



The Impact of Agile Leadership on Employee Performance with Job Satisfaction as a Mediating Variable

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Abstract

This research aims to determine the effect of agile leadership on employee performance through job satisfaction at PT Jago Bahasa Inspira, a service company that provides English language learning services located in Kediri. This type of research is descriptive research with a quantitative approach using the path analysis method. Sampling was carried out using the random sampling method. The research results show that: agile leadership has a significant positive effect on job satisfaction, agile leadership has a significant positive effect on employee performance, and agile leadership has a significant positive effect on employee performance through job satisfaction. Agile leadership and job satisfaction have a strong relationship, especially among young workers (Gen Z). Because there is a tendency to choose a workplace based on a non-toxic boss. Job satisfaction has a close relationship with employee performance, where high levels of job satisfaction tend to decrease positively with increasing individual performance. When employees feel satisfied with their work environment and working conditions, this can motivate them to contribute more to their tasks. Companies are advised to continue to maintain agile leadership while still paying attention to salary systems and promotions to continue to improve employee performance.

Keywords: Agile Leadership, Job Satisfaction, Employee Performance, Motivation, Gen Z

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan agile terhadap kinerja karyawan melalui kepuasan kerja di PT Jago Bahasa Inspira, sebuah perusahaan jasa yang menyediakan layanan pembelajaran bahasa Inggris yang berlokasi di Kediri. Jenis penelitian ini adalah penelitian deskriptif dengan pendekatan kuantitatif dengan metode analisis Jalur. Pengambilan sample dilakukan dengan metode random sampling. Hasil penelitian menunjukkan bahwa: kepemimpinan agile berpengaruh positif signifikan terhadap kepuasan kerja, kepemimpinan agile berpengaruh positif signifikan terhadap kinerja karyawan, dan kepemimpinan agile berpengaruh positif signifikan terhadap kinerja karyawan melalui kepuasan kerja. Kepemimpinan agile dan kepuasan kerja memiliki keterkaitan yang kuat terutama pada pekerja dengan usia muda (Gen Z). Karena ada kecenderungan untuk memilih tempat kerja berdasarkan atasan yang tidak toxic. Kepuasan kerja memiliki hubungan erat dengan kinerja karyawan, di mana tingkat kepuasan kerja yang tinggi cenderung berkorelasi positif dengan peningkatan kinerja individu. Ketika karyawan merasa puas dengan lingkungan kerja dan kondisi pekerjaan mereka, hal ini dapat memotivasi mereka untuk memberikan kontribusi lebih dalam tugleas-tugas mereka. Perusahaan disarankan untuk terus mempertahankan kepemimpinan agile dengan tetap memperhatikan sistem gaji dan kenaikan jabatan untuk terus meningkatkan kinerja karyawan.

Kata Kunci: Kepemimpinan Agile, Kepuasan Kerja, Kinerja Karyawan, Motivasi, Gen Z

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1. INTRODUCTION

In the swiftly evolving global business landscape, characterized by the VUCA era, organizations face unprecedented challenges, especially highlighted by the profound changes brought about by the COVID-19 pandemic (Bahri, 2022). This era of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) necessitates a paradigm shift in business management, urging companies to become more flexible and responsive to rapid market changes. In this context, human resources (HR) emerge as a critical asset, essential for the effective utilization of available resources such as machinery, capital, and work systems. Manullang (2004) aptly notes, a company's success hinges not only on its natural resources but, more significantly, on the quality of its human resources in planning, execution, and control of organizational operations.

The challenges of human resource management are increasingly felt in facing the VUCA era. As experienced by PT. Jago Bahasa Inspira is a language course provider company founded in November 2019 which was directly affected by Covid-19. Even though it was able to weather the pandemic storm, this company also experienced problems, namely inconsistency in team performance. This was also confirmed by Mr. Bima as HRD at PT Jago Bahasa Inspira, namely that there was inconsistency in employee performance. Agile leadership was identified as a potential solution to overcome these performance-related challenges, particularly through dimensions such as Leading by Example and Leading Change, which are known to maximize individual potential (Joiner & Josephs, 2007).

The relationship between agile leadership and improving employee performance has also been widely researched, including Wibowo et al. (2023) finding that Agile Leadership has a positive and significant influence on employee performance in the VUCA era. This is in line with Setiawati (2021) who shows the positive and significant influence of agile leadership and work environment on the performance of millennial employees.

In contrast, Surapto et al. (2022) conducted research on the relationship between Agile Leadership, Workload, Job Satisfaction and Employee Performance. Surprisingly, the research results show that Agile Leadership does not have a significant positive effect on employee performance. researchers recommend re-evaluating the relationship between agile leadership and employees, taking into account key indicators of observed inconsistencies. Due to inconsistent findings in this research, the authors aimed to reexamine the relationship between agile leadership and employee performance.

Surapto et al. (2022) also suggest reassessing the relationship between agile leadership and employee performance by examining the root indicators of the problem. Therefore, the author introduces job satisfaction as a mediating variable in the relationship between agile leadership and employee performance as a form of recency.

The author uses job satisfaction as a mediating variable due to previous research explaining the relationship between agile leadership and job satisfaction (Wibowo et al., 2023), (Sidharta & Purbojo, 2023). Apart from that, there is a relationship between job satisfaction and employee performance, one of which is Gibson's theory in Wibowo's book in 2016 and is supported by previous research by (Endra, 2022). With the existence of a relationship between agile leadership and job satisfaction and the relationship between job satisfaction and employee performance, it can be hypothesized that job satisfaction can mediate the relationship between agile leadership and employee performance.

Based on previous research, there is inconsistency in the results among researchers regarding the

correlation between agile leadership and employee performance. This has led to a research gap, prompting the need to introduce additional indicators in understanding their relationship. Supported by various common and specific issues that the researcher has outlined, the chosen title is "The Influence of Agile Leadership on Employee Performance with Job Satisfaction as a Mediating Variable"

2. LITERATURE REVIEW

2.1. Agile Leadership

Etymologically, the term "leadership" comes from the root word "leader" which in Indonesian refers to an individual who is recognized and tries to influence other people. This leadership reflects a process in which a leader moves, shapes, manages, and shows direction to other individuals in order to achieve certain goals.

Leadership plays an important sector in an organization or institution because the failure or success of an organization is greatly influenced by the leadership itself. Suryana & Iskandar (2022) also stated the same thing that leadership has a central role in the success of an institution.

One of the successes in terms of leadership is not far from how he leads. Whether a leader is successful or not can be seen from the leadership style he uses (Wati et al., 2022). The current situation is in an era of uncertainty, many organizations are starting to erode, especially during and after the pandemic. Many companies or organizations have lost their value. So in eras like this it requires every leader to work and think quickly and precisely. One of the appropriate styles to use in conditions full of turbulent uncertainty is a leader who is fast and agile or agile leadership (Setiawan Wibowo et al., 2023)

The concept of agile leadership was first introduced by Joiner and Joseph in 2007. In their book, he defined agile leadership as the leader's ability to take wise and effective action in the midst of complex and rapidly changing situations (Joiner & Josephs, 2007)

McKenzie & Aitken (2012) Explaining further Agile leadership is the ability to face pressure from various demands that may conflict with each other. This involves the ability to negotiate wisely over differences in performance priorities between individuals and the organization. In addition, agile leadership also includes the ability to engage in "unlearning," which is the process of letting go of past methods or practices that may no longer be relevant or effective in the current context. In other words, an agile leader must be flexible, adaptable, and willing to change their approach according to needs and changes that occur. Apart from that Horney et al. (2010) explained that there are several characteristics that agile leadership must have, namely the 3 F (Focused, Fast, Flexible)

From this understanding and characteristics, Neubauer et al. (2017) dissects the indicators that must be possessed by leaders who have agility in leading into 4 parts, including: Humble, Adaptable, Visionary, and Engaged.

2.2. Job Satisfaction

Job satisfaction arises from the implementation of work and is a consequence in the context of the company's organization. Employees are motivated when their needs are met, while mismatching rewards (feedback) with expectations can lead to dissatisfaction. The impacts include frustration, sadness, disappointment, and even decreased productivity.

According to Robbins (2002) job satisfaction is an individual's general attitude towards the work they do, whereas according to Hasibuan (2016) the definition of job satisfaction is an emotional

attitude that states that the work is enjoyable and the person loves their work.

Job satisfaction does not suddenly appear, but there are factors that cause a person's job satisfaction to emerge. Robbins & Judge (2014) explains that there are several factors that are very important to encourage job satisfaction, including: Work with a challenged mentality, Appropriate rewards, Supportive working conditions, and Supportive coworkers. Then Robbins also classified indicators of job satisfaction including job, wages, promotions, supervisors, and coworkers.

2.3. Employee Performance

Employee performance is something that is very important in company. Because it concerns the direct output of the company. Mangkunegara (2000) defines employee performance as work results in the form of quality and quantity achieved by an employee in carrying out duties and responsibilities that have been delegated by superiors.

In terms of employee performance, there are also many factors that influence the quality and quantity of their work. Timple (2000) states that there are two main things to pay attention to in the factors that influence performance itself, namely internal factors and external factors. Internal factors are related to an individual's personal characteristics, including elements such as age, gender, education level, motivation level, cultural background, and other personal variables.

Meanwhile, external factors that influence employee performance are factors that originate from the employee's work environment and tend to be outside their control. This includes organizational policies, superior leadership style, interactions with coworkers, wage systems, supervision, and factors in the social environment (Dewi, 2012)

Apart from these factors, employee performance indicators have a vital role in assessing company performance, used as a measurement tool to evaluate the extent to which employees contribute. According to Robbins (2006) employee performance can be dissected into several indicators/aspects including: Quality, quantity, timeliness, effectiveness and independence.

2.4. Hypotheses Development

A leader has a crucial role in a company. The policies implemented by the leader are really paid attention to by his subordinates because the leader structurally has a high position. Apart from providing policies, it is important for a leader to provide service to employees. The aim is to build emotional closeness, with the hope of increasing employee job satisfaction. In this context, emotional interactions between leaders and subordinates are considered an important element to increase productivity and harmony in the workplace.

The harmony that exists is closely related to the leader's attitude, the humble and embracing attitude of the leader can be a driver for a sense of satisfaction in employees. Humble is an aspect that must be possessed by agile leaders (Horney et al., 2010). So the harmony and closeness that arises from agile leadership can influence job satisfaction.

This is supported by research conducted Aftab et al. (2022) with the results that agile leadership has a significant positive influence on job satisfaction in which there is a sense of embracing and belonging. Similar research conducted by Özgenel et al. (2022) states that school principals who have agile leadership can influence teacher job satisfaction.

H1: Agile leadership positively affecting the Job Satisfaction

The performance theory developed by Greenberg & Baron (2008) regarding individual

performance explains that low or high individual performance = individual performance, one of which is ability (ability-A) which is characterized by leadership. Leadership is a crucial factor with the ability to be able to innovate in an era full of uncertainty.

Agile leadership continues to focus on a leader's innovation in carrying out many things (Wardani et al., 2023). With the many innovations we have, we guarantee the quality of each individual in terms of their performance. The more innovation in leadership will increase employee performance

Many studies state the relationship between agile leadership and employee performance, including Wibowo et al. (2023) in their research stating that agile leadership has a positive and significant effect on employee performance. Sidharta & Purbojo (2023) also stated the same thing regarding the existence of a direct positive relationship from agile leadership to employee performance.

H2 : Agile Leadership positively affecting the employee performance

In Wibowo's book (2016), Gibson's theory states that there is a positive relationship between job satisfaction and employee performance. In this context, job satisfaction can be a driver of increased performance, where employees who feel satisfied tend to be more productive. On the other hand, good employee performance can also contribute to increased job satisfaction through perceived work achievements. Job satisfaction not only affects productivity, but also has an impact on aspects of creativity, problem-solving, and decision-making abilities when carrying out work tasks. Thus, employee satisfaction not only acts as a result of good performance, but also as an internal trigger that encourages creativity and higher productivity in carrying out their work duties.

Gibson's theory is supported by previous research which states the relationship between job satisfaction and employee performance, including: Aniversari & Sanjaya (2022) in their research concluded that job satisfaction had a positive and significant effect on the performance of PT Aneka Gas Industri employees in Lampung. Similar research conducted by Endra (2022) confirmed that the level of employee satisfaction has a positive and significant impact on employee performance.

H3 : Job Satisfaction positively affecting the employee performance

Studies regarding the relationship between agile leadership and employee performance which is mediated by job satisfaction have not been carried out and published and written explicitly However, the relationship between agile leadership and employee performance which is implicitly mediated by job satisfaction has been widely researched using the scheme: Relationship of Agile Leadership to Employee Performance, Relationship of Agile Leadership to Job Satisfaction, Relationship of Job Satisfaction to Employee Performance.

Research regarding the scheme above has been explained in the previous Development hypothesis. Previous research is also supported by the grand theory written by Joiner & Josephs (2007) which states that agile leadership which has humble and adaptable characteristics supports the formation of a good environment and creates satisfaction at work.

H4 : Agile Leadership has a positive effect on Employee Performance mediated by Job Satisfaction

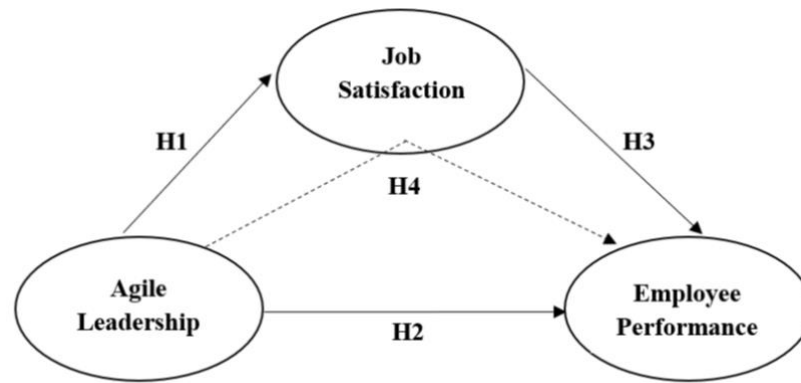


Figure 1. Research Framework
Source: Author, 2024

3. RESEARCH METHODS

3.1. Research Type

This study employs a quantitative methodology, focusing primarily on the analysis of numerical data through statistical methods. The quantitative approach is particularly suitable for inferential research, aimed at testing hypotheses and drawing conclusions based on the probability of error in rejecting the null hypothesis. This method offers a robust framework for systematically and objectively collecting and analyzing data. The research falls under the category of survey research, which, according to Sugiyono (2017), is a quantitative research method utilized to gather data from samples representing large or small populations. The survey method aims to uncover information about the relative occurrence, distribution, and relationships among variables within the studied population.

3.2. Research Location, Population and Sample

The population and place taken in this research were employees from PT. Jago Bahasa Inspira Kediri are 69 people. The researcher used the Slovin formula to determine the sample size by including an element of leeway or inaccuracy due to sampling errors so that tolerance is necessary. The desired tolerance (e) is 5%, with a population of 69 people. So the determination of the sample size carried out by the researcher, in accordance with Slovin's formulation is 59 employees.

3.3. Data Collection Techniques

The data collection process involves distributing questionnaires using a Likert scale, which displays a rating range from 1 to 5. Sample selection was carried out using random sampling techniques. Random sampling technique is a sampling technique from a population that is carried out randomly without paying attention to the strata in the population (Sugiyono, 2017). The reason for choosing this technique is based on the homogeneous population of members.

Tabel 1. Instrument Development

Variabel	Indikator	Questioner Item
Agile Leadership (X), (Neubauer et al., 2017)	Humble	My supervisor humbly accepts input and knowledge from various parties, including my input.
	Adaptable	My supervisor easily adapts to new things, including technological aspects.
	Visionary	My supervisor can inspire me and the team with the vision they possess.
	Engaged	My supervisor is always willing to listen, interact, and communicate with me and the team.
Job Satisfaction (Z) (Robbins & Judge, 2014)	Job	I am satisfied with the facilities provided to support my work.
	Wages	The salary I receive is commensurate with the job demands placed on me.
	Promotion	Employee promotion policies are well implemented in this institution.
	Supervisor Colleagues	My superiors always provide guidance to me in every task. I do not encounter difficulties in collaborating with colleagues.
Employee Performance (Y) (Robbins, 2006)	Quality	I can complete every task with precision.
	Quantity	My job aligns with the targets set by the company.
	Timeliness	I can complete tasks on time.
	Effectiveness	I can find efficient solutions to complete tasks or solve problems.
	Independence	I have the ability to work independently without being overly dependent on guidance or supervision.

3.4. Data Analysis

This study employs path analysis techniques with the support of Smart PLS software. The data analysis procedure encompasses crucial steps, including validity testing to ensure the credibility and reliability of the utilized data, reliability testing to assess the precision of the research instrument, determination of coefficients to ascertain the extent to which the regression model can elucidate variations in the data, and ultimately, hypothesis testing to examine and validate the relationships among the investigated variables.

The decision to use the PLS technique was based on the consideration that in this research there were three latent variables which were formed through formative indicators, which were then used to form a moderating effect. This is in line with (Hartono, 2011) who stated that research that uses latent variables should use SEM (Structural Equation Modeling)-SMART PLS analysis.

4. RESULTS AND DISCUSSION

4.1. Results

Based on the data in the table above, it can be concluded that the percentage of respondents who work at PT. Inspira Language Experts are balanced between women (50.8%) and men (49.2%). This shows that gender does not play a big role in job placement at this company. PT. Jago Bahasa Inspira, as a service company, provides employment opportunities regardless of gender, with each strategic level position having a general job desk and job specifications. The characteristics of respondent are presented in Table 1.

Tabel 1. Characteristics of Respondens

Attributes	Frequency	Percentage
Gender		
Male	29	49.2%
Female	30	50.8%
Age		
20 - 25 Year	21	36%
26-30 Year	27	46%
31-35 Year	9	15%
>35 Year	2	3%

Source: Author, 2024

Apart from that, the data table also reveals that most of the employees of PT. Inspira Language Experts are in a relatively young age range. This can be explained by the company's status as a start-up that has only been established for 3 years. The existence of human resources (HR), most of whom are still young, reflects the characteristics of companies that are very flexible in facing transformation or change quickly. This phenomenon also reflects the application of agile principles as the basis of the company's philosophy, showing high adaptability to industrial developments and the business environment.

Tabel 2. Validity Test

Variabel	Average Variance Extracted	Status
Agile Leadership	0.658	Valid
Job Satisfaction	0.531	Valid
Employee Performance	0.622	Valid

Source: Author, 2024

Upon conducting the analysis, the confirmation of the research's validity is evident as all the variables under consideration exhibit an average variance extracted value surpassing 0.50. As indicated in Table 2, each variable demonstrates an average variance extracted exceeding 0.50. Consequently, it can be inferred that all the variables in this study are deemed valid.

Tabel 3. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability
Agile Leadership	0.826	0.830
Job Satisfaction	0.847	0.848
Employee Performance	0.778	0.787

Source: Author, 2024

Drawing conclusions from the analysis presented in Table 3, it can be deduced that the reliability of this study is ascertainable. This is evident in the fact that all the variables under investigation exhibit Cronbach's alpha and Composite Reliability values surpassing 0.7, as outlined in Table 3. Consequently, it can be firmly stated that all the variables in this research can be regarded as reliable.

Tabel 4. R-Square

Variabel	R-Square
Job Satisfaction	0.743
Employee Performance	0.851

Source: Author, 2024

The R-square test results in the table show that the Job Satisfaction variable has a value of 0.743 (74.3%), indicating that 74.3% of the variation in Job Satisfaction can be explained by the Agile Leadership variable, and shows a strong relationship. Meanwhile, the Employee Performance variable has a value of 0.851 (85.1%), indicating that 85.1% of the variation in Employee Performance can be explained by Job Satisfaction, while the remaining 15% is explained by other variables not discussed in the research, this also shows strong relationship.

Tabel 5. Direct Effect

Hypotheses	Original sample	Standard deviation	T statistics	P values
Agile Leadership → Job Satisfaction	0.862	0.031	27.757	0.000
Job Satisfaction → Employee Performance	0.542	0.126	4.320	0.000
Agile Leadership → Employee Performance	0.413	0.129	3.197	0.001

Source: Pratama, 2024

From Table 5, the significance value of the Agile leadership variable on job satisfaction is 0.000, which means the significance level is below 0.05. Therefore, it can be concluded that there is a significant influence between agile leadership on employee performance.

Likewise, for the Job Satisfaction variable on employee performance, the significance value is 0.000, less than 0.05. This results in the conclusion that Job Satisfaction has a significant effect on employee performance.

Meanwhile, the significance value of the agile leadership variable on employee performance was recorded at 0.001, which indicates a level below 0.05. It can be concluded that agile leadership has a significant influence on employee performance

Tabel 6. Indirect Effect

Hypotheses	Original sample	Standard deviation	T statistics	P values
Agile Leadership → Job Satisfaction → Employee Performance	0.467	0.112	4.179	0.000

Source: Pratama, 2024

Table 6 presents a significance value of 0.000 for the relationship between the agile leadership variable and employee performance through job satisfaction. This value is less than 0.05, so it can be concluded that Agile Leadership has a significant effect on employee performance through its influence on job satisfaction.

4.2. Discussion

4.2.1. The Influence of Agile Leadership on Job Satisfaction

Based on the results of inner model testing, Agile Leadership (X) is proven to have a significant positive influence on Job Satisfaction (Z). The parameter coefficient is 0.862 (86.2%) and the t statistics value is 27.757, indicating that the higher the implementation of Agile Leadership, the

higher the employee job satisfaction. Conversely, if the implementation of Agile Leadership is less than optimal, Job Satisfaction tends to decrease.

This finding is in line with the theory of Joiner & Joseph (2007), which states that Agile Leadership, comes from sincere feelings and heart, prioritizing employee needs and satisfaction by treating them as equal colleagues, not as subordinates or superiors. The close relationship between leaders and employees is the basis for creating job satisfaction.

This finding is consistent with research by Surapto (2022) and Özgenel et al (2022), which confirms the positive impact of Agile Leadership on Job Satisfaction, especially in the context of the VUCA era. The results of this study provide additional support for the concept that responsive and adaptive leadership, such as in Agile Leadership, has a significant role in increasing employee job satisfaction amidst the challenges and uncertainty of the VUCA era.

These significant results indicate that the leadership at PT. Jago Bahasa Inspira has a humble attitude and has a clear vision. This is reflected in the high average answers in the aspect of being humble and having a clear vision. This shows that the humble attitude of the leaders must continue to be maintained and improved to maintain and increase job satisfaction of PT. Jago Bahasa Inspira.

4.2.2. The Influence of Agile Leadership on Employee Performance

Based on the results of inner model testing, it appears that Agile Leadership (X) has a significant positive influence on Employee Performance (Y). The parameter coefficient is 0.413 (41.3%) with a statistical t value of 3.197 indicating that the higher the leader's implementation of Agile leadership, the higher the performance achieved by employees.

This finding is in line with the theory put forward by McKenzie & Aitken (2012) which states that employee performance levels are influenced by Agile Leadership. This leadership model encourages positive relationships by building harmonious relationships, strengthening teamwork through a clear vision from leaders, and listening to input from colleagues and employees.

Similar research results were revealed by Wibowo et al. (2023) and Suprpto et al. (2022) which states that there is a significant positive influence of agile leadership on employee performance.

Concretely, field phenomena also strengthen this finding, where the leadership of PT. Jago Bahasa Inspira shows the Agile Leadership aspect by not leaving gaps and always being humble towards his subordinates and helping employees in their work, and providing the expected treatment. This action positively motivates employees to improve their performance to the maximum.

4.2.3. The Influence of Job Satisfaction on Employee Performance

From the test results of the direct influence of Job Satisfaction on Employee Performance, it can be seen that the parameter coefficient is 0.542 (54.2%) with a statistical t value of 4.320. This shows that the higher the level of Job Satisfaction/Job Satisfaction felt by employees, the higher the performance that can be achieved. Conversely, if the level of job satisfaction/Job Satisfaction is low, employee performance will decrease.

This finding supports the theory expressed by Gibson in Wibowo (2016) which states that there is a positive correlation between job satisfaction and employee performance. Job satisfaction is considered an internal stimulant that can increase employee creativity and productivity. However, in line with this positive correlation, if job satisfaction decreases, employee performance also tends to decrease.

This is also in line with research conducted by Suryawan & Salsabilla (2022) and Aniversari &

Sanjaya, (2022) which shows that job satisfaction has a positive and significant influence on employee performance. This strengthens the argument that factors such as appropriate pay, a good work environment, work that matches skills, and effective supervision can improve employee performance.

The importance of job satisfaction is also reflected in field phenomena, where job satisfaction, especially in relationships with colleagues, is associated with a good level of accuracy in work execution and increased quality of work results. This shows that job satisfaction is implemented at PT. Jago Bahasa Inspira has a positive impact on employee discipline and work results.

4.2.4. The Influence of Agile Leadership on Employee Performance through Job Satisfaction

The results of the indirect influence test between Agile Leadership on Employee Performance through Job Satisfaction using the Sobel test show t-statistics of 4.179 and Two-tailed Probability of 0.00000010624. This means that Job Satisfaction can act as a positive and significant mediator in the relationship between Agile Leadership and Employee Performance at PT. Jago Bahasa Inspira.

This finding is in line with Path Goal theory which emphasizes that the attitude of a leader who pays attention to the needs of workers and the work environment can bring the group to achieve organizational goals (Northouse, 2013). According to (Robbins, 2002), job satisfaction can be increased with leadership that is friendly and understands its subordinates, so that employees feel satisfied and give their best abilities, improving company performance.

Apart from this theory, many previous studies have stated that the relationship between leadership and employee performance is moderated by job satisfaction, including (Siagian & Khair, 2018), (Mukmin & Prasetyo, 2021) and (Handoko et al., 2021).

These significant results have practical implications for PT. Jago Bahasa Inspira is that the leader's humble attitude, clear vision and involvement of all elements in decision making can increase job satisfaction. This then has a positive impact on employee performance which can be seen from the punctuality in carrying out tasks and the accuracy of the target quantities set by the company.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Agile Leadership implemented at PT. Inspira Language Expert has a big influence on employee performance. Agile leadership characterized by humility makes employees feel comfortable. In particular, most of the employees are still relatively young and belong to Gen Z with the characteristics of prioritizing mental health by working in companies that do not have toxic relationships.

This perceived comfort has an impact on job satisfaction and leads to increased performance at PT Jago Bahasa Inspira. Awareness of the importance of a positive work environment and support for employee mental well-being are the main points in creating a productive and motivating work atmosphere. Therefore, implementing Agile Leadership not only creates positive effects in terms of performance, but also forms an inclusive company culture and supports individual development.

Limitation

The study of the influence of agile leadership on employees through job satisfaction at PT Jago Bahasa Inspira has limitations. The results are based on one company only, which may not be representative of the entire service industry or other fields. Other important factors that might influence employee performance are not considered, and this study only focuses on cause-and-effect

relationships that are calculated objectively without an in-depth understanding of field challenges that must be confirmed directly with related parties. This study also does not fully consider derivatives of the agile concept, including frameworks. Future research should cover more companies and relate it to a derivative of agile theory, namely the framework.

5.2. Suggestions

Based on the results of the analysis in this research, we would like to provide several suggestions for increasing the influence of Agile Leadership on employee performance, with Job Satisfaction as a mediating variable. First, it is necessary to continue to strengthen Agile leadership, with a focus on increasing intense communication and involving all elements in decision making. Especially in terms of career paths, we suggest paying more attention to accelerating the adoption of career paths, considering that satisfaction with career paths is currently one of the aspects that needs to be improved.

for future research, it is recommended to expand the scope to include variables related to agile frameworks such as SCRUM, Lean, XP, and Kanban. This will make the research more comprehensive and in-depth in its discussion. Researchers Also propose that research be conducted in manufacturing companies to obtain more diverse and complex results, covering various aspects of economics. Thus, it is hoped that further research can provide deeper and more applicable insights regarding the positive influence of Agile Leadership on employee performance.

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