

Agile Leadership and Career Success: A Culture of “AKHLAK” as Complementary Partial Mediation

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ABSTRACT

Agile leadership is becoming more relevant in today's fast-changing world. Leaders who embrace this approach foster teamwork, adapt quickly to change, and create an environment where employees can thrive. This study explores how agile leadership directly enhances career success and how it does so indirectly through the “AKHLAK” culture. The research was conducted with 50 permanent employees from PT INKA (Persero) in the General Department and HR Division. Data was collected through questionnaires and analyzed using SEM-PLS. The findings show that agile leadership significantly strengthens the “AKHLAK” culture and improves career success. Additionally, the “AKHLAK” culture itself plays a crucial role in boosting career growth and acts as a bridge between agile leadership and success. By encouraging collaboration, innovation, and adaptability, agile leadership helps embed “AKHLAK” values within employees, ultimately leading to greater achievements. In an era of rapid change, businesses must stay flexible and responsive. To remain competitive and relevant, organizations need leaders who embrace agility and inspire their teams to grow.

ABSTRAK

Kepemimpinan agile semakin relevan di era perubahan yang cepat. Pemimpin dengan pendekatan ini mendorong kerja sama tim, beradaptasi dengan cepat terhadap perubahan, dan menciptakan lingkungan yang mendukung perkembangan karyawan. Penelitian ini bertujuan untuk meneliti bagaimana kepemimpinan agile dapat meningkatkan kesuksesan karier secara langsung maupun melalui budaya “AKHLAK.” Studi ini melibatkan 50 karyawan tetap PT INKA (Persero) yang bekerja di Departemen Umum dan Divisi SDM. Pengumpulan data dilakukan melalui kuesioner dan dianalisis menggunakan metode SEM-PLS. Hasil penelitian menunjukkan bahwa kepemimpinan agile secara signifikan memperkuat budaya “AKHLAK” dan meningkatkan kesuksesan karier. Selain itu, budaya “AKHLAK” berperan penting dalam mendorong pertumbuhan karier dan menjadi jembatan antara kepemimpinan agile dan keberhasilan individu. Dengan mendorong kolaborasi, inovasi, dan fleksibilitas, kepemimpinan agile membantu menginternalisasi nilai-nilai “AKHLAK” dalam diri karyawan, sehingga mereka dapat mencapai kesuksesan yang lebih besar. Dalam menghadapi dinamika bisnis yang terus berkembang, perusahaan harus tetap adaptif dan responsif. Oleh karena itu, pemimpin dengan gaya kepemimpinan agile sangat dibutuhkan untuk menjaga daya saing dan relevansi organisasi.



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INTRODUCTION

For a company to succeed, it needs to be agile. In today's fast-changing business landscape, especially for State-Owned Enterprises (SOEs), flexibility is essential to keeping up with shifting consumer demands, increasing competition, and emerging business opportunities. Embracing organizational agility allows companies to adapt and thrive in

these evolving conditions. At the same time, internalizing core values is equally important. These values serve as the foundation of a company's culture, guiding employees through change and fostering an environment that supports continuous growth and improved performance (Abd. Wahid Wijaya & Rani, 2024).

A strong organizational culture enables companies to navigate challenges, overcome obstacles, and remain competitive (Yuniarti et al., 2021). Organizational culture plays a crucial role in a company's growth and long-term sustainability (Marler et al., 2006). Companies with a positive work culture often have a competitive advantage in attracting and retaining top talent (Robinson, 2023). The Ministry of SOEs has established core values as behavioral guidelines to enhance company performance. In alignment with this, PT INKA (Persero)—the focus of this study—is undergoing a cultural transformation by adopting the core values of "AKHLAK" (Amanah-Trusted, Kompeten-Competent, Harmonis-Harmonious, Loyal, Adaptif-Adaptive, Kolaboratif-Collaborative). These values serve as both an organizational identity and a unifying force, shaping work habits that drive continuous performance improvement at PT INKA (Persero). Organizational culture is closely linked to leadership. Inclusive leadership, which has been implemented in several SOEs, has been shown to strengthen the internalization of the "AKHLAK" culture (Srimulyani, Rustiyaningsih, Farida, et al., 2023). A positive corporate culture also has the potential to motivate employees to achieve organizational goals by enhancing both performance and career development.

Career development in a company is very important for employees. In a competitive work environment, career development becomes a key factor in achieving career success and individual growth. A culture that encourages participation, transparency, and openness to criticism can increase the subjective career success of individuals in the organization. Understanding how individuals within an organization make career decisions, navigate the company, and respond to career outcomes is greatly aided by the cultural values that shape views of career success (Javidan et al., 2006). Career success is the real success or performance felt by an individual as the accumulated results of work experience (Susilowati et al., 2021). In the context of one's professional development, social cognitive career theory (SCCT) highlights the relationship between workplace culture and an individual's level of happiness with their choice of work and interactions with others and environmental factors (Lent et al., 2002). A leader must ensure that the company culture can motivate all employees to achieve the highest level for the company because it is a component of the organization's strategy (Srimulyani et al., 2023).

In addition to organizational culture, another factor that can influence an individual's career success is their leader. A useful paradigm for understanding the relationship between leadership and employee work outcomes, such as career achievement, is social exchange theory (SET). In today's dynamic workplace, leaders are seen as most successful in ensuring professional achievement, and leaders have a significant impact on how subordinates view their career success (Akkaya et al., 2022). When referring to leadership effectiveness, the appropriateness of the leadership style, leadership model and typology of a leader in dealing with environmental developments and the conditions of the people he leads is greatly influenced by the level of competence possessed by the leader.

As long as leaders cultivate agile qualities, leadership in an agile enterprise can provide significant benefits, where leaders must react quickly to changes in the business environment and maintain continuous development of their own skills. Leadership in an agile organization requires a type of leader who serves people in the organization, empowers and develops them, is a visionary, architect, coach, and a leader who is not just a planner, director, and controller (Fridayani, 2021). One of the most pressing demands on businesses is leadership agility, which continuously develops organizational agility skills and enables leaders to react quickly to uncertainty, radical change, complexity, and knowledge-based dynamics in internal and external business contexts (Joiner, 2019). Agile leadership, according to Hayward, is a leadership style that adjusts to an organization's innovation process and helps it thrive in a competitive, unpredictable world (Akkaya et al., 2022).

PT INKA (Persero) is a train manufacturer, focusing its business on high-quality products and services to customers. PT INKA (Persero) provides various products to meet the various needs of its customers, as well as after-sales services to ensure that its customers get the best transportation solutions. Two divisions in PT INKA (Persero) that are very crucial for the company's performance in achieving its goals are the Human Capital and General Affairs divisions. Each company generally has a Human Capital and General Affairs Division and supports the company's operational activities, which are tasked with handling various aspects related to human resources (HR). In exploring the relationship between direct and indirect agile leadership practices and employee career success with the internalization of the "AKHLAK" culture at PT INKA (Persero), this study took permanent employees in the Human Capital and General Affairs Divisions at the company.

THEORETICAL FRAMEWORK

Social Exchange Theory (SET)

SET is a useful paradigm for understanding how employee performance, including career success, and leadership are interrelated. Homans defines social exchange as social relationships, at least between two individuals, or between groups, where social exchange includes not only material, but also non-material exchanges that usually occur in a social relationship, taking forms and dimensions that involve emotions even though they do not deviate from the basic principles of exchange in the economy whose basis is rational choice (Wardani, 2016). According to Blau, social exchange is the cornerstone of interpersonal and group relationships as well as a crucial component in social life (Cook & Rice, 2006; Cook et al., 2013).

Social Cognitive Career Theory (SCCT)

The focus of SCCT is on how work experiences influence performance and achievement, as well as personal effectiveness, outcome evaluation, and career goals. SCCT encourages communication between coworkers based on an individual's comfort level with their chosen career path as a means of interacting with others and contextual variables in the context of one's career development (Lent et al., 2002). The professional field is introduced to the process of interaction between individual, behavioral, and environmental components using SCCT (Wang et al., 2022). The notions of interests, talents, values, and

environmental factors—all of which have an impact on career development and were included in earlier career theories—are combined in SCCT. SCCT investigates the ways in which social interaction, education, and observation shape people's choices for particular careers. The two primary performance variables examined by SCCT are one's level of academic and professional achievement and one's level of persistence in the face of adversity (Zola et al., 2022).

Career Success

Job success is the basic definition of career success (Gattiker & Larwood, 1988). Career success is defined as “a positive psychological or occupational outcome or personal and professional achievement that a person obtains as a consequence of work experience” and is thought to include both subjective and objective components, such as job satisfaction and career satisfaction, as well as objective elements like salary and position (Judge et al., 1995). Career success is the accomplishment of desired work-related outcomes during the course of one's employment experience at each stage (Arthur et al., 2005). Many contemporary theories of occupational success imply that career success for a large number of people transcends conventional objective variables (Shockley et al., 2015).

Professional achievement, both objective and subjective, is a component of career success (Husin & Johari, 2016). Goal success, on the other hand, refers to external views, such as society's views on careers. Observable behaviors, like pay or the quantity of advancements in a job or trade, are frequently used to gauge career success (Santos, 2016). Career success can be perceived as both extrinsic, and intrinsic success (e.g., advancement in the job hierarchy, good income). A comprehensive analysis of career success must consider multiple perspectives and combine both objective and subjective elements (Metelski, 2019). According to Shockley et al. (2015), the subjective components of professional success are made up of eight (8) components: personal life, meaningful work, growth and development, influence, authenticity, quality work, recognition, and fulfillment. Objective job success is characterized by high pay and room for advancement (Kamal & Hassan, 2022).

“AKHLAK” Culture

The distinctive behaviors that a group of people inside an organization choose to adopt make up its organizational culture, which has a big influence on how things are organized at work (Belias & Koustelios, 2014). Organizational culture that continues to develop has given birth to various new cultural values that are currently being hotly discussed, especially cultural values for state-owned enterprises (SOEs), where Erick Thohir as Minister of SOE formed the concept of AKHLAK (*Amanah-Trustee, Kompeten-Competent, Harmonis-Harmonious, Loyal, Adaptif-Adaptive, Kolaboratif-Collaborative*) as new work values and culture for state-owned companies (Ramadhani, 2022). The Ministry of SOEs has launched the core values of AKHLAK as a means of defining and strengthening a cooperative work environment, as part of efforts to improve SOE performance in an environmentally friendly manner (Prastowo & Suhariadi, 2023).

Based on the regulation of the Minister of SOEs of the Republic of Indonesia Number SK-115/MBU/05/2022A, the explanation of the six (6) dimensions of the "AKHLAK" culture is as follows: 1) *Amanah* is an attitude that holds firmly to the trust given; 2)

Kompeten is an attitude to continue learning and developing capabilities; 3) *Harmonis* is an attitude of caring for each other and respecting differences; 4) *Loyal* is an attitude of dedication and prioritizing the interests of the Nation and State; 5) *Adaptif* is an attitude of innovation and enthusiasm in driving or facing change; 6) *Kolaboratif* is an attitude of building synergistic cooperation (Srimulyani et al., 2023).

Agile Leadership

The ability of a leader to behave wisely and effectively in complex and dynamic situations is known as leadership agility (Joiner & Josephs, 2007: 376). Agile leadership is the capacity to remember and pick up on success factors that are more pertinent to change, allowing a leader to guide a team of employees nimbly and swiftly in detecting and reacting to business changes (Saputra, 2021:376). According to contemporary leadership theory, agile leadership is the capacity to bring about change and adapt in order to succeed in a turbulent and uncertain environment (Arifin & Purwanti, 2023). Agile leadership traits include flexibility, competency, focused on teamwork, result-oriented, quickness, and change-oriented (Akkaya & Sever, 2022; Kamal & Hassan, 2022; Porkodi, 2024).

Agile leadership is the ability to simultaneously observe and react to environmental changes. This allows leaders to act quickly, nimbly, strategically, and adaptably in the face of complicated and quickly evolving circumstances. It takes a combination of coaching, training, practical experience, and an organizational culture that values and encourages innovation, teamwork, and continuous learning to develop agility in leaders. The goal of agile leadership is to cultivate the skills and attitudes necessary for the company to successfully switch to a new operating paradigm (Porkodi, 2024).

Agile Leadership and "AKHLAK" Culture

As cultural architects, organizational leaders shape the attitudes, norms, and practices that make up the culture of their companies (Nosratabadi et al., 2020). One of the crucial pillars for creating a robust company culture is effective leadership (Srimulyani & Hermanto, 2022). A leader's chosen style of leadership has an impact on how team members communicate, work together, and absorb the company's ideals. An inventive, growth-oriented culture may be fostered, for instance, by transformational leadership that prioritizes inspiration, vision, and staff development. The ideal corporate culture may be created, shaped, and sustained by transformational leaders (Alfadhalah & Elamir, 2021).

The organization's cultural values must be actively realized and reinforced by leaders in order to foster a cohesive and goal-oriented work environment (Adeniyi et al., 2024). A leader is an example for his followers. Subordinates tend to emulate leaders who demonstrate a strong commitment to the ideals of the organization. Therefore, leaders need to model the ideal culture through their actions and behaviors on a regular basis. Srimulyani, Rustiyaningsih, and Hermanto (2023) provided empirical evidence to support this claim, demonstrating a substantial and positive correlation between servant leadership and a robust organizational culture in village administration. According to a different research conducted in 2023 by Srimulyani et al. (2023) inclusive leadership techniques promote the absorption of AKHLAK culture. Filling the limitations of the study in previous

research, the exploratory study of the relationship between agile leadership and "AKHLAK" culture, is formulated with the first hypothesis (**H1**) as follows:

H1: Agile leadership significantly increases "AKHLAK" culture.

Agile leadership and Career Success

Social exchange theory (SET) explains how leadership behavior and career success are related, since leaders are accountable for raising team morale and enhancing results (Kamal & Hassan, 2022). One of the main criteria for comprehending conduct at work is SET (Cropanzano & Mitchell, 2005). When analyzing the connection between leadership and employee outcomes – like career success – SET is a useful paradigm. Subordinates' career success is greatly influenced by their leaders in a variety of ways. For example, leaders with a compelling vision motivate their team to work toward greater objectives, give them room to participate in decision-making, support and foster individual growth, value diversity, and have an awareness of the backgrounds and cultures of both team members and subordinates. Finally, leaders and subordinates give top priority to data-driven decision making and long-term planning.

Success in the workplace requires leadership roles for a number of reasons, including: 1) Employees can be motivated and satisfied in their work as a result of the great work environment created by effective leaders; 2) Leaders who value creativity and open communication encourage subordinates to advance their careers and take on new assignments; 3) Effective leadership encourages personal and professional development by allowing subordinates to feel encouraged rather than overwhelmed by tasks; 4) Effective leaders encourage subordinates to grow as leaders, which can help subordinates advance their careers.

If a leader can acquire graceful traits, agile leadership has several advantages (Susanto et al., 2023). Agile leadership, which includes the traits of being quickness, flexible, teamwork-oriented, competency, and result-oriented, is one of the leadership styles that may provide workers a great experience (Akkaya & Sever, 2022; Kamal & Hassan, 2022; Porkodi, 2024). Agile leadership, through the mediator variable of work embeddedness, has a strong direct and indirect effect on career success (Akkaya et al., 2022). Additionally, Kamal and Hassan (2022) shown that career performance is significantly enhanced by agile leadership. The results of the empirical study were confirmed by Porkodi (2024) who stated that agile leadership is significantly positively related to individual career success. Meanwhile, Li et al.(2022) revealed that responsible leadership has a significant impact on career success. This empirical study fills the limitations of previous research, by examining the impact of agile leadership on employee career success in one of the SEOs with the following hypothesis formulation (**H2**):

H2: Agile leadership significantly increases career success.

"AKHLAK" Culture and Career Success

The distinctive behaviors that a group of people inside an organization adopt make up its organizational culture, which has a big influence on how things are run at work (Belias & Koustelios, 2014). According to Husin & Johari (2016), SCCT serves as the cornerstone for the relationship between an individual's culture and their level of success at work. In

the context of a person's career growth, there is an interaction in SCCT between environmental factors, workplace culture, and the degree of individual satisfaction with other people's career choices (Lent et al., 2002). Success in the workplace is heavily influenced by culture in a number of ways, such as: opportunities for professional growth are influenced by cultural norms, the number of training and development programs in a particular culture in an organization because the organization places a high emphasis on lifelong learning and skills development.

The conceptual link between culture and job success was elucidated by Kats et al. (2010). There are currently few empirical studies examining the connection between career performance and business culture, such as Adabi and Muchtar (2019) who revealed that organizational culture has a significant positive effect on career success from the subjective perspective of employees. The study of AKHLAK culture as the main values of state-owned enterprises HR is predicted to increase career success for individual employees at PT INKA (Pesero) as one of Indonesia's SOEs, so the third hypothesis (H3) is:

H3: "AKHLAK" Culture significantly increases career success.

Agile Leadership and Career Success: The Mediating Function of "AKHLAK" Culture

Leadership has a significant impact on both corporate culture and career achievement. Leaders set the vision, goals and fundamental values of the organization, which means leaders set the culture and direct how members of the organization communicate, make decisions and carry out tasks. A capable leader will model the behavior expected of subordinates, for example by demonstrating honesty, responsibility and dedication to the organization's core values, and communicating openly and honestly to foster a climate of trust and cooperation. According to the empirical results of Virgiawan et al. (2021), the performance of the State Civil Apparatus at the Ministry of PUPR of the Republic of Indonesia can be enhanced by work culture, particularly in the area of effective and efficient use of working time, which is directly tied to how a leader sets an example for effective time management. There is a positive impact of servant leadership practices on organizational culture (Srimulyani, Rustiyaningsih, & Hermanto, 2023). Furthermore, inclusive leadership practices increase the internalization of AKHLAK culture (Srimulyani et al., 2023). Organizational culture can increase career success from an employee's subjective perspective (Adabi & Muchtar, 2019). Organizational culture can increase job satisfaction (Abawa & Obse, 2024).

Leaders can foster a culture of innovation and continuous development by providing opportunities for subordinates to grow professionally, thereby enhancing their career success. Seibert et al. (2001) explained that one part of career success is career satisfaction. Organizational culture can increase career satisfaction (Jabeen & Isakovic, 2018). Meanwhile, employee career satisfaction can be increased through servant leadership both directly and indirectly with trust in co-workers as mediation (Rashid & Ilkhanizadeh, 2022). In order to remain profitable and competitive, organizations need to improve employee job satisfaction (including career satisfaction), review organizational culture policies, and analyze organizational leadership styles (Nassani et al., 2024). The fourth hypothesis (H4) explores how the "AKHLAK" culture mediates the relationship between agile leadership

and career success. This study aims to fill the gaps left by previous research by examining this connection in greater depth

H4: "AKHLAK" mediates the connection between agile leadership and career success.

RESEARCH METHOD

Operationally, agile leadership is leadership that has the ability to sense change and at the same time respond to environmental changes with wise and effective actions, focused, flexible, and fast in the midst of complex and rapidly changing situations, which are seen from result-oriented, competency, teamwork-oriented, flexibility, quickness, and change-oriented. The six dimensions used to measure agile leadership adapt Akkaya and Sever (2022); Kamal and Hassan (2022). The "AKHLAK" culture is operationally defined as the dominant values internalized in state-owned enterprises which are used as the employee work philosophy as a guide for employee behavior in carrying out employee duties, which include the values: Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Career success, operationally speaking, is the attainment of desired work-related outcomes in each of an individual's work experiences from time to time. These outcomes can be classified as intrinsic and extrinsic success, or subjective and objective success, as demonstrated by recognition, quality and meaningful work, influence, authenticity, personal life, growth and development, and overall satisfaction. The measurement scale of the three research variables uses a five (5)-point Likert scale.

This research method is a research method used to research a specific population or sample, and data collection using a questionnaire. The population of this study was the Human Capital department with forty (40) permanent employees and the General Affairs department with fourteen (14) permanent employees, as part of the HR division. The total population in this study was fifty-four (54) permanent employees, all of whom were targeted as respondents. Assessing the validity and reliability of questionnaire data, evaluating the structural model, and assessing the model's goodness of fit are the three primary phases of the second-order SEM-PLS data analysis process used to test the research model.

RESULT and DISCUSSION

Results

A total of fifty-four (54) questionnaires were distributed, four (4) questionnaires or 7.4 percent were not returned, with details of three (3) questionnaires from the Human Capital division and one (1) questionnaire from General Affairs, totaling fifty (50) that could be analyzed or 92.6 percent of the questionnaires from the total questionnaires distributed.

Table 1 Respondent Demographics

Category	Amount	Percentage (%)
Gender		
Men	19	38
Women	31	62
Total	50	100
Age (years)	Amount	Percentage (%)

>20-25	21	42
>25-30	11	22
>30-35	3	6
>35-40	5	10
>40-45	5	10
>45-50	5	10
> 50	5	10
Total	50	100%
Status	Amount	Percentage (%)
Couple	20	40
Single	30	60
Total	50	100
Education Level	Amount	Percentage (%)
High School	1	2
Vocational School	10	20
D-3	9	18
S-1	27	54
S-2	3	6
Total	50	100
Work Period (years)	Amount	Percentage (%)
>1- 3	29	58
4-6	5	10
7-9	8	16
10-12	5	10
>12	3	6
Total	50	100

Table 1 shows the characteristics of respondents in terms of gender, namely 19 men (38 percent) and 31 women (62 percent). The majority of respondents are aged >20-25 years (42 percent). In terms of status, there are 20 respondents with couple status (40 percent) and 30 single (60 percent). Based on education level, the majority are S-1, totaling 27 people (54 percent). Based on the length of service of respondents, the majority have a work period of >1-3 years with a total of 29 people (58 percent).

Results of Reliability and Validity Test of Questionnaire Data

Factor Loading (FL), Cronbach's Alpha (CA), and Composite Reliability (CR) are commonly used to assess reliability. Meanwhile, validity is evaluated using several benchmarks: (1) Construct validity is measured through the Average Variance Extracted (AVE) value, and (2) Discriminant or convergent validity is determined using the *Forner-Larcker Criterion* (FLC). The results of these tests are presented in Table 2.

Table 2 *FL, CA, CR, and AVE Values of Agile Leadership Variable*

Dimension	FL ≥0.700	CA ≥0.700	CR ≥0.700	AVE ≥0.500
Result-Oriented		0.567	0.775	0.537
Result-Oriented1	0.723			
Result-Oriented2	0.834			
Result-Oriented3	0.628			
Competency		0.755	0.860	0.672
Competency1	0.845			
Competency2	0.847			
Competency3	0.765			
Teamwork- Oriented		0.752	0.858	0.669
Teamwork- Oriented1	0.850			
Teamwork- Oriented2	0.805			
Teamwork- Oriented3	0.797			
Flexibility		0.790	0.877	0.706
Flexibility1	0.891			
Flexibility2	0.724			
Flexibility3	0.894			
Quickness		0.656	0.811	0.591
Quickness1	0.764			
Quickness2	0.657			
Quickness3	0.871			
Change-oriented		0.802	0.884	0.717
Change-oriented1	0.885			
Change-oriented2	0.818			
Change-oriented3	0.835			

Table 2 shows two measurement items with values below 0.700: the third statement in the result-oriented dimension (0.628) and the second statement in the quickness dimension (0.686). Additionally, two dimensions that define agile leadership have Cronbach's Alpha (CA) values below 0.700: the result-oriented dimension (0.567) and the quickness dimension (0.656).

Table 3 *FL, CA, CR, and AVE Values of "AKHLAK" Culture Variable*

Dimension	FL ≥0.700	CA ≥0.700	CR ≥0.700	AVE ≥0.500
Amanah		0.766	0.865	0.683
Amanah1	0.871			
Amanah2	0.881			
Amanah3	0.771			
Kompeten		0.675	0.823	0.609
Kompeten1	0.800			
Kompeten2	0.696			
Kompeten3	0.838			

<i>Harmonis</i>		0.798	0.882	0.713
Harmonis1	0.887			
Harmonis2	0.845			
Harmonis3	0.810			
Loyal		0.765	0.865	0.684
Loyal1	0.865			
Loyal2	0.686			
Loyal3	0.912			
<i>Adaptif</i>		0.712	0.840	0.637
Adaptif1	0.751			
Adaptif2	0.749			
Adaptif3	0.886			
<i>Kolaboratif</i>		0.787	0.876	0.703
Kolaboratif1	0.886			
Kolaboratif2	0.856			
Kolaboratif3	0.768			

Table 3 shows two measurement items with values below 0.700: the second statement in the competent dimension (0.696) and the second statement in the loyal dimension (0.686). Additionally, one dimension of the “AKHLAK” culture, the competent dimension, has a Cronbach’s Alpha (CA) value below 0.700 (0.675).

Table 4 Factor Loading (FL), Cronbach’s Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) Values for the Career Success Variable

Dimension	FL ≥0.700	CA ≥0.700	CR ≥0.700	AVE ≥ 0.500
Recognition		0.513	0.756	0.512
Recognition1	0.886			
Recognition2	0.856			
Recognition3	0.768			
Quality Work		0.741	0.841	0.639
Quality Work1	0.837			
Quality Work2	0.843			
Quality Work3	0.712			
Meaningful work		0.590	0.783	0.547
Meaningful work1	0.712			
Meaningful work2	0.823			
Meaningful work3	0.676			
Influence		0.624	0.800	0.573
Influence1	0.835			
Influence2	0.672			
Influence3	0.755			

Authenticity		0.789	0.876	0.702
Authenticity1	0.852			
Authenticity2	0.839			
Authenticity3	0.823			
Personal life				
Personal life1	0.725			
Personal life2	0.793			
Personal life3	0.810			
Growth & development		0.651	0,810	0,590
Growth & development1	0.854			
Growth & development2	0.655			
Growth & development3	0.782			
General satisfaction		0.651	0.811	0.589
General satisfaction1	0.731			
General satisfaction2	0.765			
General satisfaction3	0.805			

Statement items with Factor Loading (FL) values below 0.700 are removed when evaluating the structural model (inner model), following Chin (2010), who suggests that an FL value should exceed 0.700. The Cronbach's Alpha (CA) values in Table 2, Table 3, and Table 4 fall within the moderate (>0.400 - <0.600) and high (>0.600 - <0.800) reliability categories, as classified by Guilford (1956). For construct reliability, a Composite Reliability (CR) value of at least 0.700 is required (Tentama & Anindita, 2020). Since the CR values in Table 2a, Table 2b, and Table 2c are all above 0.700, the dimensions used to measure the variables meet reliability standards.

According to Samani (2016), an Average Variance Extracted (AVE) value must be at least 0.500 to be considered valid. The AVE values for all dimensions in this study exceed 0.500, confirming their validity. Convergent validity is assessed by comparing the Fornier-Larcker Criterion (FLC) value of a construct with its values for other constructs. If a construct's FLC value is the highest among them, it indicates good discriminant validity.

Table 5 FLC values

	Ad	Am	Au	CO	Com	FI	GD	Har	Inf	Kol	Kom	Lo	MW	PL	QW	Qu	Reg	RO	St	TO
Ad	0.798																			
Am	0.722	0.826																		
Au	0.731	0.590	0.838																	
CO	0.547	0.502	0.881	0.847																
Com	0.255	0.285	0.525	0.418	0.820															
FI	0.685	0.490	0.587	0.414	0.351	0.840														
GD	0.666	0.767	0.754	0.765	0.377	0.500	0.860													
Har	0.774	0.766	0.749	0.654	0.471	0.504	0.728	0.844												
Inf	0.613	0.511	0.715	0.789	0.304	0.561	0.709	0.577	0.860											
Kol	0.596	0.609	0.795	0.847	0.404	0.481	0.850	0.709	0.672	0.838										
Kom	0.367	0.487	0.656	0.616	0.714	0.408	0.630	0.606	0.474	0.622	0.883									
Lo	0.646	0.446	0.673	0.573	0.258	0.799	0.580	0.478	0.776	0.522	0.424	0.925								
MW	0.593	0.384	0.662	0.519	0.393	0.780	0.502	0.456	0.719	0.456	0.445	0.840	0.819							
PL	0.726	0.606	0.621	0.377	0.386	0.653	0.444	0.643	0.399	0.462	0.351	0.478	0.679	0.777						
QW	0.744	0.801	0.682	0.599	0.430	0.732	0.788	0.787	0.689	0.683	0.570	0.705	0.660	0.631	0.800					
Qu	0.887	0.686	0.796	0.604	0.254	0.635	0.626	0.687	0.719	0.561	0.351	0.710	0.632	0.645	0.703	0.859				
Reg	0.715	0.559	0.596	0.493	0.126	0.638	0.536	0.508	0.582	0.486	0.232	0.715	0.569	0.525	0.661	0.760	0.836			
RO	0.688	0.648	0.709	0.615	0.407	0.525	0.685	0.638	0.609	0.541	0.467	0.610	0.526	0.476	0.729	0.696	0.817	0.825		
St	0.733	0.757	0.722	0.681	0.487	0.575	0.716	0.826	0.610	0.782	0.541	0.476	0.488	0.659	0.781	0.700	0.550	0.592	0.767	
TO	0.770	0.725	0.756	0.646	0.531	0.574	0.680	0.841	0.593	0.707	0.573	0.491	0.515	0.720	0.744	0.716	0.529	0.617	0.720	0.818

The FLC value of each dimension itself is greater than the FLC in other dimensions (Table 5), so it is stated that the measurement indicators meet good discriminant validity. The results of the outer model analysis with the second order approach in the second stage after deleting the 6 items that have FL <0.700) can be seen in Figure 1.

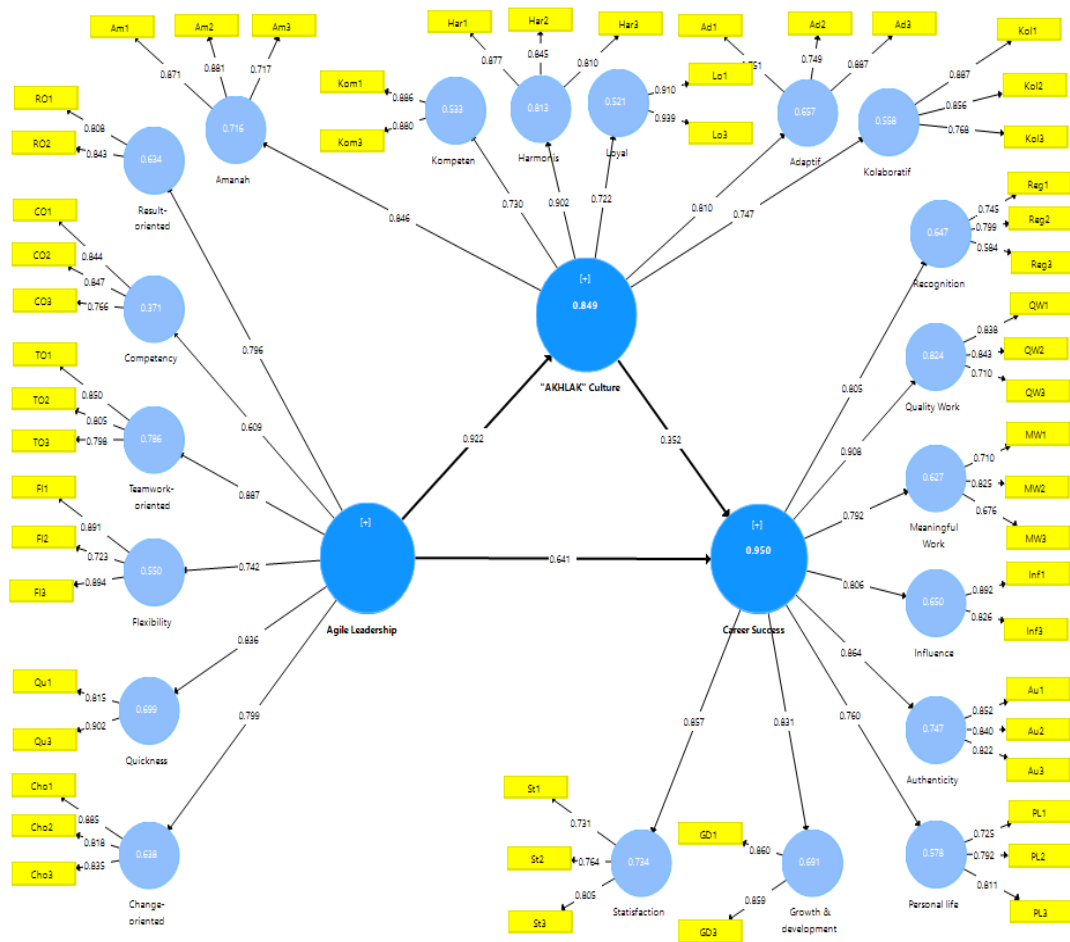


Figure 1 FL Value, Determination Coefficient (R-Square=R2), and Path Coefficient (β)

The R-Square value measures the proportion of variability in the endogenous variable that can be explained by external variables. This value is used to assess the results of the structural model evaluation, as shown in Table 6.

Table 6 R-Square Value

Path	R-Square	Description
AL → "AKHLAK" Culture	0.849	Substantial
AL, "AKHLAK" Culture → CS	0.950	Substantial

Note: AL=Agile Leadership, CS= Career Success

The R-square value (Figure 1 and Table 6) on the endogenous variable "AKHLAK" culture is 0.849, meaning that the strength of the agile leadership variable in predicting "AKHLAK" culture is 84.90 percent. The R-square value of the endogenous variable

career success is 0.950, meaning that the strength of the agile leadership and AKHLAK" culture variables is 95.00 percent.

The path coefficient (β), which indicates the strength of the link between variables, provides insight into the significant value of the relationship between variables and the evaluation of the structural model. The results of this evaluation can be seen in **Figure 2** and **Table 7**.

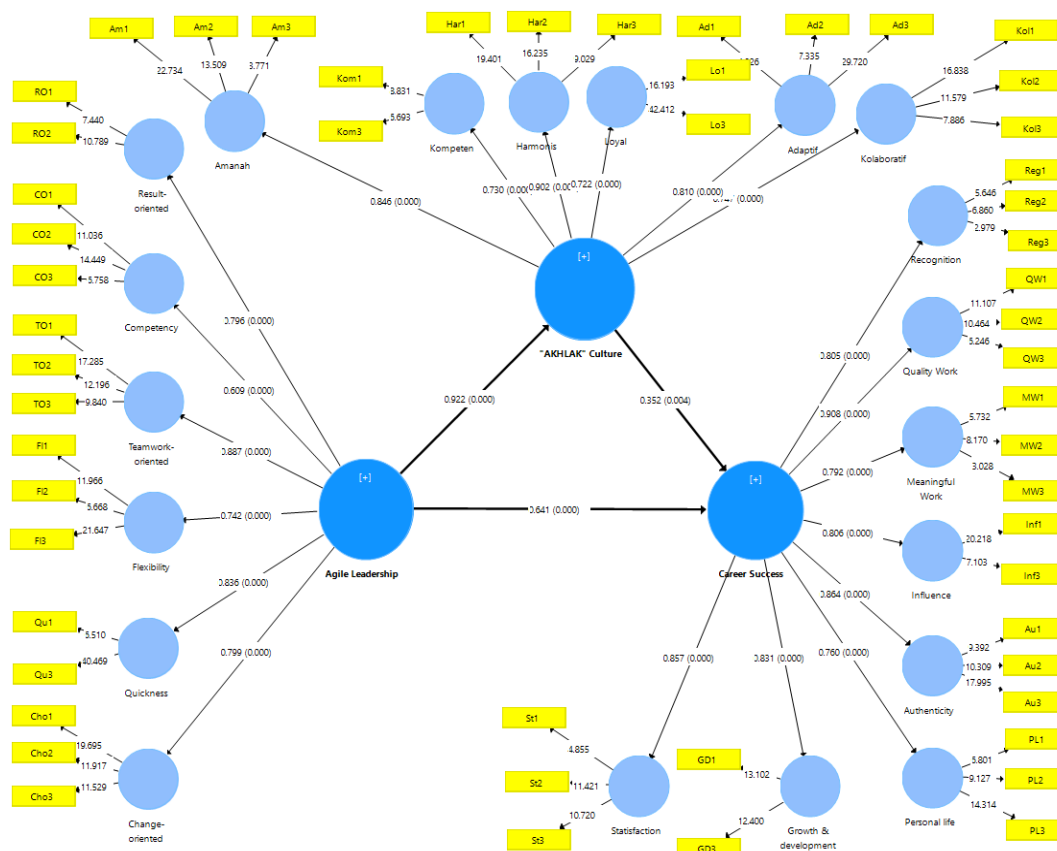


Figure 2 P-value and Path Coefficient (β)

The p-value is computed in a one-sided manner in relation to the path coefficient while testing the hypothesis that $\beta > 0$ at a significance level of 0.050 (i.e., 1-95%). Generally speaking, the hypothesis is accepted if the p-value is less than 0.050; if not, it is rejected. The direct link and certain indirect effects show the outcomes of the hypothesis test (**Table 7**).

Table 7 Results of Direct Effect and Specific Indirect Effect Coefficients

Path	β	t-statistic	p-value	VIF*	Description
Direct Effect					
Agile Leadership → "AKHLAK" Culture	0.922	26.339	0.000	1.000	Hypothesis accepted
"AKHLAK" Culture → Career Success	0.352	2.893	0.004	6.636	Hypothesis accepted

Agile Leadership → Career Success	0.641	5.547	0.000	6.636	Hypothesis accepted
Specific Indirect Effect					
Agile Leadership → "AKHLAK" Culture → Career Success	0.324	2.932	0.004		Hypothesis accepted

* VIF < 10, meaning there is no multicollinearity

Discussion

Agile Leadership Improves "AKHLAK" Culture

Agile leadership plays a significant role in shaping and strengthening organizational culture, particularly in fostering adaptability. Leaders who demonstrate agility – through quick decision-making, adaptability, and a growth mindset – set the direction for the entire organization. In agile companies, culture becomes even more crucial. To cultivate a culture that promotes trustworthiness, competence, harmony, loyalty, adaptability, and collaboration, leaders must embrace change, focus on tasks, enhance speed and competence, and prioritize teamwork. Additionally, a key aspect of agile leadership is promoting cross-functional collaboration, which helps improve internal communication and teamwork within the organization. The findings of this study confirm that agile leadership positively influences the "AKHLAK" culture at PT INKA (Persero). In today's fast-paced and complex business environment, agile leadership supports and strengthens the "AKHLAK" culture, allowing it to flourish. A strong corporate culture is built by leaders who demonstrate agility and adaptability, as they encourage continuous learning and development. This study contributes to the understanding of the link between leadership and culture, particularly in relation to inclusive leadership practices and the "AKHLAK" culture (Srimulyani et al., 2023) and the connection between servant leadership and organizational culture (Srimulyani, Rustiyaningsih, & Hermanto, 2023).

"AKHLAK" Culture Improves Career Success

The findings of this study indicate that PT INKA's (Persero) "AKHLAK" culture significantly enhances career success for employees in the General Affairs and Human Capital departments. The results of the H2 test (Table 7) reveal that the stronger the internalization of the "AKHLAK" organizational culture, the greater the career success of employees in these two divisions. These findings align with the Social Cognitive Career Theory (SCCT), which suggests that workplace culture and personal satisfaction with career choices are shaped by interpersonal relationships and environmental factors in professional development (Lent et al., 2002). The study further highlights that the "AKHLAK" culture fosters ethics, integrity, and compassion – values that can increase productivity, strengthen teamwork, enhance employee loyalty, and create better career advancement opportunities. A culture rooted in these values helps employees achieve career success by supporting goal attainment, boosting motivation, improving performance, and expanding career development prospects. When employees feel supported and inspired by the "AKHLAK" values embedded in their daily work, they are more likely to thrive professionally.

Agile leadership Improves Career Success

Career satisfaction and individual and team performance are influenced by agile leadership. Agile leadership is a very successful way to improve employee career success, because of the flexibility aspect of the leader driven by the leader's competence, and the work method that is oriented towards change than other leadership styles. The results of the H3 test (Table 7) found that agile leadership significantly increases career success in employees of the Human Capital and General Affairs Department of PT INKA (Pesero).

Agile leadership considerably boosts career success for workers in the Human Capital and General Affairs Department of PT INKA (Pesero), according to the findings of the H3 test (Table 4). The findings of the empirical investigation lend credence to Porkodi's (2024) theory that there is a considerable positive correlation between individual career success and agile leadership. According to Kamal and Hassan (2022), agile leadership greatly boosts career success, while Li et al. (2022) found that responsible leadership has a considerable impact on career success. The study's findings corroborate those of Akkaya et al. (2022).

In line with the SET view, these results suggest that agile leadership provides a strong foundation for career success by improving performance, skills development, access to career opportunities, and the ability to face change with courage. Agile leadership can encourage collaboration, innovation, and flexibility, which in turn improve individual and team performance, better performance is often associated with higher career achievement. These empirical results are novel from this study because they fill the limitations of previous studies, by examining the effect of agile leadership on employee career success.

“AKHLAK” Culture Mediates the link between Agile Leadership and Career Success

The results of the H4 test (Table 7) indicate that the “AKHLAK” culture serves as a complementary partial mediator, as both the direct and indirect effects of agile leadership on career success are significant and aligned in the same direction (Nitzl et al., 2016). While agile leadership directly enhances career success, the presence of the “AKHLAK” culture further amplifies this impact. In state-owned enterprises, agile leadership can help organizations remain flexible and responsive to change. Effective leaders provide opportunities for professional growth through mentorship and development programs, leading to higher job satisfaction and career success for employees. By fostering a culture of open communication and collaboration, agile leaders strengthen teamwork and knowledge-sharing within the organization.

Agile leadership prioritizes adaptability and flexibility, enabling companies to swiftly navigate internal challenges and market shifts while revitalizing and strengthening corporate culture. It also promotes a continuous learning mindset, driving ongoing improvement and innovation. Therefore, agile leadership plays a crucial role in reinforcing the “AKHLAK” culture within state-owned enterprises, making them more resilient, innovative, and adaptable in today’s fast-changing business landscape. Beyond improving organizational performance, the “AKHLAK” culture also significantly contributes to employees' career success, creating a work environment where both individuals and the company can thrive.

CONCLUSIONS

The data analysis results reveal the following key findings:

1. Agile leadership enhances career success.
2. Agile leadership strengthens the “AKHLAK” culture.
3. The “AKHLAK” culture contributes to career success.
4. The “AKHLAK” culture acts as a partial, complementary mediator between agile leadership and career success.

These findings highlight the relationship between agile leadership—an effective leadership approach in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era—and its direct and indirect influence on the corporate culture implemented in state-owned enterprises (SOEs), specifically the “AKHLAK” culture. The study underscores that agile leadership provides a strong foundation for embedding the “AKHLAK” culture and supporting employee career success by improving performance, enhancing skill development, expanding career opportunities, and increasing adaptability to change.

However, the research sample is limited to employees in the Human Capital and General Affairs departments at PT INKA (Persero). Future studies could broaden the sample to include other departments within PT INKA (Persero) or other SOEs. Additionally, future research could explore additional variables—such as individual employee personality traits—that may further contribute to career success.

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