

Antecedents of Self Mental Driving Agility on Employee Performance at Social Security Administrative Body for Health (BPJS Kesehatan) Sumatera Utara and Aceh Regional Office

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Abstract

Background of this study is the still low readiness of BPJS Kesehatan employees to face change, which affects the achievement of organizational targets. The performance achievement in the human resources sector has not met the set target, indicating that the management of human resources has not been optimized and needs to be addressed immediately. Furthermore, the low passing rate of employees in the agility test illustrates that employees are not yet sufficiently responsive and adaptive to the changes occurring. The aim of this study is to analyze strategic steps in improving performance by enhancing employee readiness for change, organizational agility, and self-mental driving agility. The sampling technique used is census, involving all Assistant Managers at BPJS Kesehatan, Deputyship Region I, totaling 122 people. The results of this study are as follows: (1) Organizational agility has a positive but not significant effect on self-mental driving agility. (2) Employee agility has a positive and significant effect on self-mental driving agility. (3) Organizational agility has a positive and significant effect on employee readiness to change. (4) Employee agility has a positive but not significant effect on employee readiness to change. (5) Organizational agility has a positive but not significant effect on employee performance. (6) Employee agility has a positive and significant effect on employee performance. (7) Organizational agility has a positive but not significant effect on employee readiness to change through self-mental driving agility. (8) Employee agility has a positive and significant effect on employee readiness to change through self-mental driving agility. (9) Organizational agility has a positive but not significant effect on employee performance through self-mental driving agility. (10) Organizational agility has a positive and significant effect on employee performance through employee readiness to change. (11) Employee agility has a positive and significant effect on employee performance through self-mental driving agility. (12) Employee agility has a positive but not significant effect on employee performance through employee readiness to change.

Keywords: *Employee performance, employee agility, organizational agility, self-mental driving agility, employee readiness to change.*

Introduction

The Golden Indonesia Vision 2025-2045 is one of the strategic steps of the Indonesian government to realize inclusive and sustainable development. The vision aims to create a prosperous, fair, and globally competitive Indonesia. One of the main missions of Indonesia Emas 2025 is to improve the health and welfare of the community. To realize this mission, the government is committed to ensuring access to quality health services and increasing public awareness and health status (Ministry of Health, 2024).

As part of efforts to equalize access to health, **Social Security Administrative Body for Health (BPJS Kesehatan)** is given the task of managing the national health insurance program, which provides access to health services for participants through the health insurance system. In order for BPJS Kesehatan to provide effective and efficient services to the community, as well as ensure the sustainability of the health sector in Indonesia, this organization needs to adopt the principle of agility.

Agility in context of an organization is defined as an entity's ability to respond to change in a timely and effective manner (Al Humdan et al., 2020). Organizational agility is often described as the ability of a company to respond to unexpected and unexpected changes in the internal and external environment, through four basic capabilities: flexibility, speed, responsiveness, and competence (Walter, 2021). Therefore, the agility of BPJS Kesehatan includes the organization's ability to adapt quickly to changes in the health service sector, including government policies, the needs of participants, and various challenges in the health sector.

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The importance of agility in BPJS Kesehatan is closely related to the frequent changes in health policy in Indonesia. However, according to Arokodare and Asikhia (2020), to respond to changes quickly, a change in individual mindsets is needed, namely employee agility. In addition, Aropah et al. (2020) added that mental support from leaders and the work environment plays an important role in influencing the performance of organizations and employees.

Contrary to the general view, Renzl et al. (2021) stated that although adaptation to a dynamic environment is not new, whether or not organizational agility is a major factor depends on the characteristics of the company and the situation faced. In crisis situations, where there is uncertainty and unusualness, organizational agility is a critical factor, but employee agility is also needed to adapt to these dynamics.

Similar challenges are also faced by BPJS Kesehatan, where the leadership of BPJS Kesehatan identified that the biggest internal challenge is the low agility of the organization, which has an impact on the low achievement of organizational performance (Deputy for Change Management and Mental Revolution, 2019). This is in line with the opinions of Akhigbe and Onuoha (2019), who emphasized that the ability of organizations to manage change and adapt to evolving conditions is essential for the continuity and development of organizations.

BPJS Kesehatan has made efforts to carry out change management in order to achieve organizational agility, however, according to the Deputy for Change Management and Mental Revolution (2019), around 70% of the changes implemented in BPJS Kesehatan fail because they are not managed properly. The failure of change management clearly has an impact on the achievement of suboptimal performance, as seen in the 2023 BPJS Kesehatan Annual Performance Contract (APC) data in Table 1.

Table 1. APC of BPJS Kesehatan

No	APC Indicators in 2023	Target (%)	Achievements (%)	Constraints	Causes of Trouble
1	<i>Job readiness index</i> percentage	19	9,35	The challenge for achievement is the new competency model and reassessment, so that data for employee competencies based on the newly compiled competencies is not yet known	There are changes in directories and competency models and Employee development programs through IDP cannot be implemented

No	APC Indicators in 2023	Target (%)	Achievements (%)	Constraints	Causes of Trouble
2	Employee Engagement Index (Organizational Value)	15	13,8	Recruitment and selection Placement Career development Performance management Talent management Remuneration	<ul style="list-style-type: none"> . There are several implementations of MSDM policies that employees feel are still not in accordance with the regulations . There are still employee expectations that have not been responded to, for example related to the talent placement process and position promotion, there is a directive to conduct a review of the placement time distance (clarity of placement), the increase in the number of human resources, the amount of assistance.
3	Employee Satisfaction Index (ESI)	4	4,7	Credibility of top management and direct supervisors Clarity of policy direction and organizational strategy Duties and roles in the organization Attention and appreciation Communication and openness Working conditions Achievement and recognition of competencies	<ul style="list-style-type: none"> . Withholding talent for promotion . Diverse partners . Internal intervention . External intervention . Conflict of interest . Limited resources . Employee engagement . Placement outside the original domicile

Source: BPJS Kesehatan (2023)

Based on Table 1.1, it can be seen that the achievement of the **Job Readiness Index (JRI)** at BPJS Kesehatan in 2023 only reaches 47.3%, while **the Employee Engagement Index (EEI)** reaches 92%, and the **Employee Satisfaction Index (ESI)** has exceeded the target with a value of 117.5%. This shows

that although the performance in some indicators has reached the target, a low **JRI** indicates a problem in employee agility, which then has an impact on the overall performance of the organization.

According to Kasali (2017), organizational failure in responding to change is caused by a lack of understanding in planning and implementing change strategies. In addition, Zitkiene and Deksyns (2018) emphasized that the consistent implementation of organizational agility in the face of change is much more important than just identifying agility factors. Organizational agility involves not only structural changes, but also changes in employee mindsets and mentality. One of the main factors identified is *the mental agility of employees*. Mental agility, which is defined as the ability to face the complexity of problems and challenges in decision-making, plays a very important role in answering existing challenges (BPJS Kesehatan, 2020). According to Moreira (2017), mental agility also includes significant changes in mindset and behavior to adapt to evolving cultures.

To achieve the goal of improving performance, it is important for BPJS Kesehatan to increase the self-mental driving agility of employees. This aims to enable employees to overcome challenges, survive difficult situations, and offer innovative solutions to problems that arise, as stated by Kasali (2017).

Research Issues

Based on the background description above, this study focuses on several main problems that can be formulated as follows:

1. The performance of BPJS Kesehatan has not been achieved, especially in the field of human resources, with a performance achievement of only 63.72% of the target that should be 83%. This shows the need for a quick and appropriate response from BPJS Kesehatan leaders to manage changes to improve performance.
2. The results of the employee readiness survey to change at BPJS Kesehatan are still inadequate, showing a low percentage of employee readiness (below 65%).
3. The low graduation rate of employees in the employee agility test, with only 44% of the total employees passing. This shows that many employees do not have the agility needed to face the existing challenges.

Research Objectives

Based on the problems that have been described, this study aims to improve the performance of BPJS Kesehatan employees through self-mental driving agility and employee readiness to change. Specifically, this study aims to:

This research aims to improve the performance of BPJS Kesehatan employees through the development of self-mental driving agility and employee readiness to change. Specifically, this study aims to examine and analyze the influence of organizational and employee agility on self-mental driving agility, employee readiness to change, and employee performance, both directly and through the role of self-mental driving agility and readiness to change as a mediator. Thus, this study is expected to provide insight into how agility both at the organizational and individual levels can affect employee performance at BPJS Kesehatan.

With this objective, it is hoped that factors that affect the agility of employees and organizations, as well as their impact on performance, can be identified so that BPJS Kesehatan can be more effective in carrying out its programs in the future.

Literature Review

The Dynamic Capability Theory was first introduced by Teece and Pisano in 1994, and further developed by Teece, Pisano, and Shuen in 1997. This theory describes an organization's ability to integrate, build, and

reconfigure internal and external competencies to deal with a rapidly changing environment. Dynamic capabilities highlight two key aspects: (1) the development of new competitive advantages, and (2) the ability to cope with dynamic environments (Tondolo & Bitencourt, 2014).

According to Teece et al. (1997), the term "dynamics" refers to rapid changes in an environment that require a strategic response, while "capability" refers to management's ability to respond to those changes through an organization's internal adaptation. Dynamic capabilities provide the ability for organizations to effectively respond to new situations and economic recessions (Karimi & Walter, 2015).

Effect of Research Variables

This study examines various influences between variables that affect employee performance, readiness to change, and organizational agility. The influence between these variables is explained in the following subtopics.

Effect of Organizational Agility on Self Mental Driving Agility

Organizational Agility affects Self Mental Driving Agility. According to Korn Ferry (2020), learning agility consists of five assessment factors: self-awareness, mental agility, employee agility, agility of change, and agility of results. Self mental agility is concerned with how well an individual understands his or her strengths and weaknesses and uses that knowledge to act more effectively. The mental agility dimension includes curiosity, connections, and the ability to manage uncertainty. It focuses on how individuals face complex challenges and establish effective solutions.

Effect of Employee Agility on Self Mental Driving Agility

Employee agility also affects Self Mental Driving Agility. According to research conducted by Gartner (2022), mental agility is important for skill development in the face of changing challenges. Employees with high mental agility can adapt more quickly to change, learn from experience, and have the ability to overcome complex and ambiguous situations.

Effect of Organizational Agility on Employee Readiness to Change

Organizational Agility affects Employee Readiness to Change. In a recent study by Doz and Kosonen (2021), organizational strategic agility that includes sensitivity to change, leadership unity, and resource fluidity plays a major role in dealing with major changes in organizations. An agile organization in the face of change is able to facilitate employee readiness to adapt faster and more effectively.

Effect of Employee Agility on Employee Readiness to Change

Employee agility is related to the readiness of employees to change. Research by Parker et al. (2020) states that self-efficacy and perception of change affect employees' readiness to face change. Unclear roles or excessive expectations can hinder employees from making changes effectively.

Effect of Organizational Agility on Employee Performance

Organizational Agility affects Employee Performance. According to Singh et al. (2020), organizations that have a high level of agility can increase responsiveness to market changes, which has a direct impact on improving employee performance and organizational results. Organizational agility has proven to be closely related to employee performance in a highly competitive context.

Effect of Employee Agility on Employee Performance

Employee agility affects employee performance. Research by Alhadid (2022) shows that agile leaders can influence employee performance by encouraging collaboration and effective communication in

organizations. Leaders who facilitate the development of employee agility can improve their motivation and work results in rapidly changing situations.

Effect of Organizational Agility on Employee Performance through Self Mental Driving Agility and Employee Readiness to Change

Organizational Agility affects Employee Performance through Self Mental Driving Agility and Employee Readiness to Change. Research by Fernandez et al. (2019) shows that organizations that support continuous learning and training can help improve employee agility, which in turn improves employee performance. Individual agility also plays an important role as a mediator in improving employee performance in an agile organization.

Effect of Employee Agility on Employee Performance through Self Mental Driving Agility and Employee Readiness to Change

Employee agility affects employee performance through Self Mental Driving Agility and Employee Readiness to Change. Vernal Management Consultant (2021) assesses that commitment, capability, and organizational culture are key factors that affect employee readiness to change. When employees feel they have the ability and commitment to face change, their performance will improve.

Effect of Organizational Agility on Employee Readiness to Change through Self Mental Driving Agility

Organizational Agility affects Employee Readiness to Change through Self Mental Driving Agility. Saputra and Abdinagoro (2021) revealed that the development of a learning culture in organizations can increase employees' mental agility and make them more prepared to change. An organizational culture that supports experimentation and learning will accelerate employees' adaptation to change.

Effect of Organizational Agility on Employee Performance through Employee Readiness to Change

Organizational Agility affects Employee Performance through Employee Readiness to Change. Ulrich and Yeung (2022) show that agile organizations can improve employee performance and creativity, especially in the face of great market uncertainty. Organizational agility allows employees to adapt quickly to changes, which contributes to better performance.

Effect of Employee Agility on Employee Readiness to Change through Self Mental Driving Agility

Employee agility affects employee readiness to change through Self Mental Driving Agility. Gravett and Caldwell (2021) found that individuals with mental agility can quickly understand complex problems, while those with readiness agility are more likely to be active in change. These two factors contribute to the readiness of employees to adapt to the necessary changes in the organization.

Effect of Employee Agility on Employee Performance through Employee Readiness to Change

Employee Agility affects Employee Performance through Employee Readiness to Change. According to Kostrad (2020), the application of an agile approach in an organization can improve employees' ability to deal with change, which ultimately improves their performance. Clear communication about changes and employee involvement in the change process can increase their readiness to adapt quickly.

Conceptual Framework

The constitutional framework of this study is depicted in the form of a chart, in which independent, dependent and intervening variables are seen. Here is a chart of the researcher's conceptual framework:

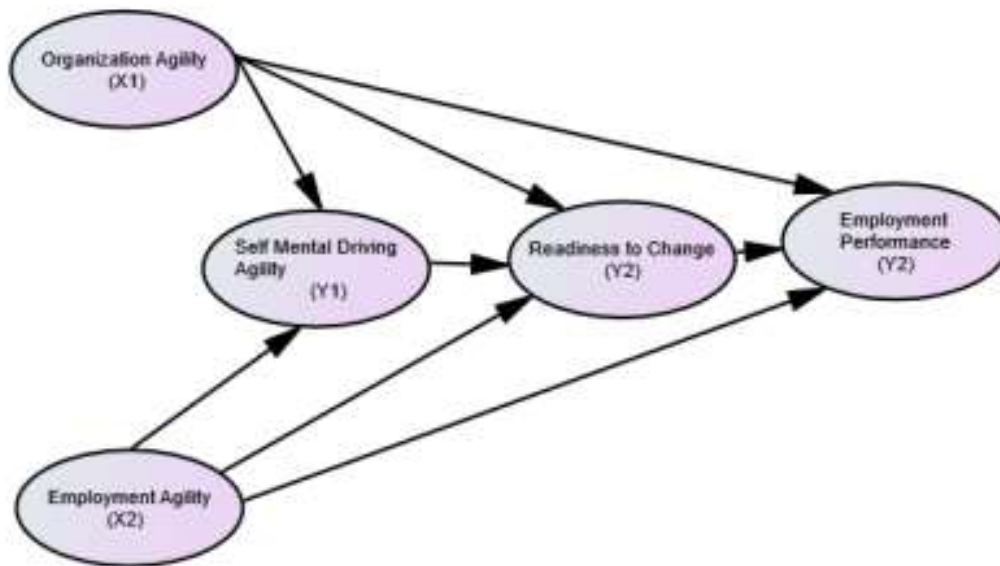


Figure 1. Research Model (2024)

Based on the Figure 1 that has been prepared, this study proposes several hypotheses that test the relationship between organizational agility, employee agility, and various factors that affect employee performance. First, the hypothesis proposes that organizational agility has a positive and significant effect on self mental driving agility, which means that organizations that are agile in adapting to change can encourage employees to develop their own abilities in facing challenges and changes. Likewise, employee agility is expected to have a positive effect on self-mental driving agility, because employees with a high level of agility will be better able to manage change effectively and responsively. In addition, organizational agility is also expected to have a positive effect on employee readiness to change, because an organization that is adaptive to change will facilitate employee readiness to transform. The same is true for employee agility, which is expected to strengthen employees' readiness to change, because mentally agile employees are better equipped to adapt to changes that occur in the organization. In addition, the agility of the organization and employees is believed to have a positive influence on employee performance. Agile organizations and employees who have a high level of agility will directly contribute to better performance.

This study also examines the role of self-mental driving agility and the readiness of employees to change as mediators in the relationship between organizational agility, employees, and employee performance. The hypothesis proposed is that organizational agility will have a positive effect on employee performance through self-mental driving agility, which means that employee mental agility can be a connecting factor between organizational agility and performance improvement. In addition, organizational agility is expected to affect employee performance through employee readiness to change, where readiness to change will facilitate more effective implementation of change, which in turn improves performance. The same applies to employee agility, where self-mental driving agility and employee readiness to change can be a mediator between employee agility and employee performance. Thus, this study focuses on how the agility of organizations and employees affects employee performance, both directly and through relevant mediation channels.

Research Methods

This study uses a quantitative descriptive method, which aims to test the theory by collecting numerical data and analyzing it statistically. This type of research is relevant because it relates to phenomena that can be measured in the form of numbers or quantities. The location of the research was carried out at BPJS Kesehatan Deputy Region I, which includes one regional deputy office and 13 branch offices, with a research period from July to October 2023.

The research population consisted of 122 Assistant Managers at BPJS Kesehatan Deputy Region I, and the research sample used a saturated sample technique, where respondents were selected based on certain criteria, namely Assistant Managers who play a role in employee communication and management.

To test the data instrument, a reliability test is carried out to measure the consistency of the results and a validity test to ensure that the instrument measures the variable in question accurately. The test of this instrument was carried out on 30 Assistant Managers in the Jakarta area.

Furthermore, for data analysis, this study uses the Structural Equation Model (SEM), with the PLS-SEM (Partial Least Squares Structural Equation Modeling) approach. SEM allows the analysis of relationships between latent variables (which cannot be measured directly) using empirical indicators. PLS-SEM focuses more on explaining the variance of dependent variables and the development of exploratory theories. PLS-SEM has the advantage of handling data derived from composite model populations, allowing for more consistent parameter estimation and less bias compared to CB-SEM (Covariance-Based SEM).

Thus, this study aims to identify the relationship between organizational agility, employees, and employee performance, as well as use a robust statistical approach to test the hypothesis that has been proposed.

Results and Discussion

Structural Model Measurement (Inner Model)

The inferential statistics used in this study are the path diagram model on PLS. The path diagram model in PLS consists of a structural model (inner model) and a measurement model (outer model). The following are the results of the research for each model. The initial evaluation of the PLS output model is the evaluation of the measurement model. The following are the results of this research model.

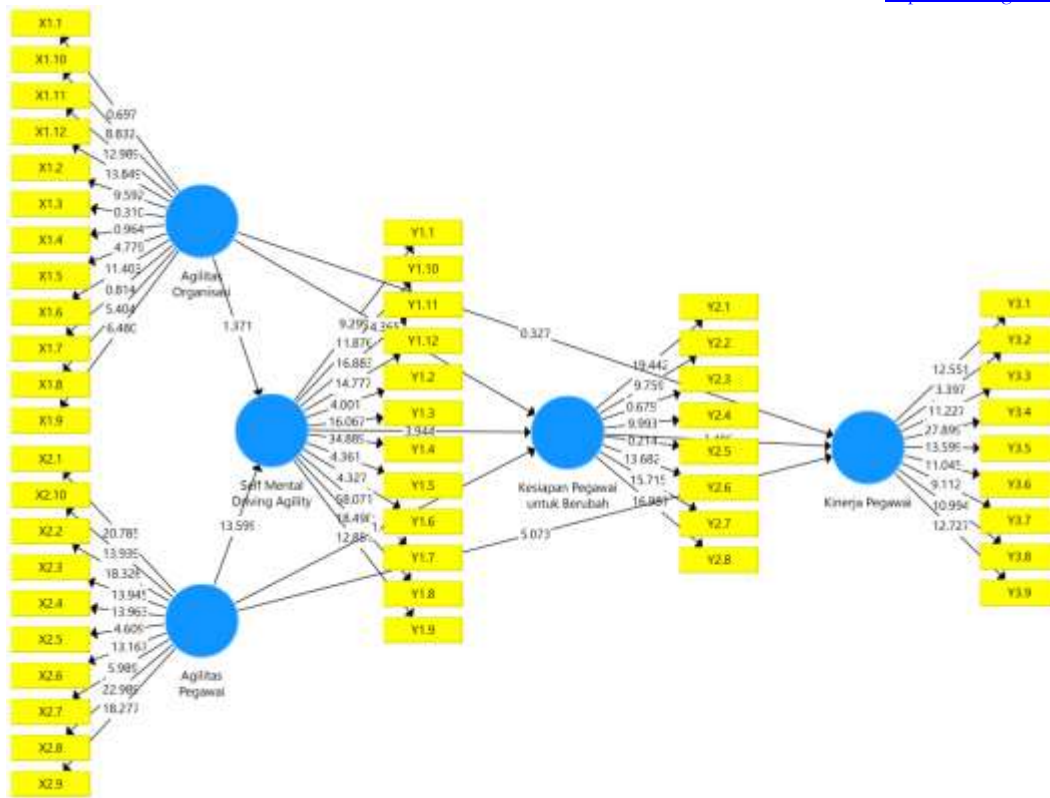


Figure 2. Results of the Overall Research Model (2024)

Evaluation of the structural model can be seen from partial and simultaneous testing. Table 2 shows whether or not the structural model of the research is fit or not

Evaluation of Research Models

Table 2 Variable Determination Coefficients

	R Square	R Square Adjusted
Readiness Pegawai_untuk Change	0,727	0,720
Employee Performance	0,721	0,713
Self Mental_Driving Agility	0,714	0,709

Source: Research Results, 2024

The R2 and R Square Adjusted values are as follows, respectively:

- Organizational agility, employee agility and *self-mental driving agility* have an effect of 72.0% on the dependent variable of employee readiness to change. This means that 72.0% of the variables of employee readiness to change are influenced by these three variables.
- Organizational agility, employee agility, *self-mental driving agility* and employee readiness to change have an effect of 71.3% on the dependent variable of employee readiness to change. This means that 71.3% of employee performance variables are influenced by these four variables.

3. Organizational agility and employee agility have an effect of 71.4% on *the variable of self mental driving agility*. This means that 71.4% of the variables of self mental driving agility to change are influenced by these two variables.

Indirect Structural Model Evaluation

In Structural Equation Modeling (SEM) using Partial Least Squares (PLS), an indirect effect refers to the influence that one variable exerts on another through one or more mediating variables. It occurs when the relationship between two variables is not direct, but rather, is transmitted through an intermediary. For example, if variable A affects variable B through variable C, the effect of A on B is considered indirect. Indirect effects are important in SEM PLS because they help to capture complex, multi-step relationships between constructs that are not immediately apparent in direct interactions. This allows for a more comprehensive understanding of the underlying mechanisms that drive observed data patterns.

Table 3 Significance of Indirect Equation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organization Agility -> Self Mental_Driving Agility -> Readiness to Change	-0,049	-0,037	0,038	1,295	0,196
Employment agility -> Self Mental_Driving Agility -> Readiness to Change	0,387	0,374	0,102	3,802	0,000
Organization Agility -> Readiness to Change -> Employment Performance	0,127	0,124	0,049	2,587	0,010
Employment agility -> Readiness to Change -> Employment Performance	0,077	0,068	0,047	1,655	0,099
Organization Agility -> Self Mental_Driving Agility -> Readiness to Change -> Employment Performance	-0,019	-0,015	0,017	1,087	0,277
Self Mental_Driving Agility -> Readiness to Chnage -> Employment Performance	0,161	0,158	0,072	2,246	0,025
Employment agility -> Self Mental_Driving Agility -> Readiness to Change -> Employment Performance	0,150	0,145	0,068	2,199	0,028

Source: Research Result, 2024

Based on Table 4, several important findings were identified regarding the relationships between organizational agility, employee agility, employee readiness for change, and self-mental driving agility in relation to employee performance. First, organizational agility does not have a significant impact on employee readiness for change through self-mental driving agility. This suggests that, although the organization may attempt to encourage change, the self-mental driving agility of employees does not significantly influence their readiness to adapt. On the other hand, employee agility was found to have a significant impact on employee readiness for change through self-mental driving agility, meaning that the internal drive of employees to change influences their level of readiness to face change.

Next, organizational agility plays a significant role in improving employee performance through employee readiness for change. This indicates that organizations that support employees' readiness for change can help enhance their performance. However, employee agility does not have a significant impact on employee performance through employee readiness for change, suggesting that employee readiness for change alone is insufficient to improve performance without further support from the organization.

Moreover, although organizational agility seeks to facilitate employee readiness for change and enhance self-mental driving agility, its impact on employee performance is not significant. This suggests that other factors, such as direct support for skill development or workplace culture, may be more decisive in improving employee performance. On the other hand, self-mental driving agility proves to have a significant impact on employee performance, particularly through employee readiness for change, meaning that employees with a strong mental drive are better able to adapt to change and achieve better performance. Finally, the combination of employee agility, employee readiness for change, and self-mental driving agility has a significant impact on employee performance, reinforcing the idea that internal employee factors (such as mental drive and readiness for change), along with organizational support, can collectively enhance overall employee performance.

Discussion

The following section presents an analysis of the effects of organizational agility, employee agility, and readiness for change on employee performance. The discussion includes the role of self-mental driving agility, which reflects an employee's ability to adapt and self-motivate in response to change..

Organizational Agility and Self Mental Driving Agility

Organizational agility has a positive but not significant effect on self-mental driving agility (employees' ability to adapt and self-motivate). Factors contributing to this lack of significance include individual employee characteristics such as motivation and resilience, as well as organizational environmental support that is not always aligned. Even though the organization is agile, if the organizational culture does not support personal development or if communication is ineffective, employees may not experience positive outcomes. Poor leadership can also reduce the positive effect of organizational agility on self-mental driving agility.

Employee Agility and Self Mental Driving Agility

Employee agility has a positive and significant effect on self-mental driving agility. Agile employees are better able to adapt to change, manage stress, and learn from experiences, which supports their ability to remain motivated and flexible. Employee agility is also related to higher resilience, self-control, and skills in time management and goal setting. All of these factors support the development of self-mental driving agility.

Organizational Agility and Employee Readiness to Change

Organizational agility has a positive and significant effect on employee readiness for change. Agile organizations create an environment that supports change with adaptive structures and processes. Proactive leadership, adequate training, and effective communication enhance employees' readiness for change. An innovative culture within the organization also encourages employees to view change as an opportunity to grow, improving their readiness to adapt.

Employee Agility and Employee Readiness to Change

Employee agility has a positive but not significant effect on employee readiness for change. Factors such as a lack of understanding of the change goals, lack of leadership support, and an organizational culture that does not support change can hinder this relationship. Agile employees without adequate skills or resources, or those isolated from change information, will struggle to adapt.

Organizational Agility and Employee Performance

Organizational agility has a positive but not significant effect on employee performance. Even though the organization is agile, if the implementation of changes is unclear or does not support employees' tasks, its impact on employee performance may be limited. Employee performance is influenced by many factors beyond organizational agility, including skills, motivation, and organizational culture. If communication or coordination of changes is ineffective, employees may struggle to adapt, which ultimately affects their performance.

Overall, the findings of this study suggest that although organizational agility can create conditions that support change, the success of these changes depends on individual factors, leadership support, communication, and an organizational culture that fosters support.

Employee Agility and Employee Performance

Employee agility, which includes the ability to adapt, learn, and respond quickly to changes, has a positive and significant effect on employee performance. Agile employees can quickly adjust to a changing work environment, manage stress, and continuously develop new skills, which improves their productivity and work quality. Proactive attitudes, flexibility within teams, and the ability to cope with failure also support better performance (Halalmeh, 2021; Hasan, 2019).

Organizational Agility and Employee Readiness for Change Through Self-Mental Driving Agility

Although organizational agility focuses on structural and policy changes within the organization, it does not have a significant effect on employee readiness for change through self-mental driving agility (the ability of employees to self-motivate and adapt mentally). This is because personal factors such as motivation, mindset, and self-management skills are more influential in determining readiness for change. An agile organization does not always guarantee that employees feel ready for change, especially if there is insufficient support (training, clear communication, and a supportive organizational culture) (Götz, 2019; Walter, 2021).

Employee Agility and Employee Readiness for Change Through Self-Mental Driving Agility

Employee agility has a positive and significant effect on employee readiness for change through self-mental driving agility. Agile employees are generally more flexible, proactive, and able to manage stress well, which increases their readiness to face change. Personal factors such as self-motivation and adaptability directly influence employees' readiness to change, beyond just organizational structural changes (Kalvina and Ludviga, 2023; Shah and Martin, 2024).

Organizational Agility and Employee Performance Through Self-Mental Driving Agility

Organizational agility does not have a significant effect on employee performance through self-mental driving agility. Although agile organizations can alter processes and structures, this is not always clearly interpreted by employees in their daily work. Employee performance is more influenced by other factors such as leadership, organizational culture, and working conditions, which are more dominant than the systemic impact of organizational agility (Baškarada and Koronios, 2018; Holbeche, 2018).

Organizational Agility and Employee Performance Through Employee Readiness for Change

Organizational agility has a positive and significant effect on employee performance through employee readiness for change. Agile organizations can facilitate faster and more innovative changes, and employees who are ready for change can adapt more quickly, improving productivity and efficiency. Employee readiness for change acts as a mediator linking organizational change to performance improvement (Park and Park, 2019).

Employee Agility and Employee Performance Through Self-Mental Driving Agility

Employee agility has a positive and significant effect on employee performance through self-mental driving agility. Employees with high self-mental driving agility, such as the ability to stay motivated, think flexibly, and manage stress, can improve their performance in both productivity and work quality. The ability to

mentally and emotionally adapt to change significantly supports employee performance in facing challenges and change (Astono and Rahayuningsih, 2018; Mabkhot et al., 2018).

Employee Agility and Employee Performance Through Employee Readiness for Change

Although readiness for change is important, it does not significantly mediate the relationship between employee agility and employee performance. Other factors such as technical skills, leadership, or organizational culture have a more dominant influence on employee performance. Employee readiness for change may not be strong enough to mediate this relationship, especially if the organization does not provide sufficient support or resources to help employees manage change (Primandaru and Kairupan, 2024).

Conclusion and Recommendations

Employee agility has a more direct influence on employee readiness for change and performance through self-mental driving agility compared to organizational agility. Personal factors such as motivation and adaptability play a more significant role in determining readiness for change and contributing to good performance. Meanwhile, high organizational agility can support employee readiness for change, but it does not always have a direct impact on employee performance without the appropriate support (training, clear communication, and a supportive organizational culture). In this study, several recommendations are provided to enhance the organizational and employee agility at BPJS Kesehatan. To improve organizational agility, it is suggested to implement a technology-based complaint management system that allows real-time reporting and tracking of issues. This system can integrate data from various communication channels and leverage automation to speed up the complaint resolution process. Furthermore, enhancing the skills and training of customer service agents is crucial, with a focus on communication skills, empathy, and problem-solving techniques. These training sessions should be held regularly and include real-life simulations to refine agents' abilities. Standard internal procedures should also be implemented to ensure that complaint handling processes run smoothly, with periodic evaluations and improvements.

Employee agility can be enhanced by developing an interactive mobile application that provides better services, such as virtual consultation features and claims tracking. Integrating the application with wearable devices to monitor participants' health could also be a strategic step in improving service quality. Additionally, to improve employee performance through their readiness for change, BPJS Kesehatan is advised to adopt a structured change management approach, such as the ADKAR model, which includes awareness, desire, knowledge, ability, and reinforcement of change. An organizational culture that supports change should also be cultivated by promoting a positive attitude towards innovation and adaptation, as well as ensuring that leadership sets a good example in leading change. Regular reviews of change progress are also crucial to ensure that the change process remains relevant and effective. Finally, to enhance employee agility through self-mental driving agility, it is important for BPJS Kesehatan to clearly identify problems, gather relevant data, and conduct analyses to find the root causes of issues. By using appropriate analysis techniques such as root cause analysis or Ishikawa diagrams, problems can be prioritized based on their impact. Additionally, in-depth analysis, both qualitative and quantitative, as well as benchmarking against industry best practices, can help identify gaps and improvement opportunities. Solutions derived from brainstorming sessions should be carefully evaluated based on feasibility and impact, and a detailed action plan should be developed to ensure effective implementation. By applying these recommendations, BPJS Kesehatan can strengthen both organizational and employee agility, which in turn will enhance overall performance.

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