this work require employees to be able to work in dynamic, high-pressure, and highly uncertain situations. Under these conditions, work motivation becomes one of the important factors determining the success of an organization in carrying out its duties and functions. High work motivation encourages employees to demonstrate commitment, enthusiasm, and optimal involvement in performing organizational tasks. One of the factors that can influence employee work motivation is the leadership style implemented by organizational leaders. In this study, the leadership style examined is Agile Leadership, which emphasizes the aspects of humble, adaptable, visionary, and engaged (Syamsir, 2025).

Based on the descriptive analysis results, the Agile Leadership variable at the BPBD of West Sumatra Province was categorized as high, with a Respondent Achievement Level (*Tingkat Capaian Responden*/TCR) score of 69.07%. This result indicates that leaders have implemented adaptive leadership principles in managing the organization. The visionary indicator obtained the highest score, indicating that leaders are able to provide clear direction and objectives for employees. Meanwhile, the humble indicator obtained the lowest score compared to other indicators, suggesting that aspects of openness toward input and criticism still need to be improved. According to (Joiner & Josephs, 2007) and the research conducted by (Gafur, 2025), Agile Leadership is the ability of leaders to respond to change, complexity, and uncertainty through effective communication, flexibility, and employee empowerment. In the context of public organizations engaged in disaster management, these leadership characteristics are highly important in maintaining organizational stability and effectiveness.

On the other hand, the descriptive analysis results show that employee work motivation at the BPBD of West Sumatra Province was categorized as high, with a TCR score of 71.45%. High employee work motivation can be seen from the strong encouragement to achieve work performance (*achievement*), accept responsibilities

(*responsibility*), face challenges (*challenge*), and develop personal capabilities (*development*). This finding indicates that most employees possess good work enthusiasm in carrying out their duties and responsibilities. According to (Sastrohadiwiryo, 2013; Sholihah et al., 2023), work motivation is an internal drive that emerges within individuals to perform their jobs optimally in order to achieve organizational goals and personal objectives. High motivation will improve productivity, service quality, and employee involvement in organizational activities. Therefore, public sector organizations require appropriate strategies to maintain and enhance employee work motivation.

The results of the simple linear regression analysis indicate that Agile Leadership has a positive effect on employee work motivation at the BPBD of West Sumatra Province. The obtained regression equation is Y=1,907+0,482X, indicating that every one-unit increase in Agile Leadership will increase work motivation by 0.482 units. Furthermore, the hypothesis testing results show a value t_{hitung} of 4.287 with a significance level of 0.000, which is lower than the significance level of 0.05. Therefore, the research hypothesis is accepted, meaning that Agile Leadership has been proven to have a positive and significant effect on employee work motivation. This finding indicates that the better the implementation of adaptive leadership, the higher the employee motivation in carrying out organizational tasks. This result is consistent with the research of (Parker et al., 2015), which states that Agile Leadership can improve employee productivity and engagement through the establishment of flexible and collaborative teams. In addition, studies by (Audina & Aswan, 2023); (Bushuyeva et al., 2019) also found that adaptive leadership has a positive influence on employee motivation and performance in the government sector.

The positive influence of Agile Leadership on work motivation can be explained through the Self-Determination Theory (SDT) proposed by (Deci & Ryan, 2000). According to this theory, individual motivation increases when three basic psychological needs, namely autonomy, competence, and relatedness, are fulfilled. Leaders who implement Agile Leadership tend to provide employees with opportunities to express ideas, make decisions, and participate in solving organizational problems. Furthermore, active involvement from leaders in supporting employee work creates a more harmonious working relationship and enhances employees' self-confidence. Research by (Deci et al., 2017) confirms that a work environment supporting autonomy and competence development strengthens employees' intrinsic motivation. Thus, the implementation of Agile Leadership at BPBD is able to fulfill employees' psychological needs, which ultimately increases their work motivation.

The findings of this study also strengthen the view that Agile Leadership is a relevant leadership model for organizations facing high levels of change and uncertainty. In line with this, (Denning, 2018) explains that Agile Leadership enables organizations to respond to environmental changes quickly through flexible and collaborative decision-making. In the context of BPBD, leaders who are able to adapt and involve employees in the decision-making process will create a more responsive work environment in dealing with emergency situations. Furthermore (Sanatigar et al., 2017), emphasizes that adaptive leadership dimensions play an important role in improving organizational agility in the public sector. Therefore, the implementation of Agile Leadership not only affects the improvement of employee work motivation but also contributes to organizational effectiveness in facing various disaster-related challenges.

Although Agile Leadership has been proven to have a significant effect on work motivation, the coefficient of determination analysis shows that the value of $R^2 = 0.254$. This means that Agile Leadership explains 25.4% of the variation in employee work motivation, while the remaining 74.6% is influenced by other factors outside this study. These factors may include reward systems, work environment, organizational culture, employee welfare, career development, and individual psychological conditions (Robbins & Judge, 2017). Therefore, improving work motivation cannot only be achieved through improving leadership styles but must also be supported by organizational policies that promote employee welfare and human resource development. This is consistent with (Sondang, 2019); (Yusuf et al., 2025), who explain that work motivation is the result of interactions among various internal and external factors that influence one another. Therefore, BPBD of West Sumatra Province needs to integrate the implementation of Agile Leadership with more comprehensive human resource management strategies.

Overall, the results of this study indicate that Agile Leadership is an effective leadership approach for improving employee work motivation at the BPBD of West Sumatra Province. Adaptive, visionary, open, and employee-involving leadership has been proven to create a work environment that supports increased employee enthusiasm and commitment. This finding is consistent with the perspectives of (McKenzie & Aitken, 2012; Bouland-van Dam et al., 2022), who state that modern organizations require agile leaders capable of building collaboration in facing complex changes. In disaster management organizations, responsive leaders are essential to ensure that employees remain motivated in carrying out humanitarian duties. Therefore, strengthening leadership capacity based on Agile Leadership

should become a major concern in human resource development within BPBD. Thus, organizational effectiveness in performing disaster management functions can be continuously improved.

CONCLUSION

Based on the results of the descriptive analysis, hypothesis testing, and regression analysis conducted, it can be concluded that Agile Leadership has a positive and significant effect on Employee Work Motivation at the Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah*/BPBD) of West Sumatra Province. The implementation of Agile Leadership within the BPBD of West Sumatra Province is categorized as high, as indicated by the leaders' ability to apply agile leadership principles, such as humility (*humble*), adaptability (*adaptable*), clear vision orientation (*visionary*), and active involvement in task implementation (*engaged*). Among all dimensions, the visionary aspect is the most dominant indicator in establishing organizational direction and maintaining employee work effectiveness amid dynamic disaster situations. In line with this condition, the level of employee work motivation is also categorized as high, reflected in the strong encouragement to achieve performance (*achievement*), accept responsibility (*responsibility*), face challenges (*challenge*), and develop personal abilities (*development*). The results of the simple linear regression analysis produced the equation (Y = 1.907 + 0.482X), indicating that every improvement in the quality of Agile Leadership will be followed by an increase in employee work motivation. This finding is further supported by the hypothesis testing results, which demonstrate that Agile Leadership significantly influences the work motivation of BPBD employees in West Sumatra Province. Furthermore, the coefficient of determination value of 25.4% indicates that Agile Leadership is able to explain part of the variation in employee work motivation, while the remaining variation is influenced by other factors outside the research model. Therefore, it can be emphasized that adaptive, responsive, and collaborative leadership is one of the important factors in improving employee work motivation within disaster management organizations.

This study provides theoretical and practical contributions to the development of human resource management studies, particularly regarding the relationship between Agile Leadership and work motivation in public sector organizations engaged in disaster management. Theoretically, this research enriches the literature on the application of the

Agile Leadership concept within governmental bureaucratic contexts characterized by complex, dynamic, and uncertain work environments. The findings of this study also strengthen the relevance of the Self-Determination Theory in explaining how adaptive leadership can fulfill employees' psychological needs, thereby increasing their work motivation. Practically, the findings of this study can serve as a consideration for the BPBD of West Sumatra Province in developing leadership strategies, improving managerial capacity, and strengthening an organizational culture that is more flexible and responsive to change. Furthermore, this research can serve as a reference for other government institutions with similar work characteristics in optimizing leadership quality to improve employee enthusiasm and performance.

Future research is recommended to develop research models by incorporating other variables that may influence employee work motivation, such as organizational culture, job satisfaction, reward systems, employee welfare, work environment, organizational commitment, and individual psychological factors. Considering that the coefficient of determination in this study indicates that most variations in work motivation are still influenced by factors other than Agile Leadership, future studies need to develop more comprehensive models to explain the phenomenon of work motivation in greater depth. In addition, future research may employ different methodological approaches, such as mixed methods or longitudinal research designs, to obtain a more comprehensive understanding of the dynamics of the relationship between leadership and work motivation over time. Similar studies can also be expanded to disaster management organizations in other regions or different public institutions to obtain broader generalizations of findings and enrich the body of research on Agile Leadership in the Indonesian government sector.

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