

THE INFLUENCE OF EMPOWERING LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH TRAINING AS A MODERATING VARIABLE

Eri Mardiani¹, Teguh Setiawan Wibowo², Arief Setiawan³, Rini Fatmawati⁴,
Magdalena Linda Leonita Sibarani⁵

Universitas Nasional, Indonesia¹ STIE Mahardhika, Indonesia² Universitas Gadjah Mada,
Indonesia³ Universitas Hang Tuah, Indonesia⁴ Universitas Sumatera Utara, Indonesia⁵

Email : erimardiani1@gmail.com

Abstract

This research adds the Training variable as a moderating variable which researchers believe can strengthen the influence of the Empowering Leadership Style variable on Employee Performance and the Training variable is believed to strengthen the influence of the Empowering Leadership Style variable on Employee Performance. This research is quantitative research with an explanatory approach that uses previous research as old records regarding Empowering Leadership Style, Employee Performance, and Training to find newness in this research. The data in this research is included in the primary data group because it was obtained directly from the data source through distributing online questionnaires to 300 motor vehicle sales spread throughout Indonesia. The data is analyzed using the smart PLS 4.0 analysis tool.

Keywords: *Empowering Leadership Style, Employee Performance ,Training*

1. INTRODUCTION

Leadership is the ability to influence a group towards achieving a set vision or goal. Organizations require strong leadership for optimal effectiveness (Robbins 2016). Leadership is the use of non-coercive influence to shape the goals of a group or organization, motivate behavior toward achieving those goals, and help define the culture of the group or organization. As an attribute, leadership is a group of characteristics possessed by individuals who are seen as leaders. According to Stoner (1995) in (Santoso et al. 2020) leadership is defined as a process of directing and influencing activities and groups of people whose duties are related to each other. There are 3 important implications in this definition, namely: 1. Leadership concerns other people (subordinates). 2. Leadership involves the distribution of power. 3. Leadership that uses influence.

According to Kusumawati (2009) in (Andi Miranda, Isti Prabawani, and Ririn Kusumawati 2023) conceptualization of empowering leadership highlights the importance of work, involves participation in decision making, conveys the belief that performance will be higher when leaders empower employee potential, and remove bureaucratic obstacles. Empowering leadership is a process of implementing conditions that enable employees to feel meaningful about their work and remove obstacles in decision making in an effort to improve employee performance. Empowering leadership means that the leader gives responsibility and power to his members so that members can believe in the goals of the organization. Empowerment in this case is defined as sharing power or delegating power and authority to members within the organization (Yassin and Hasyim 2022). It is in this division that the leader provides knowledge to his members about the ins and outs of his duties and authority so that good cooperation occurs between the leader and his members.

Empowering leadership according to (Suwatno 2011) is behavior in which power is shared with subordinates so as to increase their intrinsic motivation. For example: leading by example,

making participative decisions, training, information, and showing caring. Ahearne et al. (2005) revealed that empowering leadership occurs when leaders have good relationships with subordinates, communicate a compelling vision to their employees, facilitate participative decision making, coach subordinates to be more independent, and show concern for their employees' personal problems. This empowering leadership variable is measured by five indicators, namely: a. Share knowledge b. Open communication c. Concern d. Psychological empowerment e. Ongoing training.

One thing that can be influenced when you get an empowering leader is employee performance. (Mangkunegara 2006) defines performance as the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. If someone produces work results that are in accordance with the criteria determined by a company, then that person's performance is considered good and vice versa means poor performance. In general, according to Mitchell (1988) in Priyono (2010), performance can be shown in various ways: 1. Performance can show the same behavior that occurs over time (for example, batting average). 2. Performance can represent different behaviors indicated by a high level of conceptualization (e.g., attendance). 3. Performance can show outcomes that are not closely related to specific actions (for example, sales). 4. Performance can be defined in general terms indicating global traits rather than specific behaviors (e.g. assertiveness, agreeableness). 5. Performance can be defined as the results of group behavior rather than individual behavior (such as winning a game).

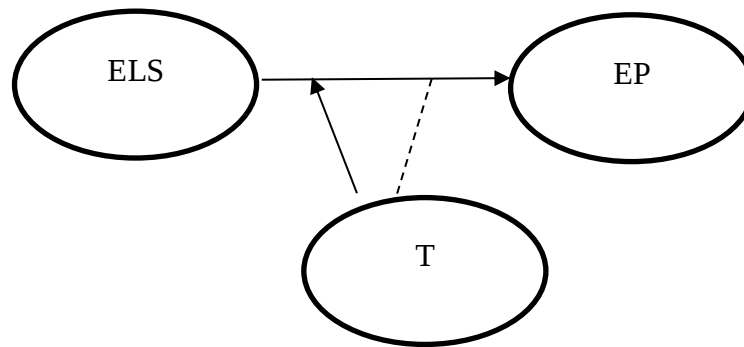
Performance emphasis can be short term or long term, and can also be at the individual, group or organizational level. Performance is also an action or implementation of a task that has been completed by someone within a certain time and can be measured (Huda and Farhan 2019). Every company needs to assess the work performance of its employees. This is aimed at finding out whether the work performance achieved by each employee is in the good, sufficient or poor category. By carrying out this assessment, it means that employees get attention from their leaders so that they can encourage employees to be more active in their work (Nur Septi Aqmarina, Hamidah Nayati Utami 2016). Implementing a performance assessment is very necessary because it will have the following benefits (Rahmawati and Liswandi 2022): 1. As a basis for decision making. 2. To measure work performance, namely the extent to which employees can be successful in their work. 3. As a basis for evaluating the effectiveness of company activities. 4. As a tool to increase employee work motivation in order to get good work performance. 5. As a basis for improving and developing job descriptions.

Performance indicators according to (Swastika 2016) are as follows: 1. Work quality is how well an employee does what he or she should do. 2. Work quantity is how long an employee works in one day. 3. Task execution is the extent to which employees are able to carry out their work accurately. 4. Responsibility for work is awareness of the employee's obligations to carry out the work assigned by the company. Performance indicators according to Prawirosentono (1999) in (Wahyuni and Sulistyanto 2023) of this includes: punctuality, creativity, innovation, initiative, work guidelines, work procedures, and work targets. This employee performance variable is measured by four indicators, namely: a. Quality of work b. Work quantity c. Implementation of tasks d. Responsibility for work.

There are a number of studies (Yassin and Hasyim 2022); (ALIFAH TRIA ULFAH 2020) & (Erman and Fahrobay 2022) which shows the direction of a positive relationship and a significant influence on employee performance. Different from the three studies mentioned above, this research adds the Trainign variable as a moderating variable which is believed to strengthen the influence of the Empowerment Leadership Style variable on employee performance.

2. RESEARCH METHODS

Figure 1
Model



Noted:

ELS: Empowering Leadership Style

EP: Employee Performance

T: Training

In contrast to a number of studies (Yassin and Hasyim 2022); (ALIFAH TRIA ULFAH 2020) & (Erman and Fahroby 2022). This research adds the Training variable as a moderating variable which researchers believe can strengthen the influence of the Empowering Leadership Style variable on Employee Performance and the Training variable is believed to strengthen the influence of the Empowering Leadership Style variable on Employee Performance. This research is quantitative research with an explanatory approach that uses previous research as old records regarding Empowering Leadership Style, Employee Performance, and Training to find newness in this research. The data in this research is included in the primary data group because it was obtained directly from the data source through distributing online questionnaires to 300 motor vehicle sales spread throughout Indonesia. The data is analyzed using the smart PLS 4.0 analysis tool with the hypotheses formulated below.

Hypothesis:

H1: The Influence of Empowering Leadership Style Employee Performance

H2: Training Can Moderates The Influence of Empowering Leadership Style Employee Performance

3. RESULT AND DISCUSSION

Validity Test

The 14 question items, which the researcher believes are valid, must be confirmed through a validity test on each question item. When using the smart PLS 4.0 analysis tool, both primary data and secondary data used must first pass the validity test stage. The following are the results of the validity test in this research (Ghozali 2016):

Table 1
Validity Test

Variable	Question Item	Loading Factor
	An empowering leadership style can make employees more enthusiastic about working	0.865
	A differentiated leadership	0.878

Empowering Leadership Style (X1)	style can make employees more loyal to the company and leaders	
	An empowering leadership style can make employees more motivated to complete work	0.889
	An empowering leadership style can help employees improve company performance	0.858
	An empowering leadership style can make employees more motivated to increase their performance	0.877
	An empowering leadership style can influence employee performance	0.892
Employee Performance (Y)	Employee performance can be influenced by an empowering leadership style	0.934
	Employee performance can be influenced by training which can improve their performance	0.944
	Employee performance is a milestone in the success of a company	0.921
	Employee performance is one of the most important things for a company to achieve	0.919
Training (Z)	Job training can affect employee performance	0.978
	Job Training can improve employee skills	0.988
	Job training can improve employee attitudes	0.981
	Job training can make employees smarter as workers	0.982

Validity Test > 0.70

Reliability Test

The 14 question items consisting of 6 Empowering Leadership Style variable question items, 4 Employee Performance variable question items, and 4 Training variable question items used in this research have been confirmed to be valid and can be confirmed to be valid. The next

stage is to ensure whether the three variables used in the research are reliable or not. The following are the results of the reliability test in this research (Sarstedt et al. 2014)

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Empowering Leadership Style	0.897	0.856	Reliable
Employee Performance	0.942	0.901	Reliable
Training	0.989	0.948	Reliable

Path Coefisien

The final stage is also the most important stage and serves as proof of whether the hypothesis and arguments previously put forward by researchers, namely the Empowering Leadership Style variable, can have a positive relationship and a significant influence on employee performance. The following are the results of the Path Coefficient in this research:

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	ELS->EP	0.003	Accepted
Indirect Influence	T* ELS->EP	0.000	Accepted

Significant Level < 0.05

Based on the results of the third table above, the researchers' assumptions which have been used as hypotheses in this research can be proven. This is indicated by the P-Values results in this study which are below the 0.05 significance level, namely 0.003. This is caused by a supportive leadership style that cares about employees' primary needs, employee rights and everything else that employees need to improve their performance. With an empowering leadership style, aryawnas' performance can be immediately improved. The results in this study are also in line with a number of studies (Yassin and Hasyim 2022); (ALIFAH TRIA ULFAH 2020) & (Erman and Fahroby 2022) which show similar results, namely the direction of a positive relationship and significant influence. Apart from that, in the second row of the third table from this research, it shows that the Training variable can strengthen the influence of the Empowering Leadership Style variable on employee performance because the P-Values are positive and are below the 0.05 significance level, namely 0.000. More significant than direct testing. Thus, it can be concluded that the first and second hypotheses in the research can be accepted and proven.

4. CONCLUSION

Based on the results of the third table above, the researchers' assumptions which have been used as hypotheses in this research can be proven. This is indicated by the P-Values results in this study which are below the 0.05 significance level, namely 0.003. This is caused by a supportive leadership style that cares about employees' primary needs, employee rights and everything else that employees need to improve their performance. With an empowering leadership style, aryawnas' performance can be immediately improved. The results in this study are also in line with a number of studies (Yassin and Hasyim 2022); (ALIFAH TRIA ULFAH 2020) & (Erman and Fahroby 2022) which show similar results, namely the direction of a

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