



The Effect of Agile Leadership and Abusive Supervision on Employee Performance PT. Pertamina Patra Niaga Surabaya Branch through Knowledge Sharing as an Intervening Variable

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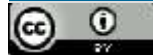
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ABSTRACT

This study aims to examine the impact of agile leadership and abusive supervision on employee performance at PT. Pertamina Patra Niaga Surabaya Branch, with knowledge sharing serving as an intervening variable. This quantitative research employs a causal explanatory approach. The respondents consisted of 80 employees selected through total sampling from the entire population of 80 individuals. Data was collected using offline questionnaires. Analysis was conducted using the Likert scale responses, processed with IBM SPSS 26, involving instrument testing, path analysis, classical assumption tests, multiple linear regression, and hypothesis testing. The findings reveal that agile leadership has a positive and significant effect on knowledge sharing, but its direct impact on employee performance is positive yet not significant. Abusive supervision negatively and significantly affects both knowledge sharing and employee performance. Meanwhile, knowledge sharing has a strong positive and significant influence on employee performance. Overall, the combination of agile leadership and knowledge sharing affects employee performance, as do abusive supervision and knowledge sharing.

INTRODUCTION

PT Pertamina Patra Niaga Surabaya as part of Pertamina's subholding in the energy trade and distribution sector plays a strategic role in ensuring national energy security. This company is required to have competent, adaptive, and high-performance-oriented human resources amidst the dynamics of the energy industry. In facing rapid changes such as digitalization, government policies, and global pressure on fossil fuels, a responsive leadership approach is important (Hariyati et al., 2023). Agile leadership emerged as a leadership style that encourages agility, collaboration, and the ability to adapt to change. Agile leaders are able to inspire employees to continue learning, share knowledge, and solve problems creatively (Lestari et al., 2025).

However, on the other hand, not all leadership styles have a positive impact on performance. The phenomenon of abusive supervision, namely the behavior of superiors who are verbally or emotionally abusive, still occurs in many organizations (Antono et al., 2023). This behavior can lower work morale, create psychological stress, and reduce employee productivity (Jasmine & Martdianty, 2022). In the context of BUMN that prioritizes ethics and AKHLAK values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative), the existence of abusive leadership is an irony that must be studied further.

In a dynamic work environment, knowledge sharing becomes an important practice to maintain optimal performance (Isili et al., 2022). Knowledge that is distributed between individuals requires organizations to learn collectively, increase efficiency, and encourage innovation (Nurchahyo & Wikaningrum, 2020). However, the success of knowledge sharing is greatly influenced by the work climate and the behavior of leaders (Nur Muthia Naseh et al., 2023). Agile leadership tends to strengthen the culture of sharing, while abusive supervision weakens it.

The phenomenon in the field shows that many employees are reluctant to share ideas or work experiences because they feel unappreciated or afraid of being criticized. This shows that even though technology and systems support, psychological and leadership aspects remain the main determinants in the knowledge sharing process. On the other hand, companies continue to demand high target achievements, so it is important to understand how employee performance can be improved sustainably.

This research is important to conduct because until now there have been few empirical studies that test two contrasting leadership styles (agile and abusive) simultaneously in one model on employee performance. The use of knowledge sharing as an intervening variable is a new approach to understanding the psychological and behavioral mechanisms that link leadership to performance. With this approach, research can reveal how agile leadership improves knowledge sharing and has a positive impact on performance, and how abusive supervision hinders it.

The results of this study are expected to provide theoretical contributions by enriching the literature on HR management and leadership in the context of state-owned energy companies. Practically, this study can be used as evaluation

material and a basis for policy making for the management of Pertamina Patra Niaga Surabaya Branch in developing agile leaders and eliminating abusive supervision practices. In addition, the novelty of this study lies in the combination of two opposing leadership approaches in one conceptual model, as well as the placement of knowledge sharing as a psychological mediator that bridges its effects on employee performance.

With this approach, organizations not only assess leadership style from the final performance results, but also understand the internal processes that shape those results. This research is also relevant in the post-pandemic situation, where connectedness, adaptability, and humane leadership are the keys to organizational recovery. It is hoped that the findings of this study can strengthen Pertamina Patra Niaga's HR transformation strategy to be more agile and collaborative in the future.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is both a scientific and practical field that centers on managing workforce relationships and roles to ensure they function effectively and efficiently in supporting the achievement of organizational goals, employee welfare, and societal contributions, as stated by Hasibuan (2019:10). According to Sadikin, (2020:161) HRM is a comprehensive strategic approach focused on managing an organization's most valuable asset the people involved in its work processes.

Agile Leadership

Agile Leadership is a leadership style that focuses on flexibility, rapid adaptation to change, and effective collaboration within the organization. Joiner, B., & Josephs, (2007) explains that Agile Leadership is leadership that is able to adapt to a dynamic environment, has a growth mindset. Solingen, (2020) emphasizes that agile leadership is not only about flexibility in business strategy, but also leadership that is oriented towards individual and team growth, encouraging open communication, and creating a collaborative and innovative work environment. Joiner, B., & Josephs, (2007) said the indicators in agility leadership are:

1. Visionary thinking is being able to see the big picture and direct the team in the right direction.
2. Decisiveness is the ability to make quick and accurate decisions in uncertain situations.
3. Continuous learning is a commitment to personal and team learning and development.

Abusive Supervision

Abusive Supervision is superior behavior that shows abusive leadership towards subordinates, such as insults, unfair criticism, or degrading actions. Tepper, (2000) states that abusive supervision is a subordinate's perception of a superior's verbal or non-verbal behavior that is hostile and insulting, but does

not include physical violence (Tepper, 2000) develop an abusive supervision scale with several main indicators:

1. Criticizing employees in public
2. Making subordinates feel incompetent
3. Showing excessive anger
4. Blaming subordinates without any clear reason
5. Using abusive or insulting language
6. Ignoring or not paying attention to the needs of subordinates

Knowledge Sharing

Greetings, (2021) defines knowledge sharing as a process in which individuals mutually exchange both tacit and explicit knowledge, ultimately leading to the creation of new, integrated knowledge. Knowledge sharing involves the transfer of knowledge between individuals and organizations to achieve shared organizational goals by leveraging knowledge assets for competitive advantage. knowledge sharing is the activity through which knowledge held by one person is distributed and utilized by others within an organization Davenport, T.H., & Prusak, (1998). According to (Chang, 2017) The indicators used to measure knowledge sharing are:

1. Proficient in sharing knowledge
2. Have the required experience
3. Have the confidence to be able to share valuable knowledge
4. Have confidence in answering questions.

Employee Performance

Mangkunegara, (2017:9) explains that employee performance refers to the outcomes of work measured by both the quality and quantity achieved by an employee while performing tasks assigned to them. This implies that performance assessment considers not only the amount and quality of work completed but also the employee's sense of responsibility and how well the tasks align with their assigned duties. According to Tailan et al., (2021:345) 5 employee performance indicators were obtained, namely:

1. Quantity
The quantity produced is expressed in terms such as the number of units produced or the number of completed activity cycles.
2. Quality
Employee understanding of the level of work produced and the role of training and worker skills is mastered.
3. Timeliness
Employee understanding of an action taken from the beginning of time until the output is produced.
4. Effectiveness
The best use of resources and time of the institution to earn revenues and minimize costs.
5. Presence
The degree of presence of staff in the organization will decide the efficiency of workers.

METHODOLOGY

This research is a quantitative research using an explanatory causal approach. Respondents in this study were 80 employees of PT. Pertamina Patra Niaga who were selected through total sampling techniques from a population of 80 people. This study employs a correlational design aimed at identifying the relationship and the strength of the relationship between two or more variables without attempting to manipulate them. The dependent variable is employee performance, while the independent variables include agile leadership, abusive supervision, and knowledge sharing. Data was collected through offline questionnaire distribution. The analysis used the Likert scale method based on the completed questionnaires. Data processing was conducted using IBM SPSS 26, involving instrument testing, path analysis, classical assumption tests, multiple linear regression, and hypothesis testing.

RESEARCH RESULT

Classical Assumption Test

Normality Test

Table 1. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.25036850
	Most Extreme Differences	
	Absolute	.413
	Positive	.413
	Negative	-.076
Test Statistics		.113
Asymp. Sig. (2-tailed)		.113 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data processed by SPSS 26, (2025)

Based on the table above, the normality test results for agile leadership and abusive supervision on employee performance through knowledge sharing, with a sample size of 80, show a significance value (Asymp. Sig. 2-tailed) of 0.113, which is greater than 0.05. Therefore, it can be concluded that the residual data from the 80 samples are normally distributed. Consequently, the subsequent classical assumption tests can proceed.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Agile Leadership	.645	1,550
Abusive Supervision	.659	1,517
Knowledge Sharing	.621	1,611

Source: Data processed by SPSS 26, (2025)

From the table above, it can be seen that none of the independent variables have a tolerance value below 0.10, which indicates no correlation among the independent variables. Likewise, the Variance Inflation Factor (VIF) results show that all independent variables have VIF values below 10. Thus, it can be concluded that there is no multicollinearity present among the independent variables in this regression model.

Heteroscedasticity Test

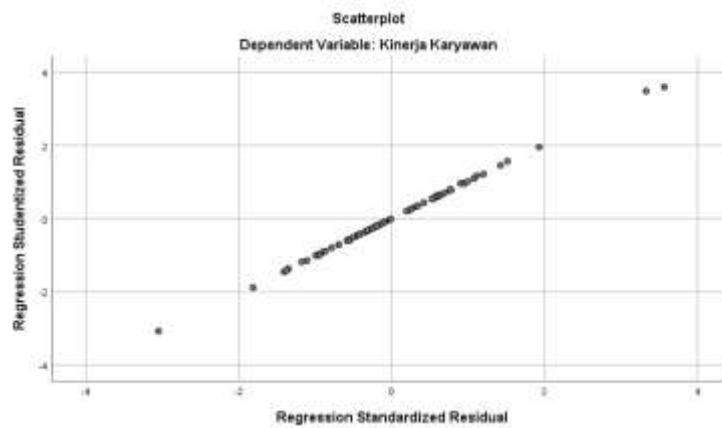


Figure 1. Heteroscedasticity Test

Source: Data processed by SPSS 26, (2025)

Based on the results of the heteroscedasticity test in the image above, it can be observed that the scatterplot shows a random and even distribution of points around the number 0 on the Y axis. This implies that there is no indication of heteroscedasticity in the regression model.

Path Analysis

The relationship in the substructure path I can be shown in the graph below. Substructure I consist of one endogenous variable or dependent variable, namely Employee Performance (Y), and two exogenous variables or independent variables, namely Agile Leadership (X1), Abusive Supervision (X2) and Knowledge sharing (Z). The following is a structural description for the substructure path.

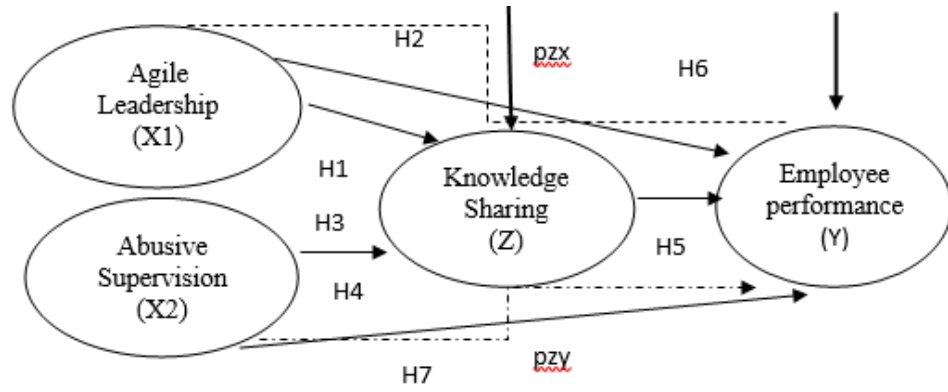


Figure 2. Substructure Path Diagram

$$Z = \rho_{zx} + \rho_{zy} + \epsilon_2$$

Information:

ρ_{zx} = Path coefficient between agile leadership (X1) and perception of knowledge sharing (Z) through employee performance (Y)

ρ_{zy} = Path coefficient between abusive supervision (X2) and perception of knowledge sharing (Z) through employee performance (Y)

ϵ_2 = Residual coefficient / residual error

ϵ_1 = Residual coefficient / residual error

UPartial Test (t-Test)

Table 3. T Test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	17,502	3.902		4.485	.000
	Agile Leadership -> Knowledge Sharing	.477	.133	.370	3,578	.001
	Agile Leadership -> Employee Performance	.208	.112	.139	1,869	.065
	Abusive Supervision -> Knowledge Sharing	-.210	.064	-.341	-3.297	.001
	Abusive Supervision -> Employee Performance	-.189	.053	-.263	-3,588	.001
	Knowledge Sharing -> Employee Performance	.692	.088	.593	7,842	.000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 26, (2025)

Based on the calculations that have been carried out on the substructure path analysis, it can be seen that the path coefficients of the agile leadership variable (X1), abusive supervision (X2) and knowledge sharing variable (Z) have been significant with a significance level value of 0.05, which is explained as follows:

- a. First Hypothesis Testing (H1) (X1)
It is known that the Sig. value for the influence of X1 on Z is $0.001 < 0.05$ and the calculated t value is $3.578 > t$ table 1.664. So it can be concluded that it has a positive and significant influence of the variable (X1) on (Z).
- b. Second Hypothesis Testing (H2) (X1)
It is known that the Sig. value for the influence of X1 on Y is $0.065 > 0.05$ and the calculated t value is $1.869 > t$ table 1.664. So it can be concluded that there is no influence of variable (X1) on (Y).
- c. Third Hypothesis Testing (H3) (X2)
It is known that the Sig. value for the influence of X2 on Z is $0.001 < 0.05$ and the calculated t value $-3.297 > t$ table 1.664. So it can be concluded that it has a negative and significant influence of variable (X2) on (Z).
- d. Fourth Hypothesis Testing (H4) (X2)
It is known that the Sig. value for the influence of X2 on Y is $0.001 < 0.05$ and the calculated t value $-3,588 > t$ table 1.664. So it can be concluded that it has a negative and significant influence of variable (X2) on (Y).
- e. Testing the Fifth Hypothesis (H5) (X3)
It is known that the Sig. value for the influence of X3 on Z is $0.000 < 0.05$ and the calculated t value is $7.842 > t$ table 1.664. So it can be concluded that it has a positive and significant influence of the variable (X3) on (Z).

Simultaneous Test (F Test)

Table 4. F Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2257.361	3	752,454	68,517	.000b
	Residual	834,627	76	10,982		
	Total	3091.988	79			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Knowledge Sharing, Abusive Supervision, Agile Leadership						

Source: Data processed by SPSS 26, (2025)

Referring to the calculation of the simultaneous significance test (F statistical test), the substructure F test can be formulated, namely F-count = 68,517. With $\alpha = 0.05$, the F-count value is obtained = $68,517 > F$ -table = 3.11 (obtained from the calculation of $df\ 1 = k - 1 = 3 - 1 = 2$, $df\ 2 = n - k = 80 - 3 = 77$).

Model	Coefficient Track	t-count	t-table ($\alpha=0.05$)	Sig.	R ²	Information
pzx1	17,502	4.485	1,664	.000	0.719	Significant
pzx2	.208	1,869	1,664	.065		Not Significant
pzy1	-.189	-3,588	1,664	.001		Significant

Source: Data processed by SPSS 26, (2025)

After testing the coefficient of determination, F test and t test, the residual coefficient in the substructural equation can be known, namely $\epsilon_2 = 1 - \text{adjusted R square} = 1 - 0.719 = 0.281$. The following is the equation for substructural path analysis:

$$Z = \rho_{zx1} + \rho_{zx2} + \rho_{zy} + \epsilon_2$$

$$Z = 17.502 \rho_{yx} + 0.208 \rho_{yx} - 0.189 \rho_{zy} + 0.281$$

With the path diagram as follows:

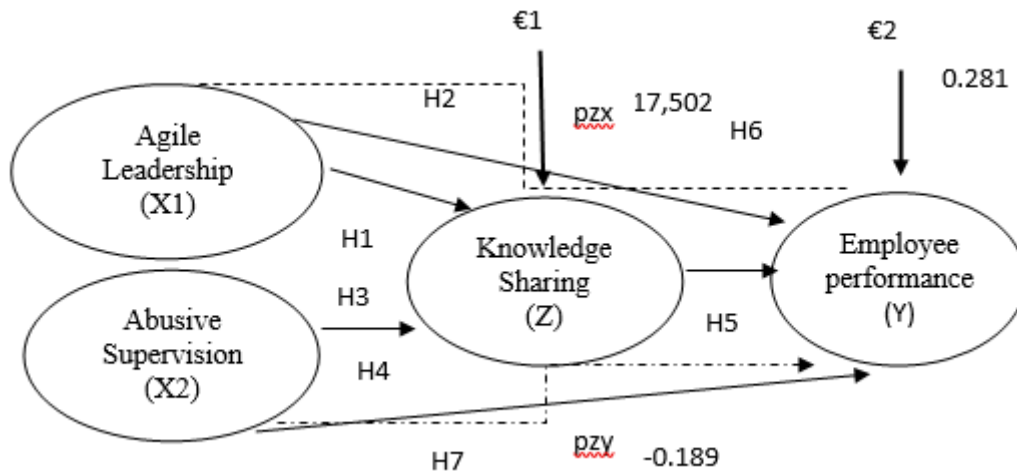


Figure 3. Substructure Path Diagram

Analysis of Determination Coefficient (R2)

Table 5. Coefficient of Determination Analysis (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	.730	.719	3.314

a. Predictors: (Constant), Knowledge Sharing, Abusive Supervision, Agile Leadership

Source: Data processed by SPSS 26, (2025)

Referring to the table, the Adjusted R Square (Adjusted R²) value is shown to be 0.719 or 71.9%. This means that 71.9% of the variation in employee performance can be accounted for by the variables Knowledge Sharing, Abusive Supervision, and Agile Leadership. The remaining 28.1% is attributed to other factors that were not examined in this study.

DISCUSSION

The Influence of Agile Leadership Variables on Knowledge Sharing

The regression results show that Agile Leadership has a positive and significant effect on Knowledge Sharing with a coefficient value of 0.477, a t value of 3.578, and a significance of 0.001. This shows that an agile leadership style contributes significantly to encouraging knowledge sharing activities between employees. This influence is quite strong statistically and supports that agile leader are able to create a collaborative and open climate. In the context of PT Pertamina Patra Niaga, the application of agile principles such as active involvement, responsiveness to change, and team empowerment can encourage more intensive knowledge transfer between individuals.

The Influence of Agile Leadership Variables on Employee Performance

The Agile Leadership variable has a positive influence on Employee Performance, with a coefficient value of 0.208, a t value of 1.869, and a significance value of 0.065. Although this relationship is close to being significant at the 10% level, in general it can be concluded that its influence is still not statistically significant at the 95% confidence level. This shows that although agile leadership has the potential to improve performance, its implementation in the context of the company is not strong enough to have a direct impact on employee work results. It is necessary to optimize the internalization of agile principles at all levels of the organization so that its influence on performance can be more real.

The Influence of Abusive Supervision Variables on Knowledge Sharing

Abusive Supervision has a negative and significant effect on Knowledge Sharing, with a coefficient value of -0.210, a t value of -3.297, and a significance value of 0.001. These results indicate that the higher the leadership behavior that is rude, demeaning, or unsupportive, the lower the tendency of employees to share knowledge. In a psychologically unhealthy work environment, employees tend to withdraw and are reluctant to share ideas or information. Therefore, control and evaluation of abusive superior behavior are very important to maintain a collaborative work climate in the company.

The Influence of Abusive Supervision Variables on Employee Performance

Abusive Supervision is also proven to have a negative and significant effect on Employee Performance, with a coefficient of -0.189, a t value of -3.588, and a significance of 0.001. This means that psychologically detrimental superior behavior can significantly reduce employee work effectiveness and productivity. A work environment characterized by emotional pressure, unconstructive criticism, or intimidation will have an impact on decreasing work enthusiasm and performance. In the context of a large organization such as Pertamina Patra Niaga, it is important for management to prioritize the formation of a healthy and supportive work culture, as well as to apply strict sanctions against deviant leadership behavior.

The Influence of Knowledge Sharing Variables on Employee Performance

Knowledge Sharing has a positive and very significant influence on Employee Performance with a coefficient value of 0.692, a t value of 7.842, and a significance value of 0.000. This indicates that knowledge sharing activities among employees are a key factor in improving performance. Employees who actively share information, experiences, and work solutions are able to work more effectively and adaptively. In a dynamic work environment like Pertamina Patra Niaga, knowledge sharing not only increases productivity but also strengthens the overall competitiveness of the organization. Therefore, a culture of information sharing must be facilitated and made part of the human resource management strategy.

The Influence of Agile Leadership and Knowledge Sharing Variables on Employee Performance

Based on the regression results, Agile Leadership has a coefficient of 0.208, a t-value of 1.869, and a significance value of 0.065, while Knowledge Sharing has a coefficient of 0.692, a t-value of 7.842, and a significance value of 0.000. These results indicate that simultaneously, both have a positive effect on Employee Performance, but only Knowledge Sharing is statistically significant at a 95% confidence level. Agile Leadership has not provided a strong enough direct influence on performance, possibly because its influence is more indirect or dependent on mediating variables. Thus, it is important for organizations such as PT Pertamina Patra Niaga Surabaya to not only adopt agile principles structurally, but also strengthen knowledge sharing mechanisms so that the contribution of agile leadership to employee performance becomes more real. On the other hand, the use of other variables such as job satisfaction or intrinsic motivation may be needed to bridge the relationship between agile leadership and work outcomes.

The Influence of Abusive Supervision and Knowledge Sharing Variables on Employee Performance

The regression results show that Abusive Supervision has a significant negative effect on Employee Performance with a coefficient of -0.189, t of -3.588, and a significance of 0.001. Meanwhile, Knowledge Sharing has a positive and very significant effect on Employee Performance with a coefficient of 0.692, t of 7.842, and a significance of 0.000. This indicates that in the combination of the two variables, Knowledge Sharing is the dominant factor in driving performance, while Abusive Supervision is actually an obstacle. In other words, a culture of knowledge sharing has a corrective force against the negative impact of abusive superior behavior. In the context of PT Pertamina Patra Niaga, this emphasizes the importance of building a work climate that supports open communication and collaboration as the main strategy in improving performance. Company management needs to take firm action against destructive leadership practices while strengthening the knowledge management system so that employee potential can develop optimally.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. Agile Leadership has a positive and significant effect on Knowledge Sharing. Agile and adaptive leadership style encourages the exchange of knowledge between employees. Leaders who are able to respond quickly to change and empower their teams have been shown to increase information sharing activities.
2. Agile Leadership has a positive but not significant direct influence on Employee Performance. Although the direction of the influence is positive, the contribution of Agile Leadership is not strong enough to directly influence performance. This shows that the influence of Agile Leadership tends to be indirect and can be strengthened through mediating variables such as Knowledge Sharing.
3. Abusive Supervision has a negative and significant effect on Knowledge Sharing. Leadership behavior that is abusive, oppressive, and unsupportive inhibits a culture of knowledge sharing in the work environment. Employees tend to be withdrawn and less collaborative in a psychologically unhealthy environment.
4. Abusive Supervision also has a negative and significant effect on Employee Performance. A disharmonious relationship between superiors and subordinates reduces employee motivation and work effectiveness. Destructive leadership has been shown to directly harm performance.
5. Knowledge Sharing has a positive and very significant effect on Employee Performance. Sharing information and experiences between employees has been proven to be a major factor that drives increased performance. Employees who are active in knowledge sharing tend to be more adaptive, productive, and innovative.
6. Simultaneously, the combination of Agile Leadership and Knowledge Sharing has an influence on Employee Performance, but only Knowledge Sharing is significant. This shows that the influence of Agile Leadership on performance is stronger when mediated by Knowledge Sharing.
7. Simultaneously, Abusive Supervision and Knowledge Sharing affect Employee Performance, but only Knowledge Sharing has a significant positive effect. Thus, Knowledge Sharing is able to balance the negative impacts of abusive leadership.

ADVANCED RESEARCH

Based on the research findings, it can be concluded that the role of leadership whether positive, such as Agile Leadership, or negative, such as Abusive Supervision—has a complex influence on employee performance, primarily through the mediating role of Knowledge Sharing. Agile Leadership significantly promotes a culture of knowledge exchange, which in turn enhances employee performance, although its direct impact on performance is not statistically significant. In contrast, Abusive Supervision hinders Knowledge Sharing and has a direct and significant negative effect on

performance. However, Knowledge Sharing emerges as a critical variable that not only strengthens the positive effects of Agile Leadership but also mitigates the destructive impact of Abusive Supervision. These results highlight those organizational strategies focusing on fostering a strong knowledge-sharing culture can serve as an effective mechanism to optimize adaptive leadership while buffering against harmful leadership behaviors. Therefore, future research should focus on developing intervention models based on Knowledge Sharing to enhance leadership effectiveness across various organizational contexts.

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