

## THE INFLUENCE OF LEADERSHIP EMPOWERING AND JOB STRESS ON PERFORMANCE WITH INNOVATION IN THE WORKPLACE AS AN INTERVENING VARIABLE

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### Abstract

This research aims to determine the effect of empowering leadership and stress on performance with innovation in the workplace as an intervening variable. The sample technique for this research uses a non-probability sampling technique with a saturated sample method, where all members of the population are used as samples. The data collection technique used a questionnaire in the form of a Google form and collected 83 respondents. The method used to analyze the data in this research is path analysis with the SPSS version 22 program. The results of this research show that Empowering Leadership has a positive and significant effect on Innovation, Job Stress has a negative and significant effect on Innovation, Empowering Leadership has a positive and significant effect on Employee Performance, Work Stress does not have a significant effect on Employee Performance, Innovation has a positive and significant effect on Employee Performance, Innovation can mediate Empowering Leadership on Performance, Innovation cannot mediate Work Stress on Employee Performance.

**Keywords:** Empowering Leadership, Work Stress, Performance, and Innovation

### INTRODUCTION

One leadership style that has received quite a lot of attention recently is empowering leadership, where a leader increases the motivation of his members and provides self-efficacy and psychological empowerment by giving them power or giving them more autonomy. In theory, Empowering leadership can be an effective leadership style for employees or organizations because the behavior carried out encourages employees internally so that it produces results related to job satisfaction, employee engagement, creativity, and performance. Teachers are professional staff who have the obligation to plan and carry out the learning process, assess learning outcomes, carry out guidance and training, and are committed to improving the quality of education. Chesbrough, (2010),

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states that innovation is something that is vital for business continuity and is also something that is difficult to achieve. An innovative attitude is the attitude of someone who has a creative and dynamic personality. People who are innovative are people who have creative personalities (Irawaty et al. 2003). An innovative personality is shown by being open to new experiences, creative, aware and responsible for successfully improving one's performance, and having the perception that the world has challenges. Performance is the real behavior displayed by an employee in accordance with his role in the organization (Muliawan, 2017). Teacher performance can be interpreted as a condition that shows a teacher's ability to carry out their duties and describes the teacher's behavior while teaching Supardi, (2013). Teachers' duties, apart from educating and teaching, are also busy with busy learning and class administration activities, which can cause boredom and exhaustion in carrying out their duties, especially during the Covid-19 pandemic, where teachers usually carry out their duties directly or can be said to be offline now. Moving online where this change in habits can cause what is called work stress. According to Robbins, Stephen P, (2006) employee work stress is a condition that arises from the interaction between humans and work and is characterized by changes in humans that force them to deviate from their normal functions. Meanwhile, the negative impact of high levels of stress is a drastic reduction in employee performance. When an employee or manager can manage stress well, the consequences are functional, whereas if you ignore the stress that arises, the consequences are negative for the individual and the organization. The relationship between work stress and performance has a research gap which shows that from the journals Riandy, (2016) and Wartono, (2018), the results of their research show that there is a significant influence between work stress and employee performance. Meanwhile, the results are different from Try, (2019), which shows that work stress has no effect on performance. The reason the researcher chose the title "The Effect of Empowering Leadership and Work Stress on Performance with Innovation in the Workplace as an Intervening Variable" is because in the pandemic era that occurred two years ago, the researcher saw work stress that occurred in teachers, which the researcher saw directly. occurs in the surrounding environment and from the events that occur, the researcher comes up with an idea and creates the title, from the existence of work stress it will definitely give rise to or give rise to innovations so that existing problems can be resolved or can be resolved which is balanced by leaders who have a leadership style According to researchers, the appropriate leadership style is empowering leadership, which empowering leadership itself has been explained above, which is essentially a leadership style that prioritizes empowerment for its members. Leaders with this leadership style will focus on empowering their members by motivating them, understanding their members' behavior and desires, and involving their members.

## Previous Theory and Research

According to Konczak et al., (2000) empowering leadership (the ability to empower subordinates) is a leadership style by influencing followers through delegation of authority and directing employees to participate in decision making. There are six indicators in Empowering Leadership (Empowerment), namely 1) Delegation of Authority, 2) Accountability, 3) directing decision making, 4) Sharing information, 5) Skills development, and 6) Training for creative performance. According to Parker, (1983) Job stress is a feeling of personal dysfunction as a reaction to stressors felt at work, characterized by physical, psychological, and behavioral responses. Indicators of work stress according to Parker, (1983) are: Time Pressure, which is a condition where employees are under pressure from their place of work to be able to complete their tasks according to the predetermined time, and Anxiety, which is a mixed feeling that contains fear and concern about the future without any specific cause for the fear or concern. Employee performance is the result of work that is their responsibility as an employee in a company or organization (Kim et al., (2019); Yang et al, (2009)), there are two performance indicators according to Kim et al., (2019), namely: Quality Work is how well an employee does what he is supposed to do, and quantity of work is how long an employee works in one day. This quantity can be seen from the work speed of each employee. According to Janssen, (2000) defines innovation as the deliberate creation, introduction, and application of new ideas in a job, group or organization to gain advantages in the performance of a job, group or organization. There are three dimensions for measuring innovation, namely 1) Creating ideas (Idea Generation); 2) Sharing ideas (Idea Promotion); 3) Realization of ideas (Idea Realization). Empowering leadership has a positive effect on innovation in the workplace because if we have a leader who has the spirit of empowering leadership (empowerment), then a leader or head in an organization or company will free and involve his employees in taking or making decisions which will improve the It's called innovation in the workplace and is in line with research from Redmond, (1993), this is because when leaders support subordinates to participate in decision making and encourage subordinates' self-efficacy, they will display high levels of creative behavior. This is also in line with research from Fadzilah, (2006) which states that empowering leadership has a positive effect on organizational innovation.

Research on the relationship between job stress, stress not caused by catastrophic events and employee innovation has provided mixed results. Work stress is counterproductive and inhibits employees' innovative abilities (Saleem et al., 2015) and (Bani-Melhem et al., 2018). This is because higher levels of stress tend to reduce an individual's willingness to innovate. Work stress has a negative effect on innovation because when someone experiences work stress, the work they do will be hampered and will not give rise to innovation or it could be said that if work stress is high, the resulting innovation will decrease, this is in line with research from (Bani -Melhem et al., 2020) stress has a

negative and significant impact on innovative behavior, because the higher the work stress faced by employees in the company, the lower their innovative behavior will be. (Purnama & Indrawijaya, 2022) Empowering leadership also has a positive and significant influence on employee performance because if leaders can empower employees well, they will be able to improve employee performance. Empowering leadership has a significant positive effect on employee performance because if a leader has the spirit of empowering leadership, which we know is that empowering leadership itself is involving all employees involved in decision making, innovation, etc., it will cause the employee's performance to increase which is in line with with research from (Nada Nabillah, 2021) and (Damayanti, 2021) also stating that empowering leadership has a significant positive effect on employee performance, because empowering leadership implemented by school principals influences teacher performance. (Bashir, 2010) and (Goswami, 2015) found that work stress has a negative effect on performance. The results of this research explain that employees who suffer from high work pressure will tend to have low work results. Work stress has a negative effect on performance because if work stress increases it will cause performance to decrease, work stress can hinder performance, which researchers agree with the argument put forward by (Kasim, 2016) stating that work stress has a negative effect on employee performance, because of the workload. Excessive work, career development, family problems and organizational problems can reduce employee performance where employees feel tired, anxious, unhappy, have headaches, weakness and get angry easily. Innovation in the workplace has a positive effect on performance, because if an employee's innovation is high, it will cause the employee's performance to also increase, which is in line with previous research from (Yuan & Woodman, 2010); (M. S. Kim & Koo, 2017) in research (Hadi et al., 2020). These findings show that innovative employee behavior will emerge if employees are faced with urgent and challenging conditions when completing their work. By having innovation in the work that we do, it means that we are making changes both in terms of work habits and the way we do the work because we continue to experience changes from time to time.

Innovation in the Workplace (Amundsen & Martinsen, 2015) explains that when an empowering leader increases the sense of meaningfulness of work in subordinates by providing information related to the goals and mission of the organization, the subordinates will feel that the work they do is meaningful, and then give rise to innovative work behavior. (Chiang & Hsieh, 2012), innovation mediates the relationship between leadership characteristics and SME performance in Scotland. (Sudiyani, Sawitri, et al., 2021) innovation behavior positively and significantly mediates the influence of leadership on performance as proven empirically. Based on these results, it can be stated that the stronger the leadership felt by employees and accompanied by innovative behavior, the more employee performance will increase. Innovation can mediate the influence of empowering leadership

on performance, because the stronger the leadership style such as empowering leadership, the more it will empower employees to make decisions so that innovation will increase, this will result in performance also increasing. This is in line with previous research from (Sudiyani, Yuliana, et al., 2021) Innovation mediates empowering leadership on performance, because the stronger the leadership felt by employees and accompanied by innovative behavior, the employee performance will increase. According to (Bimantoro & Noor, 2012) together there is a positive and significant influence between environmental factors, organizational factors, and individual factors on employee performance. This means that the higher the organizational environmental factors and individual factors, the higher the employee performance. Where innovation is an environmental factor, an individual factor. (Keskin, 2006) found that strong innovation positively influences company performance, and a firm learning orientation has a positive influence on innovation. (Lathifah & Wahyuningsih, 2022) innovation behavior can mediate work stress on performance. Innovation can mediate work stress on performance because if work stress occurs it will give rise to something called innovation which will improve employee performance. This is in line with research from (Lathifah & Wahyuningsih, 2022) innovation behavior is able to mediate work stress on performance.

## **RESEARCH METHOD**

The objects in this research are Muhammadiyah High Schools 1, 5, and 7 Yogyakarta and the subjects in the research are the teachers of Muhammadiyah High Schools 1, 5, and 7 Yogyakarta. The data used in this research uses primary data, namely data or information collected directly from respondents by researchers as the target sample. Data collection techniques use survey techniques through questionnaires applied on Google Form. The population in this study were teachers at SMA Muhammadiyah 1, 5, and 7 Yogyakarta. The sampling technique used is non-probability sampling with a saturated sample method, where all members of the population are used as samples. The number of samples used in this research was 83 respondents. The 1st variable, namely Empowering Leadership, has 15 question items. This variable questionnaire is based on measurements from (Konczak et al., 2000) with a 5-point Likert scale. The second variable, namely Job Stress, has 9 question items. This variable questionnaire is based on measurements from (Parker & Decotiis, 1983) with a 5-point Likert scale. The third variable, namely Innovation, has 5 question items. This variable questionnaire is based on measurements from (Janssen 2000) with a 5-point Likert scale. The 4th variable Performance has 5 question items. This variable questionnaire is based on measurements from ((M. Kim et al., 2019); (Yang et al, 2009)) with a 5-point Likert scale. The analysis technique used in this research is Path analysis, testing and estimating the causal relationship between the independent variable and the dependent variable and the

intervening variable. And the final test is using the Sobel Test, to determine the influence of the mediating variable on the hypothesis being studied.

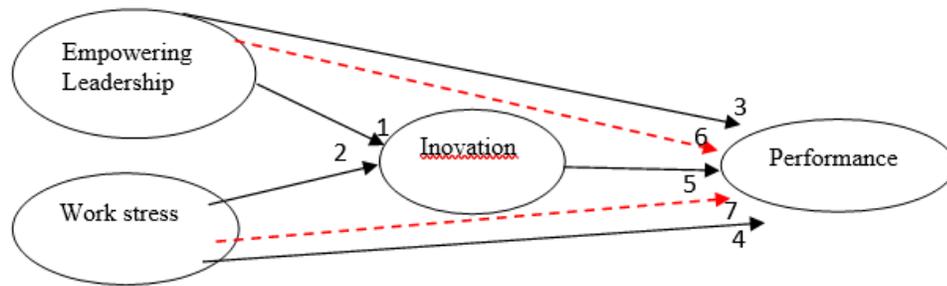


Figure 1 Research Model

## RESULTS AND DISCUSSION

Collecting respondent data used survey techniques through a questionnaire in the form of a Google Form which was given to teachers at SMA Muhammadiyah 1, 5 and 7 Yogyakarta. The number of teachers in the high school is 164 teachers, 83 teachers filled out the questionnaire. Next, the data was processed using SPSS 22. Before carrying out multiple regression analysis, validity and reliability tests were carried out. The validity test was carried out using SPSS 22 by looking at the Sig (2-tailed) value for each question item from the four variables studied. This question item can be said to be valid if the significance value is  $<0.05$  (Sekaran, U., & Bougie, 2016). The following are the results of the validity test.

Table 1 Validity Test Results

Variable	Question Items	R	Sig.(2-tailed)	Information
Empowering Leadership	1	.379**	,000	Valid
	2	.512**	,000	Valid
	3	.393**	,000	Valid
	4	.334**	,000	Valid
	5	.424**	,000	Valid
	6	.457**	,000	Valid
	7	.541**	,000	Valid
	8	.367**	,000	Valid
	9	.594**	,000	Valid
	10	.465**	,000	Valid
	11	.429**	,000	Valid
	12	.557**	,000	Valid

Variable	Question Items	R	Sig.(2-tailed)	Information
	13	.526**	,000	Valid
	14	.633**	,000	Valid
	15	.633**	,000	Valid
Work Stress	1	.442**	,000	Valid
	2	.428**	,000	Valid
	3	.466	,000	Valid
	4	.363**	,000	Valid
	5	.407**	,000	Valid
	6	.292**	,000	Valid
	7	.582**	,000	Valid
	8	.480**	,000	Valid
	9	.480**	,000	Valid
Performance	1	.622**	,000	Valid
	2	.590**	,000	Valid
	3	.568**	,000	Valid
	4	.609**	,000	Valid
	5	.609**	,000	Valid
Inovation	1	.443**	,000	Valid
	2	.481**	,000	Valid
	3	.471**	,000	Valid
	4	.655**	,000	Valid
	5	.596**	,000	Valid
	6	.780**	,000	Valid
	7	.780**	,000	Valid

Source: Processed data, 2023

The Reliability Test was carried out using the SPSS 22 program by looking at the Cronbach's Alpha value  $>0.6$ . The following are the results of the reliability test.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	Information
Empowering Leadership	.944	,000
Work Stress	.900	,000
Performance	.866	,000

Inovation	.894	,000
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Source: Processed data, 2023

After all the data meets the validity and reliability tests, regression is then carried out. And the regression results obtained were subjected to classical assumption tests (Basuki & Prawoto, 2016) as in Table 3 below:

Table 3. Classic Assumption Test Results

Path Analysis	Variable	Multicolinearity	Heteroscedastisiy	Normality
		Tolerance	Sig. (2-tailed)	Monte Carlo sig.(2-tailed)
<b>Model 1</b>	<i>Empowering Leadership</i>	0.948	1	0.337
	Stress Kerja	0.948	Residual	
	Dependent Variable	Inovasi		
<b>Model 2</b>	<i>Empowering Leadership</i>	0.615	0,848	0.361
	Stress Kerja	0.835	0,995	
	Inovasi	0.565	0,510	
	Dependent Variable	Kinerja	Residual	

Source: Processed data, 2023

Normality Test below are the results of the normality test on regression models 1 and 2. Based on the table above, the regression models 1 and 2 are normally distributed with a significance value greater than 0.05, namely 0.337 in regression model 1 and 0.361 in regression model 2. Multicollinearity Test, here are the results of the multicollinearity test of the first regression model and the second regression model that there are no symptoms of multicollinearity, because the tolerance value of the three variables is greater than 0.10 and the VIF value of the two variables is also smaller than 10.00. Heteroscedasticity Test. Based on the table above, it can be said that there are no symptoms of heteroscedasticity, because the significance value is greater than 0.05. The following are the results of multiple linear regression analysis for paths 1 and 2.

Table 8 Results of Multiple Linear Regression Analysis Model 1 and Model 2

Path Analysis	Variable	Standardized Coefficients	Sig.
<b>Model 1</b>	Empowering Leadership	0.557	0.000
	Work stress	-0.227	0.002
	Dependent variable	Inovation	
<b>Model 2</b>	Empowering Leadership	0.501	0.000
	Work stress	0.088	0.283
	Inovation	0.360	0.001
	Dependent variabel	Performance	

Source: Processed data, 2023

Based on the table above, the path analysis model 1 Empowering Leadership has a positive and significant effect on innovation which can be seen from the beta value of 0.557 and the significance value is  $<0.05$ , Job Stress has a negative and significant effect on innovation because it can be seen from the beta value -0.227 and the significance value is  $<0.05$ . In the path analysis of model 2, it can be seen that empowering leadership has a positive and significant effect on employee performance because seen from the beta value, namely 0.501 and the significance value  $<0.05$ , Job Stress has no effect on performance because seen from the beta value 0.088 and the significance value  $> 0.05$ , and the last one is that innovation has a positive and significant effect on performance because it can be seen that the beta value is 0.360 and the significance value is  $<0.05$  The following are the results of the Sobel Test using the Sobel Test Calculate for the Significance of Mediation.

The seventh hypothesis cannot be tested because there are conditions that are not met, namely the Job Stress variable ( $X_2$ ) has no significant effect on Performance ( $Y$ ). Therefore, the Innovation Variable ( $M$ ) cannot act as a mediator in the influence of work stress on performance. But the Innovation variable has a significant direct influence on the Performance variable. Based on table 14 above, the  $\beta$  Empowering Leadership value on innovation produces a value of 0.557, meaning it has a positive influence. The significant value of the Empowering Leadership variable on innovation produces a value of 0.000 or less than 0.05 ( $<0.05$ ), meaning that Empowering leadership has a significant effect on innovation. The conclusion is that empowering leadership has a positive and significant effect on innovation Empowering leadership has a positive effect on innovation in the workplace because if we have a leader who has the spirit of empowering leadership (empowerment) then he will free and include his employees in taking or making decisions which will increase innovation in the workplace and is in line with research from Redmond,

(1993) this is because when leaders support subordinates to participate in decision making and encourage subordinates' self-efficacy, they will display high creative behavior. Based on table 14 above, the value of  $\beta$  Job Stress on Innovation produces a value of -0.227, meaning it has a negative influence. The significant value resulting from the Work Stress variable is 0.002 or smaller than 0.05, meaning that work stress has a significant effect on innovation. In conclusion, work stress has a negative and significant effect on innovation. Work stress has a negative effect on innovation, because when teachers experience what is called high work stress, whether it is a load from within the job or a load from outside, it will affect their performance which decreases. This is in line with research from (Bani-Melhem et al. 2020) stress has a negative and significant impact on innovative behavior, because the higher the work stress faced by employees in the company, the lower their innovative behavior will be. Based on table 15 above, the  $\beta$  Empowering Leadership value is 0.501, meaning that Empowering Leadership has a significant positive effect on employee performance. A significance value of 0.000 or smaller than 0.05 means that Empowering Leadership has a significant effect on performance. In conclusion, Empowering Leadership has a positive and significant effect on employee performance. Empowering Leadership has a positive and significant effect on performance, if a leader or principal has the spirit of empowering leadership, which we know is that empowering leadership itself is involving all teachers involved in decision making, innovation, etc., it will cause the employee's performance to increase. and in line with previous research from (Nada Nabillah, 2021) and (Damayanti, 2021) stating that empowering leadership has a significant positive effect on employee performance, because empowering leadership applied by school principals influences teacher performance.

Based on table 15 above, the  $\beta$  Work Stress value is 0.088, which means it has a positive effect. The significance value is 0.283, which is a value greater than 0.05, meaning that work stress has no significant effect on performance. In conclusion, Job Stress has a positive and insignificant effect on employee performance. Job stress will not affect the performance of employees because according to researchers, stress is caused by pressures that occur either from job demands, problematic conditions that occur in a job or problems outside the job and teachers should be given responsibilities like that which require concentration. and patience to educate students, which has become a habit for teachers and the perceived work stress is still normal and work stress will not affect the teacher's performance, which is in line with previous research from (Try, 2019) which shows the results that work stress does not affect performance because employees at the Regional Office of the Directorate General of Pajal, East Java III, Magelang City feel that the work stress they experience does not affect their employees' performance in completing work because the workload at the tax office is indeed higher and requires high concentration. to reduce recording errors and it is felt that it has become a normal situation for employees to

work in tough conditions like this. Based on table 15 above, the  $\beta$  Innovation value of 0.360 means that innovation has a positive effect on employee performance. A significant value of 0.001 means it is smaller than 0.05, which means that innovation has a significant effect on performance. In conclusion, innovation has a positive and significant effect on employee performance. There is a positive and significant influence that occurs in the Innovation variable on performance. Because if innovation is high, it will affect the employee's performance which will also be high, and in line with previous research from (Al-Ansari et al., 2013) shows that there is a significant positive relationship between innovation and business performance. Based on Figure 2, the hypothesis testing results show that the Sobel test result is 3,145, which is greater than 1.98 with a two-tailed value of 0.00, which is a probability value smaller than 0.05. The conclusion is that innovation can act as a mediating variable for the influence of Empowering Leadership on performance. The existence of Innovation as a mediator between Empowering and performance, with Innovation within the teacher can improve what is called Performance and is encouraged by the existence of Empowering Leadership. As explained in previous research, leaders who have an empowering leadership style are leaders who will always encourage their employees to always have ideas and innovations in their work. In addition, when employees feel that they have control over their work situation, can make personal decisions, are able to influence others, have freedom, flexibility, meaning in their work, and inspiration to achieve an exciting future, they tend to generate more effort. creative and innovative to improve performance, in line with previous research from (Sudiyani, Sawitri, et al., 2021) Innovation mediates empowering leadership on performance, because the stronger the leadership felt by employees and accompanied by innovative behavior, the better employee performance will be. increase In the seventh hypothesis, a Sobel test cannot be carried out, because there are conditions that are not met, namely the Job Stress variable ( $X_2$ ) does not have a significant effect on Performance ( $Y$ ). Therefore, the Innovation Variable ( $M$ ) cannot act as a mediator in the influence of work stress on performance. But the Innovation variable has a significant direct influence on the Performance variable. So, the seventh hypothesis is rejected. This is not in line with previous research from (Lathifah & Wahyuningsih, 2022) that innovation behavior is able to mediate work stress on performance.

## CONCLUSION

Based on the research results and discussions put forward by the researchers, several conclusions were found that: 1. Empowering Leadership has a significant positive effect on Innovation 2. Job stress has a negative and significant effect on innovation 3. Empowering Leadership has a significant positive effect on Employee Performance 4. Job stress does not have a significant effect on employee performance 5. Innovation has a significant positive

effect on employee performance 6. Innovation can mediate Empowering Leadership on performance 7. Innovation is unable to mediate work stress on employee performance.

Based on the research results and conclusions explained above, there are several suggestions as an effort to improve or maintain existing ones. The following suggestions are given: 1. SMA MUHAMMADIYAH 1, 5, and 7 are needed to improve and maintain what is called empowering leadership so that empowering leadership can give rise to innovation for employees and employee performance can increase. 2. SMA MUHAMMADIYAH 1, 5, AND 7 are able to implement or control stress management for employees, 3. It is hoped that future researchers will be able to develop this research again by reviewing the questions in the existing questionnaire to make them more complex so that in conveying them to respondents they can get maximum results again and the research time that can be carried out can take longer to return from this research.

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