Leadership Agility During the Covid-19 Pandemic Affected by Leadership Self-Efficacy and Trust in Team Members

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Abstract

The purpose of this study was to determine whether there was an influence of leadership self-efficacy and trust in team members on leadership agility during the Covid-19 pandemic crisis. The research method used is correlational quantitative with survey method. A questionnaire in the form of an attitude scale was used as an instrument in this study. The research sample was selected using purposive sampling with the characteristics of those who occupy positions as leaders in the company. This study found that there was a significant effect of leadership self-efficacy and trust in team members on leadership agility during the Covid-19 pandemic crisis. Leadership self-efficacy and trust in team members simultaneously have an effect of 55.4% in Leadership Agility. Leadership self-efficacy has a significant and positive effect on leadership agility, while trust in team members has a significant and negative effect on leadership agility. Limitations in this study are the limited number of subjects who are willing to become research respondents and the limited mobility of researchers due to Indonesian government regulations regarding community activities during Covid-19 pandemic. The benefits of this research include increasing knowledge in the field of management science regarding leadership agility, leadership self-efficacy, and trust in team members. Another benefit is to provide information for organizations and leaders within the organization about the things needed by a leader to be agile, especially in times of crisis.

I. Introduction

The ability of companies to survive in the business world is important for many parties. For the owners of capital, of course, the existence of the company will secure the financial capital invested in the company. For employees, if the company is able to survive, it will certainly protect them from the threat of losing their jobs and sources of income. For the government, the establishment of companies that serve as a place for labor is certainly important so that not many people become unemployed and the level of the country's economy can be saved.

The Covid-19 (Corona Virus Disease 2019) pandemic is a condition that causes various changes that occur suddenly and affect the business world globally. This makes many companies experience difficulties and have to survive in crisis situations. The spread of Covid-19 throughout the world including Indonesia until the beginning of 2022 can still not

be predicted exactly when it will completely end, therefore every business organization needs to prepare itself as best as possible to maintain its business by increasing its capabilities in dealing with the crisis. One of the skills needed in a crisis is agility. Agile companies / companies that have agility are considered more able to survive in crisis situations like the one we are experiencing today. Bill Joiner (2019) states that in order to develop a level of organizational agility that is appropriate for a volatile environment, executives need to emphasize three areas: strategic agility, operational agility (including culture and structure and system), and leadership agility.

The role of leaders in an organization is very important as a strategy and policy maker, as well as determining the direction and movement of the organization. The same is true for business organizations/companies. Especially in times of crisis like this where the condition of the business world is full of uncertainty. Agile companies are more likely to survive in times of crisis, thus companies need agile leaders.

The emergence of agile leaders is certainly a hope for many business people. What things/factors can encourage leaders in the company to have agility? Of course, this question needs to be answered. One of the efforts that can be done is to conduct research on leadership agility.

Agility are things that are formed from aspects contained in the individual which of course is also formed through a response to the surrounding environment. Talking about leaders in the company, the closest environment in a work situation is of course the subordinates or members of the team they lead. This study seeks to find out about leadership self-efficacy and trust in teams and their influence on leadership agility during the Covid 19 Pandemic.

The formulation of the problem posed in this study are:
1. Is there a significant effect of leadership self-efficacy on leadership agility during the Covid-19 pandemic crisis?
2. Is there a significant effect for trust in team members in leadership agility during the Covid-19 pandemic crisis?
3. Is there a significant effect for leadership self-efficacy and trust in team members simultaneously in leadership agility during the Covid-19 pandemic crisis?"

The benefits of this research include increasing knowledge in the field of management science regarding leadership agility, leadership self-efficacy, and trust in team members. Another benefit is to provide information for organizations and leaders within the organization about the things needed by a leader to be agile, especially in times of crisis.

II. Review of Literature

2.1 Leadership Agility

According to Joiner & Josephs (Saputra, 2021) leadership agility is the ability of leaders to take wise and effective actions in the midst of complex and rapidly changing conditions. Saputra (2021) concludes from various previous theories that leadership agility is the ability to lead a group of people flexibly and quickly in sensing and responding to changes in the business world and the ability to forget and relearn about the relevant sources of success. According to Medinilla (2012) an agile leader will listen and demonstrate empathy for the people they work with, constantly communicate the vision and goals that will be created by everyone in the company (not just the management board) and they always demonstrate a full commitment to improvement. and individual, corporate and community

development. Medinilla also said that an agile leader will inspire everyone in the darkest of times and remain as the last survivors in terms of maintaining agility in the organization, they will ensure that the Agile implementation process continues and continues to strengthen the shared vision with continuous follow-up.
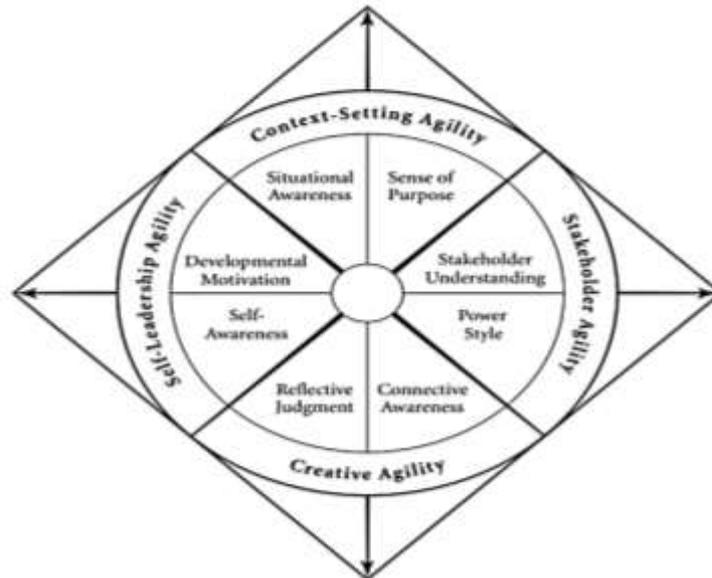
Figure 1. Leadership Agility Compass

Leadership Agility has 4 competency dimensions which Joiner and Josephs (Saputra, 2021) call the leadership agility compass, which are as follows:
  a. Context-setting agility, being able to step back and determine the best initiatives that need to be taken, given the changes that occur in the larger environment;
  b. Stakeholder agility, able to put aside personal views and goals to consider the needs and perspectives of stakeholders;
  c. Creative agility, stepping back from the habit of making assumptions and developing optimal solutions to new and complex problems at hand;
  d. Self-leadership agility, becoming more aware of one's own thoughts, feelings, and behavior and experimenting with new and more effective approaches.
  Kasali (2018) found examples of leaders who are agile / agile when faced with uncertain situations that they have a 'must be' spirit, have good teamwork, strong organizational conditions and several other things.

2.2 Leadership Self-Efficacy

Leadership has several definitions. Davis and Newstorm (Suwatno, 2019) state that leadership is the ability to enthusiastically influence others to achieve goals. According to Turney (Suwatno, 2019) leadership is a collection of processes carried out by a person in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques Northouse (2016) argues that leadership is a process in which an individual influences a group of individuals to achieve common goals. The process referred to by Northouse implies that a leader influences and is influenced by followers, leadership is not a linear relationship, but a reciprocal relationship. According to Lussier & Achua (2016) leadership is a process of mutual influence between leaders and followers to achieve organizational goals through change. From some of the definitions above, it can be

said that leadership is the ability and process of mutual influence between leaders and followers to achieve organizational goals by applying management techniques.

Self-efficacy is a person's belief in his ability to organize and carry out the actions needed to produce certain achievements (Bandura in Karwowski and Kaufman, 2017). According to Justine Gantt (2014) self-efficacy is the degree of an individual's belief in his or her ability to face challenges and achieve goals. Self-efficacy plays a large role in building self-esteem and the ability to achieve ultimate success. Self-efficacy cannot be equated with illusions about self-efficacy because these beliefs come from individual experiences (Schwarzer, 2014).

Leadership Self-Efficacy is a specific form of self-efficacy that is related to leadership behavior and is related to individual beliefs to successfully achieve leadership roles in groups (Bobbio & Manganelli, 2009). According to Bobbio and Manganelli (2009) leadership self-efficacy can be measured through the following behavioral dimensions:
   a. Confidence in the ability to initiate and lead the change process within the group;
   b. Belief in the ability to select effective followers and delegate responsibilities;
   c. Belief in the ability to build and manage interpersonal relationships within the group;
   d. Belief in the ability to demonstrate self-awareness and self-confidence;
   e. Belief in the ability to motivate others;
   f. Belief in the ability to gain consensus from group members.

2.3 Trust in Team Members

According to Drucker, the team is the basic unit of almost all companies (Raharso, 2011). In a team of trust becomes important to be able to create effective teamwork. The trust needed is trust between team members, team members' trust in their leaders and vice versa (Raharso, 2011). Trust in the team is how the leader believes in the integrity and ability of team members (Merril & Covey, 2018). Team members or staff can be counted on to do more because they know they have the support and trust of the leader (Mineo, 2014). Leaders who lack trust in their team members cannot form effective relationships and functional teams. He will feel surrounded and unfairly treated, run out of energy and focus, and blame others unfairly. Furthermore, a fragile, demoralized, and suspicious environment will be created (Gourguechon, 2018).

According to Su (2019) trust in team members can include:
a. Trust the performance of team members
  • How much the leader trusts that team members will follow up and complete assigned tasks;
  • How much the leader trusts that team members will make the right judgment or decision;
  • How much the leader believes that team members will be able to represent the leader and the company well.
b. Trust the principles of team members
  • How much the leader trusts team members to practice the appropriate level of discretion;
  • How much the leader trusts team members to respect the psychological safety of others;
  • How much the leader trusts the underlying intentions and motivations of team members.

2.4 Covid-19 Pandemic Crisis

The World Health Organization has declared Corona Virus Disease (Covid) as a pandemic outbreak since March 11, 2020. Until August 2021 Covid has spread to more than 200 countries, with 200.9 million cases and 4.39 million deaths (Purwanto, 2021). Sihombing (2020) state that Covid-19 pandemic caused everyone to behave beyond normal limits as usual. The outbreak of this virus has an impact especially on the economy of a nation and Globally (Ningrum, 2020). The problems posed by the Covid-19 pandemic which have

become a global problem have the potential to trigger a new social order or reconstruction (Bara, 2021). Facing this extraordinary epidemic, each country is trying to limit its spread by restricting the movement of its citizens. This condition ultimately affected the world economy. Economic conditions in many countries weakened, including Indonesia. Some developed countries even experienced economic recession (Purwanto, 2021), you can imagine the impact felt by developing countries and poor countries. The business world of course also feels the impact of this pandemic. Many companies are overwhelmed by this crisis, running a business has become even more difficult, especially because there is no certainty when this pandemic will end.

Facing this crisis, companies need to become more agile. Prior to the Covid-19 pandemic, the business world was required to have the ability to quickly keep up with changes. With the Covid-19 pandemic, these demands have become even more pressing and must be carried out more quickly. From research conducted by McKinsey & Company it was found that agile companies outperformed other companies in adapting to the Covid-19 pandemic (Jadoul, 2021).
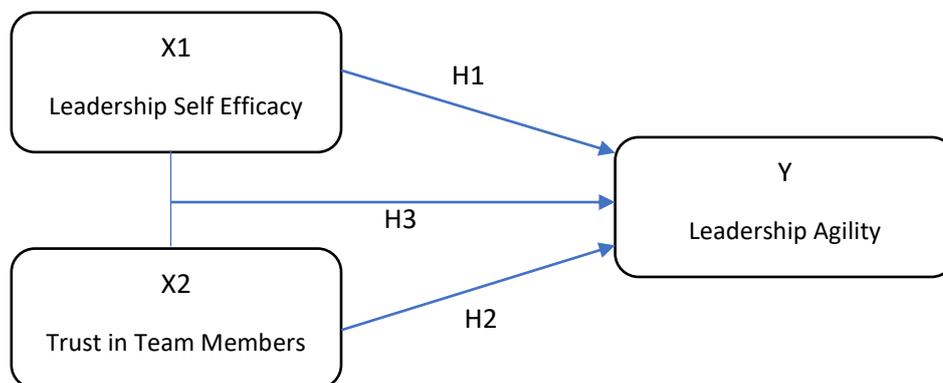
2.5 Research Hypothesis
a. Research Variables and Hypotheses
The dependent variable in this study is leadership agility, the independent variables are leadership self-efficacy and trust in teammembers. The research hypothesis proposed is as follows:

H1: there is a significant effect of leadership self-efficacy on leadership agility during the Covid-19 pandemic crisis.

H2: there is a significant effect of trust in team members on leadership agility during the Covid-19 pandemic crisis.

H3: There is a significant influence of leadership self-efficacy and trust in team members simultaneously on leadership agility during the Covid-19 pandemic crisis.

Figure 2. Framework

This research hypothesis was proposed with the rationale that will be explained in the next section.

b. Leadership Self-Efficacy, Trust in Team Members and Its Relation to Leadership Agility
Based on the leadership agility compass, it can be concluded that the factors that can affect leadership agility include the internal and external conditions of a leader associated with new and complex changes and problems.

Storme, et al. (2020) found that self-efficacy is an important source that drives worker agility. Thus, it can be assumed that self-efficacy is also an important source of agility for workers who occupy leadership positions. In this study, the self-efficacy that is highlighted is the belief in one's ability as a leader (leadership self-efficacy).

Kasali (2018) found examples of leaders who are agile / agile when faced with uncertain situations that they have the spirit to be able to, have good teamwork, strong organizational conditions and several other things. From this statement, it can be said that the leader's belief in his abilities can affect the agility/agility of a leader. Another factor that Kasali said is good teamwork, this of course requires trust in the work team. Thus, it is assumed that the leader's belief in himself, in this case represented by leadership self-efficacy, and the leader's belief in his work team will affect his agility as a leader. This study aims to find out whether it is true that leadership self-efficacy and trust in the team together have a significant effect in leadership agility.

III. Research Method

3.1 Methodology

This research is quantitative research with correlational design conducted by applying the field survey method. Data were collected using a questionnaire in the form of a Likert scale. Data processing and hypothesis testing is done by calculating multiple linear regression.

3.2 Data Collection

The population of the research subjects are workers in the Greater Jakarta area (Jakarta Bogor Depok Tangerang Bekasi). The sampling technique used is purposive sampling where the selected sample is workers who are currently occupying leadership positions ranging from supervisors to directors and work in large companies (a minimum number of 100 workers).

This study has limitations in the distribution of research instruments due to the COVID-19 pandemic. The distribution of the instrument was done online, the subjects in the population who were willing to become research respondents were 52 people.

The research instrument used in measuring these variables was a questionnaire in the form of a Likert scale. The instrument/measurement of leadership agility is assembled using 4 dimensions of leadership agility according to Joiner and Josephs, which are: context-setting agility, stakeholder agility, creative agility, and self-leadership agility. The measurement tool for leadership self-efficacy is assembled based on the dimensions of self-efficacy according to Bobbio and Manganelli, as follows : belief in the ability to initiate and lead the process of change in the group; belief in the ability to select effective followers and delegate responsibilities; belief in the ability to build and manage interpersonal relationships within the group; belief in the ability to demonstrate self-awareness and self-confidence; belief in the ability to motivate others; belief in the ability to gain consensus from group members. The measuring instrument for trust in the team is based on the dimensions proposed by Su (2019), as follow: trust in team performance and trust in the principles of team members.

The validity of the measuring instrument was tested using the Pearson Product Moment and the reliability was tested using Cronbach's Alpha. The following is the number of valid and reliable items from each measuring instrument:

Table 1. Validity and Reliability

Instrument	Number of Valid Items	Reliability
Leadership Self-Efficacy	23	.897 *(very reliable)*

Trust in Team Members	13	.759 *(reliable)*	
Leadership Agility	18	.943 *(very reliable)*	

Research data processing was carried out using SPSS for Windows version 26.0 software from IBM. The research hypothesis was tested by calculating multiple linear regression after the normality test, linearity test, heteroscedasticity test, and multicollinearity test were carried out.

IV. Discussion

4.1 Respondents

The following is a summary of the demographic conditions of the research sample consisting of 52 respondents who work in large companies in the Greater Jakarta area with positions as leaders in the company/organization where they work.

Table 2. Demographic Characteristic of Respondents

No.	Characteristic	Frequency (person)	Percentage (%)
1.	**Gender:**		
	Male	36	69.2
	Female	16	30.8
2.	**Last Education:**		
	High School	2	3.8
	Diploma	2	3.8
	Undergraduate	18	34.6
	Master	29	55.8
	Doctoral	1	1.9
3.	**Age (in year):**		
	21-40	24	46.2
	41-60	28	53.8
4.	**Experience as Leader**		
	(in year) :	11	21.2
	1-5	13	25
	6-10	18	34.6
	11-15	10	19.2
	>15		
5.	**Position:**		
	Supervisor	2	3.8
	Assistant Manager	3	5.8
	Manager	21	40.4
	General Manager	13	25
	Director	13	25
Total		52	100

Respondents in this study consisted of 36 men and 16 women. Based on education level, there are 1 person who graduated from the doctoral program, 29 people completed master's education, 18 people completed undergraduate education, 2 people completed diploma education, and 2 others were high school graduates. Based on age, there were 28 people aged 41-60 years and 24 people aged 21-40 years. There are 11 people who have lead experience for 1-5 years, 13 people have led for 6-10 years, 18 people have led for 11-15 years, and 10 people have led for more than 15 years. Based on leadership positions in the company, there are 13 respondents who hold positions as directors, 13 people as general managers, 21 people at the manager level, 3 people at the assistant manager level, and 2 people at the supervisor level.

4.2 Hypothesis Test and Regression

The following is a description of the results of the significance test of the proposed research hypothesis and its regression equation.

a. The Effect of Leadership Self-Efficacy on Leadership Agility

Table 3. Anova (X1➔ Y)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2159.679	1	2159.679	62.101	<.001[b]
	Residual	1738.840	50	34.777		
	Total	3898.519	51			

The table above shows the significance test of a simple linear regression with leadership agility as the dependent variable and leadership self-efficacy as the independent variable, it is obtained F count $62.101 >$ from F table (4.034) and a significance value < 0.05. Thus, it can be concluded that Hypothesis 1 accepted "there is a significant effect of leadership self-efficacy towards leadership agility during the Covid-19 pandemic crisis"

b. The Effect of Trust in Team Members on Leadership Agility

Table 4. Anova (X2➔ Y)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	736.731	1	736.731	11.651	.001[b]
	Residual	3161.788	50	63.236		
	Total	3898.519	51			

The table above shows the significance test of a simple linear regression with leadership agility as the dependent variable and trust in team members as the independent variable, it is obtained F count of $11.651 >$ from F table (4.034) and a significance value of $0.001 < 0.05$. Thus, it can be concluded that Hypothesis 2 (H2) accepted "there is a significant effect of trust in the team in leadership agility during the Covid-19 Pandemic crisis"

c. The Effect of Leadership Self-Efficacy and Trust in Team Members Simultaneously on Leadership Agility

Table 5. Anova (X1, X2➡ Y)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2159.805	2	1079.903	30.434	<.001
	Residual	1738.714	49	35.484		
	Total	3898.519	51			

The table above shows the significance test of multiple regression with leadership agility as the dependent variable and leadership self-efficacy simultaneously along with trust in the team as the independent variable, the F count is 30.434 > from F table (5.07) and the significance value is less than 0 .01 (p<0.01) it can be concluded that H3 is accepted "there is a significant effect of leadership self-efficacy simultaneously along with trust in team members towards leadership agility during the Covid-19 pandemic crisis"

Table 6. R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744[a]	.554	.536	5.957

The coefficient of determination (R^2) obtained from the regression analysis is .554. So, it can be concluded that leadership self-efficacy has a role in determining 55.4% of leadership agility, while 44.6% of leadership agility is influenced by other factors.

Tabel 7. Multiple Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	16.366	8.268	
	LSEtotal	.547	.086	.748
	Ttotal	-.008	.134	-.007

The regression equation formulated from the results of the above analysis is:

$$Y = 16.366 + .547 \, X1 - .008 X2$$

Y = leadership agility
X1 = leadership self efficacy
X2 = trust in team members
Constant (a) = 16.366
Regression coefficient 1 (b_1) = .547
Regression coefficient 2 (b_2) = - .008

The meaning from the above equation are: an increase of 1 unit in leadership self-efficacy will also increase leadership agility by .547; an increase of 1 unit in trust in team members will reduce leadership agility by .008.

Based on the results above, it is hoped that leaders can increase confidence in their abilities as leaders so that it will encourage leadership agility in themselves. Leadership agility is important in dealing with crises because it will encourage the creation of organizations that continue to learn and innovate (Muafi, 2018)

The subsequent results of the regression analysis in this study actually show a negative and significant effect of team trust on leadership agility. There are several possibilities why the results in this study are not in line with some of the opinions previously described, including:

1. The limitation of this research is that the number of respondents is only 52 people. The target subjects to become respondents for this research are leaders in large companies who are likely to be busy with their respective jobs, especially with the demands of the Covid-19 pandemic crisis, so many are not willing to become respondents.
2. The distribution of the questionnaires was done online so it was not certain whether the respondents were serious in answering the questionnaires.
3. Leadership Agility is more strongly influenced by internal factors within the leader himself than external factors.
4. Other external factors play more of a role. Kasali, et.al. (2021) highlighted that the condition of the top management team and their support for the leaders below it is more likely to build the leadership agility of leaders at the lower and middle management levels.

IV. Conclusion

The conclusions of this study are:
1. There is a significant effect of leadership self-efficacy on leadership agility during the Covid-19 pandemic crisis.
2. There is a significant effect of trust in team members on leadership agility during the Covid-19 pandemic crisis.
3. There is a significant effect of leadership self-efficacy and trust in team members simultaneously on leadership agility during the Covid-19 pandemic crisis.

Thus, leadership agility is one thing that needs to be continuously cultivated in the organization so that each leader can agilely face the various changes that occur, especially with the Covid-19 pandemic crisis.

Based on the findings in this study, the leader's belief in his own abilities became more important than his belief in the abilities of the team. This is a meaningful input for companies and individuals who serve as leaders in the company.

More research needs to be done on leadership agility, it would be better if the research was carried out with more careful planning and could involve many respondents. It is also necessary to examine other factors, both internal and external, that play a greater role in building leadership agility in leaders.

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