

The Influence of Empowering Leadership on Innovative Work Behavior with Mediator Self-Efficacy and Moderator Role Clarity at PT XYZ

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ABSTRACT

This study aims to see the effect of empowering leadership on innovative work behavior with self-efficacy as a mediating variable and clarity of role as moderator at PT. XYZ. PT. XYZ is a food and beverage plastic packaging product manufacturing company located in Krian, Sidoarjo, East Java. The population and sample in this study were PT. XYZ's 102 permanent employees consists of 5 employees in the Marketing Department, 41 employees in the R&D Department, and 56 employees in the Production Department. Sampling in this study by conducting a census that took the entire population. This research measurement technique uses Partial Least Square (SmartPLS) software version 3.0. The results of this study indicate that empowering leadership has a positive and significant effect on self-efficacy, self-efficacy has a positive and significant effect on innovative work behavior, empowering leadership has a positive and significant effect on innovative work behavior, role clarity positively and significantly moderates the effect of empowering leadership on self-efficacy, and self-efficacy can mediate positively and significantly the effect of empowering leadership on innovative work behavior.

Keywords: Empowering Leadership, Innovative Work Behavior, Self-Efficacy, Role Clarity

1. INTRODUCTION

Global economic competition has led many organizations to change their management structure from traditional hierarchical to semi-autonomous or self-managed. The direction and control of work that was previously done by management is now done by empowered work groups (Arnold et al, 2000). The management structure of traditional hierarchical organizations is characterized by centralized decision-making, top-down control of work, and well-defined roles of managers and employees (Manz & Sims, 1987; Hackman & Walton, 1986). Managers are responsible for defining and structuring employees' work, as well as directing employees what to do (Manz & Sims, 1987).

Foreign competition, increased demands for product or service quality and development, and the gradual shift from a manufacturing economy to a service-oriented economy signify changes in the business environment. Many organizations are implementing increased employee self-efficacy and control by

eliminating employees' sense of powerlessness. The process of implementing participatory or bureaucratic decision-making is known as employee empowerment (Arnold et al, 2000).

The existence of economic shifts makes employee innovative work behavior emerge as an important factor for organizations to achieve competitive advantage and ensure long-term survival for the business environment. It is important for an organization to identify what factors can increase employee innovative work behavior. Of the various factors identified, human resource development practices, job quality, work relationships, organizational justice and employee commitment, and leadership have long been recognized as factors that influence innovative work behavior (Bagheri, 2017). Empowering leadership is believed to motivate employees to emerge as independent individuals, who are willing and able to take responsibility for completing and coordinating work to achieve higher organizational goals (Sims et al, 2009).

The process of motivating employees is based on increasing employee trust by involving them in decision making (Amundsen & Martinsen, 2014). Employee involvement is a form of empowering leadership where there is a sharing of leadership power to increase the level of autonomy and responsibility of employees (Lorinkova et al, 2013). Empowering leadership will focus on empowering its employees by motivating, understanding employee behavior, and engaging with employees in decision making. The expectations from the implementation of empowering leadership is able to form employees who effective and efficient in carrying out responsibilities, contributing to providing innovations that are beneficial to the company, even in the future can bring up new leaders in the company.

Supported by Social Exchange Theory, on empowering leadership the quality of exchange between leaders and followers that can determine the norm of reciprocity (Blau, 1964). Fair treatment and support from empowering leaders can support employees to act innovatively at work (Gkorezis, 2016). When employees find more meaning in their work because they are involved in participatory decision-making, empowering leadership intrinsically motivates employees to come up with innovative and collective solutions to problems (Choi et al, 2016).

To strengthen this research, Social Cognitive Theory (Bandura, 2001) is used as a supporting theory that reveals that humans have the capacity to control their own innovative work behavior (Wang et al, 2016). In addition, Conservation of Resources Theory is also used as a supporting theory that believes that individual motivation to maintain the resources owned will have an impact on trying to obtain new resources (Hobfoll, 1989). The cause and effect impact of empowering leadership on innovative work behavior which is influenced by employee confidence and employee role clarity makes this topic interesting to research.

One of the previous literatures that have examined similar topics is Jada et al (2019). The results of his research concluded that empowering leadership has a positive effect on innovative work behavior and a positive effect on knowledge sharing, where knowledge sharing can mediate the indirect effect of empowering leadership and innovative work behavior, role clarity can strengthen the influence of empowering leadership and knowledge sharing, and the indirect relationship between empowering leadership and innovative work behavior through knowledge sharing is strengthened by role clarity.

Behavior through knowledge sharing is strengthened by the existence of role clarity. Different from previous research, this study will examine the impact of empowering leadership on innovative work behavior with self-efficacy mediators and moderators of role clarity in plastic manufacturing companies in food and beverage packaging.

2. LITERATUR REVIEW

a. Social Exchange Theory

One of the Sociologists, George Caspar Homans, explained Social Exchange Theory is a theory that focuses on analyzing social relationships based on the concept of mutually beneficial exchange between individuals or group (Ritzer & Douglas, 2012). This theory presents a perspective about how individuals make decisions in social interactions based on consideration of the expected benefits and costs of the social exchange. Individuals tend to seek social interaction that provides benefits and satisfaction. Social exchange is considered to be the process by which individuals obtain benefits, such as emotional support, friendship, information, practical help, or other resources through interactions with others.

Social Exchange Theory has a positive impact on the application of empowering leadership towards employees for creating, introducing, and implementing new ideas in the workplace (Janssen, 2000), or technically it can be referred to as innovative work behavior of employees. The quality of social exchange between leaders and employees determines the norms of reciprocity. Fair treatment between individuals and leaders who empower employees will encourage employees to act innovatively at work. Gkorezis (2016) believes that the flexibility offered by empowering leaders will encourage exploration in the workplace that will eventually build the foundation for innovation in the workplace.

b. Empowering Leadership

Empowering leadership is one of the typological models from the expansion of historical analysis and leadership literature (Pearce et al, 2003). Empowering leadership motivates individuals in the workplace through delegation of responsibility and authority until action decisions are made by employees (Conger & Kanungo, 1988; Thomas & Velthouse, 1990). Empowering leadership gives power from leaders to subordinates to take initiative in day-to-day decision-making (Ford & Fottler, 1995). The target in this leadership style is employees who are able to develop self-control, participate in decision making, and innovate initiative (Liu et al, 2010).

c. Self-Efficacy

Self-efficacy has a major role in the motivational process of individual work achievement with consideration of how effort is made and how long it takes to complete the job (Wood & Bandura, 1989). Because it plays an important role in completing work, leaders need to be more precise in identifying employee self-efficacy. In this study, self-belief in leaders and employees can work together to change the leadership style to empowering leadership to successfully form a new and solutive innovative work behavior.

d. Innovative Work Behavior

At the most basic level, innovation means something new, or as the adoption of ideas and behaviors that are new to the organization (Gopalakrishnan & Damanpour, 1997; Hage 1999). Innovative work behavior is a multidimensional construct that includes all behaviors where employees contribute to the innovative process (Jong & Hartog, 2010). Innovative work behavior is created and developed by the application of new ideas that are useful for organizations to achieve competitive advantage in a long-term business environment (Baer, 2012). Organizations that fail to innovate will potentially exit the market because they are unable to fight competition (Shanker et al, 2017). While organizations that continue to innovate will achieve increasingly high levels of performance (Ogbonnaya & Valizade, 2016).

The existence of opportunities as well as competitive pressures, urges organizations to identify antecedents that can encourage innovative work behavior of employees (Xerri & Brunetto, 2013). Some antecedents as factors that influence employee innovative work behavior are rewards, human resource development practices, quality of work relationships, organizational justice, employee commitment, and leadership (Choi et al, 2016). Innovative work behavior includes the development of new ideas, technologies and techniques, as well as the trial and application of new methods related to business procedures to meet the problems and challenges of global competition (Somech & Khalaili, 2014).

e. Role Clarity

Role clarity is the extent to which employees receive and understand the information needed to do the job (Kelly & Hise, 1980). Role clarity is important for employees because it can direct how to carry out the expected work effectively (Rizzo et al, 1970; Bush & Busch, 1981). Employees with low role clarity tend to refrain from sharing knowledge because they feel incompetent despite the support provided by empowering leaders (Wang et al, 2016). While employees with high role clarity tend to want to share knowledge and act innovatively because they have high self-confidence (Hall, 2008). There are several ways to identify role clarity (Rizzo et al, 1970), namely through knowledge related to role expectations in work, goals in work, authority in work, responsibility in work, and job clarity.

3. RESEARCH METHOD

This type of research is causal associative using a quantitative approach in hypothesis testing to reveal problems that are causal relationships between two or more variables (Sugiyono, 2013). The quantitative approach is research with methods based on valid science from empirical, observable, measurable using logic, and making generalizations (Sedarmayanti, 2011). The method used in this research is a survey with a questionnaire as a research instrument because it is believed that information assessment of the population can be obtained quickly, effectively, efficiently, and validly (Zikmund et al, 2013).

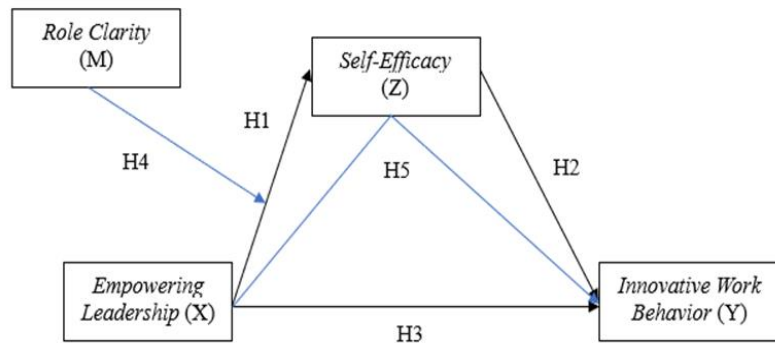


Figure 1
Conceptual Framework

Hypothesis Development

H1 : Empowering leadership has a significant effect on self-efficacy.

H2 : Self-efficacy has a significant effect on innovative work behavior.

H3 : Empowering leadership has a significant effect on innovative work behavior.

H4 : Role clarity moderates the relationship between empowering leadership and self-efficacy.

H5 : Self-efficacy mediates the effect of empowering leadership on innovative work behavior.

4. RESULTS AND ANALYSIS

a. Convergent Validity

Table 1
Loading Factor

Variable	Dimension	Item	Loading Value	Description
Empowering Leadership	Independent action	AM1	0,789	Valid
		AM2	0,762	Valid
		AM3	0,834	Valid
	Opportunistic thinking	PO1	0,896	Valid
		PO2	0,963	Valid
		PO3	0,910	Valid
	Cooperative action	TK1	0,949	Valid
		TK2	0,961	Valid
		TK3	0,893	Valid
Innovative Work Behavior	Idea exploration	EI1	0,936	Valid
		E12	0,875	Valid
		EI3	0,841	Valid
	Idea generation	PI1	0,736	Valid
		PI2	0,950	Valid
		PI3	0,896	Valid
	Fighting for the idea	MI1	0,893	Valid

	Idea implementation	MI2	0,934	Valid
		MI3	0,881	Valid
		II1	0,887	Valid
		II2	0,905	Valid
		II3	0,892	Valid
Self-Efficacy	-	SE1	0,889	Valid
		SE2	0,951	Valid
		SE3	0,822	Valid
Role Clarity	Feedback	UB1	0,790	Valid
		UB2	0,920	Valid
		UB3	0,826	Valid
	Autonomy	O1	0,841	Valid
		O2	0,946	Valid
		O3	0,883	Valid
	Participation	O4	0,799	Valid
		O5	0,800	Valid
		O6	0,720	Valid
	Supervision	PE1	0,746	Valid
		PE2	0,808	Valid
		PE3	0,776	Valid
	Team Support	DT1	0,818	Valid
		DT2	0,838	Valid
		DT3	0,854	Valid

Source: Results of data processing with PLS.

The table above shows that most of the loading factor values have met the rules of thumb set by Ghazali (2011), which is > 0.7 for each indicator. This means that each indicator in this study has been declared statistically valid and can be used in the research construct. The following figure is a picture showing the research model processed with Smart PLS 3.0 as follows:

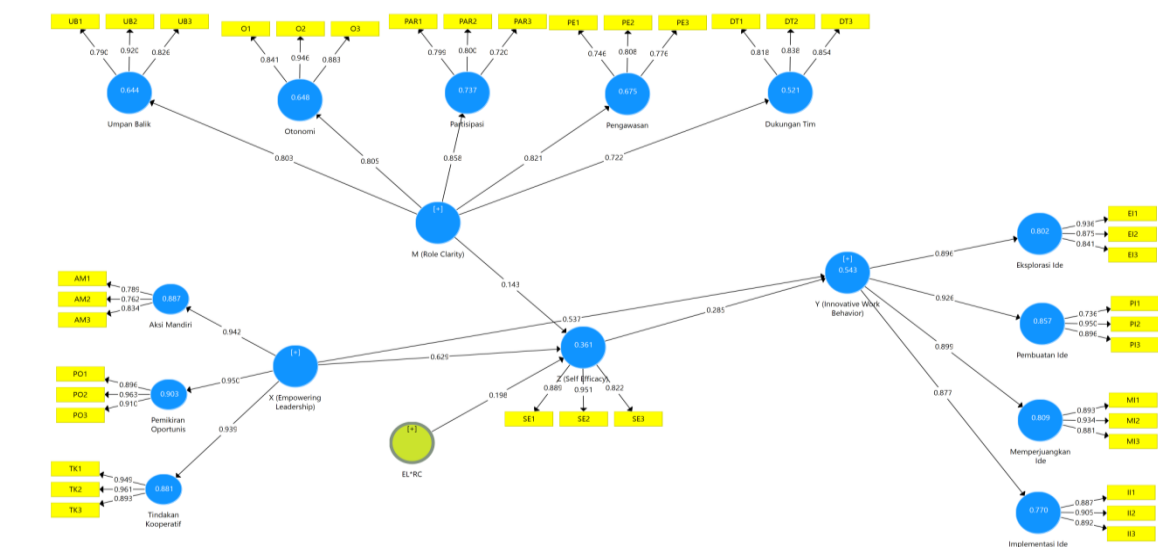


Figure 2
PLS Outer Model Path Diagram
Source: Results of data processing with PLS.

b. Construct Validity

Table 2
Loading Factor (before)

Variable	Dimension	AVE	Description
Empowering Leadership	Independent action	0,698	Valid
	Opportunistic thinking		
	Cooperative action		
Innovative Work Behavior	Idea exploration	0,636	Valid
	Idea generation		
	Fighting for the idea		
	Idea implementation		
Self-Efficacy	-	0,790	Valid
Role Clarity	Feedback	0,434	Invalid
	Autonomy		
	Participation		
	Supervision		
	Team Support		

Source: Results of data processing with PLS.

Based on Table 2 above, it can be seen that the AVE value on the empowering leadership (EL), Innovative Work Behavior (IWB), and Self-Efficacy (SE) variables in the analysis model of this study already has a good construct validity value, namely the AVE value is greater than 0.5, but there is one variable, namely Role Clarity (RC) which has an AVE value < 0.5. Therefore, so that testing can be continued, the removal of indicators contained in the RC variable is the cause of the data not passing the AVE test. By looking at the outer loading value of the RC variable. And check which indicators have a value below 0.7.

	Aksi Man...	Dukun...	EL*RC	Eksploras...	Impleme...	M (Role Clarity)	Memperjuang...
PAR3						0.701	
PAR1						0.688	
O1						0.653	
DT3						0.645	
PE3						0.626	
DT2						0.605	
PAR2						0.587	
PE2						0.564	
UB1						0.559	
DT1						0.558	
ΔM1						0.789	

Figure 3
Outer loadings Variabel

Source: Results of data processing with PLS.

Based on Figure 2 above, it is known that there are 9 variable outer loadings whose values are below 0.7. Then a step-by-step experiment will be carried out to remove indicators from the lowest value until the AVE test is repeated so that the value reaches above 0.5. After gradual deletion starting from indicators DT1, UB1,

PE2, PAR2, DT2, PE3 and running data again, the AVE value of the Role Clarity (RC) variable is above 0.5. The following table is attached after the removal of indicators:

Table 3
Loading Factor (after)

Variable	Dimension	AVE	Description
Empowering Leadership	Independent action	0,698	Valid
	Opportunistic thinking		
	Cooperative action		
Innovative Work Behavior	Idea exploration	0,636	Valid
	Idea generation		
	Fighting for the idea		
	Idea implementation		
Self-Efficacy	-	0,790	Valid
Role Clarity	Feedback	0,505	Valid
	Autonomy		
	Participation		
	Supervision		
	Team Support		

Source: Results of data processing with PLS.

c. Discriminant Validity

Discriminant validity is a test conducted to see whether each indicator that composes a latent variable has a higher loading value compared to indicators for other latent variables. In the discriminant validity test, the parameter used is to compare the loading factor value must be greater in the dimension or variable formed, Abdillah and Jogiyanto (2016). In the cross loading table, it will be seen that each indicator in one construct will be different from indicators in other constructs and collect in the intended construct. The following is the cross loading value of each indicator:

Table 4
Nilai Cross Loading

	Empowering Leadership	Innovative Work Behavior	Self-Efficacy	Role Clarity
AM1	0.789	0.465	0.482	0.386
AM2	0.762	0.561	0.47	0.412
AM3	0.834	0.569	0.462	0.48
PO1	0.896	0.46	0.418	0.462
PO2	0.963	0.368	0.503	0.357
PO3	0.91	0.304	0.499	0.461
TK1	0.949	0.435	0.422	0.419
TK2	0.961	0.403	0.402	0.478
TK3	0.893	0.367	0.485	0.451
EI1	0.562	0.936	0.472	0.448
E12	0.628	0.875	0.478	0.416
EI3	0.578	0.841	0.444	0.399
PI1	0.508	0.736	0.391	0.478
PI2	0.609	0.95	0.301	0.496

PI3	0.538	0.896	0.241	0.485
MI1	0.54	0.893	0.237	0.454
MI2	0.496	0.934	0.233	0.428
MI3	0.503	0.881	0.213	0.471
II1	0.571	0.887	0.158	0.364
II2	0.383	0.905	0.299	0.399
II3	0.305	0.892	0.49	0.386
SE1	0.371	0.306	0.889	0.261
SE2	0.384	0.427	0.951	0.508
SE3	0.344	0.578	0.822	0.486
UB1	0.269	0.561	0.527	0.79
UB2	0.403	0.612	0.524	0.92
UB3	0.439	0.558	0.475	0.826
O1	0.615	0.559	0.554	0.841
O2	0.632	0.441	0.546	0.946
O3	0.553	0.637	0.362	0.883
PAR1	0.511	0.698	0.468	0.799
PAR2	0.434	0.563	0.437	0.8
PAR3	0.406	0.348	0.333	0.72
PE1	0.465	0.486	0.307	0.746
PE2	0.43	0.444	0.322	0.808
PE3	0.562	0.306	0.527	0.776
DT1	0.628	0.427	0.524	0.818
DT2	0.578	0.578	0.475	0.838
DT3	0.508	0.561	0.554	0.854

Source: Results of data processing with PLS

The table above shows that the value of each indicator in a construct is higher than that of other constructs and collects on one construct. So in this study it can be said to have good discriminant validity.

d. Composite Reliability

The reliability test can be seen from the Cronbach's alpha and Composite reliability values. According to Abdillah and Jogiyanto (2016), a construct can be said to be reliable, if it has a Cronbach's alpha value must be > 0.6 and the Composite reliability value must be > 0.7 . Composite reliability measures the true reliability value of a variable while Cronbach's alpha measures the lowest value (lower bound) reliability of a variable so that the Composite reliability value is always higher than the Cronbach's alpha value (Abdillah & Jogiyanto, 2016). The following are the Cronbach's alpha and Composite reliability values for each variable in this study.

Table 5
Composite Reliability and Cronbach's Alpha

Variable	Dimension	Cronbach's Alpha	Composite Reliability	Description
Empowering Leadership	Independent action	0,944	0,954	Valid
	Opportunistic thinking			
	Cooperative action			

Innovative Work Behavior	Idea exploration	0,947	0,954	Valid
	Idea generation			
	Fighting for the idea			
	Idea implementation			
Self-Efficacy	-	0,867	0,919	Valid
Role Clarity	Feedback	0,900	0,917	Valid
	Autonomy			
	Participation			
	Supervision			
	Team Support			

Source: Results of data processing with PLS.

Based on the table above, it can be seen that all constructs in this study have a Cronbach's alpha value > 0.6 and a Composite reliability value > 0.7, so it can be said that all constructs are reliable. This means that each construct in the research model has internal consistency in the instrument reliability test..

e. Evaluasi Inner Model

Testing the inner model or structural model is carried out to predict the causal relationship between variables or hypothesis testing. This test can be seen through the results of the coefficient of determination, predictive relevance, goodness of fit, as well as the path coefficient and parameter coefficient. When a significant relationship between variables is known, then hypotheses can be concluded related to the variables used in this study, namely empowering leadership, innovative work behavior, self-efficacy, and role clarity. Hypothesis testing is done by bootstrapping. The following are the results.

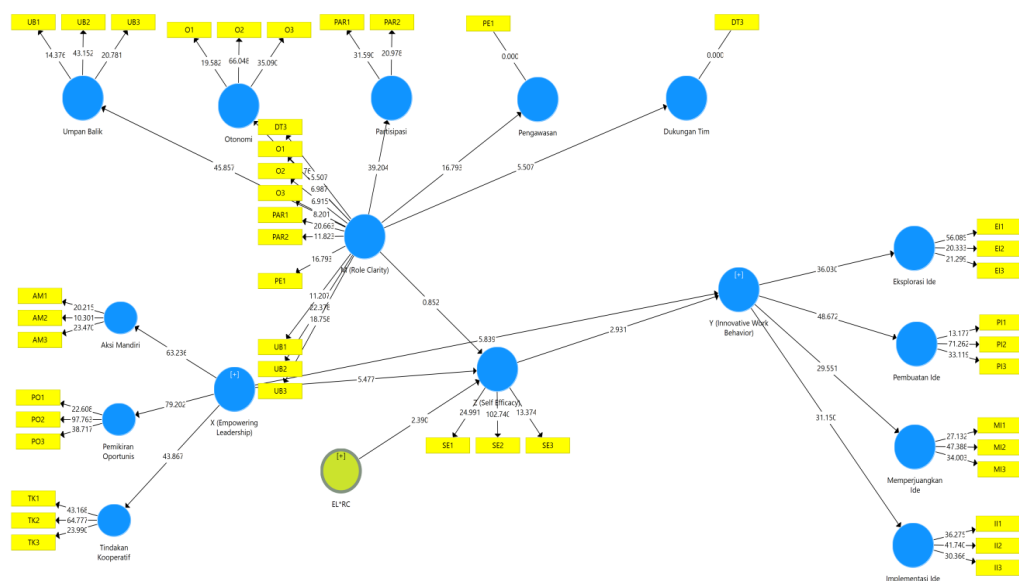


Figure 4
PLS Inner Model Path Diagram
Source: Results of data processing with PLS

f. Coefficient of Determination

Tabel 6
R-Square

	R Square
Self-Efficacy	0,543
Innovative Work Behavior	0,361

Source: Results of data processing with PLS.

Based on the R-square value that has been displayed in the table above and after multiplying by 100%, the coefficient of determination of each variable is 54.3% for the self-efficacy variable. This means that the coefficient of determination of the self-efficacy variable affects this study by 54.3%, while the remaining 45.7% is explained by other variables outside the research model. In addition, for the Innovative Work Behavior variable, the effect on this study is 36.1%, while the remaining 63.9% is influenced by other constructs outside this study.

g. Hypothesis Testing

Table 7
Path Coefficients

	Original Sample	T Statistics	P Values
Empowering Leadership → Self-Efficacy	0,670	5,344	0,000
Self-Efficacy → Innovative Work Behavior	0,285	2,959	0,003
Empowering Leadership → Innovative Work Behavior	0,537	5,934	0,000
Role Clarity* Empowering Leadership → Self-Efficacy	0,210	2,384	0,017
Empowering Leadership → Self-Efficacy → Innovative Work Behavior	0,191	2,701	0,007

Source: Results of data processing with PLS.

1. The Effect of Empowering Leadership on Self-Efficacy
Parameter coefficient value of 0.670. This can be seen from the results of the path coefficient which shows a T-statistic value of $5.344 > 1.96$ and a p-value of $0.000 < 0.05$. Then it can be concluded that empowering leadership has an effect on self-efficacy.
2. The Effect of Self-Efficacy on Innovative Work Behavior
Parameter coefficient value of 0.285. This can be seen from the results of the path coefficient which shows a T-statistic value of $2.959 > 1.96$ and a p-value of $0.003 < 0.05$. It can be concluded that self-efficacy has an effect on innovative work behavior.
3. The Effect of Empowering Leadership on Innovative Work Behavior
Parameter coefficient value of 0.537. This can be seen from the results of the path coefficient which shows a T-statistic value of $5.934 > 1.96$ and a p-value of $0.000 < 0.05$. It can be concluded that empowering leadership has an effect on innovative work behavior.
4. Role Clarity moderates the effect of Empowering Leadership on Self-Efficacy
Parameter coefficient value 0.210. This can be seen from the results of the path coefficient which shows a T-statistic value of $2.384 > 1.96$ and a p-value of $0.017 < 0.05$. It can be concluded that role clarity can moderate the effect of empowering leadership on self-efficacy.
5. Self-Efficacy mediates the effect of Empowering Leadership on Innovative Work Behavior
The parameter coefficient value is 0.191. This can be seen from the results of the path coefficient which shows a T-statistic value of $2.701 > 1.96$ and a p-value of $0.007 < 0.05$. It can be concluded that self-efficacy can mediate the effect of empowering leadership on innovative work behavior.

5. DISCUSSION

a. The Effect of Empowering Leadership on Self-Efficacy

The findings of this study are known if after the data is processed using the help of PLS 3.0 that empowering leadership is proven to have an influence on self-efficacy. This means that when an empowering leader makes employees feel that they are given confidence in their ability to get the job done. Employees will be encouraged to give their best. Through an empowering leader's decision-making style, employees can consider themselves an important part of the decision-making process (Ahearne et al, 2005). The delegation of authority to solve problems together can also create good collaboration between individuals and make employees' self-efficacy increase. Thus, the hypothesis stating that empowering leadership has a significant effect on self-efficacy is accepted, meaning that the higher the leader applies empowering leadership it can affect the level of self-efficacy of better employees.

The results of the respondents' answers reveal that so far the leader of PT XYZ has tried to encourage employees to be able to lead themselves, such as by encouraging employees to find solutions to problems faced in the workplace. Leaders also strive to encourage employees to always be responsible for their work. If there are problems at work, leaders provide encouragement so that employees feel confident and able to solve obstacles in the work and facilitate it by not always giving a stamp of approval or written approval so that employees can solve problems more quickly and efficiently. In addition, leaders also encourage teamwork within the company so that work is more coordinated and find solutions to any problems quickly and precisely because of the involvement of mutually supportive teamwork.

At PT XYZ, leaders motivate Marketing Department employees to be confident in expanding relationships to maintain the trust of existing clients and gain new clients. Leaders support R&D Department employees to be more confident in voicing new design ideas in the future. Leaders assist Production Department employees to be able to work more systematically so that there are no negligible errors with the provision of production materials and the accuracy of production duration before distribution.

The results of previous research that can strengthen this discussion are in Isnaeni's research (2021) which states that empowering leadership has a positive and significant effect on creative self-efficacy. Research from Endarwati (2022) also shows that creative self-efficacy can mediate the relationship between inclusive leadership and innovative work behavior. Meanwhile, research from Alamudi (2021) also shows that empowering leadership and self-efficacy have a positive and significant effect on work meaningfulness. Research from Kurnia (2020) states that creative self-efficacy mediates the relationship between empowering leadership and employee creativity.

b. Effect of Self-Efficacy on Innovative Work Behavior

The results of the respondents' answers reveal that the majority of employees in the company PT XYZ already have confidence in their own ability to carry out job responsibilities properly, so that it is reflected in the creation of innovative work behavior. This is evidenced by the idea of making innovations that are likely to be useful for achieving future company goals. In addition to having confidence in their abilities, based on the results of the questionnaire, it is found that employees feel capable of completing certain tasks with their abilities. So it can be concluded that employees who have a high level of self-efficacy in themselves, will have an impact on the ability to carry out work until it is successful and resolved, and create innovative work behavior in daily targets to achieve the goals of the workplace company.

At PT XYZ, Marketing Department employees who are confident in their ability to market products always have a strategy or attraction in maintaining existing clients. While in the R&D Department employees have not seen the application of design innovation, but the research and development potential of employees continues to be applied to the calculation and safety of products according to client requests. In the Production Department employees, innovation needs to be more detailed in evaluating it, because it is related to the provision of production materials so that a data collection system can be applied to the needs and availability of materials appropriately.

c. The influence of Empowering Leadership on Innovative Work Behavior

This means that empowering leadership can bring up responsible employees who are independent and have high initiative to coordinate with each other to complete tasks and achieve organizational goals (Sims et al, 2009). The motivation that leaders apply to subordinates in empowering leadership is by sharing power or authority. Not only focusing on charisma, vision, and intellect, but leaders also encourage employee

empowerment to form innovative work behavior of employees. The results of this study are also supported by Social Exchange Theory, namely innovative work behavior of employees is a positive impact of empowering leadership to create, introduce, and implement new ideas in the workplace (Janssen, 2000).

The results of the respondents' answers reveal that the leader of PT XYZ has been trying to provide encouragement to employees to be able to lead themselves. Respondents as employees assess that the leader of PT XYZ has encouraged employees to find solutions to problems that occur at work, namely by giving employees an understanding that if they find problems at work, it means that there are opportunities to foster innovative work behavior. The existence of problems, challenges, or obstacles at work will make employees trained to act quickly and precisely to find the best solution. The hypothesis stating that empowering leadership has a significant effect on innovative work behavior is accepted, because the higher the leader applies empowering leadership, it can affect the level of innovative work behavior of better employees.

At PT XYZ, each department conducts an evaluation meeting at least once a month. The evaluation meeting is held specifically to evaluate the performance of the department and individual employees within the department. The evaluation meeting will discuss what problems have occurred, how the handling has been done, or why the problem has not been resolved. Leaders provide opportunities for employees to aspire together to complement each other in order to create innovative solutions.

The results of this study are in line with some previous research results, such as those conducted by Jada et al (2019) where it is proven that empowering leadership has a positive effect on innovative work behavior. Research from Isnaeni (2019) also proves that empowering leadership has a positive and significant effect on innovative work behavior. The research from Vecchio et al (2010) states that empowering leadership affects employee performance and satisfaction. Meanwhile, research from Kusairi (2022) shows that empowering leadership has a positive effect on innovative work behavior.

d. Role Clarity Moderates the Effect of Empowering Leadership on Self-Efficacy

Role clarity is proven to moderate the influence of empowering leadership on self-efficacy. Employees with low role clarity are characterized by stress and anxiety, as well as difficulties for employees to understand what is expected of them, while employees with high role clarity experience lower stress levels (Gilboa et al, 2008) because they are supported by high psychological empowerment so that it can improve performance. In this study, researchers assume that low role clarity can reduce employee self-efficacy. A low role clarity situation will consume employee energy to understand the job. To compensate for the loss of energy, employees need to be in a situation that does not assume their own role behavior. High role clarity indicates empowerment from leaders so that employees have good self-efficacy.

The findings of this study are known after the data is processed using PLS 3.0 that role clarity is proven to moderate the effect of empowering leadership on self-efficacy. Employees with low role clarity are characterized by stress and anxiety, as well as difficulty understanding what the company expects from them, while employees with high role clarity tend to experience lower stress levels (Gilboa et al, 2008) because they are supported by empowerment so they are likely to produce better performance. Low role clarity can reduce employee self-efficacy. A low role clarity situation will consume employee energy to understand the job, so to compensate for the loss of energy, employees need to be in a situation that does not assume their own role behavior. High role clarity indicates empowerment from leaders so that employees have good self-efficacy in the workplace.

The results of the respondents' answers revealed that so far the leaders have made efforts to foster confident behavior in the abilities of each employee, in order to create courageous and confident actions in taking risks for decisions on problems faced while working. The existence of role clarity through the job description of each employee is evidence to strengthen employee confidence in making solutive decisions to solve challenges and obstacles at work. The hypothesis stating that role clarity moderates the effect of empowering leadership on self-efficacy can be accepted, because the better role clarity instructed to employees will strengthen the influence of empowering leadership on employee self-efficacy.

At PT XYZ, the role clarity of each employee has been given in writing and verbally by the HRD Department. The Marketing Department is in charge of maintaining relationships with clients and finding new clients. The R&D Department is responsible for researching, calculating, and designing client requests. The Production Department is obliged to record the stock of production materials, production process, packaging, and distribution of products to clients. With role clarity, leaders can empower employees

appropriately according to their individual potential and employees will confidently position themselves according to their respective positions.

The results of studies in previous research that are close to the role of role clarity in moderating the effect of empowering leadership on self-efficacy, namely research from Jada et al (2019), where role clarity as moderation affects the effect of empowering leadership on knowledge sharing. Meanwhile, research from Kundu et al (2020) shows that intrinsic motivation and work involvement individually and serially mediate the effects of perceived role clarity on innovative work behavior. Research from Daromes and Eduardus (2011), proves role clarity can mediate the effect of a comprehensive performance measurement system on managerial performance. Meanwhile, research from Endarwati (2022) shows that creative self-efficacy can mediate the relationship between inclusive leadership and innovative work behavior.

e. Self-Efficacy Mediates the Effect of Empowering Leadership on Innovative Work Behavior

Based on the results of hypothesis testing, it shows that self-efficacy can mediate the relationship between empowering leadership and innovative work behavior, thus the hypothesis stating that self-efficacy can mediate the relationship between empowering leadership and innovative work behavior is supported (accepted). The mediation nature of self-efficacy in these findings is partial mediation, which means that without going through self-efficacy or the presence and absence of this variable, empowering leadership still has a significant effect on innovative work behavior.

The results of respondents' answers concluded that the leader of PT XYZ can motivate employees to lead themselves. This is evidenced by the leader's encouragement for employees to find solutions to problems without being given direct advice. Leaders urge employees to dare to take responsibility for themselves by considering problems as opportunities to innovate solutions. Leaders train employees to respond to work failures as learning opportunities and realize the role of working together in teams to achieve company goals. Some of these things are found to affect self-efficacy. Self-efficacy is evidenced by the encouragement of leaders to employees to think and act more creatively in solving problems, supported by appreciation from leaders to employees for innovative ideas that solve work

At PT XYZ, leaders tend not to be easy to sanction if there are employees who make mistakes or employees who work not according to procedures. Leaders allow bad conditions to exist in the company so that employees can realize to be evaluated and resolved together. This shows that PT XYZ has implemented empowering leadership but not optimally. Employees' self-confidence in their potential is considered a routine thing to do so that when the external situation is not favorable such as during a pandemic, employees tend to wait for the situation to improve. Whereas employees should be aware of the opportunity to actualize themselves by voicing innovations to maintain company development. The results of this study will ultimately affect the innovative work behavior of employees where employees have confidence in their own abilities and are encouraged to create new and better things in completing their work. In line with previous research conducted by Isnaeni (2019), creative self-efficacy can mediate the influence of empowering leadership on innovative work behavior. Research from Endarwati (2022) shows that creative self-efficacy can mediate the relationship between inclusive leadership and innovative work behavior. Research from Kurnia (2020) which shows that creative self-efficacy mediates the relationship between empowering leadership and employee creativity. Meanwhile, research from Alamudi (2021) proves that empowering leadership and self-efficacy have a positive and significant effect on work meaningfulness.

6. CONCLUSION

Based on the data analysis and discussion that has been carried out in the previous chapter, the results of this study can be concluded as follows:

- a. Empowering leadership is able to positively and significantly influence the self-efficacy of PT XYZ employees.
- b. Self-efficacy is able to have a positive and significant influence on innovative work behavior of employees at PT XYZ.
- c. Empowering leadership is able to have a positive and significant influence on innovative work behavior of employees at PT XYZ.
- d. Role clarity can moderate positively and significantly the influence of empowering leadership on self-efficacy of employees at PT XYZ.

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- e. Self-efficacy can positively and significantly mediate the influence of empowering leadership on innovative work behavior of employees at PT XYZ.

Limitations

This research is certainly inseparable from shortcomings and limitations, such as the number of samples that are not so large, so that in the next study it is necessary to add more samples than in this study. This research was also only conducted at one company, PT XYZ, so that future research needs to increase the number of research objects that may have the same characteristics or may be different from this research. In addition, this study only tested several important constructs that can affect innovative work behavior, one moderating construct, and one important construct that mediates, so future studies are expected to add other constructs that might have a greater influence in improving innovative work behavior better..

Suggestion

Based on the results and conclusions above, the suggestions that can be given in this study are as follows:

- a. For PT XYZ, it is known that empowering leadership is an important factor in increasing innovative work behavior so that the leadership of PT XYZ needs to increase again related to efforts to encourage sharing power with employees and motivate employees to be able to lead themselves and take full responsibility for the work they carry, so that these employees will be encouraged to behave innovatively in finding solutions to problems that exist in their work.
- b. On self-efficacy, it is hoped that PT XYZ employees realize how important it is to have good self-efficacy in themselves, in their own ability to organize and behave as needed in work so as to produce good achievements in performance and can overcome obstacles that occur in their work.
- c. In addition, innovative work behavior needs to be maintained and even improved, especially in increasing employee motivation in creating new methods and innovations in the workplace, as well as increasing work innovations that can be implemented in the work environment to improve better innovative work behavior.
- d. As for the role clarity of PT XYZ employees, it needs to be conveyed again from the leader more practically related to the responsibilities and authority in each department. Employees' understanding of the role and function of their position is not only from the delivery of material or limited to daily work. It is also important to have assistance from leaders and joint evaluations between leaders and employees, even between departments if needed, so that employees can work complementary towards achieving company goals effectively.
- e. This study has shortcomings and limitations, such as the small number of samples. Being an evaluation to be suggested in future similar studies, it is necessary to add more samples. The research object chosen is only one company, namely PT. XYZ, so that future similar studies can add the number of research objects with the same characteristics or may be different from this study.

Acknowledgement

I would like to thank University Airlangga (UNAIR) Surabaya, Indonesia as well as my classmates who have provided support, and especially to my supervisors who have guided me so that in the end I have successfully completed this research journal.

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