

The Role of Leader Integrity Moderation in Explaining the Relationship of Organizational Political Perception, Employee Work Stress, Employee Innovative Behavior, And Public Organization Performance

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Abstract

This study describes the results of organizational politics on the performance of public organizations. This study also includes innovative behavior and job stress in identifying organizational performance. Data were collected using a survey of 430 respondents. The statistical method used is SEM (Structural Equation Model) using the Amos 23 analysis tool. Some of the most important conclusions from this study, such as the perception of organizational politics, have no significant effect on innovative behavior and work stress, and organizational performance. As a moderating variable, leader integrity also fails to strengthen the relationship between perceptions of organizational politics and employee innovative behavior. Various factors influence this relationship, such as job stress that only some people experience, so it does not significantly affect organizational performance. Besides, the organization's political perspective does not directly touch employees who rely on innovation in their work, not to affect their interpretation. Employees also tend to be opportunistic and selfish to achieve rewards, and leaders formed through political processes tend to be transactional. The intensity of mentoring by superiors is essential to foster innovative behavior and reduce work stress and intimacy with subordinates, diminishing negative perceptions of a leader's integrity.

Keywords: Leader Integrity, Organizational Performance, Innovative Behaviour, Organizational Political Perception, Work Stress, Public Organization

1. Introduction

The issue of performance, whether at the micro (individual), meso (organization), or macro (community or national) level, has always been an interesting topic since past until now. This

can be seen from the various articles published in various reputable international journals discussing performance, where the scope does not cover classical topics, but the discussion of performance topics has developed rapidly in both contemporary and

contingency perspectives. Studies regarding the impact of organizational performance have been described by researchers such as Terblanche et al. (2013) which describes the effect of performance on shareholder value. Another study explains that organizational performance is one of the factors that are considered in the future decision-making process for investors (Cohen et al., 2011), recommendations submitted by financial experts (Ghosh & Wu, 2012), and determining compensation policies (Newton, 2015; Schiehl & Bellavance, 2009). In another, more contemporary perspective, researchers also explain antecedent factors that can affect performance, such as organizational culture (Kim & Chang, 2019), corporate entrepreneurship and ICT adoption (Yunis et al., 2018), intellectual capital (Cisneros & Hernandez-Perlines, 2018) and authentic leadership and organizational climate (Alzghoul et al., 2018)

Measuring organizational performance is not only crucial for profit-oriented organizations, but it also applies to non-profit organizations and government. This is inseparable from the high public demands for services to the community provided by government organizations to be more transparent, accountable, innovative, and fast. The

implementation of a bureaucracy that does not run efficiently and effectively is one of the factors causing the unsatisfactory performance of public services. A review of the picture and challenges of bureaucratic reform in Indonesia is described by Turner et al. (2019) and Gaus et al. (2017). The effect of this inefficient and effective bureaucracy enables acts of abuse of power such as nepotism (Kirya, 2020) which are corrupt practices. In his study, Demir (2017) argues that the bureaucracy should be free from political influence (depolarization of bureaucracy). Several studies show that organizational politics have implications for organizational performance (Cheong & Kim, 2018), motivation, anxiety, stress and mood at work (Cho & Yang, 2018; Vigoda, 2000).

Organizational integrity represented by all levels of management is crucial to improving organizational performance. The study conducted by Kirya (2020) concluded that organizations that are managed by prioritizing political interests and personal ties with certain groups will produce worse organizational performance compared to organizations that carry out governance by prioritizing qualifications, competencies, and performance appraisals in a fair

and reasonable manner (merit system).

The implementation of a bureaucracy that does not run efficiently and effectively is one of the factors causing the unsatisfactory performance of public services. In his study, Demir (2017) argues that the bureaucracy should be free from political influence (depoliticization of bureaucracy). Several studies show that organizational politics have implications for organizational performance (Cheong & Kim, 2018), stress, and mood at work (Cho & Yang, 2018). This study focuses on the role of organizational politics because until now there is still little empirical research on organizational politics related to employee behaviour and its impact on the organization, where the relationships between these constructs have not been fully explained comprehensively in previous research (Cheong & Kim, 2018). In contrast to business organizations that have a systematic monitoring mechanism, public organizations are prone to abuse of power in the kindness of certain groups so that these issues are interesting to be studied more holistically (Newton, 2015). Besides, this research is unique because the study will also involve other contingency factors, namely the integrity of the leader and the

innovative behaviour of employees which are considered very important for the development of public organizations in the future.

This research is expected to contribute to scientific development, particularly the development of organizational political constructs, innovative employee behaviour, employee work stress, leader integrity, and organizational performance. Since this research was conducted in Indonesia, the results of this study enrich and complement the point of view in understanding the overall research constructs that have been previously studied in Western countries. Practically, this research is also expected to provide important information for administrators of public organizations, communities, educational institutions, and other interested parties.

1. Theoretical background and hypothesis

1.1 Organization Performance

The rapid development of public sector organizations and the increasingly important role of the public sector in providing services to the community and creating a conducive business climate have encouraged public sector organizations to continuously

improve their performance. Non-profit organizations and the public sector are encouraged or even forced to adopt various performance improvement methods that are applied in business organizations as a way of being accountable to society (Pinho et al., 2014). In addition to accountability issues, the goal of performance measurement is to have information that can be used to change operations, governance, and behaviour that will lead to improved performance. (Purcell & Hawtin, 2010). The definition of performance raised by academics and practitioners has different perspectives. However, there is one agreement from management and organizational experts related to this definition that performance is a multidimensional construct (Dess & Robinson, 1984). From a process perspective, performance is the transformation of inputs into outputs. From an economic point of view, performance is the relationship between cost-effectiveness and the realization of results and results (Jarad et al., 2010). Performance is a behavior and must be distinguished from results because results can be contaminated by factors beyond the control of the actor. The debate about the construct of performance, whether it be behavior, results, or both, is a challenge for managers of public sector organizations to manage

performance in a comprehensive manner.

Because the characteristics of public sector organizations differ from those of the private sector, public sector managers are challenged to develop more relevant performance measures (Peng et al., 2007). In practical terms, public sector performance measurement is difficult to apply due to several problems. First, it is difficult to determine relevant indicators to measure public sector performance because of conceptual rather than technical problems (Van de Walle, 2008). For example, what is the role of the public sector and what is good performance. Second, non-financial performance or qualitative performance such as public image and perceptions of service quality (Pinho et al., 2014; Jarad et al., 2010) which are commonly applied in measuring the performance of the public sector is subjective. The subjectivity in measuring the performance of the public sector is also due to the methods of data collection and data measurement. Most of the data used in the measurement of the public sector are public perceptions of the performance of public sector services that are collected directly from respondents at a certain time.

1.2 Organization Politic

Organizational politics are the activities carried out and the behaviors shown by powerful individuals to change or influence the decision-making process. These decisions are considered sometimes to have detrimental effects on other individuals and the organization in general (Tlaiss, 2013; Zhonghua & Chen, 2014). Gotsis & Kortezi (2011) argues that organizational politics is selfish behavior at the expense of the interests of others which is clearly observed in an uncertain work environment. In this case, the political perspective of the organization is related to the ways in which members of the organization can influence the decisions of the organization either by using force or by the actions they take to have an impact such as control over the organization's work program, involvement of external parties, negotiation for specific objectives, regulation, timing according to the desired agenda, manipulation and control of information, and coalition formation (Elbanna et al., 2015).

Zhonghua & Chen (2014) identify a relationship between perceived organizational politics and employee performance, along with linking psychological processes with these two

variables. They also define Machiavellianism as a mediator, where when Machiavellianism is high, there is a weakening negative relationship between job performance and perceived politics. On the other hand, the relationship becomes stronger when Machiavellianism is low. Psychological processes, such as organizational identification are studied as second mediators. They propose that the identified organization not only acts as a mediator for the relationship, but also mediates the impact of Machiavellianism on the relationship. In another study, Gull & Zaidi (2012) described the negative impact of organizational politics on job satisfaction.

Hypothesis 1a :Employee perceptions of organizational politics can reduce organizational performance.

Hypothesis 1b : Employee perceptions of organizational politics can reduce employee innovative behaviour.

Hypothesis 1c :Employee perceptions of organizational politics can increase employee work stress.

1.2 Innovative Behaviour

According to Thurlings et al. (2015), innovative behaviour is a process in which new ideas are generated, developed, implemented, disseminated and

modified by employees to improve individual performance and organizational performance. Bos-Nehles et al. (2017) emphasized that innovation behaviour can support increased organizational efficiency and effectiveness through the application of new product ideas and work procedures / processes. Innovation behaviour is crucial because increased performance (efficiency and effectiveness) reflects the ability of human resources to become an organization's competitiveness as agents who spearhead and implement various innovations created (Yuan & Woodman, 2010). The ability to be innovative includes cognitive intelligence, specialized knowledge, understanding of how to develop innovation (Parzefall et al., 2008), skills and work experience. (Vila *et al.*, 2014).

As a public service organization, government organizations are known to have a hierarchical structure that can lead to procedural bureaucratic organizations. Government organizations are also seen as avoiding change and are often risk-averse. Such organizations tend to carry out past traditions and practices rather than experimenting with new ideas (Verhoest et al., 2007). Formalization that relies heavily on regulations and procedures in organizational governance and

services results in employees being less motivated to change traditions and practices in carrying out their duties (Fernandez & Moldogaziev, 2012). Research results Luoh et al. (2014) concluded that job standardization that reflects organizational formalization has a negative impact on employees' innovative behaviour. This condition becomes a challenge for organizational leaders to try to find the best way to develop innovative behaviour. According to O'Byrne et al. (2014), the key to successful innovation is determining how to overcome the centralization of government institutions, lack of transparency, rigor, and low competitiveness. Other factors that are also important in developing innovative employee behaviour include employee training and development programs, support and motivation from leaders, open organizational policies, recognition, and autonomy and flexibility for employees (Wong & Pang, 2003). Empirical findings from Garg & Dhar (2017) and Slåtten et al. (2011) support the opinion of Wong & Pang (2003) which proves that autonomy in work and leadership plays an important role in employees' innovative behaviour.

Hypothesis 2a :Employee innovative behaviour can

improve organizational performance.

1.5 Work Stress

Stress is an interesting topic to discuss, not only for academics but also for contemporary organizational management practitioners. Stress can be defined as an employee's feelings regarding tension, anxiety, frustration, worry, emotional exhaustion, and perceived obstacles, even violence experienced at work (Wickramasinghe, 2016). Employees who experience stress at work can be a burden to the organization. Various negative impacts of stress experienced by employees include decreased performance (Akgunduz, 2015), large employee health costs (Guthrie et al., 2010), and the desire to change jobs (Brunetto et al., 2017). In other words, work stress experienced by employees has the potential to endanger the health of the individual and threaten the existence of the organization.

Job stress can be experienced by an employee when the employee is unable to cope with job demands and organizational pressure. This increase in stress can occur due to various reasons such as the characteristics of the work and the work that employees repeat themselves in the workplace (Chiang et al., 2010) and role

conflicts, overlapping roles, and unclear roles that employees must perform (Singh & Dubey, 2011). Therefore, it is an important job for a leader or personnel department to manage stress because it is not only the material loss that will be incurred by the organization, but an important issue is how the company can retain highly talented employees. Organizations that fail to manage the stress of their employees at work will be in a "defensive position" because they have to prepare themselves for competing companies to "hijack" these highly talented employees.

Public demand for government organizations to make organizational changes that are more transparent, accountable, credible, and innovative in providing services has increased pressure on employees. Of course, this organizational change will be related to increased employee stress (Rayner & Espinoza, 2015). When there is a restructuring or other organizational change, managers and employees try to secure their status or position. They will work harder so as not to lose their position. According to De Simone et al. (2016), stress related to work is more likely to occur in public organizations due to (1) intangible product characteristics (services), (2) structured human resource systems that do not support merit and compensation

systems, (3) lack of logical competitiveness (the lack of competitive logics), and governance principles that must be open to the public so that there are many criticisms and even cynical attitudes expressed by the public.

Hypothesis 2b : Work stress felt by employees can reduce organizational performance.

1.6 Leader Integrity

Integrity, according to Palanski & Yammarino (2007), can be defined as "the consistency of words that are manifested by real actions". This definition focuses on the consistency or the manifestation of concrete actions, not on moral commitment. Brenkert (2004) shows that integrity is represented in a personality that is intact, original (not pretending), and courage which reflects a consistent attitude. The study of integrity and morals provides a variety of perspectives from academics. Integrity, in the scope of meso, focuses on formalization and hierarchical processes designed to enhance integrity programs in organizations. Evans (2012) explains that integrity in public institutions refers to the application of values, principles and norms in daily service to society. In this case, the government, as the owner of

public institutions, is under pressure from the public to use its information, resources, and authority so that the services provided are better. Finally, at the macro level, integrity requires the support of an integrity structure at the national or global level. For example, the Malaysian government has continuously initiated programs that aim to motivate employees and promote practices that are in line with the principles of integrity in all public service offices (Alam et al., 2018). Integrity in public services is metaphorized as the creation of accountable, transparent, competent and responsive governance which is supported by the principles of organizational values (Evans, 2012).

The results of the study show that integrity has a great influence on employee behaviour such as work engagement (AL-Abrow et al., 2019), trust in leadership (Poon, 2013), and organizational performance (AL-Abrow et al., 2019). The results of the study by Tseng & Kang (2015) explain that anti-harassment and violence policies and manager integrity affect the behaviour of salespeople to report cases of abuse or violence perpetrated by customers to the company so that the company can determine their next action, including lawsuits. It is interesting from the study of Othman (2014) that job

satisfaction and the role of code of ethics are antecedent variables of integrity, where these two variables show a significant influence on the level of integrity among police officers. Of course, public and employee trust in their leadership or organization is formed from a process that is not instantaneous, but a continuous process of consistency in words and actions. According to Campbell & Im (2014), theoretically, trust is related to organizational identification. Employees are more likely to form bonds that encourage identification when they have confidence in the organization and its leaders. Erkutlu & Chafra (2016) 's research results show that if an organization wants to see a higher level of employee identification, greater attention must be paid to creating trust among employees. Given the importance of trust in an organizational context, as a practical implication, leaders need to demonstrate the embodied harmony between their words and deeds (the integrity of the leader's behaviour) and capture the "hearts" and minds of employees to achieve a culture of high trust that satisfies the affective and cognitive components necessary for the formation of trust.

Hypothesis 3a :The negative influence of employee perceptions of organizational politics on organizational performance will be even higher when the perception of the integrity of the leader is negative compared to the perception of the integrity of the leader is positive.

Hypothesis 3b : The negative influence of employee perceptions of organizational politics on innovative behaviour will be even higher when the perception of the integrity of the leader is negative and the perception of the integrity of the leader is positive.

Hypothesis 3c :The positive influence of employee perceptions of organizational politics on employee work stress will be higher when the perception of the integrity of the leader is negative with the perception of the integrity of the leader is positive.

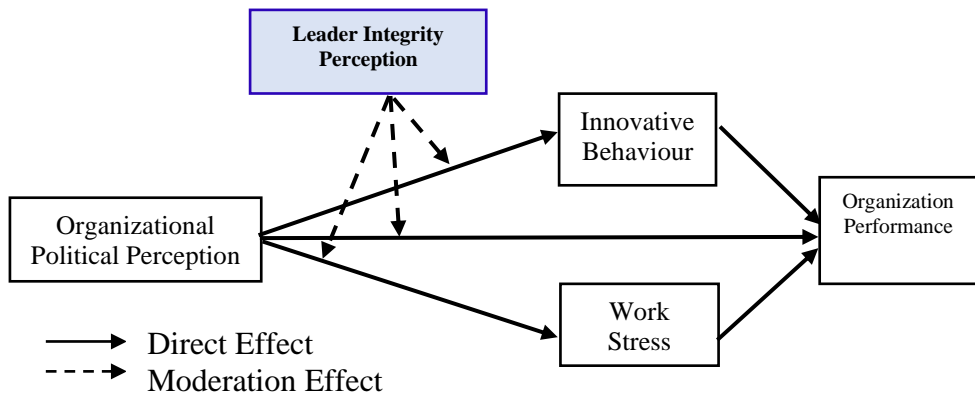


Figure 1. Research Model

2. Methods

This causality research aims to explain the causal relationship between the independent variable (organizational political perceptions) and the dependent (organizational performance). This study also includes innovative behaviour and job stress in identifying organizational performance. Meanwhile, the leader integrity variable becomes a moderating variable of the relationship between perceptions of organizational politics and innovative behaviour, job stress, and organizational performance. The level of intensity between the researcher and the respondent in this study belongs to the minimum intervention, that is, the researcher interacts with the respondent when the questionnaire is distributed, in which environmental conditions are not regulated or without

treatment manipulation. The unit of analysis in this study is an individual. Based on the time dimension, this study was categorized into cross-sectional research, namely research in which data collection was carried out by distributing questionnaires and interviews in one time only.

2.1 Research Instruments

Survey instrument development refers to the recommended procedures proposed for developing standardized survey instruments. The initial task in developing an instrument is to design a set of measurement indicators. The number of indicators used to measure each construct was identified from the results of the literature review. The development of this research indicator adopts findings from various previous studies, namely perceptions of organizational

politics (Kacmar & Carlson, 1997), innovative behaviour (Scott & Bruce, 1994), job stress (Lambert et al., 2006), leader integrity (Simon et al. ., 2007), and the performance of public organizations (Brewer & Selden., 2000).

2.2 Sample

Because researchers have difficulty in compiling a sampling frame that can be used as a reference for using probabilistic sampling techniques, the sampling technique used is side accidental which is a type of non-probabilistic sampling. The questionnaire will be distributed online through various social media applications such as WhatsApp and Facebook. In

addition, researchers also combined it with the distribution of conventional questionnaires that were printed and distributed to public service offices such as government agencies, sub-districts, districts, educational institutions, and government hospitals. Respondents were met directly by researchers and enumerators and filling out the questionnaire took 10-20 minutes.

3. Results

3.1 Respondent Demographics

Based on the results of the questionnaire distribution, the demographics respondents will show in table 1 below

Table 1 Respondent Demographics

| | Biographical Characteristics | | Respondent | Percentage (%) |
|---|------------------------------|-------------------|------------|----------------|
| 1 | Gender | Male | 198 | 46,05 |
| | | Female | 232 | 53,95 |
| | | | 430 | 100 |
| 2 | Age | < 25 years old | 13 | 3,03 |
| | | >25-35 years old | 168 | 39,07 |
| | | >35-45 years old | 92 | 21,40 |
| | | > 45-55 years old | 80 | 18,60 |
| | | >55 years old | 77 | 17,90 |
| | | | 430 | 100 |
| 3 | Work Experience | < 1 Years | 15 | 3,49 |
| | | 1-3 Years | 84 | 19,53 |
| | | >3-6 Years | 62 | 14,42 |
| | | > 6 -10 Years | 46 | 10,69 |
| | | >10 Years | 223 | 51,87 |
| | | | 430 | 100 |

| | Biographical Characteristics | | Respondent | Percentage (%) |
|---|------------------------------|---|------------|----------------|
| 4 | Work Position | Staff | 151 | 35,12 |
| | | Supervisor; Assistant manager; Supervisor; Section Chief; Head of Unit; and other equal positions | 72 | 16,74 |
| | | Manager; Head of Section; and other equal positions | 40 | 9,30 |
| | | Head of Bureau, Head of Office; Head of Agency; Head of Service; Director; and equal leadership | 18 | 4,19 |
| | | Other Positions | 149 | 34,65 |
| | | | 430 | 100 |
| | Area | Bengkulu City | 176 | 40,93 |
| | | Bengkulu Province apart from the city of Bengkulu | 21 | 4,88 |
| | | City on the island of Sumatra | 53 | 12,33 |
| | | City on the island of Java | 154 | 35,82 |
| | | Another city | 26 | 6,04 |
| | | | 430 | 100 |

Source: Primary Data,2021

Subjects who met the requirements in this study were as many as 430 people, who were civil servants who worked in government agencies in Bengkulu City (40.93%), worked in Bengkulu Province other than Bengkulu City, such as North Bengkulu, South Bengkulu and Middle of Bengkulu (4.88%), works in agencies located in other cities on the island of Sumatra (12.33%), in cities in Java Island (35.82%) and Other Cities (6.04%). The wide spread of the

questionnaires carried out, and the responses from various regions, will get a variety of information and the results of the research are expected to be widely accepted. Characteristics of research subjects are permanent or organic employees who have worked in government agencies for less than a year to more than 10 years, both men and women with various levels of education, with the majority of respondents being women.(53,95%). The positions of the respondents varied from

regular staff without having any position (35.12%), Supervisor; Assistant manager; Supervisor; Section Chief; Head of Unit; and other equal positions, up to Manager; Head of Division; Head of Bureau, Head of Office; The Head of Agency, Head of Service, Director, and Leadership (30.94) and other positions (34.65%).

.Before the questionnaire was distributed to 430 respondents, the researcher attempted to conduct a preliminary survey of 30 respondents to test the validity and reliability of the questionnaire to be used. Validity testing was carried out using second order confirmatory factor analysis (2ndCFA), and each

statement item must have a factor 0.50. Thus, indicators that do not have a loading factor \geq loading of 0.50 are considered invalid and will be eliminated. The next step is to measure the reliability which aims to determine the reliability of respondents on each indicator and the variants of the extract to determine the size of the construct variants formed by each indicator. To measure the two tests, it is obtained from the results of standard loading and measurement errors on the CFA of each dimension by looking at the construct reliability value that is greater than 0.7.

Table 2. Validity and Reliability Test

| | | | Estimate | C.R |
|------|------|-----|----------|---------|
| IB6 | <--- | IB | ,727 | 0,86674 |
| IB5 | <--- | IB | ,597 | |
| IB4 | <--- | IB | ,810 | |
| IB3 | <--- | IB | ,848 | |
| IB2 | <--- | IB | ,714 | |
| IB1 | <--- | IB | ,816 | |
| LIB8 | <--- | LIB | ,889 | 0,95031 |
| LIB7 | <--- | LIB | ,903 | |
| LIB6 | <--- | LIB | ,934 | |
| LIB5 | <--- | LIB | ,924 | |
| LIB4 | <--- | LIB | ,891 | |
| LIB3 | <--- | LIB | ,896 | |
| LIB2 | <--- | LIB | ,893 | |
| LIB1 | <--- | LIB | ,849 | |
| POP6 | <--- | POP | ,882 | 0,83909 |
| POP5 | <--- | POP | ,898 | |

| | | | Estimate | C.R |
|------|------|-----|----------|---------|
| POP4 | <--- | POP | ,916 | |
| POP3 | <--- | POP | ,909 | |
| POP2 | <--- | POP | ,842 | |
| POP1 | <--- | POP | ,817 | |
| JB4 | <--- | JB | ,748 | 0,64704 |
| JB3 | <--- | JB | ,779 | |
| JB2 | <--- | JB | ,747 | |
| JB1 | <--- | JB | ,820 | |
| OP6 | <--- | OP | ,642 | 0,81162 |
| OP5 | <--- | OP | ,759 | |
| OP4 | <--- | OP | ,884 | |
| OP3 | <--- | OP | ,875 | |
| OP2 | <--- | OP | ,719 | |
| OP1 | <--- | OP | ,569 | |

Source: Primary Data, 2020

Based on the table above, the dimensions and indicators of constructs that have a standardized loading factor value above 0.5, there are 30 indicators out of five variables that have good validity requirements. The Construct Reliability (CR) of dimensions and constructs an average of above 0.7 indicates that this indicator also has good

reliability requirements. Therefore, to be able to analysis the research hypothesis it is necessary to test the suitability of the overall model (Goodness of Fit Index Full Model Structural). The GOF evaluation of the research model can be seen in the following table.

Table 3. Goodness of Fit Index

| Goodness of fit index | Cut-off Value | Estimasi | Keterangan |
|--|---------------|----------|------------|
| <i>Chi-square</i> (χ^2) | Small | 447,632 | Good |
| <i>Significance probability</i> (<i>p-value</i>) | $\geq 0,05$ | 0,000 | Good |
| RMSEA | $\leq 0,08$ | 0,066 | Good |
| GFI | $\geq 0,90$ | 0,842 | Marjinal |
| AGFI | $\geq 0,90$ | 0,814 | Marjinal |
| CMIN/DF | $\leq 5,00$ | 2,883 | Good |
| TLI | $\geq 0,95$ | 0,927 | Marjinal |
| CFI | $\geq 0,95$ | 0,934 | Marjinal |

Source: Hair,2014 and Primary Data,2021

If seen in the table, all the estimated values for the best fit of the structural model have a good value even though there are some marginal ones such as TLI, CFI, AGFI, and GFI, but overall the estimated structural model is acceptable, so it can be said that the relationship of various constructs on this variable is a relationship. structural. This can be justified in the opinion of Hair et al (2014) that the use of 4 - 5 goodness of fit criteria is

considered sufficient to assess the feasibility of a model, provided that each of the criteria for the goodness of fit is absolute fit indices, incremental fit. indices, and parsimony fit indices represented.

3.2 Hypotesis Test

The results of the calculation of the hypothesis test with a direct relationship that includes hypotheses 1a-2b using Amos 23 are presented in the following table.

Table 4. Hypothesis Test Calculation Results 1a-2b

| Hipotesis | | | | Estimate | S.E. | C.R. | P | Result |
|-----------|----|------|-----|----------|------|--------|------|----------|
| 1a | OP | <--- | POP | -,129 | ,030 | -4,250 | *** | Accepted |
| 1b | IB | <--- | POP | -,035 | ,022 | -1,555 | ,120 | Rejected |
| 1c | JB | <--- | POP | ,356 | ,041 | 8,610 | *** | Accepted |
| 2a | OP | <--- | IB | ,459 | ,070 | 6,548 | *** | Accepted |
| 2b | OP | <--- | JB | -,073 | ,041 | -1,796 | ,072 | Rejected |

Source:Primary Data,2021

Hypothesis test will be accepted if the value of Critical Ratio (CR) $> \pm 1.96$ and P value <0.05 . The results can be concluded that

based on the calculation results in the table above, there are three accepted hypotheses and two rejected hypotheses.

Table 5. Hypothesis Test Calculation Results 3a-3c

| | | | Estimate | S.E. | C.R. | P |
|----|------|-----|----------|------|--------|------|
| IB | <--> | LIB | ,284 | ,051 | 5,560 | *** |
| IB | <--> | POP | -,110 | ,072 | -1,514 | ,130 |
| IB | <--> | JB | -,122 | ,059 | -2,078 | ,038 |

| | | | Estimate | S.E. | C.R. | P |
|-----|------|-----|----------|------|--------|-----|
| IB | <--> | OP | ,310 | ,050 | 6,179 | *** |
| LIB | <--> | POP | -,662 | ,113 | -5,861 | *** |
| LIB | <--> | JB | -,527 | ,094 | -5,627 | *** |
| LIB | <--> | OP | ,831 | ,092 | 9,022 | *** |
| POP | <--> | JB | 1,153 | ,155 | 7,422 | *** |
| POP | <--> | OP | -,584 | ,106 | -5,499 | *** |
| JB | <--> | OP | -,356 | ,084 | -4,258 | *** |

Source:Primary Data,2021

From the table above, it can be seen that the value of the Critical Ratio (CR) of the perceived integrity of the leader is $> \pm 1.96$ and the P-value of the perception of the integrity of the leader < 0.05 in all relationships so that it can be concluded that the perception of the integrity of the leader is negative compared to the perception of the integrity of the positive leader. a good moderating variable. From these results, the following conclusions can be drawn:

From table 5 it can also be seen that a negative leader's perception of integrity compared to a positive leader's perception of integrity can moderate a good relationship with employees' perceptions of organizational politics and organizational performance. This causes hypothesis 3a regarding the negative influence of employee perceptions of organizational politics on organizational performance to be higher when the perception of the integrity of

the leader is negative compared to the perception of a positive leader's integrity to be proven. Although the direct relationship that is formed between employees' perceptions of organizational politics is not proven to reduce employee innovative behaviour, table 5 shows that perceptions of leader's integrity are negative compared to perceptions of positive leader's integrity as moderating variables have a significant effect on employees' perspectives on organizational politics. and employee innovative behaviour so that a moderating effect takes shape. This causes hypothesis 3b, namely the negative influence of employee perceptions of organizational politics on innovative behaviour will be higher when the perception of the integrity of the leader is negative compared to the perception of the integrity of a positive leader to be proven.

The direct relationship between employees' perceptions of organizational politics that can

increase employee work stress has been proven. It can also be seen that a negative leader's perception of integrity compared to a positive leader's perception of integrity is able to moderate a good relationship with employees' perceptions of organizational politics and organizational performance. This causes hypothesis 3c regarding the negative influence of employee perceptions of organizational politics on organizational performance to be higher when the perception of the integrity of the leader is negative compared to the perception of positive leader's integrity to be proven.

4. Discussion

From the research results, employee perceptions of organizational politics can reduce organizational performance. The results of this study are supported by many previous studies in both the private and public sectors . Employee perceptions of organizational politics have an impact on the emergence of indicators of decreasing organizational performance such as decreasing individual employee performance levels (Atinga et al. 2014), decreasing job satisfaction (Meisler & Vigoda- Gadot 2014), decreased organizational commitment, (Atinga et al. 2014), low absenteeism levels (Atinga et al. 2014), decreased morale (Danish

et al. 2014), negative behavior such as the desire to leave the organization (Basir & Basim 2016) and neglect of duties (Javed et al. 2014). In an environment with a high political climate, employees believe that their ability and hard work will not have an impact on the desired goals (Rosen & Levy, 2013). It is because the relationship between contributions not under the desired compensation is obscured by politics within the organization (Cropanzano et al., 1997). As an effect, politics at work is seen as something that causes injustice (Hsiung et al., 2012; Rosen et al., 2011).

From the research results stated, employee perceptions of organizational politics may not necessarily reduce employee innovation behaviour. The results of this study are supported by the opinion of Chang et al (2009) and Miller et al (2008), which state that the influence that arises between perceptions of organizational politics is subjectively limited to certain conditions. Yang (2017) also finds the fact that organizational, political perspectives only have a negative effect. if the organization built has an organic structure. This is because the organic structure encourages flexibility so that people are easy to change and adapt quickly to changing conditions. This organization emphasizes the importance of

achieving high adaptability and innovation. The findings of this study are consistent with previous research which states (Abbas et al., 2014) that organizational politics triggers stress on job demands that prevent employees from achieving desired innovative performance or achievements. In contrast, Yang (2017) also explains that the perception of organizational politics will be in tune with innovation behavior if the organization works within a mechanical structure. This is because when an organization works with a mechanical structure, employees tend to already know and only follow the existing procedures so that there is minimal space for innovative behaviour outside the existing provisions.

Employees' perceptions of organizational politics also increase employee work stress. The results of this study are supported by previous studies which found that organizational politics can potentially be a source of job stress for employees (Rashid et al, 2013). This is due to a highly political work environment that not only lasts for a moment but becomes a recurring thing from time to time. Gilmore et al. (1996) stated that the perception of organizational politics is a source of stress in the workplace that causes conflict both at the employee level and at the organizational level.

Cropanzano et al. (1997) in their study found that the perspective on organizational politics is closely related to factors that shape work stress, such as fatigue, headaches, and high work tension. Ferris et al. (1996) also empirically examined a sample of 822 university employees and found that political perceptions are positively correlated with work stress in the sense that the higher political perceptions that arise will have implications for higher stress at work.

Innovative behaviour also play a significant antecedent which it can improve organizational performance. The innovation behavior itself from the opinion of Wu, Parker & De Jong (2014) is the behavior or attitude of hard work of individuals who create, introduce or implement new ideas. Innovation behavior starts from the process of recognizing the problem faced along with the process of finding ideas or solutions and ends with building supporting factors for implementing the idea (Yuan & Woodman, 2010). From the processes stated above, innovation has been shown to play an important role in organizational success and organizational performance (Hult et al., 2004). Organizations always try to increase the quantity and quality of their innovations by always stimulating

organizational behavior which is expected to improve organizational performance. The findings of this study are also supported by several studies that support innovation to have a positive effect on organizational performance (Artz et al., 2010; Rosenbusch et al., 2011;). Rosenbusch et al. (2011) also show that innovation is needed in improving the performance of small and medium industries. Other researchers in their findings also stated that companies that have innovative behavior tend to have higher profits and have high growth rates. (Li & Atuahene-Gima, 2001). Chen et al. (2009) emphasized in their opinion that innovation orientation plays an important role in facilitating extraordinary company performance, especially for service companies. Other researchers also confirm that my industrial segments rely on innovation as an important factor in winning the competition and maintaining company performance (Jimenez-Jimenez and Sanz-Valle, 2011; Luk et al., 2008).

Besides that, work stress does not affect organizational performance at all. This is in line with the opinion of Fontannaz & Oosthuizen (2007) and Lin et al (2014) who tested the effect of job stress on organizational performance where job stress requirements can be positively

correlated with organizational performance if the achievement of each employee's performance has decreased. Deng et al (2019) in their research findings suggest that policy makers must be able to reduce work stress for each individual employee by simplifying the work process and changing the payroll structure because it has a negative effect on employee performance even though the effects of work stress only correlate individually not with the entire organization. Yang et al (2018) also emphasized that excessive workload will cause work stress, which negatively affects certain individuals who do experience work stress. This does not necessarily have an overall effect on organizational performances.

Negative influence of employee perceptions of organizational politics on organizational performance will be higher when the perception of the integrity of the leader is negative compared to the perception of the integrity of a positive leader. This is in line with the findings of research conducted by Ram & Prabhakar (2010). From the results of their research, it was concluded that transactional leadership also causes negative perceptions to grow because politics plays a crucial role in influencing decisions in compensation and positions. It causes organizational

politics to affect employee engagement and reduce their motivation and performance. Frustration will also arise in the organization because decision-making tends to be reactive and slow. Organ (1988) argues that as long as employees are treated fairly by the organization, they will perform well and by themselves affect the organisation's overall performance. Conversely, a high internal political atmosphere will negatively affect the level of performance because employees may at times perceive leaders as unprofessional and behave unfairly in making decisions (Vigoda-Gadot, 2007). This will cause a decrease in the integrity of the leader because the leader adopts a transactional leadership style that builds a compensation system that is not based on performance. In the end, the employee's desire to work will decrease and the consequence is that the performance will get worse.

Another findings show the negative influence of employee perceptions of organizational politics on innovative behavior will be higher when the perception of the leader's integrity is negative compared to the perception of the integrity of a positive leader, which is not proven. Erkutlu & Chafra (2016) argue that in organizations that have a high

political temperature, compensation and all organizational resources are closely related to proximity, power, and other subjective factors. Erkutlu & Chafra (2016) also emphasized that the existence of power distance between leaders and subordinates will make subordinates keep their distance from the leader so that the leader's integrity perception becomes negative. Even so, in the end, employees still try to behave innovatively with a motive to get rewards and develop innovative behavior only to access resources (Chang et al., 2009; Cropanzano et al., 1997). This is because the work environment becomes unpredictable with unwritten rules relying on power in politics to achieve success. " (Hall *et al.*, 2004).

From the research results stated, hypothesis 3c has been proven, which means that the positive influence of employee perceptions of organizational politics on employee work stress will be higher when the perception of the integrity of the leader is negative compared to the perception of the integrity of a positive leader. Poon (2006) in his research, said that employees 'perceptions of politics will be closely related to subordinates' trust in superiors. Employees will help their co-workers because they expect to be rewarded for their actions. In reality in a

political environment, employees cannot be sure they will be rewarded for their actions. As a consequence, employees will tend to be selfish compared to helping others because their trust in their superiors to reward them is reduced (Witt et al., 2002). Poon (2006) also emphasized that trust in superiors is reduced because every action taken has political motives and employees feel treated unfairly and will increase stress at work. (Ferris et al, 1996).

5. Conclusion

This study aims to explain the causal relationship between employee perceptions of organizational politics and organizational performance, explain the causal relationship between employee work stress and organizational performance, explain the causal relationship between employee innovative behaviour and organizational performance, explain leader integrity which moderates the relationship between employee perceptions of organizational politics. and employee innovative behaviour, explaining the integrity of the leader which moderates the relationship between employee perceptions of organizational politics and employee work stress, and explaining the integrity of the leader which moderates the relationship between employee

perceptions of organizational politics and organizational performance. The sample of this research is Indonesian employees both civil servants and private, amounting to 430 people. Based on the research conducted, it was found that this research model was appropriate to explain the relationship between variables under what was stated in the hypothesis. This can be seen from the results of research where the variable employee perceptions of organizational politics can significantly negatively affect organizational performance. Innovation behaviour also positively affects the performance of the organization. Leader integrity can also moderate the relationship between employee perceptions of organizational politics with job stress and organizational performance.

Even so, about the independent variable, perceptions of organizational politics do not significantly affect innovative behaviour and job stress also does not affect organizational performance. As a moderating variable, leader integrity also fails to strengthen the relationship between perceptions of organizational politics and employee innovative behaviour. There are various kinds of factors that affect this relationship, such

as job stress that only some people experience so that it does not significantly affect organizational performance. Besides, the political perspective of the organization does not directly touch employees who rely on innovation in their work so that it does not affect their performance. Employees also tend to be opportunistic and selfish to gain rewards and leaders formed through political processes tend to be transactional.

From the research results obtained, the following suggestions can be given. First, perceptions of organizational politics must be addressed by leaders by ensuring that all employees are treated equally and system reforms such as promotions and compensation are carried out transparently and objectively without any political process being an obstacle. Another thing is the need for coaching and mentoring processes by superiors for their subordinates to love the organization, build new visions and ideas, and build positive thoughts. This is important to do to foster innovative behaviour and reduce work stress that can improve overall organizational performance. In addition, the process of building closeness with subordinates will diminish negative perceptions of the

integrity of the leader in the eyes of his subordinates.

The limitation in this study is that the sample cannot generalize the behaviour of all employees given the different job characteristics, work environment, and workload among employees. Furthermore, the method used is a cross-sectional method based on certain behaviour and time conditions because of the limited time of the study so that it is possible to change the conditions of the time in the future. Also, because of the ability, cost, and relatively short time of research, the research can only focus on the relationship that occurs between the four variables, even though other factors may have contributed to this relationship.

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