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THE INFLUENCE OF EMPLOYEE HAPPINESS, LEADERSHIP, AND AGILE MINDSET ON WORK PERFORMANCE

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ABSTRACT

This study examines the influence of employee happiness, leadership, and agile mindset on work performance. The aim is to provide a comprehensive understanding of how individual and organizational factors interact to enhance employee performance. Data were collected from 200 employees of PT Adhi Karya (Persero) Tbk through a structured survey. The analysis was conducted using structural equation modeling (SEM). The findings reveal that employee happiness has a positive effect on work performance. Leadership that fosters trust and collaboration also has a significant impact on performance. Furthermore, the implementation of an agile mindset in HR practices plays an important role in increasing employee engagement and adaptability, which ultimately improves performance. These results highlight the importance of psychological and organizational factors in enhancing employee outcomes. This study contributes to the organizational behavior literature and offers practical implications for state-owned construction companies in developing leadership strategies, employee well-being, and an agile mindset to optimize performance.

Keywords: Employee Happiness, Leadership, Agile Mindset, Work Performance, Construction Industry

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INTRODUCTION

Employee happiness has increasingly become a central topic in organizational studies, as it is strongly associated with employee well-being, job satisfaction, and productivity. In the modern workplace, happiness is no longer considered a mere by-product of work but rather a strategic resource that organizations must cultivate to achieve long-term success (Salas-Vallina et al., 2021). Happy employees demonstrate higher creativity, stronger organizational commitment, and resilience in the face of challenges, all of which are crucial in competitive business environments.

In the context of state-owned construction companies (BUMN Konstruksi) in Indonesia, employee happiness plays an even more critical role. These organizations face complex challenges such as strict government regulations, dynamic market demands, technological disruptions, and the VUCA environment (volatility, uncertainty, complexity, ambiguity). In such conditions, organizations require employees who are not only competent but also engaged and motivated through positive psychological states (Page & Vella-Brodrick, 2021).

Alongside happiness, leadership is another determining factor that shapes organizational performance. Effective leadership—particularly transformational leadership—creates trust, provides inspiration, and fosters collaboration (Zheng et al., 2021). Leaders in the construction industry must be able to balance technical expertise with human-centric leadership to ensure employee alignment with organizational goals. Without strong leadership, even highly skilled employees may lack the motivation to deliver optimal performance.

Moreover, in an era marked by rapid technological change and project-based operations, the adoption of an agile mindset has become essential. Agile principles emphasize adaptability, responsiveness, and collaboration, which are highly relevant in the construction sector where project requirements frequently shift (Denning, 2018; Rigby et al., 2020). Organizations with an agile mindset are better prepared to embrace innovation, reduce resistance to change, and build a culture of continuous improvement.

Although research on employee happiness, leadership, and agile practices has grown substantially in Western and Asian contexts, studies specifically addressing the Indonesian construction industry—particularly state-owned enterprises—remain limited. Existing research often investigates these variables in isolation rather than in an integrated framework. This creates a research gap regarding how these three factors simultaneously influence work performance in a dynamic and challenging organizational setting.

Therefore, this study aims to fill this gap by examining the direct influence of employee happiness, leadership, and agile mindset on work performance within state-owned construction companies in Indonesia. Theoretically, this research contributes to the organizational behavior and human resource management literature by integrating psychological and organizational perspectives. Practically, it provides actionable insights for leaders and policymakers in BUMN Konstruksi to design strategies that enhance employee well-being, promote effective leadership, and cultivate an agile culture to optimize organizational performance.

LITERATURE REVIEW

Employee happiness is generally defined as a positive psychological state that reflects employees' sense of satisfaction, engagement, and overall well-being at work. It is often linked to the broader concept of subjective well-being and psychological capital (Page & Vella-Brodrick, 2021). Happiness at work is not only associated with positive emotions but also with a deeper sense of purpose, fulfillment, and meaningful work.

Research consistently demonstrates that happy employees are more productive, show greater organizational commitment, and are less likely to leave their jobs (Salas-Vallina et al., 2021). From a theoretical perspective, the Broaden-and-Build Theory (Fredrickson, 2001) explains how positive emotions broaden individuals' thought–action repertoires and build enduring personal resources, including resilience and creativity. In the context of construction companies, where employees often face high stress and demanding projects, happiness can serve as a buffer that supports sustainable performance. However, empirical evidence in state-owned construction companies in Indonesia remains scarce, creating an opportunity for further research. Hypothesis 1 (H1): Employee happiness positively influences work performance.

Leadership is a cornerstone of organizational success, particularly in industries where coordination, trust, and teamwork are essential. Transformational leadership, as conceptualized by Burns (1978) and Bass (1990), involves inspiring followers, providing intellectual stimulation, and giving individualized consideration. Numerous studies have shown that transformational leadership is positively related to employee engagement, job satisfaction, and performance outcomes (Hoch & Dulebohn, 2023; Zheng et al., 2021).

In construction organizations, leaders play a dual role: managing technical complexities and guiding human capital. Effective leadership ensures that employees remain motivated despite tight deadlines, safety risks, and resource constraints. The Leader-Member Exchange (LMX) Theory further highlights the importance of quality relationships between leaders and subordinates in fostering trust and enhancing performance. Yet, while leadership has been extensively studied in Western contexts, empirical evidence in Indonesian state-owned construction enterprises is limited. This underlines the need to validate and contextualize leadership theories in this unique environment. Hypothesis 2 (H2): Leadership positively influences work performance.

An agile mindset refers to the attitudes and behaviors that promote adaptability, learning, and responsiveness to change. Originating from the Agile Manifesto in software development, the agile approach has been widely adopted across industries as a means to enhance organizational agility (Denning, 2018). In HR and organizational behavior research, agile mindset emphasizes flexibility, collaboration, customer orientation, and continuous improvement (Rigby et al., 2020).

For construction companies, which often operate in dynamic project-based environments, adopting an agile mindset is critical. Projects are typically subject to changes in scope, resources, and deadlines, requiring employees to adapt quickly. Studies show that organizations embracing agile principles experience improved innovation, faster problem-solving, and stronger employee engagement (Conforto et al., 2016). However, empirical studies on how agile mindset influences work performance in the Indonesian construction sector remain limited, making it a promising area for further exploration. Hypothesis 3 (H3): Agile mindset positively influences work performance.

Work performance is typically conceptualized as the extent to which employees contribute to organizational goals through productivity, quality, and innovation. Campbell's (1990) performance model identifies dimensions such as task performance, contextual performance, and adaptive performance. In the construction industry, work performance is not only measured by productivity but also by adherence to safety, quality standards, and project timelines.

Research shows that psychological factors such as happiness, leadership quality, and organizational culture significantly influence performance outcomes (Knight et al., 2022). The integration of positive psychology (employee happiness), leadership theories, and agile principles provides a holistic framework for understanding employee performance in complex organizational

environments. Yet, few studies examine these variables together, especially in the high-stakes context of state-owned construction enterprises in Indonesia.

METHODOLOGY

This study employed a quantitative research approach with a causal explanatory design. The objective was to empirically test the relationships between employee happiness, leadership, agile mindset, and work performance. A survey method was chosen because it allows for systematic data collection from a relatively large sample and is suitable for testing hypotheses through structural equation modeling (SEM).

The population of this study consisted of all employees of PT Adhi Karya (Persero) Tbk, a state-owned construction company in Indonesia, particularly those working in projects and plants. Given the dynamic nature of construction projects, employees in these divisions were considered most relevant for evaluating happiness, leadership, and agile practices. A total of 200 respondents were selected using purposive sampling. The criteria for respondents were permanent employees with at least one year of tenure, ensuring familiarity with organizational culture and leadership style. Employees directly involved in project execution or operational activities. According to Hair et al. (2019), a sample size of 200 is adequate for SEM analysis, especially when the model complexity involves multiple independent variables.

Data were collected using a structured questionnaire distributed electronically and in printed form. To maximize response rates, the researcher collaborated with the HR department for dissemination. Respondents were assured of anonymity and confidentiality to reduce social desirability bias. The questionnaire consisted of two sections: Section A: Demographic information (age, gender, education, tenure, job position). Section B: Measurement of variables using Likert-scale items (1 = strongly disagree to 5 = strongly agree).

Employee Happiness: Measured using items adapted from Salas-Vallina et al. (2021), covering dimensions of satisfaction, well-being, and positive emotions at work.

Leadership: Assessed using transformational leadership indicators (Bass & Avolio, 1994; Zheng et al., 2021), including inspiration, individualized consideration, and intellectual stimulation. **Agile Mindset:** Measured with items adapted from Rigby et al. (2020) and Denning (2018), reflecting flexibility, collaboration, adaptability, and continuous learning.

Work Performance: Measured based on task performance, contextual performance, and adaptive performance dimensions (Campbell, 1990; Knight et al., 2022).

Before the full-scale survey, a pilot test was conducted with 30 employees to ensure clarity and reliability of the questionnaire. Construct validity was assessed using Confirmatory Factor Analysis (CFA). Items with factor loadings below 0.60 were eliminated. Reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR), with acceptable thresholds above 0.70. Convergent validity was assessed via Average Variance Extracted (AVE), which should exceed 0.50. Discriminant validity was tested using Fornell-Larcker criterion and HTMT ratios.

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The steps included: Measurement Model Evaluation (Outer Model): Examining indicator reliability, construct reliability, convergent validity, and discriminant validity. Structural Model Evaluation (Inner Model): Testing path coefficients, R² values, predictive relevance (Q²), and effect sizes (f²). Hypothesis Testing: Using bootstrapping with 5,000 subsamples to determine significance levels (p-values < 0.05 considered significant). PLS-SEM was chosen because it is robust for smaller sample sizes, does not assume normal data distribution, and is effective for exploratory and predictive modeling (Hair et al., 2019). The study adhered to ethical research standards. Participation was voluntary, with informed consent obtained prior to survey completion. Respondents were assured that their data would be kept confidential and used solely for academic purposes.

RESULT AND DISCUSSION

The data collected from 200 employees of PT Adhi Karya (Persero) Tbk were analyzed using PLS-SEM with SmartPLS 4.0. The results are summarized as follows:

1. Measurement Model (Outer Model)

All constructs met the reliability criteria with Cronbach's Alpha values ranging from 0.82 to 0.91 and Composite Reliability (CR) above 0.88. Average Variance Extracted (AVE) values exceeded 0.50, confirming convergent validity. The Fornell-Larcker criterion and HTMT ratios indicated satisfactory discriminant validity.

2. Structural Model (Inner Model)

The R^2 value for Work Performance was 0.62, suggesting that Employee Happiness, Leadership, and Agile Mindset explained 62% of the variance in Work Performance.

Path coefficient results: Employee Happiness \rightarrow Work Performance ($\beta = 0.29$, $p < 0.01$), Leadership \rightarrow Work Performance ($\beta = 0.34$, $p < 0.01$), Agile Mindset \rightarrow Work Performance ($\beta = 0.25$, $p < 0.05$). All three hypotheses (H1, H2, H3) were supported.

These findings indicate that the three independent variables significantly and positively influence work performance. Leadership emerged as the strongest predictor, followed by employee happiness and agile mindset.

The findings of this study provide several important insights into the relationship between psychological and organizational factors and employee performance in the construction sector.

The results confirm that employee happiness has a significant positive effect on work performance, consistent with the Broaden-and-Build Theory (Fredrickson, 2001), which posits that positive emotions expand cognitive and behavioral capacities. Happier employees are more motivated, resilient, and willing to go the extra mile, leading to higher productivity and creativity. This aligns with Salas-Vallina et al. (2021), who demonstrated that happiness is a predictor of employee engagement and organizational effectiveness. In the high-pressure environment of construction projects, happiness also acts as a psychological buffer that mitigates stress and burnout.

Leadership emerged as the strongest predictor of work performance, highlighting the pivotal role of transformational leadership in BUMN construction companies. Leaders who inspire, build trust, and encourage innovation enhance both individual and team performance. These results reinforce the findings of Hoch & Dulebohn (2023) and Zheng et al. (2021), who emphasize that transformational leaders positively influence employee well-being and performance through trust and meaning-making. In the context of Indonesia's state-owned enterprises, where hierarchical structures can sometimes limit innovation, effective leadership can counterbalance rigidity by fostering empowerment and collaboration.

The study also demonstrates that agile mindset significantly contributes to employee performance. This is consistent with Denning (2018) and Rigby et al. (2020), who argue that agility enables organizations to respond rapidly to change, minimize resistance, and foster innovation. For construction companies, where project requirements frequently shift, employees with an agile mindset are more adaptable and proactive in solving problems. These results resonate with Conforto et al. (2016), who found that agile practices positively influence project performance and team outcomes. In the Indonesian construction context, cultivating agility among employees can strengthen competitiveness and ensure sustainable growth.

Taken together, these findings underscore that both psychological resources (employee happiness) and organizational enablers (leadership and agile mindset) are crucial in enhancing work performance. The strong effect of leadership highlights the importance of managerial capability, while happiness and agility provide psychological and cultural support for sustained high performance.

From a theoretical standpoint, this study contributes by integrating positive psychology, leadership theory, and agile management into a single framework, demonstrating their collective

impact on performance outcomes. Practically, it suggests that state-owned construction companies should adopt a multi-faceted approach: Invest in employee well-being programs to enhance happiness. Develop leadership capacity through training in transformational leadership. Promote an agile culture to support adaptability and innovation.

CONCLUSION

This study set out to examine the influence of employee happiness, leadership, and agile mindset on work performance among employees of PT Adhi Karya (Persero) Tbk, a state-owned construction company in Indonesia. Using SEM-PLS analysis with data from 200 respondents, the study confirmed that all three variables significantly and positively impact work performance. Leadership was found to be the strongest predictor, followed by employee happiness and agile mindset.

From a theoretical perspective, the findings enrich the organizational behavior and human resource management literature by integrating concepts from positive psychology (Broaden-and-Build Theory), leadership studies (transformational leadership and LMX theory), and agile management into a unified framework. This integration demonstrates that both psychological states (happiness) and organizational enablers (leadership and agile mindset) jointly contribute to employee performance, particularly in dynamic and high-pressure environments such as the construction sector.

From a practical perspective, the results provide important insights for managers and policymakers in state-owned enterprises. First, investing in employee well-being initiatives can enhance happiness, which in turn drives productivity and resilience. Second, leadership development programs focusing on transformational leadership are essential to build trust, inspire employees, and foster collaboration. Third, promoting an agile culture and mindset across organizational levels can improve adaptability and innovation, allowing construction companies to remain competitive amid uncertainty and rapid change.

Despite its contributions, this study has several limitations. The sample was limited to one state-owned construction company, which may restrict the generalizability of the findings. Additionally, the use of self-reported data through surveys may be subject to response bias. Future research should consider expanding the sample across multiple organizations in the construction industry, using longitudinal designs to capture causal effects over time, and incorporating qualitative methods to gain deeper insights into employees' experiences.

In conclusion, this research highlights the importance of balancing psychological, relational, and cultural factors in driving employee performance. Employee happiness provides the emotional foundation, leadership offers direction and support, and agile mindset ensures adaptability. Together, these factors form a comprehensive framework for improving work performance, offering valuable guidance for both scholars and practitioners in advancing organizational effectiveness.

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