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Analysis of The Impact of Organizational Innovation Perception on Individual Innovation Behavior Mediated by Individual Leadership and Work Stress

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Keywords
Individual innovation behavior, organizational innovation perception, individual leadership, work stress.

Abstract
This study aims to analyze the impact of organizational innovation perception on individual innovation behavior mediated by individual leadership and work stress. The method used in this study is a quantitative approach with a survey technique, involving 314 cadres of family companions at risk of stunting in Padang City as respondents. Data were collected through a questionnaire that measured the variables of individual innovation behavior, perception of organizational innovation, individual leadership, work stress. Data analysis was carried out using the Structural Equation Modeling (SEM) technique to test the relationship between variables. The results showed thatperception of organizational innovation has a positive influence on individual innovation behavior, perception of organizational innovation has a positive influence on individual leadership, perception of organizational innovation has no influence on work stress, individual leadership has a positive influence on Individual Innovation Behavior, work stress has no influence on individual innovation behavior.This study also found that individual leadership was proven to play a role as a mediating variable in the relationship between perceptions of organizational innovation and perceptions of individual innovation. While the work stress variable was not proven to mediate the relationship between perceptions of organizational innovation and perceptions of individual innovation.

Introduction

Organizational progress in the digital era is highly dependent on individual innovation behavior, namely the ability to create, promote, and implement new ideas to improve organizational performance.Scott & Bruce, (1994)However, research shows that innovative behavior in Indonesia is still low, including in the context of cadres accompanying families at risk of stunting. The perception of organizational innovation is a major factor in encouraging individual innovation.Anderson et al., (2014)While individual leadership acts as a catalystYoung & The Heart, (2017), and work stress can inhibit creativityMontani et al., (2017). The West Sumatra BKKBN plays an important role in efforts to accelerate the reduction of stunting, in accordance with Presidential Regulation No. 72 of 2021 by empowering cadres to accompany families at risk of stunting in Padang City. However, based on pre-survey data from 30 cadres in Padang City, the average score of individual innovation behavior was only 2.0 with a respondent achievement rate (TCR) of 40%. In addition, of the 3,429 prospective brides and grooms registered in

SIMKAH, only 880 received assistance through the SIGA Elsimil application (26%), indicating that the adoption of innovation in carrying out cadre duties is still low.

This study aims to analyze the influence of perceptions of organizational innovation on the individual innovation behavior of cadres accompanying families at risk of stunting in West Sumatra, with individual leadership and work stress as mediating variables. Based on the theory of planned behaviorAjzen, (1991), this study examines the factors that encourage and inhibit individual innovation behavior in organizations. The research findings are expected to provide theoretical contributions to the human resource management literature as well as strategic recommendations for increasing the effectiveness of cadres in supporting the stunting reduction acceleration program.

Individual innovation behavior in the workplace is a key element in creating competitive advantage and improving organizational performance.Kor, (2016). This concept includes exploration, generation, promotion, and implementation of ideas.JP Jong & Den Hartog, (2010). Creative behavior is often considered as part of individual innovation, which focuses on the creation of new ideas, while individual innovation encompasses the entire process from idea to implementation.Abstein et al., (2014). In addition, building social support through the struggle of ideas is a crucial factor in the success of innovation.Messmann & Mulder, (2012). Idea implementation marks the final stage of individual innovation behavior, where new ideas are converted into innovative outcomes that contribute to organizational growth.

Perceptions of organizational innovation reflect the extent to which an organization is open to new ideas and committed to developing innovative solutions in products, services, or processes.Crawford & Benedetto, (2003). Organizations that support innovation tend to provide space for employees to participate in the innovation process, which ultimately increases job satisfaction and reduces stress.DeStefano et al., (2006). In addition, organizational innovation includes two main aspects: actual innovation, which is the actual implementation of new ideas, and employee perception of the level of innovation in the organization.(Miron et al., (2004). Positive perceptions of innovation contribute to a more dynamic work culture, increase a sense of belonging, and strengthen commitment to continuous change and organizational development.Subramaniam & Ashkanasy, (2001).

Individual leadership plays a crucial role in driving innovation through strategic decision making, resource management, and support for the process of generating and implementing new ideas.Helfat & Martin, (2015). Effective managers not only have control over organizational resources, but are also able to build a work environment that supports creativity and innovation. Employees' perceptions of innovative leadership affect their views of the organization, where positive perceptions of organizational innovation can increase motivation and commitment to change and continuous development.Subramaniam & Ashkanasy, (2001)

Job stress is an individual's negative response to an imbalance between job demands and their capacity to cope, which can impact psychological well-being, job satisfaction, and organizational productivity.Chiang & Liu, (2017). Stress can arise from high work pressure, lack of organizational support, or job insecurity, which ultimately inhibits employee innovative behavior.Ren & Zhang, (2015). Although in some situations stress can encourage creativity, in general work stress is considered counterproductive because it drains employees' energy and reduces their capacity to innovate.De Clercq et al., (2016).

Hypothesis Development

Perceptions of organizational innovation reflect the extent to which individuals assess their work environment as supportive of innovation through organizational policies, resources, and culture.Amabile & Pratt, (2016). When organizations facilitate new ideas and reward innovation, individuals feel more motivated to behave innovatively. Structures and leadership that encourage innovation signal that innovation is valued, creating a psychological climate that supports the exploration of ideas and the implementation of innovation at the individual level.West & Farr, (1989).

Empirical research supports that perceptions of organizational innovation contribute to individual innovative behavior.Afsar et al., (2019)found that organizational support for innovation, such as resource allocation and open communication, encourages individuals to experiment. The studyChoi et al., (2020)AndRhee et al., (2023), shows that innovation culture increases employee intrinsic motivation, especially when supported by innovative leadership. Thus, based on the existing empirical evidence, the hypothesis that Perception of organizational innovation has a positive effect on individual innovation behavior can be supported.

Perceptions of organizational innovation encourage more proactive, adaptive, and change-oriented individual leadership.Come on, (2019). Leaders who see a work environment that supports innovation tend to create innovative visions, build trust, and create a dynamic and inspiring work culture. Organizations that emphasize innovation also foster participatory and collaborative leadership, where leaders encourage

open communication, share knowledge, and give teams the freedom to explore creative ideas.Robbins & Judge, (2022).

Empirical research supports the relationship between perceptions of organizational innovation and individual leadership.Afsar et al., (2017), showing that innovative environments encourage leaders to be more proactive in managing change and supporting team creativity.Javed et al., (2018), asserts that innovative organizations form transformational leadership, where leaders inspire and provide intellectual stimulation to their teams.Zuraik & Kelly, (2019), also found that perceptions of organizational innovation enhance leaders' adaptability to change, enabling them to be more responsive and effective in leading teams toward innovative solutions. Based on this evidence, it is hypothesized that perceptions of organizational innovation have a positive effect on individual leadership.

The perception of organizational innovation plays a role in reducing work stress by creating an environment that supports creativity and flexibility in completing tasks.Robbins & Judge, (2022). Innovative organizations provide employees with the freedom to express ideas, increase autonomy, and provide support through adequate training and resources.Mathis & Jackson, (2020). In addition, a collaborative and inclusive work culture in innovative organizations increases social support, thereby helping employees cope with work stress.Dessler, (2021).

Empirical research supports that perceptions of organizational innovation can reduce work stress.Schaufeli & Bakker, (2019)highlights that innovative organizations provide sufficient resources for employees to manage job demands effectively.Afsar et al., (2018)found that support for innovation increased motivation and reduced psychological distress, whileHon & Lui, (2016)shows that innovative environment creates a sense of security and control over work. Based on this evidence, the hypothesis that "Perception of organizational innovation has a negative effect on work stress" is accepted.

Individual leadership plays a crucial role in encouraging individual innovation behavior in organizations. According toRobbins & Judge, (2022), effective leaders create an environment that supports creativity by providing freedom of thought, supporting measured risk taking, and providing constructive feedback.Mathis & Jackson, (2020)added that transformational leaders play a role in inspiring employees to think outside the box and seek innovative solutions, thereby creating a work culture that encourages innovation. Inclusive and ethical leaders also increase employee motivation by building trust and loyalty, which encourages individuals to actively engage in innovation.Javed et al., (2019);Zhang et al., (2021)

Empirical research supports that individual leadership has a positive influence on individual innovation behavior.Cai et al.,(2020)highlights that leaders who demonstrate integrity and caring reduce the psychological barriers that hinder innovation.Xu et al., (2020)also found that inclusive leadership creates a sense of psychological safety that allows individuals to express creative ideas without fear of failure. Thus, the hypothesis "Individual leadership has a positive effect on individual innovation behavior" is supported by empirical evidence showing that supportive, inclusive, and ethical leadership styles can enhance innovative behavior in organizations.

Excessive work stress can inhibit individual innovation behavior because it reduces the cognitive and emotional capacities needed for creative thinking. According toCooper & Quick, (2017), individuals who experience high stress tend to avoid risks and stick to conventional methods, which are contrary to the demands of innovation.Ivancevich et al., (2018)added that work stress can reduce intrinsic motivation, causing individuals to lose interest in exploring new ideas. In this condition, mental energy is used more to complete routine tasks than to create innovative solutions.

Empirical research also supports that work stress has a negative impact on innovative behavior.Zhang et al., (2020), found that time pressure and high job demands make employees focus more on routine tasks than exploring new ideas. In addition,Lu et al., (2021), shows that prolonged work stress causes emotional exhaustion, which reduces creativity and innovative initiative. Thus, the hypothesis “Work stress negatively affects individual innovation behavior” is supported by empirical evidence showing that high work stress inhibits creativity, decreases motivation, and reduces individual capacity to innovate.

Individual leadership acts as a mediator in the relationship between perceptions of organizational innovation and individual innovation behavior. According toRobbins & Judge, (2022), even though individuals have positive perceptions of organizational innovation, the drive to innovate does not happen automatically. It takes leaders who are able to translate the organization's innovation culture into real action through direction, motivation, and support. Leaders with a transformational or transactional style can connect the organization's innovation policy with individual innovative behavior in the work environment.

Empirical research supports the role of leadership as a mediator in this relationship.Chen et al., (2019)found that supportive leadership, especially with an innovation orientation, strengthens the relationship between perceptions of organizational innovation and individual innovative behavior.Zhang

et al., (2021)emphasizes that leaders who are able to create conducive working conditions can increase individual courage in experimenting and taking innovative risks. Thus, individual leadership becomes a catalyst that optimizes the potential for innovation in organizations.

Job stress acts as a mediator in the relationship between perceptions of organizational innovation and individual innovation behavior. According toRobbins & Coulter, (2018), pressure from an innovative environment can motivate individuals to be more creative, but it also has the potential to cause stress that inhibits innovation. If stress is seen as a challenge, individuals tend to be more motivated to think creatively and find innovative solutions. Conversely, excessive stress can cause fatigue and reduce an individual's ability to innovate.

Empirical research supports the role of job stress as a mediator in this relationship.W.-S. Choi et al., (2021)found that well-managed stress can increase innovation behavior, whileZhang et al., (2020)shows that excessive stress actually inhibits innovation. Thus, organizations need to create a work environment that balances pressure with support so that stress does not become an obstacle, but rather a trigger for individual innovation.

H1. Perception of organizational innovation has a positive effect on individual innovation behavior.
H2. Perception of organizational innovation has a positive effect on individual leadership.
H3. Perception of organizational innovation has a negative effect on work stress.
H4. Individual Leadership has a positive influence on individual innovation behavior.
H5. Job stress has a negative effect on individual innovation behavior.
H6. Individual leadership mediates the relationship between perceptions of organizational innovation and individual innovation behavior.
H7. Job stress mediates the relationship between organizational innovation and individual innovation behavior.

Schematically, the conceptual framework in this study can be seen in Figure 1 below.

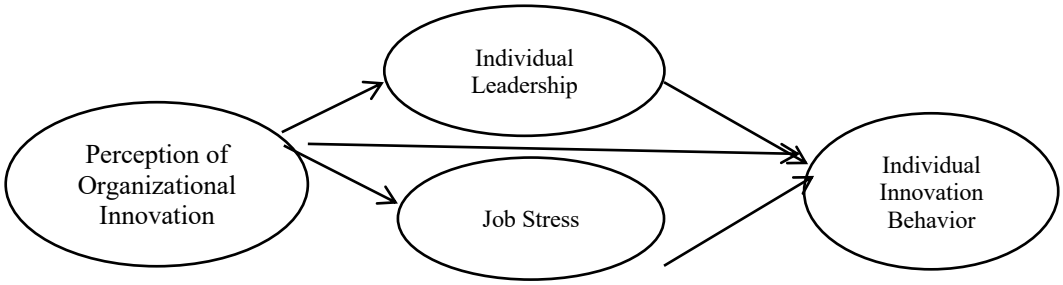

Figure 1. Conceptual Framework

Research Methods

This study adopts a quantitative approach to empirically test the influence of perceptions of organizational innovation on individual innovation behavior.Family companion cadres at risk of stunting with individual leadership and work stress as mediating variables.The study population included 1,467Cadres to accompany families at risk of stunting in Padang Citywith a sample of 314 people determined using the Slovin formula andproportional area random sampling technique.

Data analysis was conducted using path analysis with the help of statistical software. Evaluation of the measurement model includes convergent validity tests—with criteria for outer loading >0.7, Cronbach's alpha >0.7, composite reliability >0.7, average variance extracted (AVE) >0.5—and discriminant validity using the Fornell-Larcker criteria. Evaluation of the structural model was conducted by assessing R^2 for endogenous variables and Q^2 (predictive relevance) through the blindfolding method, in order to test the mediating role.individual leadership and work stress.

Results and Discussion

In accordance with the number of respondents of this study, as many as 314 respondents have filled out the distributed research questionnaire. The next stage is the research results, starting with a description of the characteristics of the respondents, Measurement Model Assessment (MMA), descriptive analysis of each variable, R Square and Q Square and Structural Model Assessment (SMA). Respondent profiles are distinguished by gender, age, marital status, number of children, education, length of service and area of origin.

Measurement Model Assessment

Measurement Assessment Model(MMA) is the relationship of latent variables with their indicators. The tests conducted on MMA are convergent validity consisting of outer loading >0.7, cronbach alpha (CA) >0.7, composite reliability (CR)> 0.7, average variance extracted (AVE) >0.5, and discriminant validity with the fornell-Larcker criterion method (Hair et al.,2020). The results of the Measurement Model Assessment (MMA) analysis can be seen in the following table:

Table 1. Convergent Validity Results

Variables	Valid Items	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Individual Leadership	4	0.886	0.921	0.744
Perception of Organizational Innovation	3	0.937	0.960	0.888
Individual Innovation Behavior	9	0.903	0.921	0.595
Job Stress	4	0.898	0.929	0.766

The results of the measurement model analysis in this study indicate that all constructs have very good levels of reliability and validity. The Cronbach's Alpha values for the constructs of individual leadership, perception of organizational innovation, individual innovation behavior and work stress are 0.886; 0.937; 0.903 and 0.898. These values far exceed the threshold of 0.70 recommended by Hair et al. (2020), indicating high internal consistency in each construct.

In addition, the Composite Reliability values for the five constructs are also very high, namely 0.921, 0.960, 0.921 and 0.929, all of which exceed the minimum standard of 0.70. This confirms that the measurement instrument used has very good reliability. Furthermore, the Average Variance Extracted (AVE) values for each construct are 0.744; 0.888; 0.595 and 0.766, all of which exceed the minimum value of 0.50. This indicates that the proportion of variance explained by the indicators in each construct is significant, confirming adequate convergent validity.

Table 2. Results of Discriminant Validity-Fornell–Larcker criterion

Variables	**Individual Leadership**	**Perception of Organizational Innovation**	**Individual Innovation Behavior**	**Job Stress**
Individual Leadership	0.863			
Perception of Organizational Innovation	0.186	0.942		
Individual Innovation Behavior	0.324	0.284	0.771	
Job Stress	-0.075	-0.027	-0.107	0.875

The discriminant validity analysis in this study uses the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. Discriminant validity is considered adequate if the square root value of the AVE of a construct is greater than the correlation of the construct with other constructs. Based on the results of the analysis, the square root value of the AVE for the individual leadership variable is 0.863 which is higher than its correlation with the perception of organizational innovation (0.186), individual innovation behavior (0.3240 and Work stress -0.075. Likewise, the perception of organizational innovation variable has a square root value of AVE of 0.942, exceeding its correlation with individual innovation behavior and work stress, as well as the individual innovation behavior variable shows a square root value of AVE of 0.771, exceeding its correlation with work stress -0.107. In addition, the work stress variable is also higher than its correlation with other variables.

These results indicate that each construct in this research model has good discriminant validity, according to the Fornell-Larcker criteria. Thus, it can be concluded that each latent variable is more strongly related to its own indicators compared to other latent variables, indicating that the measurement model used in this study has met the required discriminant validity requirements.

Table 3. Discriminant Validity Results-Cross Loadings

Variables	Individual Leadership	Perception of Organizational Innovation	Individual Innovation Behavior	Job Stress
KI18	0.862	0.168	0.347	-0.032
KI21	0.887	0.156	0.272	-0.093
KI22	0.866	0.186	0.257	-0.059
KI29	0.834	0.122	0.217	-0.088
PII11	0.225	0.234	0.757	-0.116
PII12	0.308	0.234	0.824	-0.073
PII13	0.276	0.197	0.766	-0.108
PII15	0.298	0.258	0.819	-0.072
PII16	0.223	0.254	0.763	-0.031
PII6	0.220	0.201	0.717	-0.101
PII8	0.171	0.179	0.732	-0.051
PII9	0.247	0.182	0.786	-0.110
PIO1	0.188	0.977	0.297	-0.053
PIO2	0.169	0.884	0.224	-0.005
PIO3	0.168	0.964	0.276	-0.012
SK1	-0.057	-0.003	-0.099	0.788
SK2	-0.031	-0.030	-0.069	0.889
SK3	-0.068	0.007	-0.075	0.924
SK4	-0.091	-0.053	-0.114	0.893

Cross loadings analysis was conducted to assess discriminant validity by examining the extent to which indicators correlate more strongly with the intended construct compared to other constructs. The results of the analysis showed that each indicator had a higher loading on its own construct compared to the cross loading on other constructs. For example, the KI18 variable has a loading of 0.862, higher than the loading on the perception of organizational innovation of 0.168; individual innovation behavior 0.347; and work stress -0.032. Likewise, the perception of organizational innovation variable has a loading higher than 0.757, higher than the loading of the perception of organizational innovation of 0.234 and individual leadership 0.225. Likewise with other variables. This finding indicates that each indicator measures the intended construct more accurately than other constructs, so that the discriminant validity in this model has been met.

Table 4. Results of Discriminant Validity-Heterotrait-Monotrait Ratio

Variables	Individual Leadership	Perception of Organizational Innovation	Individual Innovation Behavior	Job Stress
Individual Leadership	-	-	-	-
Perception of Organizational Innovation	0.201	-	-	-
Individual Innovation Behavior	0.348	0.304	-	-
Job Stress	0.084	0.042	0.113	-

Heterotrait-Monotrait Ratio (HTMT) analysis was conducted to assess the discriminant validity between constructs in this research model. HTMT values lower than 0.90 indicate that the tested constructs have adequate discriminant validity. Based on the results of the analysis, the HTMT value between Individual Leadership and perception of organizational innovation is 0.201, while the HTMT value between Individual Leadership and organizational behavior is 0.348. while the HTMT value between Individual Leadership and work stress is 0.084. In addition, the HTMT value between perception of organizational innovation and individual innovation behavior is 0.304. while the HTMT value between perception of organizational innovation and work stress is 0.042. Likewise, the HTMT value between individual

innovation behavior and work stress is 0.113. All of these HTMT values are below the threshold of 0.90, indicating that each pair of constructs in the model has good discriminant validity. Thus, it can be concluded that each construct in this study measures a different concept and there is no significant overlap between these constructs.

Table 5. R square and Q square

Variables	R Square	Information	Q Square	Information
Individual Leadership	0.035	Weak	0.023	Weak
Individual Innovation Behavior	0.164	Weak	0.088	Weak
Job Stress	0.001	Weak	-0.001	Weak

Based on the analysis results, the variable "Individual Leadership" has an R^2 value of 0.035, which is categorized as weak according to the criteria of Hair et al. (2011), where an R^2 value of 0.75 is considered strong, 0.50 moderate, and 0.25 weak. The variability of individual leadership can be explained by the independent variables in the model, while the rest is influenced by other factors outside this study. In addition, the Q^2 value for this variable is 0.023, which is included in the weak category. A Q^2 value greater than 0 indicates that the model has relevant predictive ability for the variable.

For the variable "Individual Innovation Behavior," the R^2 value obtained is 0.164, also categorized as weak. This means that the variability of organizational innovation behavior can be explained by the independent variables in the model, while others are influenced by other factors not included in this study. The Q^2 value for this variable is 0.088, which is also categorized as weak, indicating that the model has limited predictive ability towards individual innovation behavior.

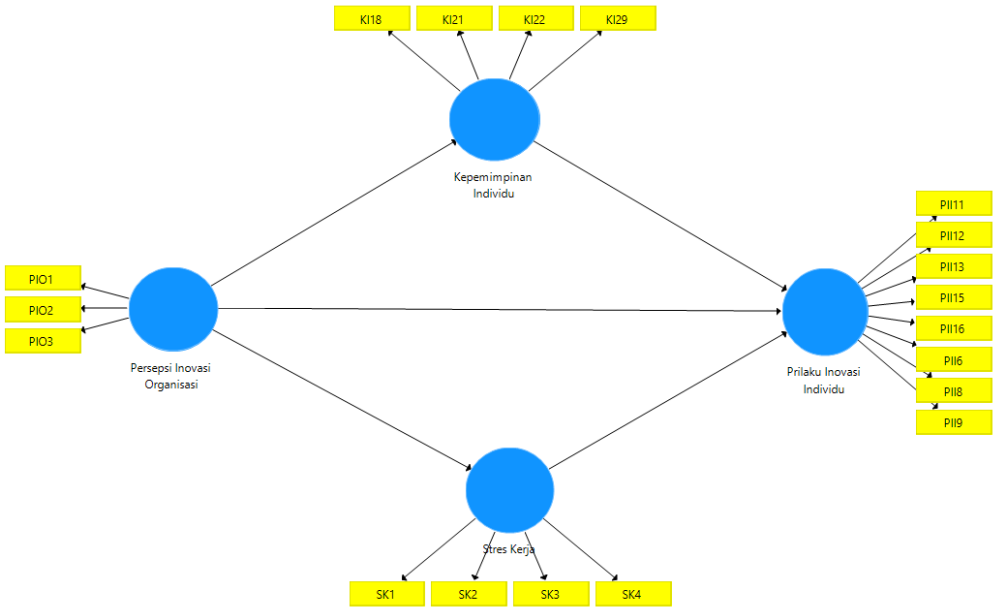

Figure 2. Structural Model Assessment

Table 6. Direct Relationship Results

Variables	Original Sample (O)	T Statistics	P Values
Organizational Innovation Perception -> Individual Innovation Behavior	0.231	3,326	0.001
Perception of Organizational Innovation -> Individual Leadership	0.186	3,238	0.001
Perception of Organizational Innovation -> Job Stress	-0.027	0.347	0.729
Individual Leadership -> Individual Innovation Behavior	0.276	4,762	0,000
Job Stress -> Individual Innovation Behavior	-0.080	1,336	0.182

The results of the structural model assessment test showed that Perception of Organizational Innovation has a positive and significant influence on Individual Innovation Behavior (β = 0.231, T = 3.326, p = 0.001) and Individual Leadership (β = 0.186, T = 3.238, p = 0.001). This indicates that when cadres accompanying families at risk of stunting in the organization have a strong perception of organizational innovation, they tend to be more innovative in their work and have higher leadership capacity. However, the effect of Perception of Organizational Innovation on Work Stress is not significant (β = -0.027, T = 0.347, p = 0.729), indicating that perception of organizational innovation does not directly contribute to the level of work stress of cadres accompanying families at risk of stunting.

Furthermore, Individual Leadership has a positive and significant influence on Individual Innovation Behavior (β = 0.276, T = 4.762, p = 0.000), indicating that cadres accompanying families at risk of stunting in Padang City with higher leadership quality tend to be more innovative. On the other hand, Job Stress does not have a significant influence on Individual Innovation Behavior (β = -0.080, T = 1.336, p = 0.182), meaning that the level of work stress of cadres accompanying families at risk of stunting in Padang City does not directly inhibit their innovative behavior in the context of this study.

The results of this study are in line with previous findings which show that an innovative organizational environment can encourage individual innovative behavior, both directly and through improving leadership quality.Scott & Bruce, (1994). However, it differs from several studies that found a relationship between work stress and innovation.Anderson et al., (2014), this study did not find a significant relationship, indicating that other factors may play a greater role in determining the impact of stress on individual innovation.

Table 7. Results of Mediation Effects

Variables	Original Sample (O)	T Statistics	P Values
Organizational Innovation Perception -> Individual Leadership -> Individual Innovation Behavior	0.051	2,523	0.012
Perception of Organizational Innovation -> Job Stress -> Individual Innovation Behavior	0.002	0.292	0.771

The results of the mediation analysis showed that Individual Leadership significantly mediated the relationship between Perception of Organizational Innovation and Individual Innovation Behavior (β = 0.051, T = 2.523, p = 0.012). This suggests that individual perceptions of innovation in the organization can enhance their innovative behavior through increased leadership capacity. In other words, individuals who perceive their organization as innovative tend to develop better leadership skills, which in turn encourages them to behave more innovatively.

In contrast, Job Stress was not proven to be a mediator in the relationship between Perceived Organizational Innovation and Individual Innovation Behavior (β = 0.002, T = 0.292, p = 0.771). This finding indicates that although organizational innovation can affect the level of job stress, job stress itself does not have a significant impact in encouraging or inhibiting individual innovative behavior.

These results are consistent with previous research that highlights the role of leadership in channeling the influence of the organizational environment towards individual innovation.Amabile et al., 2004;Mumford et al., 2002). Previous studies also show that work stress often does not have a significant direct relationship to innovative behavior, because its effects can vary depending on other factors such as organizational culture and social support.Cavanaugh et al., 2000).

Conclusions

This study revealed thatThe perception of organizational innovation has a positive influence on individual innovation behavior andindividual leadership.However, the perception of organizational innovation has a negative effect on work stress.Individual leadership has a positive effect on individual innovation behavior. Job stress has a positive effect on individual innovation behavior. Individual leadership acts as a mediator in the relationship between perceptions of organizational innovation and individual innovation behavior.WhereasJob stress does not mediate the relationship between organizational innovation and individual innovation behavior.

Theoretically, this study reveals that the perception of organizational innovation encourages the innovative behavior of individual cadres accompanying families at risk of stunting in Padang City, both directly and through increasing individual leadership. In addition, the perception of organizational innovation reduces work stress, although work stress itself actually contributes positively to the innovative behavior of individual cadres accompanying families at risk of stunting in Padang City. Individual leadership acts as a mediator in the relationship between perception of organizational innovation and

innovative behavior, while work stress does not have a mediating role. These findings emphasize the importance of individual leadership in optimizing the innovative environment to encourage innovation of cadres accompanying families at risk of stunting in Padang City.

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