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The Relationship Between Strategic Planning and Organizational Agility in the Indonesian Telecommunication Industry

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Abstract

The Indonesian telecommunication industry is undergoing rapid transformation driven by technological advances, regulatory changes, and shifting consumer demands. These dynamics highlight the importance of strategic planning as a foundation for organizational agility, enabling firms to remain competitive and adaptive in a volatile environment. This study aims to examine the relationship between strategic planning and organizational agility in major Indonesian telecommunication companies. A quantitative explanatory design was applied using a survey distributed to 120 managers and decision-makers from four leading providers: Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren. Strategic planning was measured through dimensions of environmental scanning, goal alignment, resource allocation, flexibility in plan adjustment, and performance monitoring, while organizational agility was assessed through responsiveness, decision-making speed, and adaptability. Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression, supported by reliability and validity tests. The results show that strategic planning has a strong positive influence on organizational agility, with flexibility in plan adjustment identified as the most significant predictor. The findings suggest that telecommunication firms with stronger planning practices are better able to respond to disruptions, sustain competitiveness, and deliver innovative services. This study concludes that strategic planning is a critical enabler of organizational agility in Indonesia's digital economy.

INTRODUCTION

In the era of digital transformation, the telecommunication industry has emerged as one of the most dynamic and competitive sectors globally (Bhatti et al., 2021; Andrade & Gonçalo, 2021). Rapid technological advances, shifting consumer expectations, and the rise of digital platforms have forced telecom operators to constantly adapt their strategies to remain relevant and competitive. Indonesia, as one of the largest and fastest-growing digital economies in Southeast Asia, presents a unique landscape for the telecommunication industry. With more than 270 million people spread across thousands of islands, the demand for reliable connectivity, digital services, and innovative communication platforms continues to grow rapidly.

This growth, however, is accompanied by significant challenges. According to Situmorang et al. (2023) and Abdurrahman (2025), the Indonesian telecommunication industry faces issues such as spectrum limitations, uneven infrastructure distribution, regulatory pressures, and the rising costs of technology investment. These factors create an environment of high uncertainty and volatility, demanding that companies be both strategically prepared and operationally flexible (Sawhney, 2006). Strategic planning plays a central role in addressing these challenges. By defining long-term goals, aligning resources, and anticipating environmental changes, strategic planning provides a roadmap for organizations to achieve sustainable growth. In highly competitive industries like telecommunications, effective strategic planning can mean the difference between market leadership and obsolescence (Dowling & McGee, 1994; Barros & Dimla, 2021; Ochuba et al. 2024).

At the same time, organizational agility has become a critical success factor. Agility refers to a company's ability to rapidly sense, adapt, and respond to changes in the external environment (Triaa et al., 2016; Hansson & Abrantes, 2023; Kovalenko et al., 2021). In the context of telecommunications, this includes responding to technological disruption, evolving consumer needs, and competitive pressures in a timely and effective manner. The relationship between strategic planning and organizational agility has attracted growing attention in management literature (Weber & Tarba, 2014; Tallon & Pinsonneault, 2011). While strategic planning traditionally emphasizes long-term direction and stability, agility emphasizes speed, flexibility, and responsiveness. At first glance, these two concepts may seem contradictory, yet in practice they are increasingly seen as complementary.

Strategic planning can provide the foundation and focus needed for agility to be meaningful, while agility allows organizations to adjust strategic plans in light of unexpected developments (Ahmad, 2024). For Indonesian telecommunication firms, which operate in an environment of constant disruption, this synergy could be the key to sustaining competitiveness (Arifiani et al., 2022). In Indonesia, telecom companies such as Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren are under pressure to innovate continuously, expand digital services, and enhance customer experience. To achieve this, they must balance careful planning of long-term infrastructure investments with the agility to pivot quickly in response to market shifts. The rapid penetration of smartphones, increased data consumption, and the emergence of technologies such as 5G, Internet of Things (IoT), and cloud computing further highlight the importance of organizational agility. Companies unable to respond swiftly to these technological shifts risk losing customers to more adaptive competitors (Barlette & Baillette, 2022; Mrugalska & Ahmed, 2021).

Moreover, regulatory changes by the Indonesian government, including spectrum allocation and digital economy policies, add another layer of complexity. Telecom firms need strong strategic planning to comply with regulations, but also agility to seize new opportunities within regulatory frameworks. Research has suggested that organizations with strong strategic planning processes often exhibit higher levels of agility, as planning provides clarity of purpose and prioritization. However, other studies argue that rigid planning may hinder agility by locking firms into fixed trajectories. This contradiction makes the relationship between planning and agility an important subject of investigation. In the Indonesian telecommunication industry, this issue is particularly relevant. While strategic planning is crucial for managing large-scale infrastructure investments, agility is necessary to thrive in fast-changing digital markets. Understanding how these two dimensions interact can provide insights into how telecom firms achieve both stability and flexibility.

Despite its importance, empirical studies on the relationship between strategic planning and organizational agility in Indonesia remain limited. Most research in the

local context focuses on financial performance, market competition, or technological adoption, with less attention given to the interplay between planning and agility.

Filling this research gap is essential, as it can help Indonesian telecom companies design strategies that are both robust and adaptable. The findings may also contribute to theoretical discussions on whether strategic planning and agility are complementary or conflicting dimensions of organizational success.

From a practical perspective, exploring this relationship can support managers in balancing long-term vision with short-term responsiveness. It can also guide policymakers in fostering a regulatory environment that supports both structured planning and organizational flexibility in the industry. Therefore, this study aims to examine the relationship between strategic planning and organizational agility in the Indonesian telecommunication industry. By analyzing how planning processes influence agility and vice versa, the research seeks to generate insights that can enhance both academic understanding and managerial practice in navigating the complexities of Indonesia's digital economy.

METHODS

This study employed a quantitative explanatory research design to examine the relationship between strategic planning and organizational agility within the Indonesian telecommunication industry. A quantitative approach was selected because the objective of the study was to test hypothesized relationships between clearly defined constructs and to measure the magnitude and direction of their associations using statistical techniques. Explanatory research is particularly appropriate when a study seeks to identify causal linkages and assess the predictive power of independent variables on dependent outcomes, as emphasized by Creswell and Creswell (2018). In the context of this study, strategic planning was conceptualized as the independent variable, while organizational agility was treated as the dependent variable.

The research was conducted within the Indonesian telecommunication sector, which is characterized by high technological turbulence, regulatory complexity, and intense competition. This context provides a suitable empirical setting for examining how formal strategic planning practices influence organizational agility, as suggested by Tallon and Pinsonneault (2011) and Weber and Tarba (2014). The unit of analysis in this study was the organization, while the unit of observation consisted of managerial-level employees who were directly involved in strategic decision-making and operational implementation.

The population of the study comprised managers and decision-makers working in major telecommunication companies operating in Indonesia, namely Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren. These firms were selected because they represent the dominant players in the national telecommunications market and collectively shape the strategic direction of the industry. Given their scale and market influence, these organizations face continuous pressure to balance long-term planning with adaptive responsiveness, making them particularly relevant for this investigation. The sample consisted of 120 distributed questionnaires, of which 110 were returned and deemed valid for analysis, resulting in a response rate of 91.7 percent. This sample size exceeds the minimum threshold recommended for regression analysis and correlational studies in organizational research, thereby supporting statistical robustness (Hair et al., 2021).

A purposive sampling technique was applied to ensure that respondents possessed sufficient knowledge and experience related to strategic planning and organizational agility. Participants included individuals from top management, middle management, and operational management levels. This stratification allowed the

study to capture diverse managerial perspectives while maintaining relevance to strategic processes. The distribution of respondents across managerial levels, as presented in Table 1, reflects the central role of middle and operational managers in translating strategic plans into agile organizational actions.

Data were collected using a structured questionnaire designed to measure both strategic planning and organizational agility. The questionnaire was developed based on established theoretical frameworks and empirical studies in strategic management and organizational agility literature. Strategic planning was operationalized through five dimensions: environmental scanning, goal clarity and alignment, resource allocation, flexibility in plan adjustment, and performance monitoring. These dimensions were adapted from the works of Dowling and McGee (1994), Sawhney (2006), and Ahmad (2024), who emphasize that effective strategic planning requires both analytical rigor and adaptive capability. Organizational agility was measured through dimensions of responsiveness to market change, speed of decision-making, innovation capability, workforce adaptability, and customer-centric flexibility, drawing on the conceptualizations proposed by Triaa et al. (2016) and Weber & Tarba (2014).

All questionnaire items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The use of a Likert scale is appropriate for capturing managerial perceptions and attitudes toward organizational practices, particularly in survey-based management research (Sekaran and Bougie, 2016). Prior to full-scale data collection, the questionnaire was reviewed by academic experts in strategic management to ensure content clarity and relevance. Minor revisions were made to improve wording and eliminate ambiguity without altering the conceptual meaning of the items.

To ensure the quality of the measurement instrument, validity and reliability tests were conducted before hypothesis testing. Construct validity was assessed through item-total correlation analysis, which demonstrated that all items were significantly correlated with their respective constructs at a significance level of $p < 0.05$. This indicates that each item meaningfully contributed to measuring the underlying construct. Reliability was evaluated using Cronbach's Alpha coefficient, with all dimensions exceeding the recommended threshold of 0.70, as suggested by Hair et al. (2021). These results confirm the internal consistency and reliability of the measurement scales used in the study.

Data analysis was conducted using statistical software to ensure accuracy and consistency. Descriptive statistical analysis was first applied to provide an overview of respondent characteristics and to summarize the central tendencies and dispersion of each variable. The descriptive results, presented in Tables 2 and 3, offer insights into the extent to which strategic planning practices and organizational agility are implemented within Indonesian telecommunication firms. These descriptive findings establish the empirical foundation for subsequent inferential analyses.

To examine the relationships between strategic planning and organizational agility, Pearson correlation analysis was employed. This technique was selected because it allows for the assessment of the strength and direction of linear relationships between continuous variables. The correlation results, summarized in Table 4, indicate significant positive associations between all dimensions of strategic planning and organizational agility. These findings support the theoretical assumption that structured planning practices are positively related to an organization's ability to respond and adapt to environmental changes.

To further assess the predictive power of strategic planning on organizational agility, multiple regression analysis was conducted. Regression analysis is particularly

suitable for explanatory studies, as it enables the identification of the relative contribution of each independent variable while controlling for the effects of others (Cohen et al., 2018). In this study, organizational agility served as the dependent variable, while the five dimensions of strategic planning were entered as independent variables. The regression results, presented in Table 5, reveal that strategic planning explains a substantial proportion of variance in organizational agility, as indicated by an adjusted R-squared value of 0.62. Among the planning dimensions, flexibility in plan adjustment emerged as the strongest predictor, underscoring its critical role in enabling agile responses within dynamic environments.

In addition to regression analysis, a comparative analysis was conducted to examine differences in agility levels across the four telecommunication companies included in the study. Mean agility scores were calculated for each firm and presented in Table 6. This comparative analysis provides contextual insight into how organizational agility varies across companies operating within the same industry but facing different structural and strategic conditions. While the analysis does not aim to rank firms competitively, it highlights patterns that may be influenced by differences in strategic planning maturity and organizational capabilities.

RESULTS AND DISCUSSION

This study examined the relationship between strategic planning and organizational agility in the Indonesian telecommunication industry by analyzing survey data collected from 110 managers across four major telecom providers: Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren. The results present descriptive statistics, the extent of strategic planning practices, levels of organizational agility, and the correlations between the two. Six tables summarize the findings below.

Respondent Profile and Descriptive Overview

Table 1. Respondents by Position Level

Position Level	Frequency	Percentage
Top management	18	16.4%
Middle management	47	42.7%
Operational manager	45	40.9%
Total	110	100%

Explanation: Most respondents were from middle management (42.7%) and operational manager levels (40.9%), reflecting their central role in both planning processes and agility execution.

The descriptive analysis provides an overview of the respondents' characteristics and establishes the empirical context of the study. A total of 110 valid questionnaires were analyzed, representing managerial-level employees from major telecommunication companies operating in Indonesia, including Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren. The respondents occupied strategic, middle, and operational management positions, ensuring that the data reflected informed perspectives on strategic planning practices and organizational agility. This distribution supports the suitability of the sample for examining organizational-level phenomena, as managerial employees are directly involved in strategic formulation and implementation processes.

Descriptive Statistics of Strategic Planning Variables

Table 2. Strategic Planning Practices in Telecom Companies (1–5 scale)

Strategic Planning Dimension	Mean	Std. Dev.
Environmental scanning	4.21	0.56
Goal clarity & alignment	4.08	0.61

Resource allocation	3.95	0.68
Performance monitoring	4.12	0.59
Flexibility in plan adjustment	3.87	0.72

Explanation: Environmental scanning scored the highest (M = 4.21), indicating strong emphasis on external analysis, while flexibility in plan adjustment was slightly lower (M = 3.87), suggesting room for improvement in adaptive planning.

The descriptive statistics for the strategic planning dimensions are presented in Table 2. The results indicate that environmental scanning recorded a relatively high mean score, suggesting that organizations actively monitor technological, competitive, and regulatory developments. Goal clarity and alignment also demonstrated strong mean values, reflecting the presence of clearly articulated strategic objectives that are communicated across organizational levels. Resource allocation showed moderate variation among respondents, indicating differences in how effectively financial, technological, and human resources are aligned with strategic priorities. Flexibility in plan adjustment emerged as one of the highest-rated dimensions, indicating that organizations possess the capability to revise and adapt strategic plans in response to environmental uncertainty. Performance monitoring exhibited consistent mean values, suggesting that strategic outcomes are regularly reviewed and evaluated within the organizations.

Descriptive Statistics of Organizational Agility Variables

Table 3. Organizational Agility Dimensions (1–5 scale)

Agility Dimension	Mean	Std. Dev.
Responsiveness to market change	4.15	0.60
Speed of decision-making	4.09	0.64
Innovation capability	3.92	0.66
Workforce adaptability	3.88	0.71
Customer-centric flexibility	4.05	0.58

Explanation: Responsiveness to market change (M = 4.15) and speed of decision-making (M = 4.09) were rated highly, showing that telecom firms value agility in market responsiveness, though innovation capability remains relatively moderate.

Table 3 presents the descriptive statistics for organizational agility dimensions. The overall results indicate that participating organizations demonstrate relatively high levels of agility. Responsiveness to market change recorded a strong mean score, reflecting the ability of organizations to react promptly to shifts in customer preferences and competitive dynamics. Decision-making speed also showed a high mean value, suggesting streamlined managerial processes and reduced bureaucratic constraints. Innovation capability displayed moderate dispersion, indicating differences in firms' capacities to develop and implement new ideas. Workforce adaptability demonstrated consistently positive values, reflecting employees' ability to adjust skills and roles in response to strategic demands. Customer-centric flexibility recorded high mean scores, highlighting organizational efforts to tailor products and services to evolving customer needs.

Validity and Reliability Test Results

Table 4. Validity and Reliability Test Results of Measurement Instruments

Variable	Dimension	Number of Items	Item-Total Correlation Range	Significance (p-value)	Cronbach's Alpha	Interpretation
Strategic Planning	Environmental Scanning	4	0.52 – 0.71	< 0.05	0.78	Valid and Reliable
Strategic Planning	Goal Clarity and Alignment	4	0.55 – 0.74	< 0.05	0.82	Valid and Reliable

Strategic Planning	Resource Allocation	4	0.50 – 0.69	< 0.05	0.80	Valid and Reliable
Strategic Planning	Flexibility in Plan Adjustment	4	0.58 – 0.76	< 0.05	0.86	Highly Reliable
Strategic Planning	Performance Monitoring	4	0.54 – 0.72	< 0.05	0.83	Valid and Reliable
Organizational Agility	Market Responsiveness	4	0.56 – 0.78	< 0.05	0.84	Highly Reliable
Organizational Agility	Decision-Making Speed	4	0.59 – 0.81	< 0.05	0.88	Highly Reliable
Organizational Agility	Innovation Capability	4	0.53 – 0.70	< 0.05	0.80	Valid and Reliable
Organizational Agility	Workforce Adaptability	4	0.57 – 0.75	< 0.05	0.85	Highly Reliable
Organizational Agility	Customer-Centric Flexibility	4	0.55 – 0.77	< 0.05	0.83	Valid and Reliable

Prior to inferential analysis, the validity and reliability of the measurement instruments were assessed to ensure data quality. Construct validity was evaluated through item-total correlation analysis, which revealed that all questionnaire items were significantly correlated with their respective constructs at a significance level of $p < 0.05$. This confirms that each item adequately measured the intended variable. Reliability analysis using Cronbach's Alpha demonstrated strong internal consistency across all dimensions. The alpha coefficients for strategic planning dimensions ranged from 0.78 to 0.86, while those for organizational agility ranged from 0.80 to 0.88, exceeding the minimum threshold recommended by Hair et al. (2021). These results confirm that the measurement scales used in this study are both valid and reliable.

Correlation Analysis between Strategic Planning and Organizational Agility

Table 4. Correlation Between Strategic Planning and Organizational Agility

Strategic Planning Dimension	**Correlation with Agility (r)**
Environmental scanning	0.61**
Goal clarity & alignment	0.58**
Resource allocation	0.55**
Performance monitoring	0.63**
Flexibility in plan adjustment	0.66**

(**p < .01)

Explanation: All planning dimensions correlated positively and significantly with organizational agility. Flexibility in plan adjustment showed the strongest relationship (r = 0.66), highlighting its importance in driving agility.

Pearson correlation analysis was conducted to examine the relationships between strategic planning dimensions and organizational agility. The correlation matrix presented in Table 5 indicates that all strategic planning dimensions are positively and significantly correlated with organizational agility at the 0.01 significance level. Environmental scanning exhibited a strong positive correlation with organizational agility, suggesting that organizations that actively analyze external environments tend to be more agile. Goal clarity and alignment also showed a significant association, indicating that clearly defined strategic objectives support coordinated and adaptive organizational behavior.

Resource allocation demonstrated a moderate positive correlation, reflecting the importance of aligning resources with strategic priorities. Flexibility in plan adjustment showed the strongest correlation with organizational agility, indicating a close association between adaptive planning and agile organizational responses. Performance monitoring was also significantly correlated, suggesting that continuous evaluation of strategic outcomes supports timely strategic adjustments.

These results are consistent with prior studies emphasizing the complementary relationship between structured planning and organizational agility in dynamic environments.

Multiple Regression Analysis

Table 5. Regression Analysis: Strategic Planning → Organizational Agility

Variable	Beta (β)	t-value	Sig. (p)
Environmental scanning	0.23	3.11	0.002
Goal clarity & alignment	0.19	2.74	0.007
Resource allocation	0.16	2.35	0.021
Performance monitoring	0.24	3.32	0.001
Flexibility in plan adjustment	0.28	3.76	0.000
Adjusted $R^2 = 0.62$			

Explanation: The regression model explains 62% of the variance in organizational agility. Flexibility in plan adjustment (β = 0.28) and performance monitoring (β = 0.24) are the strongest predictors of agility.

To assess the predictive effect of strategic planning on organizational agility, multiple regression analysis was conducted. Organizational agility was specified as the dependent variable, while the five dimensions of strategic planning served as independent variables. The regression results, summarized in Table 6, indicate that the model is statistically significant at $p < 0.001$. The adjusted R-squared value of 0.62 suggests that approximately 62 percent of the variance in organizational agility is explained by strategic planning dimensions. This indicates a substantial explanatory power, consistent with benchmarks in organizational and strategic management research.

Flexibility in plan adjustment emerged as the strongest predictor of organizational agility, followed by environmental scanning and goal clarity and alignment. Resource allocation and performance monitoring also exhibited statistically significant positive effects, although with comparatively smaller standardized coefficients. These results demonstrate that strategic planning dimensions collectively contribute to enhancing organizational agility, supporting the empirical premise that formal planning and adaptive capability are mutually reinforcing rather than contradictory.

Comparative Analysis across Telecommunication Companies

Table 6. Comparative Agility Scores by Telecom Firm

Company	Mean Agility Score (1–5)	Rank
Telkomsel	4.22	1
Indosat Ooredoo	4.10	2
XL Axiata	4.05	3
Smartfren	3.89	4

Explanation: Telkomsel ranked highest in agility (M = 4.22), followed by Indosat (M = 4.10). Smartfren recorded the lowest score (M = 3.89), reflecting structural challenges in adapting to rapid market changes.

A comparative descriptive analysis was conducted to examine variations in organizational agility among the participating telecommunication companies. Mean agility scores for Telkomsel, Indosat Ooredoo Hutchison, XL Axiata, and Smartfren are presented in Table 7. The results reveal observable differences in agility levels across firms. Larger incumbents demonstrated relatively higher scores in decision-making speed and workforce adaptability, while smaller firms exhibited stronger customer-centric flexibility. These variations highlight the contextual nature of

organizational agility and suggest that firm size, structural characteristics, and strategic orientation may influence agility outcomes.

The current exploration provides useful information on the role of strategic planning in increasing the level of agility within an organization within the Indonesian telecommunications industry. As opposed to the conventional views of strategic planning as a fixed managerial role, the empirical findings show that the planning is as a dynamic capability that helps organizational responsiveness to environmental uncertainty. This interpretation agrees with the current strategic management literature that views that the efficient planning does not hinder the agility but that it provides an organised foundation of adaptive behaviour (Isibor et al., 2022; Edo-Osagie, 2025; Suwarno et al., 2023).

One of the notable contributions of the study is that it shows how flexibility which is inherent in strategic planning procedures is critical in the organization agility. The findings support the perception that agility does not occur due to the absence of planning, but it arises when an organization can revise and re-calibrate plans based on the changing environmental contingencies. Previous research has highlighted the need to have iterative, as opposed to fixed planning processes of organizations in dynamic, technologically intensive sectors (Rey et al., 2019; Attah et al., 2024). Strategic plans therefore must be used as guide lines to speedy decision-making and concerted action as opposed to fixed blueprints.

The importance of having an environmental scanning as a result of the study enhances the importance of information processing in promoting agility. The strategic awareness of the technological change, regulatory changes and the changes in the competitive environment will provide organisations the ability to anticipate change, not just to respond to it. This observation supports the paradigm of dynamic-capabilities that is one that theorises the sensing external opportunities and threats as an antecedent to organisational adaptation (Quansah et al., 2007). In the Indonesian telecommunications industry where regulatory and technological turbulence is commonplace, environmental scanning is an important process in maintaining strategic responsiveness.

The goal clarity and goal alignment analysis provides a further theoretical understanding as the mutual understanding of strategic goals makes an organisation more agile. Well defined goals bring about a lack of ambiguity and enable people working in various tiers of organisation to operate independently and be aligned with the organisational needs. This observation is similar to a study conducted by Doz & Kosonen (2010) who argue that clarity in strategies enhances fast implementation by reducing coordination time and interpretational conflicts. Instead of flexibility being tamed, some clearly defined goals seem to create some kind of limitation within which the adaptive behaviour can work to its advantage.

Even though it was discovered that resource allocation has a rather modest impact, its importance should be construed in terms of how the resources are distributed and not its amount. The findings indicate that agility is not as much dependent on resource endowment as it is on the ability of an organisation to rearrange resources at a fast rate. This meaning is consistent with the previous studies emphasizing the fluidity of resources as a factor of strategic agility (Rotich & Okello, 2019). Practically, organisations that implement resources in a firm fashion can have difficulties in capitalising on emerging opportunities, despite the presence of adequate resources.

The essential nature of performance monitoring highlights the feedback nature of agile organisations. Strategic outcomes are important due to constant assessment that allows organisations to identify the lack of alignment and amend actions. This observation confirms that agility is not reactive only but reflective and depends on the mechanisms of learning that involve the incorporation of the performance

feedback into the strategic decision-making (Anseel et al., 2017; Doz, 2020). Monitoring systems in this case are facilitators of organisational learning and not simply control instruments.

Theoretically, the research study is added to the current argument on the matters related to compatibility of strategic planning and organisational agility. Going against the traditional perspectives that present planning as an aspect that brings about rigidity, the results support a complementary relationship between the two constructs. Strategic planning seems to reinforce and not prevent agile behaviours when they are designed to be flexible and have feedback mechanisms that are continuously running. This inference supports emerging school of thought in strategic management that promotes the adaptive planning systems that are able to reconcile the long-term orientation and short-term responsiveness (von Ritter et al., 2025; Mohammad et al., 2024).

In the managerial perspective, the results suggest that organisations must change their focus towards having strategic plans to being keen on the quality of these planning processes. Managers are also urged to promote recurrent planning processes, inter-functional communication, and decentralised decision-making through a consistent strategic process. When the strategic assumptions are reconfigurable and resource redistribution is possible in a short period of time, especially in rapidly changing sectors like telecommunications, this skill can become a significant source of competitive advantage.

The study has a number of limitations, which are worth considering even though they contribute to it. The strategic planning and agility scope is limited by the dependency on cross-sectional survey data to the ability to grasp the temporal dynamics. Longitudinal designs need to be utilized in the future to investigate the co-evolution of planning practices and agility across time. Additionally, the qualitative methods might be able to provide a deeper understanding of the micro-level mechanisms of how planning produces adaptive behaviour. The overall findings would be more generalisable by extending the investigation to other sectors as well.

CONCLUSION

The research concludes that strategic planning has a significant and positive relationship with organizational agility in the Indonesian telecommunication industry. Companies that integrate comprehensive environmental scanning, clear goal alignment, effective resource allocation, and rigorous performance monitoring are better equipped to respond swiftly to market changes, make faster decisions, and maintain customer-centric flexibility. Among these factors, flexibility in plan adjustment emerges as the most influential predictor of agility, underscoring the need for adaptive strategies in a rapidly evolving digital and competitive environment. The comparative results further show that firms with stronger planning and monitoring systems, such as Telkomsel and Indosat, demonstrate higher agility scores than their counterparts. Overall, the findings affirm that strategic planning is not only a tool for long-term direction but also a critical enabler of agility, helping telecommunication companies sustain competitiveness and resilience in the face of continuous industry disruptions.

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