



Agile Leadership: Empowering Teams for Peak Performance

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Abstract

Human resources (HR) play a pivotal role in the development of any country and are indispensable for the success of businesses. Effective leadership is crucial in motivating employees to actively engage in company operations and fostering productive teamwork over the long term. Excessive work stress can lead to adverse outcomes such as decreased performance, higher absenteeism rates, and compromised mental and physical health. Ineffective leadership is often cited as a contributing factor to workplace stress. Furthermore, job dissatisfaction can exacerbate stress levels, leading to reduced motivation and performance. This study aims to identify specific factors contributing to workplace stress, job satisfaction, leadership effectiveness, and performance. A quantitative research approach was employed, utilizing a survey distributed to a population of 1800 employees at Open University, with a sample size of 200 respondents. The survey utilized a questionnaire with five-point Likert scales. Data analysis was conducted using Structural Equation Modeling Partial Least Squares (SEM PLS) techniques. The findings of the research indicate that the influence of agile leadership on performance is negligible, with an F Square value of less than 2, suggesting minimal to no effect (below 0.14). Conversely, job satisfaction significantly and positively impacts performance, demonstrating a stronger influence compared to other variables. Agile leadership was found to have a significant and relatively substantial effect on work stress. Additionally, work stress was found to significantly influence job satisfaction, with a coefficient of 0.915, indicating a strong positive relationship between the two variables.

Keywords: Agile Leadership, Work Stress, Job Satisfaction, Performance.

INTRODUCTION

Human resources (HR) are the source of the progress of a nation, HR is also the key to the success of a company (Machova et al., 2018 ; Maier et al., 2014). In 2024, many factors will affect a company's competition, including technological advancements, changes in government regulations, customer preferences, and global market dynamics (Shafiee et al., 2024). Corporate leadership may increasingly rely on understanding and utilizing technology in all aspects of the

company as it evolves (Kur dan Bunning, 2002 ; Mihai dan Crețu, 2019), Those who are responsible and can effectively incorporate technology into their business plans will have a huge advantage over their competitors (Mulyaningsih et al., 2021). An increasingly connected and environmentally conscious society will require leadership focused on environmental and social sustainability (Dunbar et al., 2018). Businesses must consider the environmental and social impacts of operations that are in leadership positions that can spearhead the shift to greener methods (Joo et al., 2018). Having flexible and adaptable leadership will be critical in the face of rapid and complex changes taking place in the global business environment (Hensellek et al., 2023). Pemimpin yang dapat dengan cepat menyesuaikan diri dengan perubahan kebutuhan organisasi, kemajuan teknologi, dan kondisi pasar akan sangat dihargai (Yao et al., 2023). Leaders who can quickly adapt to changing organizational needs, technological advancements, and market conditions will be highly valued (King et al., 2023). The business world will continue to strive to create a workplace that is welcoming and considers diverse experiences, perspectives, and backgrounds (Jalilianhasanpour et al., 2021). Corporate leadership will increasingly emphasize data-driven decision making (Adegoke, 2023). Managing operations and spotting market trends will be easier for leaders who can collect, evaluate, and make data-driven decisions (Song et al., 2022). Collaborative leadership will be essential in the era of increased collaboration to foster synergy across different teams and divisions within the organization (Bowers et al., 2023). Long-term business success will be aided by leaders who can inspire workers to actively participate and encourage productive teamwork (Li, 2022), and open sharing of information and promoting accountability among all members of the organization (Dang-Pham et al., 2022). These goals highlight the importance of striking a balance between conventional leadership capabilities and cutting-edge strategies tailored to the dynamic demands of the modern workplace (Pahuja et al., 2024).

The transition from a traditional leadership style to an Agile leadership style is a challenge for many companies (AlNuaimi et al., 2022), Because this can be troublesome because it requires adjustments to cultural beliefs, organizational structures, and ways of thinking that may not always be easy to do (Sulej dan Iqbal, 2023). Today's corporate climate is often complicated and full of uncertainty (Le Ravalec et al., 2022). Agile leadership requires the capacity to function in uncertainty while still maintaining focus on customer needs and Company goals (Cleveland, 2019). Agile leadership requires the capacity to function in uncertainty while still maintaining focus on customer needs and Company goals (Prospects, 2015). Agile leadership emphasizes empowering teams and trusting them to make decisions independently. It can be difficult for leaders to relinquish control and put faith in their team to work well without constant supervision, if done on an ongoing basis it can result in stress on the job (Aruldoss et al., 2021).

High workloads may be experienced by staff members as a result of things like urgent deadlines, lack of personnel, or taking on more tasks (Murali, 2017). When a person's workload becomes too much to handle, stress and burnout can set in (Vijayan, 2017). Stress levels in workers may increase due to lack of resources, including time, labor, and equipment (Zhang et al., 2019).

When employees lack the resources they need to get work done efficiently, they feel overwhelmed and anxious (Naithani, 2010). Stress management requires a healthy work-life balance (Christy dan Amalia, 2018). Unfortunately, many workers experience chronic stress and dissatisfaction due to extended working hours, irrational expectations, and blurred boundaries of work and home life (Inegbedion et al., 2020). To cope with and manage work-related stress, supportive management, employee assistance programs, and counseling services are just a few examples of support networks that exist in the workplace (Harry, 2020). Karyawan yang mempunyai jaringan dukungan yang tidak memadai mungkin menjadi lebih stres dan mungkin merasa sendirian dan tidak didukung (Neck et al., 2023). Ketidakpastian mengenai peran pekerjaan, tanggung jawab, dan harapan dapat menimbulkan ketidakpastian, ketegangan, dan kekhawatiran di kalangan karyawan (Claessens et al., 2004). Uncertainty regarding job roles, responsibilities, and expectations can create uncertainty, tension, and worry among employees. Defining tasks and communicating them clearly is essential to eliminate uncertainty and assist staff in understanding their responsibilities within the Company (Pot, 2011).

METHODS

The correlational design employed in this study aims to elucidate the interrelationships among variables, specifically focusing on the correlations between agile leadership levels, work stress levels, job satisfaction, and employee performance. To gather data, a survey will be administered to a population of 1800 Open University employees, with a sample size of 200 individuals selected through a questionnaire featuring five-point Likert scales. This questionnaire will be utilized to gauge employees' levels of job satisfaction and work stress. Additionally, performance evaluations will be solicited from supervisors, or existing performance data will be utilized. The data collected will then undergo analysis using structural equation modeling (SEM), particularly employing Partial Least Squares Structural Equation Modeling (PLS-SEM) due to its widespread application in quantitative research. The analysis will involve testing five hypotheses to further elucidate the relationships between the aforementioned variables (Memon et al., 2021).

RESULTS AND DISCUSSION

Table 1. Summary of definitions and literature sources for the main constructs

Contract	Item/No	Operational definition	sources
<i>Agile Leadership</i>			
Adaptability	1,2,3	Kemampuan kepemimpinan pada institusi dalam mengatasi perubahan akibat perkembangan lingkungan pasar	Joiner dan Josephs, (2007); Joiner, (2019); Parker et al, (2015); Kareem et al, (2020),
Self leader	4,5	Berpikir secara lebih baik untuk memecahkan masalah yang sulit	

Creativity,	6,7	Mengubah masalah kompleks menjadi solusi yang bernilai
Work Stress		
Stressor Factors	1,2,3	Identifikasi faktor-faktor yang menyebabkan stres di tempat kerja (Frantz & Holmgren, 2019)
Behavioral Evaluation	4,5	Performance degradation
Impact on Well-Being	4,6,7	Impact of work stress
Job Satisfaction		
Behaviour	1,2,3,	co-worker relations, aspects of work, satisfaction with salary, work environment (Hancer & George, 2003)
Retention	4,5	Turnover rate,
Employee Performance		
Quantitative and qualitative Performance	1,2,3	measuring employee performance, productivity, work output (Manzoor et al., 2011)
Behaviour at Work	4,5,6,7	attendance observation, teamwork, task completion initiative

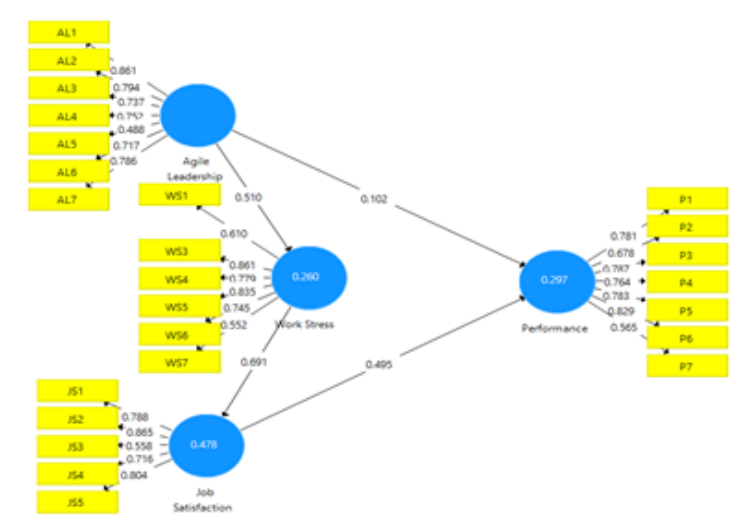


Figure 1. PLS SEM data processing results

From the results of data processing shows that there is one indicator that WS2 omitted while the other indicator has an outer loading of more than 0.5, the limit of outer loading values greater than 5 is still acceptable provided that the validity and reliability of the construct of this study is still only developing, Hair et al, (2010) Supporting the required outer loding above 0.7 and the results of this research processing support and not a problem because the average value of the indicator above the cut value is above 0.7. The above validation results can be seen from JTUS, Vol. 02, No. 3 March 2024

Cronbach's Alfa achieving a good construct with a value of 0.8 from each indicator above the required composite reliability above 0.6 (Latan dan Noonan, 2017).

	Cronbach's Alpha	rho_A	Composite Reliability	Average ...
Agile Leadership	0.867	0.906	0.893	0.550
Job Satisfaction	0.803	0.827	0.866	0.568
Performance	0.865	0.882	0.896	0.556
Work Stress	0.827	0.840	0.876	0.546

Figure 2. Cronbach's Alfa

The gauges of a construct should be highly correlated (Kwong, 2013) from this study shows the AVE value is greater than equal to 0.5 which means that the construct can explain 50% of the variance of the item (Sarstedt & Hair, 2021). Determining the discriminant validity of this research indicator is reflective and constructive with a value of 0.742 because each indicator is highly correlated with its construction only, this refers to the Fornell-Larker Criterion which states that it is valid if the AVE root value is greater than the correlation between latent variables with the expected Cross loading value > 0.7 and the value of the Heterotrait Monotriate Ratio of Correlation (HTMT) < 0.9. From the results of this study the value is 0.830, this is to ensure the validity of the discriminant. From collearity statistics (VIF) has a limit of > 0.9 or marked with a VIF value of > 0.5. All indicators from this study have a VIF value of < 5 so that all indicators do not experience multicollinearity. The value of direct effects of this study (path coefficients) that have been standardized ranges from -1 to +1, the influence of agile leadership on work stress 0.510 and the influence of agile leadership on performance 0.102, the effect of job satisfaction on performance 0.495 and the effect of work stress on job satisfaction of 0.691.

Table 2. F square dalam mengukur efek signifikansi

Variabel	Agile leadership	Job satisfaction	Performance	Work stress
Agile leadership			0,012	0,351
Job satisfaction			0,290	
Performance				
Work stress		0,915		
Agile leadership			0,012	0,351

From the results of the study, it shows that the value of the influence of agile leadership and performance less than F Square <2 can be ignored or there is no effect and the effect is very small, still below 0.14 required. The results of this study are not in line with previous research that there is a significant positive influence between agile leadership on performance (Yalcin & Ozgenel, 2021). The effect of job satisfaction on performance of 0.290 is relatively moderate from the F square requirement of ≤ 0.15 and ≥ 0.35 is considered to have a very large influence (Hair. et al., 2017). This is in line with previous research that the effect of job satisfaction on performance is significant (Omar et al., 2020; Shahab & Nisa, 2014; Siengthai & Pila-Ngarm, 2016). The results

of data processing show that Agile leadership on work stress has a considerable and significant influence, this study is in line with previous research from Lyons & Schneider, (2009) There is a positive influence between leadership style and work stress (Elçi et al., 2012; Parveen & Adeinat, 2019). The significant positive effect between work stress and job satisfaction was 0.915. This is in line with previous research from Singh, (2009) that the impact of work stress is very large on job satisfaction (Hoboubi et al., 2017; Tentama et al., 2019).

R Square

	R Square	R Square Adjusted
Job Satisfaction	0.478	0.475
Performance	0.297	0.290
Work Stress	0.260	0.256

Figure 3. R Square dan R Square Adjusted

Figure 3 shows that the research model is medium at 47.5% and it is also explained that how much diversity with R2 value criteria of 0.75, 0.50 and 0.25 shows that the model is strong, moderate and weak (Sarstedt. et al., 2017).

Model_Fit

	Saturated Model	Estimated Model
SRMR	0.107	0.110
d_ULS	3.742	3.931
d_G	1.477	1.495
Chi-Square	1420.350	1428.708
NFI	0.593	0.590

Model_Fit

rms Theta	0.185
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Figure 4. Model Fit

The Root Mean Square Theta (RMS) value < 0.102, the Standardize Root Mean Square (SRMR) value > 0.10 or <0.08 while the Non Fit Index (NFI) value > 0.9. In this study, it shows that there are values that cannot be met fit in the model, namely NFI and rms Theta, but there is one value at SRMR 0.107 so that it can meet the criteria for fit model.

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Agile Leadership -> Performance	0.102	0.112	0.058	1.769	0.077
Agile Leadership -> Work Stress	0.510	0.517	0.050	10.225	0.000
Job Satisfaction -> Performance	0.495	0.490	0.058	8.511	0.000
Work Stress -> Job Satisfaction	0.691	0.694	0.038	17.994	0.000

Figure 5. Bootstrapping PLS SEM Direct effects

From the results of Bootstrapping PLS SEM Direct effects show no influence between Agile leadership on performance 0.102 with a Statistical T value of 1.796 which means hypothesis 3 in this study is negative or rejected, while for the significance of T Statistics meets the requirements with a value of 1.96 or V value below 0.05, while Agile leadership has a significant positive effect on work stress 0.225, Job satisfaction has a significant positive effect on performance and work stress has a significant positive effect on job satisfaction.

Specific Indirect Effects

	Original Sample ...	Sample ...	Standard Dev...	T Statistics (O /STDEV)	P Values
Agile Leadership -> Work Stress -> Job Satisfaction	0.352	0.359	0.045	7.788	0.000
Work Stress -> Job Satisfaction -> Performance	0.342	0.341	0.050	6.800	0.000
Agile Leadership -> Work Stress -> Job Satisfaction -> Performance	0.174	0.177	0.033	5.239	0.000

Figure 6. Bootstrapping PLS SEM Indirect effects

From the results of Bootstrapping PLS SEM Indirect effects show that there is a significant positive indirect mediating influence between Agile leadership on job satisfaction mediating work stress of 0.352 with a Statistical T value of 7,778, while for the significance of Statistical T meets the requirements with a value of 1.96 or a V value below 0.05, while work stress has a significant positive effect on performance mediating job satisfaction of 6,800, Agile leadership has a significant positive effect on performance through work strss and job satisfaction with a value of 5.239 meaning that this value meets greater than the required 1.96 and p value below 0.05 and for the total effect is all significant.

R Square

	Original ...	Sample ...	Standard ...	T Statistic...	P Values
Job Satisfaction	0.478	0.484	0.053	9.042	0.000
Performance	0.297	0.304	0.060	4.960	0.000
Work Stress	0.260	0.272	0.050	5.241	0.000

f Square

	Original ...	Sample ...	Standard ...	T Statistic...	P Values
Agile Leadership -> Performance	0.012	0.017	0.016	0.798	0.425
Agile Leadership -> Work Stress	0.351	0.380	0.098	3.579	0.000
Job Satisfaction -> Performance	0.290	0.298	0.091	3.167	0.002
Work Stress -> Job Satisfaction	0.915	0.958	0.204	4.478	0.000

Figure 7. Bootstrapping Complete-R Square dan F Square

Bootstrapping Complete-R Square in the processing results provides complete information in calculation and requirements are the same as the interpretation of the path coefficient. In f square there is a red color which indicates that the value is very small and has an impact on the less significant influence between agile leadership on performance. Based on the value of the level of relevance of a model constructs, if the R square is 0.05, it can be concluded in the results of this study that more than 0.05 construct models are relevant to exogenous variables used to predict endogenous variables are correct.

Agile leadership may not have a significant direct influence on performance in this study, among others, organizational performance is difficult to measure accurately and completely (Hubbard, 2009). Improper performance measurement can make it difficult to find a direct relationship between Agile leadership and performance (Luliana & Maria, 2016). Organizational performance is also influenced by a variety of other factors beyond leadership including business strategy, organizational structure, policies and procedures, as well as employee competencies (Otoo, 2019). Although Agile leadership can contribute to performance (Parker et al., 2015), These factors also play an important role in determining the final outcome, this is not in line with research Yalçın (2021) While leadership style positively influences performance, it also depends on the organization's unique implementation and organization (Lee et al., 2010; Ménard et al., 2004), The impact of agile leadership on job stress can be both beneficial and bad (Harms et al., 2017). Agile leadership often places great emphasis on peer support, teamwork, and employee participation in decision-making (Umair Mughal, 2020). It can provide social resources that can reduce stress at work (Klein et al., 2020), and reduce feelings of loneliness and increase a sense of belonging (Basit & Nauman, 2023; Robinson, 2021). Agile methodologies often prioritize the delivery of fast and initiating results (Bushuyeva et al., 2019). This can lead to additional pressure on employees to meet tight deadlines and produce high-quality results quickly (Bruce et al., 2004), which can increase stress and anxiety levels (Wendy, 2003 ; Barber et al., 2023). Creating a culture of job satisfaction by motivating them to perform their tasks efficiently (Tsait, 2019), so as to produce better performance (Sapada et al., 2017). Employees who are satisfied with their position perform better individually and are more likely to meet expectations, achieve performance goals, and act professionally in the workplace (Bass, 1985; Bernardez, 2007). Job stress and job satisfaction usually have an inverse relationship (Chaudhry, 2012), The higher the level of work stress, the lower the level of job satisfaction (Flanagan & Flanagan, 2002), And vice versa. The stress levels that are in the middle allow people to feel accomplished and fulfilled when effectively navigating challenging situations (Alliger et al., 2015). Stress at work may have a beneficial effect on job satisfaction in certain situations (Bhanu & Babu, 2018; Fairbrother & Warn, 2003), However, it is important to remember that their adverse effects on the physical and emotional health of workers are much more common (Love et al., 2010; Nwaogu & Chan, 2021). However, it is important to remember that their adverse effects on the physical and emotional health of workers are much

more common (Tamers et al., 2020), So does ensuring that staff members have the tools they need to handle stress in a positive and healthy way(Cousins et al., 2004; Pandey, 2020).

CONCLUSION

Research on agile leadership, work stress, job satisfaction, and performance has several limitations to consider, especially about Measurement of these variables may be difficult and subjective, including productivity, work quality, and attendance. Sample limitations, such as small sample sizes or unrepresentative characteristics of respondents, can affect the generalization of research results. Other factors not measured or identified in the study can influence the relationship between these variables. The limitations of contextual factors in identifying and measuring contextual factors that influence the relationship between these variables also need to be considered. Contextual factors such as organizational culture, leadership structure, or economic conditions can influence the results of the study. On the other hand, respondents' responses can be influenced by individual biases, such as perceptual bias, social bias, or reciprocal bias. This can affect the accuracy of the data obtained and result in inaccurate estimates.

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First publication right:

Journal Transnational Universal Studies (JTUS)

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