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Stress as a Mediator of Authentic Happiness and Heroic Leadership on the Work Achievement of Nurses at Occupational Health Nursing

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Abstract: This study aims to identify and analyze stress as a mediator of authentic happiness and heroic leadership on work performance of nurses at the Occupational Health Nurses Association during the Covid-19 pandemic. This study uses a quantitative approach with *Structural Equation Modeling* (SEM) Techniques - SmartPLS. The subjects in the study were occupational health nurses who were members of the Occupational Health Assistance Associations (ONI-OHN) with a total of 101 members. The sampling technique used in this study is a purposive sampling technique with non-probability sampling. The results of this study show the important influence of authentic happiness and heroic leadership as an effort to increase work performance with stress as a mediator, and the application of organizational and work psychology implications related to authentic happiness and heroic leadership as an effort to increase work performance with stress as a mediator.

Keyword: Stress, Authentic Happiness, Heroic Leadership, Work Performance, Covid-19 Pandemic

INTRODUCTION

The emergence of the Covid-19 outbreak has affected various aspects of human life. The rapid spread of the virus limits human movement and activity so that it does not run normally, one example is organizational activities. Furthermore, during this pandemic there are emergency response workers who are at the forefront of overcoming the Covid-19 problem. The organization that is certainly affected by the Covid-19 pandemic is the Occupational Health Assistance Associations (ONI-OHN). ONI-OHN is tasked with supporting industry efforts in assessing risks (identification of transmission risks, prevention and control measures that must be carried out, monitoring and review), and assisting the implementation of planning, making plans for prevention, mitigation, and recovery (Ivanov, 2020).

Manurung (2015) explains that work performance is essentially multidimensional, where there is no single criterion that can describe individual work performance in an organization in a complex, precise, and complete manner. The researcher also made pre-research questionnaires, surveys and also interviews with focused group discussions/FGD techniques for several ONI-OHN members. This activity is intended to be able to describe the work performance of occupational health nurses at ONI-OHN during the Covid-19 pandemic. The questions raised in this discussion include 5 (five) indicators of work performance of occupational health nurses at ONI-OHN, which include: occupational health services, annual scientific meetings, community service activities, cross-disciplinary collaboration, as well as education and research.

The results of group discussions conducted by researchers on 3 (three) members of ONI-OHN with the initials T, M, D have provided an overview of the work performance at ONI-OHN that has not been optimal, which is the impact of the Covid-19 pandemic. There are several indicators that are affected by the pandemic, namely the annual scientific meeting. T explained that the event had previously been planned, but had not been carried out due to being constrained by the Covid-19 pandemic. Not only is the annual scientific meeting constrained, several other indicators such as education and research as well as occupational health services at ONI-OHN are also said to be less than optimal. This is because in ONI-OHN many nurses in the industrial sector still use the Occupational Health and Safety (K3) approach, so that knowledge related to occupational health nursing is still not so broad. Then, ONI-OHN is also active in community service activities, where this activity is also carried out both formally and informally. This form of community service activity includes a collaboration program with the company in the context of giving vaccinations to company employees.

The next activity that also runs optimally is cross-science collaboration. The ONI-OHN Association which has joined the Federation of Indonesian Occupational Health Organizations (FOKKI) also often conducts cross-disciplinary collaboration activities such as collaborating with ONI-OHN, and several other interdisciplinary fields such as with psychologists and other fields of science. From the explanation above, it is known that there are indicators of work performance at ONI-OHN that are less than optimal, some activities are less than optimal due to the constraints of the Covid-19 pandemic. From the explanation above, the researchers found variables that affect work performance, namely stress, authentic happiness and heroic leadership. In connection with the above variables, it is important to understand more deeply the role of nurses as a profession. Nurses are health workers who play a major role in health services in Indonesia, especially in health services during the Covid-19 pandemic.

Stress analysis is a form of descriptive analysis of situations and conditions (gives a picture) of stress. This analysis places situations and conditions as input factors, then grouped according to their respective contributions, which is intended to describe the situation at hand, and is not an analytical tool that is able to provide solutions to the occupational health and safety problems being faced. Meanwhile, in this study, researchers focused on the stress theory proposed by Cohen 1983 (in Suryani, 2015). Stress is the pressure from the environment that is felt by the individual when he feels the burden or demands exceed his capacity or ability, causing psychological and biological changes in an individual. Cohen 1983 (in Suryani, 2015).

Hasibuan (2012) who revealed that stress can trigger a decrease in employee performance in an organization/company. Employees who are stressed will tend to experience tension in their minds, behave strangely, get angry easily, and like to be alone, so that ultimately employees cannot achieve optimal work performance.

Based on a number of studies, it was found that in addition to stress, the influence of heroic leadership also affects work performance. Lowney 2005 (in Manurung, 2015) states

that heroic leadership is individual power in understanding strengths, weaknesses, values, views of life, being able to innovate and adapt with confidence, participate in building contacts with others in a positive, loving, and positive attitude. able to encourage self and others with heroic ambitions.

Yap (2009) defines heroic leadership as a leadership style that relies on four main pillars, namely vision, strategy, heroic spirit, and momentum. Vision in heroic leadership has high enthusiasm, has big dreams that are clear, measurable and directed. Which means if someone has a heroic soul, he will have a tough attitude, courage and confidence in facing all challenges and critical storms. Meanwhile, momentum is being able to respond well to every opportunity that comes, responsive and fast in taking initiative to act. Furthermore, not only supported by a good organization, nurses must also have positive qualities in themselves such as authentic happiness and heroic leadership. Striving for happiness is the most important and greatest human goal (Frey & Stutzer, 2018).

This internal factor can be regarded as positive psychology in individuals, so that when individuals feel happy with their lives, it is certain that individuals enjoy their work, feel sincere in carrying out responsibilities and have an impact on increasing work performance. Authentic happiness is a basic positive feeling or emotion within the individual. These positive emotions are used to carry out all activities, so that individuals have an appreciation of the meaning and purpose of their lives (Seligman (2013)).

This study is related to research that has been carried out previously, the results of previous studies explain that there is a positive and significant influence between authentic happiness and heroic leadership on work performance. The definition of work performance according to Manurung (2011) is a form of interaction of a person's personality characteristics that affect the work system in an organization, which is based on aspects of characteristics, behavioral aspects, and managerial aspects. Manurung (2011) also explains that there are 3 aspects that can affect work performance, namely: characteristic aspects, behavioral aspects, and managerial aspects. Aspects of traits include indicators: personality, appearance, character, and mentality. Behavioral aspects include indicators: social relations, application of knowledge in work, knowledge of organization, initiative, responsibility, morale, and discipline, and managerial aspects include indicators: cooperation, decision making, individual coaching and development, communication, planning, and organizing, and control.

Furthermore, Cohen (Suryani, 2015) defines stress as a condition when individuals feel the demands they face in the environment are greater than their capacity, resulting in psychological and biological changes that can affect a person at risk for certain diseases. According to Sarafino (in Wahyuningsih, Noviekayati and Rina, 2021) explains that someone who experiences stress will have the main impact caused by stress. According to Hewitt, Flet and Mosher (in Suryani, 2015) classify stress in Cohen's theory into 2 (two) dimensions, namely: negative experiences and positive experiences. Negative experiences are aspects of negative affective reactions which include feelings of irritation, anger, nervousness and depression due to one's inability to control stressors, while positive experiences are aspects of positive reactions which include self-confidence, a sense of being able to cope with stress and a sense of being able to overcome worries. in life.

Lowney (in Manurung, 2011) states that heroic leadership is individual power in understanding strengths, weaknesses, values, views of life, being able to innovate and adapt with confidence, and participating in building contacts with others in a positive, loving, and able attitude. encouraging self and others with heroic ambitions.

Adapting from Lowney's concept, Manurung (2011) uses 4 (four) pillars as criteria for heroic leadership, namely: 1) self-awareness, aspects that include understanding self-awareness, self-defeating and managing life as the basis of leadership, 2) ingenuity, aspects that includes being independent by combining adaptability, courage, speed and healthy

judgment to trigger innovative, creative actions and mentality, 3) love, aspects that include expressing deep gratitude, so as to be able to love and love, and 4) heroism, aspects that include enthusiasm for “willingness to do more”.

Seligman (2013) says that authentic happiness is a result of the process of identifying all the most basic strengths, which can be used in work, romance, and parenting. Deeper, authentic happiness also includes a series of pleasant moments that involve individual strengths in realizing prosperity and goodness within themselves. Seligman (2013) explains that there are 6 (six) dimensions of authentic happiness, these dimensions are: virtue of wisdom and knowledge, virtue of courage, virtue of love and humanity, virtue of justice, virtue of temperance, and transcendental.

METHOD

This research design uses a quantitative approach which is research on the relationship or influence between variables by testing certain theories (Noor, 2011). In this study, the author uses a quantitative approach with *Structural Equation Modeling* (SEM) analysis techniques with the help of SmartPLS 3.0 software. The research instrument was used to measure the variables of stress, work performance, heroic leadership and authentic happiness. In this study, a Likert scale was used with 5 alternative answers. Sugiyono (2017) research instruments can be in the form of questions or statements, and the answers to each item have a gradation from very positive to very negative.

Determination of the sample of respondents used in this study is non-probability sampling. The sampling technique method uses purposive sampling, namely the sampling technique of data sources with certain considerations that are known to have the following criteria: 1) ONI-OHN members, 2) ONI-OHN members with a minimum period of 3 (three) years as occupational health nurses, and 3) ONI-OHN members who are actively participating in the ONI-OHN organizational program intensively. From the determination of these criteria. in this study using a sample of 101 people who fit into the three criteria above.

The validity test used is the convergent validity test in PLS with reflective indicators assessed based on the loading factor (correlation between item scores/component scores and construct scores) indicators that measure these constructs. According to Hair, et.al (2010), the higher the loading factor value, the more important the role of loading in interpreting the factor matrix. The rule of thumb used for convergent validity is *loading factor* > 0.7 and *Average Variance Extracted* (AVE) > 0.5, although the AVE value > 0.4 is still acceptable (Haryono, 2017).

Reliability test is used to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements (Abdillah and Jogiyanto, 2015). The reliability test in PLS can use two methods, namely *Cronbach's alpha* and composite reliability. *Cronbach's alpha* measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct (Abdillah, Willy and Jogiyanto, 2015). The rule of thumb is that the value of *Cronbach's alpha* or composite reliability must be greater than 0.7 even though a value of 0.6 is still acceptable (Hair, et. al, 2010).

The structural model in PLS was evaluated using R² for the dependent construct, the path coefficient value for the significance test between constructs in the structural model. The path coefficient value or structural model shows the level of significance in hypothesis testing. The path coefficient score or the inner model indicated by the t-statistic value, must be above 1.96 (Hair, et al, 2010).

This test is done by looking at the probability value and t-statistics. Acceptance of hypothesis if t statistic > t table and p value < 0.05 (Haryono, 2017).

RESULTS AND DISCUSSION

The value of convergent validity can also be seen through the *Average Variance Extracted* (AVE), the higher the value of the loading factor, the more important the role of loading in interpreting the factor matrix. The rule of thumb used for convergent validity is loading factor > 0.7 and *Average Variance Extracted* (AVE) > 0.5, although the AVE value > 0.4 is still acceptable (Haryono, 2017). The test results are presented in the following table:

Table 1. Convergent Validity Test Results

Construct	<i>Average Variance Extracted</i> (AVE)	Information
Stress	0.789	Valid
Authentic Happiness	0.787	Valid
Heroic Leadership	0.559	Valid
Work performance	0.880	Valid

The results of the construct test in the table above, the recommended coefficient value is above 0.5. Thus this scale has good validity and is recommended. The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct (Abdillah, Willy and Jogiyanto, 2015). The rule of thumb is that the value of Cronbach's alpha or composite reliability must be greater than 0.7 even though a value of 0.6 is still acceptable (Hair, et. al, 2010). The results of the composite reliability test are as follows:

Table 2. Composite Reliability (CR) Test Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Stress	0.778	0.974
Authentic Happiness	0.981	0.994
Heroic Leadership	0.885	0.965
Work performance	0.972	0.996

Based on the table above, it shows that the results of the composite reliability test on all tested variables have a composite reliability value > 0.7, the results of the Cronbach's alpha test also show that all variables have Cronbach's alpha values > 0.7. So it can be concluded that all variables have very good reliability or the questionnaire used is a reliable and consistent measuring tool.

The evaluation of the fit model in this study was carried out using five test models, including the root mean square error of approximation (RMSEA) with a value of < 0.08, normal fit index (NFI) with a value of 0.9, non-normed fit index (NNFI) with a value of 0.9, comparative fit index (CFI) with a value of 0.9, and incremental fit index (IFI) with a value of 0.9. The results of the evaluation of the fit model test are presented in the following table:

Table 3. Test Results of the Stress Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.09	Not Fit
NFI	0.9	0.97	Fit
NNFI	0.9	0.97	Fit
CFI	0.9	0.98	Fit
IFI	0.9	0.98	Fit

Table 4. Test Results of the Authentic Happiness Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.11	Not Fit
NFI	0.9	0.95	Fit

NNFI	0.9	0.96	Fit
CFI	0.9	0.97	Fit
IFI	0.9	0.97	Fit

Table 5. Results of the Heroic Leadership Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.17	Not Fit
NFI	0.9	0.90	Fit
NNFI	0.9	0.90	Fit
CFI	0.9	0.92	Fit
IFI	0.9	0.92	Fit

Table 6. Test Results of Work Performance Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.19	Not Fit
NFI	0.9	0.91	Fit
NNFI	0.9	0.92	Fit
CFI	0.9	0.92	Fit
IFI	0.9	0.92	Fit

Table 7. Results of the Fit Model of Authentic Happiness and Heroic Leadership on Work Performance through Stress

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.00	Fit
NFI	0.9	0.99	Fit
NNFI	0.9	1.00	Fit
CFI	0.9	1.00	Fit
IFI	0.9	1.00	Fit

Based on the four tables above, it shows that the results are at the level of fit with the model, this explains that the stress fit, authentic happiness, heroic leadership and work performance models have data that fit the model. At the hypothesis testing stage, it is carried out to determine whether the research hypothesis proposed in the research model is accepted or rejected. To test the proposed hypothesis, it can be seen from the Original Sample and the TStatistic value through the Bootstrapping procedure.

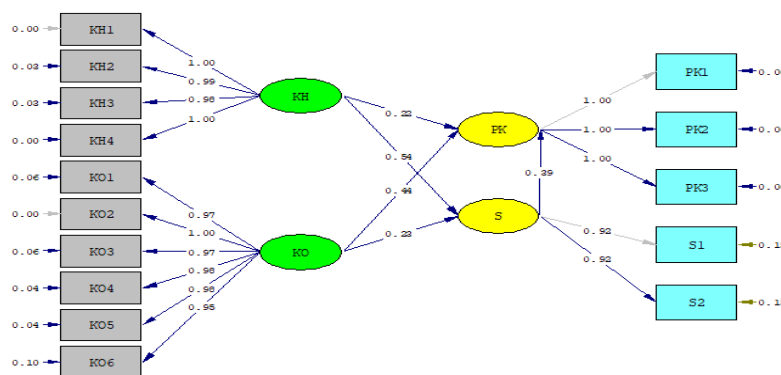


Figure 1. Standardized Solution

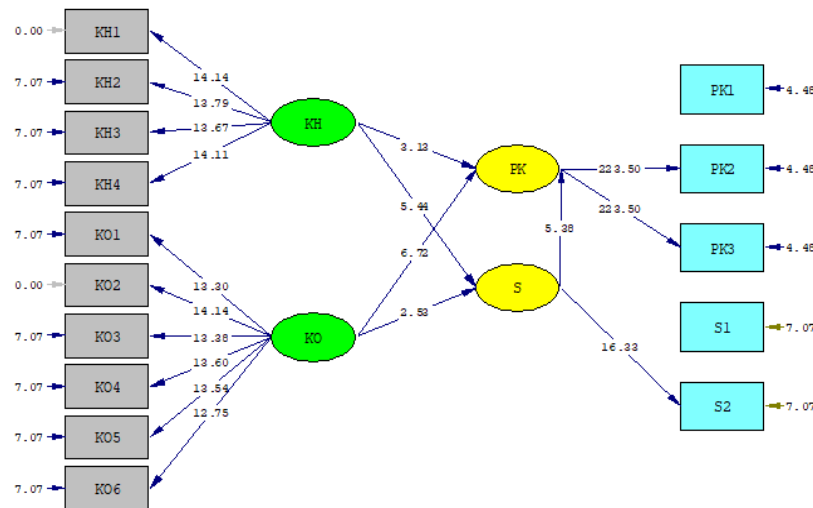


Figure 2. T-Statistic Bootstrapping Test Results

Based on the picture above, the results of the *T-Statistic* test have a range of 2.22 to 5.38, where all relationships are acceptable. According to Helm et al. (2009) in Hair et al. (2014), the path coefficient value is in the range of values of -1 to +1, where the path coefficient value close to +1 represents a strong positive relationship and the path coefficient value of -1 indicates a strong negative relationship. Meanwhile, the limit of the *T-Statistic* value for rejecting and accepting the proposed hypothesis is ± 1.96 , which if the *T-Statistic* value is in the range of -1.96 and 1.96 values, the hypothesis will be rejected or in other words accept the null hypothesis (H0).

- Hypothesis 1 test results obtained = 0.22 with $t = 3.13$, where $t > 1.96$, thus H_0 is rejected. This means that there is an influence of heroic leadership on work performance.
- The results of testing Hypothesis 2 obtained = 0.44 with $t = 6.72$, where $t > 1.96$, thus H_0 is rejected. This means that there is an effect of authentic happiness on work performance.
- Hypothesis 3 test results obtained = 0.54 with $t = 5.44$, where $t > 1.96$, thus H_0 is rejected. This means that there is an effect of heroic leadership on stress.
- Hypothesis 4 test results obtained = 0.23 with $t = 2.53$, where $t > 1.96$, thus H_0 is rejected. This means that there is an effect of authentic happiness on stress.
- Hypothesis 5 test results obtained = 0.39 with $t = 5.38$, where $t > 1.96$, thus H_0 is rejected. This means that there is an effect of stress on work performance.
- The results of testing Hypothesis 6 obtained = 0.21 with $t = 3.88$, where $t > 1.96$, thus H_0 is rejected. This means that there is an influence of heroic leadership on work performance through stress.
- The results of testing Hypothesis 7 obtained = 0.09 with $t = 2.30$, where $t > 1.96$, thus H_0 is rejected. This means that there is an effect of authentic happiness on work performance through stress.
- The results of testing Hypothesis 8 obtained a model fit index, thus H_0 is rejected. This means that there is an effect of authentic happiness and heroic leadership on work performance through stress with empirical data.

CONCLUSION

In the hypothesis testing conducted, it can be concluded that Hypothesis 1 states H_0 is accepted and H_a is rejected. These results indicate that heroic leadership has a significant effect on the work performance of occupational health nurses. This illustrates that heroic leadership is the right variable to improve the work performance of occupational health

nurses at ONI-OHN. Hypothesis testing conducted on Hypothesis 2 found that H_0 is rejected and H_a is accepted. This shows that authentic happiness has a significant effect on the work performance of occupational health nurses. This illustrates that authentic happiness is the right variable to improve the work performance of occupational health nurses. Testing Hypothesis 3, it was found that H_0 was rejected and H_a was accepted. From these results it can be concluded that heroic leadership has a significant effect on the stress of occupational health nurses. This illustrates that heroic leadership is the right variable to increase stress, because stress is needed in every activity carried out. Good stress or eustress can improve work performance in an organization. Eustress is also very good for suppressing negative stress or distress.

In Hypothesis 4 testing that has been carried out, it concludes that H_0 is rejected and H_a is accepted. This states that authentic happiness has a positive and significant effect on stress. Authentic happiness will provide positive emotions that can increase stress both in occupational health nurses, this good stress will create a good work environment, so that the work performance of occupational health nurses continues to increase. Hypothesis testing carried out on Hypothesis 5 showed that H_0 was rejected and H_a was accepted, these results state that stress has a positive and significant effect on work performance. Cohen (in Suryani, 2015) defines stress as a condition when individuals feel the demands they face in the environment are greater than their capacity, resulting in psychological and biological changes that can affect a person at risk for certain diseases.

Testing Hypothesis 6 it was found that H_0 was rejected and H_a was accepted, from these data it can be concluded that heroic leadership has a positive and significant effect on work performance through stress. This shows that stress is able to make heroic leadership have a positive and significant influence on the work performance of occupational health nurses at ONI-OHN. In the hypothesis test that has been carried out, it is stated that for Hypothesis 7 there are results H_0 is rejected and H_a is accepted. The data can be concluded that authentic happiness has a positive and significant impact on work performance through stress. This shows that stress is able to make authentic happiness have a positive and significant effect on the work performance of occupational health nurses at ONI-OHN.

Furthermore, in Hypothesis 8 testing, it was found that H_0 was rejected and H_a was accepted, so it can be concluded that authentic happiness and heroic leadership have a positive and significant effect on work performance through stress with S fit with empirical data. From the results of the 5 Index test, a fit model is produced.

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