

Maximizing Happiness At Work: The Best Practices Of Transformational Leadership At Food And Beverage Start-Up Business In Indonesia

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ABSTRACT

The start-up business is a business that has just been initiated and is still in the phase of finding the right positioning. Therefore, the presence of employees in the business start-up is significant in determining the performance of the business. Positive and happy feelings for employees at work contribute to employee performance, and this is mostly determined by the leadership patterns adopted in the organization. In previous studies, Transformational Leadership has become an antecedent for happiness at work. However, there is a research gap in studies of the effects of Transformational Leadership on Happiness at work that presents inconsistencies in research results. Therefore, this research further examines the study by providing novelty through mediation Organizational Learning Capability and organizational facilitators. The subject of this research is the start-up business Food and Beverage in Indonesia, which contributed greatly to the economy. This research uses quantitative methods with a purposive sampling technique of 100 respondents. The research proves that the effect of Transformational Leadership on Organizational Learning Capability and Organizational Facilitators, then Organizational Learning Capability and Organizational Facilitators on Happiness at Work, and subsequently Transformational Leadership on Happiness at Work through Organizational Learning Capability is significant. But the influence of Transformational Leadership on Happiness at Work, then Transformational Leadership on Happiness At Work through Organizational Facilitators, and Transformational Leadership on Happiness At Work through Organizational Learning Capability and Organizational Facilitators are not significant.

Keywords: Transformational Leadership, Happiness At Work, Organizational Learning Capability, Organizational Facilitators, Start-up Business, Food, and Beverage.

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INTRODUCTION

In carrying out work, humans, as one of the company's resources, not only need to get reciprocated material that is worth it but also requires happiness or a positive feeling the impact of job satisfaction. Happiness in the work environment itself is usually called happiness at work (HAW). The existence of HAW in this company is considered necessary because, according to the results of previous journals which states that the higher HAW automatically also increases employee productivity (Joo & Lee: 2017). The realization of HAW in a company will certainly be more easily realized if supported by appropriate leadership, in this case, leadership with transformational style. Leadership style is believed to be

one of the factors that influence HAW because transformational leadership (TFL) is a leader who tends to care and pay attention to employee needs, able to inspire and motivate employees by being an ideal reference (Setiawan et al. : 2020, Salas-Vallina et al. : 2017). Some previous studies say that the effect of TFL on HAW will be insignificant if there are intervening variables. However, some studies state that the effect of TFL on HAW with an intervening variable still has a significant effect. With this research gap, this research intends to resolve the research gap through mediating variables, namely organizational learning capability (OLC) and organizational facilitators (OF), as research novelty. Organizational learning capability (OLC) is an ability and capacity of an

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organization to conduct the learning process to maintain and even improve the quality of organizational performance (Chiva, Alegre, & Lapedra, 2007). Salas-Vallina, et al. (2017) explain that the ability or capacity of organizational learning is influenced by leadership in organizations because leaders who act as drivers of their organizations to learn more through communication, organizational activities, experiments, and knowledge sharing. These actions are the actions of transformational leaders who uphold good relations and continue to try to explore the potential of their subordinates. A good OLC will have an impact on profitability, which will also significantly affect employee job satisfaction where job satisfaction is one of the dimensions of HAW. According to experts, another effect that is felt individually by the employees is increasing each other's knowledge and also increasing interaction with colleagues so that they experience self-fulfillment. These advances and experiences give rise to various positive feelings that employees feel the same as bringing up HAW.

While organizational facilitators are efforts made by providing facilities that aim to reduce problems or obstacles that will interfere with employee performance at work (Gracia, et al., 2013). Organizational leaders have an essential role in helping employees develop their potential by motivating, fostering effectiveness, and serving employees (Vallina, Simone, & Guerrero, 2018). Serving employees, in this case, means the leader can seek the realization of facilitating employees who are adequate and following needs. The provision of facilities according to employee needs aims to reduce or minimize employee work problems and obstacles so that employee stress decreases and positive feelings increase so HAW can be realized.

The object of research aimed at examining this topic is employees who work in the food and beverage (F&B) start-up business because researchers found data from the results of the startupranking.com survey, which showed that Indonesia ranked fifth in the start-up business with the total number of 2,180 start-up businesses—coupled with data from the Research Deputy which explains that 68% of the 8.2 million creative industry units that exist are from the F&B sector or about 5.5 million units. The rise of the F&B industry is also supported by data from the Central Statistics Agency (BPS), which shows that the growth rate of the F&B sector increased by 7.45%.

LITERATURE REVIEW

Happiness at Work

According to Isa, et al. (2019), happiness at work (HAW) is a positive feeling felt by employees caused by satisfaction with success from within and from the employee's external environment each time they go through their careers. HAW itself is a concept of a person's attitude, which is a benchmark for the quality of life of employees in their work environment (Salas-Vallina & Fernandez, 2017). Semedo, Coelho, & Ribeiro (2019) stated that HAW is related to organizational change for better and maximizing performance. So HAW in a company has an impact on the efficiency of the organization in achieving its goals, and this should be utilized as much as possible by every organization in the company (Chaiprasit & Santidhirakul,

2011). From several definitions of HAW, it can be concluded that HAW is a positive feeling felt by employees while working due to satisfactory performance results.

Following Fisher's (2010) research, HAW was identified as having three dimensions, which are engagement, job satisfaction, and affective organizational commitment. Here are the definitions of the three HAW indicators:

1. Engagement, a unique feeling of motivation and energy that encourages employees to be more passionate when working. According to Schaufeli, et al., (2002), engagement is divided into three, namely:

a. Vigor, high energy, and mental endurance that employees have at work are willing to try hard when facing problems or obstacles.

b. Dedication, a sense of significance, inspiration, pride, and enthusiasm for challenges.

c. Absorption, the ability of employees to concentrate and dissolve in their work until the time feels too fast.

2. Job satisfaction is a positive, positive emotion that is gained from work experience or sound judgment (Spector, 1985).

3. Affective organizational commitment is the identification of emotional relationships that involve organizations to try to achieve goals and wish to remain involved in the organization (Allen & Meyer, 1990).

Transformational Leadership

Transformational leadership (TFL) is a leadership style that is carried out by leaders with positive relations, being an ideal reference point and caring and paying attention to the needs of the working human resources (Salas-Vallina, et al., 2017). Rafferty & Griffin (2004) describe that in TFL, leaders should have the ability to be able to encourage and motivate their subordinates to improve their performance to exceed the expectations of the leader. You can do this by changing and influencing their attitudes and what they believe in and instilling values in a more positive direction. According to Bawuro, Danjuma, & Wajiga (2018), TFL is the ability possessed by a leader to inspire employees to develop their confidence in making changes, improving performance, and working more efficiently. So it can be concluded that TFL is a leader who can motivate and be a good guideline for his subordinates so that a good relationship can be established and his subordinates can maximize their performance.

Bass & Riggio (2006) explained that TFL has four indicators, namely idealized influenced (charismatic behavior), inspirational motivation, intellectual stimulation, and individualized consideration. Here are the definitions of all four dimensions of the TFL:

1. Idealized influenced, transformational leaders behave as role models for employees who are respected, admired, trusted, and emulated. As a leader who gives the ideal influence must be consistent, dare to take risks, not arbitrarily, act correctly and fairly, as an example of demonstrating high-standard ethics and morals for the company.

2. Inspirational motivation, transformational leaders can inspire and motivate employees to work so they can inspire their morale and show high optimism and enthusiasm. A leader must also be able to communicate the expectations and commitments to achieve company goals and vision.

3. Intellectual stimulation, transformational leaders can provide stimulation for workers to sharpen their awareness and want to develop their mindset and ability to be more innovative and creative in overcoming many types of problems. An example of how to stimulate it is to question assumptions and look at issues from various points of view so they can find new solutions to old problems or conditions.

4. Individualized consideration, transformational leaders pay attention in detail to the needs of each employee to score achievements without making employees feel watched. Leaders act as mentors by delegating employees and keeping track of employee developments, what problems are experienced, and what direction is needed to support them. The leader must also show that as a leader, he accepts fairly the diversity and differences of each employee in the company.

Organizational Learning Capability

Organizational learning capability (OLC) is the ability of an organization to learn based on creation, exchange and other knowledge that is felt by the experience that has been experienced where the knowledge is precious, has no equal and cannot be substituted with others (Gomez & Lorente, 2004). According to Chiva, Alegre, & Lapiedra (2007), OLC is an organization's capacity and capacity to conduct existing learning processes. OLC itself is described as a managerial characteristic that requires the organization to provide organizational learning processes so that employees are encouraged to participate in learning and developing their potential (Vallina, Simone, & Guerrero, 2018). It can be concluded that OLC is the ability and capacity of an organization to improve by conducting the learning process.

Chiva, Alegre, & Lapiedra (2007) identified that OLC has five indicators, namely experimentation, risk-taking, interaction with the external environment, dialogue, and participative decision making. Here are the definitions of the five dimensions of OLC:

1. Experimentation, management of new ideas, and suggestions that are entered and obtained both internally and externally. These ideas and recommendations must be considered and appropriately handled so that they can be used to develop the organization.
2. Risk-taking, the courage to take risks due to fatal failures and the level of tolerance in the face of ambiguity, the occurrence of mistakes, and the existence of uncertainty in the environment around the organization.
3. Interaction with the external environment, building relationships, or good relations with the environment outside the organization that includes stakeholders to get new information that can be a new learning material for the organization.
4. Dialogue is an ongoing collective investigation that is processed then becomes an assumption until it becomes a certainty. It is this certainty that shapes and improves employees' day-to-day experiences by harmonizing understanding and revealing things or meanings that are hidden from the employee's words.

5. Participative decision making the level of influence of employees to get involved in the decision-making process in the company increasing the quality of company decisions.

Organizational Facilitators

Organizational facilitators are an effective strategy to be a solution to the negative things that exist in the company (Demir, 2020). Gracia, et al. (2013) explains that organizational facilitators are efforts made with strategies aimed at reducing problems or obstacles that will interfere with employee performance at work. According to Musyoki, Bor, & Tanui (2017), organizational facilitators are providers of company needs in achieving company goals. So organizational facilitators are the company's efforts or strategies to achieve company goals by facilitating employees as needed to minimize existing problems and work obstacles.

According to the identification of Gracia, et al. (2013), organizational facilitators consist of three indicators, namely training, autonomy, and technical support. Here are the definitions of the three indicators:

1. Training, a process of honing and increasing knowledge and capacity of employees according to what they need in doing their work.
2. Autonomy, refers to the freedom given to employees regarding the right to make their own decisions based on the beliefs and logic of each individual.
3. Technical support, is a facility, especially in the field of technology provided by companies to help and facilitate work.

The Relationship between Transformational Leadership and Happiness at Work.

There are many leadership styles with different characteristics, but not all leadership styles can improve HAW. Previous research says that TFL is the right leadership style to achieve HAW, where TFL has four characteristics, namely idealized influenced, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio: 2006). Transformational leaders have the ability to build a positive work environment so that employees are more motivated and inspired to be able to develop their confidence so that their performance can be improved with better work efficiency, especially by being a role model or example to follow (Bawuro, Danjuma, & Wajiga: 2018, Rafferty & Griffin: 2004). Besides, transformational leaders tend to pay attention to what is needed by their employees so that they are more prosperous and productive at work, such as the influence of leaders who stimulate employees to be more committed and adhere to a strong mission (Setiawan et al. : 2020, Salas- Vallina et al. : 2017). Then employees can feel greater positive feelings while working.

H1: Transformational Leadership influences Happiness at Work.

Relationship between Transformational Leadership and Organizational Learning Capability.

Previous research has shown that there is a positive and significant influence between TFL and OLC, where leaders have a significant role in realizing optimal OLC in the company. Transformational leaders can create change by

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being able to encourage employees to change for the better (Bass B. M. : 1985). One way to realize these changes is by exchanging and increasing knowledge that can be utilized in work activities. However, every company or organization has the ability and capacity to capture knowledge, and this is commonly called organizational learning capability (OLC), which is certainly different from one another (Salas-Vallina, et al. : 2017). The application of TFL is believed to be able to maintain and develop OLC in a company to be more optimal, and employees can undergo a more optimal learning process (Noruzi, et al. : 2013).

H2: Transformational Leadership influences Organizational Learning Capability.

The Relationship Between Organizational Learning Capability and Happiness at Work.

A work environment that is easy to exchange knowledge encourages employees to keep learning new things so that there is a development in the capacity and ability to learn the organization or OLC, which ultimately has an impact on improving employee performance (Dibella, Nevis, & Gould: 1996). Increasing employee performance will cause positive feelings for employees for the satisfaction they experience while working, especially if there are achievements (Fernández et al. : 2017). Therefore the existence of optimal OLC in the company is believed to influence the increase in positive feelings felt by employees, namely HAW (Tao & Feng: 2015).

H3: Organizational Learning Capability influences Happiness at Work.

The Relationship between Transformational Leadership and Happiness at Work through Organizational Learning Capability.

Happiness at work is the impact of employees who can improve their skills and adapt quickly in more complex situations so that there are satisfaction and success at work (Csikszentmihalyi: 2014). This can be realized with an excellent learning attitude where employees will try to maintain the growth of their skills, which certainly requires a strong commitment. Transformational leaders tend to support and enrich the knowledge of their employees by fostering a robust and passionate dedication and enthusiasm to open themselves in learning for the satisfaction of achievement at work (Salas-Vallina, et al. : 2017).

H4: Transformational Leadership influences Happiness at Work through Organizational Learning Capability.

Relationship between Transformational Leadership and Organizational Facilitators.

Transformational leaders have an essential role in developing the potential of employees one way by providing various facilities needed by employees to be able to improve their performance more efficiently or commonly called organizational facilitators (Vallina & Guerrero: 2018). The provision of this facility aims to minimize work constraints experienced by employees to facilitate their work. Transformational leaders realize OF, namely by providing training facilities following what is needed by employees and also the provision of facilities to support employee work processes (Bharwani, et al. : 2017).

H5: Transformational Leadership influences Organizational Facilitators.

Relationship between Organizational Facilitators and Happiness at Work.

The number of efforts to provide facilities made to simplify work, especially in minimizing employee work barriers increasingly boost employee satisfaction at work and become more enjoy their work activities and more committed to work (Purcell, et al. : 2003). The realization of adequate OF can facilitate the work of employees so that the stress level of employees at work decreases and an increase in positive feelings felt by employees or HAW (Vallina & Guerrero: 2018, Gracia, et al. : 2013). The creation of HAW in the company also indicates an increase in the quality of employees at work because the perceived HAW due to the minimization of work constraints increasingly encourages employees to highlight their potential with the various facilities provided.

H6: Organizational Facilitators influence Happiness at Work.

Relationship between Transformational Leadership and Happiness at Work through Organizational Facilitators.

One way to improve HAW in a company is to reduce work barriers that prevent employees from maximizing their performance. Therefore employees must be facilitated as needed so that employees can develop their skills or potential to the maximum. As a transformational leader, the role is to maintain and provide adequate facilities for employees to maximize employee performance and performance. The purpose of the leader as a provider of facilities is also essential to help employees realize the uniqueness of each employee so that they can make the most of it and make the best contribution to the company (Vallina & Guerrero: 2018, Bakker & Demerouti: 2007)

H7: Transformational Leadership influences Happiness at Work through Organizational Facilitators.

RESEARCH METHOD AND MEASUREMENT

This type of quantitative research in which quantitative research is a method for testing existing hypotheses by utilizing the results of the survey means in the form of numerical data to be analyzed using statistics. This research method utilizes survey media that gather information extracted from several samples consisting of targeted respondents to complete statements in one questionnaire (Metwally, 2012). The measurement of transformational leadership variables follows the journal Hemsworth, Muterera, & Baregheh (2013). Measurement of happiness at work variable follows the journal Vallina & Alegre (2018). Measurement of organizational learning capability variables follows the journal Chiva, Alegre, & Lapidra (2007), and measurement of organizational facilitator variables follows the journal Gracia, et al. (2013).

The population in this study are employees who work in the start-up business Food and Beverage (F&B) located in Indonesia. While the sample is part of the population that has specific characteristics that can be representative of that population (Sekaran & Bougie: 2016). The sampling technique used is purposive sampling because there are criteria that must be met to become a research sample.

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Some requirements must be met; first, the respondent must have a direct supervisor and not an entrepreneur working independently. Second, respondents are employees who work in the start-up business in the field of F&B in all regions of Indonesia. By adopting the Slovin formula, the number of employees who must be respondents in this study is 100 respondents.

Data collection techniques used in this study were with the help of supporting media, namely questionnaires distributed to respondents. The questionnaire is a data collection technique that is done by giving several statements according to indicators of each variable and then supplemented by respondents with filling numbers. The questionnaire applied to the Likert scale measurement with 5 class intervals. The data obtained is then processed using SmartPLS version 3.0.

RESULTS AND DISCUSSIONS

From the results of data processing using the SmartPLS version 3.0 application program, the PLS model results are obtained, as shown below:

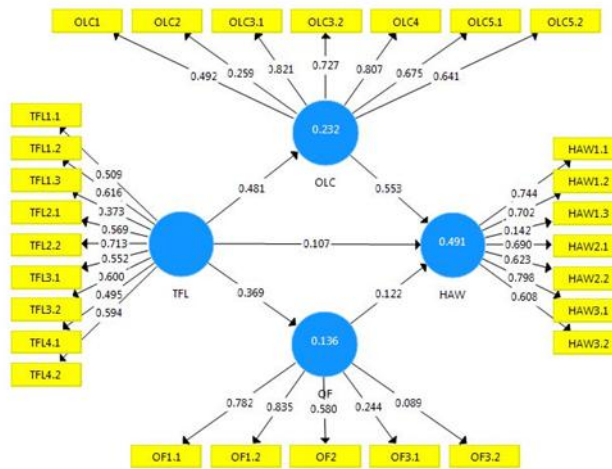


Figure 1. Model Analysis

In Figure 1 above provides information related to the loading factor value of the indicators of each variable. From Figure 1, information is obtained that some indicators are invalid because to be valid, the value of the loading factor must be greater than 0.7. However, the loading factor value between 0.4-0.7 must be considered (Hair, et al.: 2014, Truong & Mccoll: 2011). Therefore the indicators that have invalid loading factor values must be eliminated so that the validity test results are obtained. Validity test is done by looking at the value of the Average Variance Extracted (AVE) which must be greater than 0.5 to be said to be valid. Table 1 below shows the validity test results obtained in this study.

Table 1. Average Variance Extracted

Variabel	Average Variance Extracted (AVE)
<i>Transformational Leadership</i>	0,565
<i>Organizational Learning Capability</i>	0,568
<i>Organizational Facilitators</i>	0,559
<i>Happiness at Work</i>	0,516

Table 2. R Square

	R Square
<i>Happiness at Work</i>	0.468
<i>Organizational Learning Capability</i>	0.292
<i>Organizational Facilitators</i>	0.461

The results of the R Square value in Table 2 shows that the value of the HAW variable is 0.468, and the number is equal to 46.8%. This indicates that the HAW variable can be explained by the influence of TFL by 46.8%, and the remaining 53.2% is influenced by other variables or factors. Then the OLC variable has an R Square value of 0.292, which means the effect of TFL is 29.2%, and the remaining 70.8% is influenced by other variables or factors. While the OF variable has an R Square value of 0.461, which means that the influence of the TFL variable is 46.1%, and the remaining 53.9% is influenced by other variables or factors.

Table 3. Hypotheses Testing

Hypotheses	Relationship	Path Coefficient	T Statistics	P Values	Remark
H1	TFL --> HAW	0,070	0,753	0,452	Rejected
H2	TFL --> OLC	0,545	5,713	0,000	Accepted
H3	OLC --> HAW	0,455	3,777	0,000	Accepted
H4	TFL --> OLC --> HAW	0,248	3,374	0,001	Accepted
H5	TFL --> OF	0,283	2,650	0,008	Accepted
H6	OF --> HAW	0,250	2,307	0,021	Accepted
H7	TFL --> OF --> HAW	0,071	1,478	0,140	Rejected

Table 3 above contains information related to the values of the path coefficient, t statistics, and p values. The value of the path coefficient indicates the nature of the hypothesis, while the value of t statistics shows the significance of the effect where the value must be greater than 1.96. Then the value of p values must be smaller than 0.5. In accordance with Table 3 above shows the influence of the variables that exist in the hypotheses of this study, as follows:

- 1) TFL has a positive effect on HAW, but the effect is not significant because the value of t statistics is smaller than 1.96, which is equal to 0.753. So hypothesis 1 is rejected.
- 2) TFL has a positive and significant influence on OLC because the value of t statistics obtained is greater than 1.96, which is 5.713. So hypothesis 2 is accepted.
- 3) OLC has a positive and significant effect on HAW because the value of t statistics obtained is greater than 1.96, which is 3.777. So hypothesis 3 is accepted.
- 4) TFL has a positive and significant effect on HAW through OLC because the value of t statistics obtained is greater than 1.96, which is 3.374. So hypothesis 4 is accepted.
- 5) TFL has a positive and significant effect on the OF because the value of t statistics obtained is greater than 1.96, which is equal to 2.650. So hypothesis 5 is accepted.

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- 6) OF has a positive and significant effect on HAW because the value of t statistics obtained is greater than 1.96, which is equal to 2.307. So hypothesis 6 is accepted.
- 7) TFL has a positive influence on HAW through OF, but the effect is not significant because the value of t statistics is smaller than 1.96, which is equal to 1.478. So hypothesis 7 is rejected.

The results of this study produce statements that are slightly different from previous literature, where one example is the insignificant direct effect of TFL on HAW. These results indicate that TFL cannot always influence HAW directly as in previous studies with different research objects. So the results of direct influence if the start-up business object that focuses on the F&B sector in Indonesia has consequences that are contrary to research with other objects such as in the health sector. But different is the case with the direct effect of TFL on OLC and OF as an intervening variable in this study where the results have a positive and significant effect. Similarly, the direct influence of OLC and OF on HAW also has a positive and significant effect. These four direct influences, which have positive and significant results, are in line with previous research conducted.

On the other hand, the results of testing the effect of TFL on HAW through OLC produced results that are contrary to previous research, which states that the effect of TFL on HAW if through intervening variables becomes insignificant. While the test results show that TFL on HAW through OLC has a positive and significant effect. However, this research H7 is in line with previous research, which states that TFL on HAW if through the intervening variable has no significant effect.

CONCLUSION

From the results of data processing and analysis that have been done, it can be concluded that: TFL has no significant effect on HAW, TFL has a positive and significant effect on OLC, OLC has a positive and significant effect on HAW, TFL has a positive and significant effect on HAW through OLC, TFL has an effect positive and significant effect on OF, OF has a positive and significant effect on HAW, TFL has no significant effect on HAW through OF, TFL has no significant effect on HAW through OLC and OF.

The leader must pay more attention to the employees and make them aware of being more adhering to definite goals and mission as the basis for working so that employees have a higher fighting spirit to fight in the competition and continue to grow—examples such as providing motivation and a different perspective in carrying out their work. Next, as a leader also more encourages the confidence of employees to be more proud and enthusiastic about the work they live. For example, when regular briefings promote and give awareness that the work they are doing is a good job and should be grateful because not everyone can get the same opportunity to get a job. Then the leader should include employees who have given their opinions based on their point of view. Involving employees can have a positive impact on the leader, such as having more

perspectives and supporting advice in making decisions as well so that employees will feel more valued.

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