

HOW POLITICAL SKILLS SHAPE INNOVATIVE WORK BEHAVIOR IN LOCAL GOVERNMENT: THE MEDIATING EFFECT OF JOB SATISFACTION

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Abstract. *This study aims to explore the relationship between political skills and innovative work behavior, with job satisfaction as a mediating factor. The research focuses on public sector organizations, specifically the Government of Kupang City, Indonesia. While numerous previous studies have examined the influence of political skills on innovative work behavior, few have investigated the role of job satisfaction as a mediating factor in this relationship. The respondents in this study comprised 657 employees working in the offices of the Government of Kupang City. Data collection was conducted using a closed-ended questionnaire that was validated for reliability. A Likert scale ranging from 1 to 5 was employed in the questionnaire. Data analysis techniques included descriptive analysis and Structural Equation Modeling*

(SEM). The findings reveal that job satisfaction plays a crucial role as a mediating factor, strengthening the positive impact of employees' political skills on innovative work behavior. The novelty of this study lies in how it uncovers the mediating mechanism of job satisfaction in the relationship between political skills and innovative work behavior, which has not been extensively studied in public sector organizations in Indonesia. Public sector organizations should enhance employees' political skills and prioritize their job satisfaction to foster organizational innovation. The findings of this study can serve as a consideration in formulating human resource management strategies to promote innovative work behavior among employees.

Keywords: *political skills; job satisfaction; innovative work behavior; local government; Indonesia.*

Reikšminiai žodžiai: *politiniai įgūdžiai; pasitenkinimas darbu; novatoriškas darbo elgesys; vietos valdžia; Indonezija.*

Introduction

In recent years, the role of innovation in organizational success in public sector organizations has become increasingly evident. Innovation enables organizations to continuously evolve to meet societal needs by improving service quality and operational efficiency (Pradana, Kumorotomo, and Susanto 2023; Pradana 2024). The implementation of the Electronic-Based Government System (SPBE) demonstrates significant progress in innovation within Indonesia. According to a survey conducted by the United Nations Department of Economic and Social Affairs (UNDESA) in the 2022 E-Government Survey entitled “The Future of Digital Government,” Indonesia ranked 77th out of 193 UN member states in SPBE implementation, an improvement of 11 positions from its previous rank of 88 in 2020.

The central government's efforts to foster innovation are supported and followed by local and city governments across Indonesia, including the government of Kupang City (Pradana, Susanto, and Kumorotomo 2022). The Kupang City Government has launched several application programs to support public services and improve the SPBE index in the Province of East Nusa Tenggara (NTT). In 2022, Kupang City's SPBE Index score was 2.05, reflecting an increase of 0.58 from 2019. Innovation within the Kupang City Government continues, supporting the Information and Communication Technology (ICT) revolution and aiming to provide effective and efficient services to other government agencies, business actors, and the general public.

The rapid development of public sector organizations today underscores the crucial role of innovation (de Vries, Tummers, and Bekkers 2018). This is evidenced by the implementation of SPBE to keep pace with changing times, driven by employee innovation. The primary key to innovation within these organizations lies with employees (Susanto 2020).

One strategy to enable employees to navigate the complexities of organizational dynamics is the fostering of strong political skills. The objective here is for employees to effectively influence stakeholders concerning new ideas and foster an environment conducive to innovation.

Various studies have demonstrated that political skills are vital for employees to engage in workplace innovation. Political skills enable employees to subtly influence colleagues, supervisors, and subordinates to achieve desired organizational goals, often through behaviors perceived as sincere and trustworthy (Kolodinsky, Treadway, and Ferris 2007; Treadway et al. 2007; Detienne and Teshima 2007). Informal influence can significantly impact organizational decision-making, making political skills highly valuable for employees in influencing such decisions.

Treadway et al. (2005) and Brouer et al. (2009) argued that political skills are associated with various positive outcomes, including reduced organizational cynicism, increased trust in leadership, and enhanced quality of relationships between diverse groups. These skills are essential in explaining employee performance outcomes and organizational effectiveness. According to Ferris et al. (2002), political skills combine social intelligence with behavioral abilities that foster confidence, sincerity, and authenticity. Subtly influencing others requires exceptional communication skills, necessitating behavioral adaptation to elicit desired responses from others (Kimura 2015; Perrewé et al. 2005).

Job satisfaction also plays a role in either strengthening or weakening the relationship between political skills and innovative work behavior. Job satisfaction creates a sustainable work environment, reduces employee turnover, and enhances employee loyalty (Heimerl et al. 2020). Employees who are satisfied with various workplace factors such as the work environment, working conditions, and communication styles tend to demonstrate high commitment to their work and engage in extra-role behaviors (Sabuhari et al. 2020; Mira, Choong, and Thim 2019). Innovative work behavior encompasses activities such as generating, promoting, and implementing ideas to improve both employee and organizational performance. Susanto (2020) added that innovative work behavior results from creative thinking and the implementation of new ideas that benefit job roles, work groups, and organizations.

This study explores the mediating role of job satisfaction in the relationship between political skills and innovative work behavior in public sector organizations within the Government of Kupang City, Indonesia. It seeks to address the gap in understanding how political skills and job satisfaction influence innovative work behavior. The findings of this study are expected to contribute practical knowledge and provide recommendations for public sector organizations to cultivate a work environment that supports innovation and improves public services.

Literature Review

Political Skill

Organizations function as political arenas in which individuals with conflicting interests use persuasion, manipulation, and negotiation to achieve goals (Kimura 2013; Buchanan et al. 2005). Political skills are vital for success, enabling individuals to understand and influence others to align their behavior with personal and organizational objectives (Ferris et al. 2019). These skills encompass four dimensions: social astuteness, interpersonal influence, networking ability, and apparent sincerity, operating at both the cognitive (intra-psychic) and behavioral (inter-psychic) levels (Summers et al. 2020). They also intersect with emotional intelligence, reflecting the ability to adapt behavior to social contexts (Joseph and Newman 2010). Individuals with strong political skills exhibit self-awareness, strategic interaction, and adaptability, which are essential for navigating complex environments and achieving personal and organizational success.

Job Satisfaction

Job satisfaction – defined by Locke (1976) as a positive emotional state gained from evaluating work experiences and by Hopkins (1998) as the psychological fulfillment of job-related need – results from environmental, psychological, and emotional factors (Frinaldi et al. 2023). Studies show that employees with high job satisfaction perform better and are more productive (Al-Ali et al. 2019; Sabuhari et al. 2020). Organizations should implement effective HR practices to foster satisfaction, including fair rewards, continuous training, and supportive environments (Gurbuz 2009). Regular evaluation ensures these strategies align with organizational goals, boosting motivation and productivity. Job satisfaction is essential for maintaining a motivated workforce and driving organizational success.

Innovative Work Behavior

Innovative work behavior (IWB) involves generating, promoting, and implementing new ideas to improve processes, products, or services (Shih and Susanto 2011; Susanto 2020). It is a multi-stage process requiring creativity and managerial skills to align innovations with organizational goals (Saether 2019). IWB helps employees adapt to changes and enhance performance (Pieterse et al. 2010). In public sector organizations, innovation is essential for delivering efficient services (Roehrich and Caldwell 2012) and advancing sustainable development (Watt and Richardson 2020). Innovation also plays a crucial role in economic transformation, as demonstrated in China's development (Jiang et al. 2020). Fostering IWB improves operational efficiency, benefiting public service users. Supporting factors encouraging IWB among employees is crucial for organizations to adapt to evolving challenges and achieve long-term success.

The Relationship Between Political Skills and Job Satisfaction

Political skills are crucial for performance, especially in roles requiring frequent social interaction (Banister and Meriac 2015). They involve deliberate efforts to influence relationships and achieve work goals (Wang and McChamp 2019). Politically skilled individuals excel at managing ambiguity, facilitating interactions, and reducing job stress. These skills enhance job satisfaction by fostering effective influence and negotiation, and mediate the link between emotional intelligence and job satisfaction (Meisler 2014). Political skills also predict key outcomes such as job satisfaction and performance, while alleviating stress-related challenges (Kimura 2015; Banister and Meriac 2015). However, mismatched political skills between leaders and subordinates can diminish satisfaction and commitment (Wang and McChamp 2019). Therefore, political skills are essential for both leaders and employees to foster collaboration, create a positive work environment, and enhance job satisfaction.

H1: Political skills have a significant influence on employee job satisfaction.

The Relationship Between Job Satisfaction and IWB

Job satisfaction is a critical predictor of employee commitment and performance across sectors (Kuo et al. 2019). It reflects employees' evaluation of their work experiences and significantly influences workplace health and behavior. Job satisfaction enhances intrinsic motivation and IWB, enabling employees to develop creative solutions (Zhang and Bartol 2010). In public sector services, high job satisfaction fosters innovation, improving efficiency. Studies show a positive link between job satisfaction and innovation (Hussain, Talib, and Shah 2014; Tien and Chao 2012). Bysted (2013) highlighted that trust in innovation strengthens the alignment between job satisfaction and IWB, enhancing employees' ability to meet creative demands. Shalley et al. (2000) found that when job satisfaction is high, the impact of innovation trust on IWB increases, aligning employees with job expectations. Therefore, fostering job satisfaction creates a supportive environment for creativity, which is essential for driving innovation and improving organizational performance.

H2: Job satisfaction has a significant influence on IWB .

The Relationship Between Political Skills and IWB

Employees with strong political skills excel at assessing motivations and alliances in interpersonal interactions. These skills comprise four dimensions: social astuteness, interpersonal influence, networking ability, and apparent sincerity (Banister and Meriac 2015). Political skills reflect personality traits, abilities, and knowledge gained through experience (Kimura 2015). Research shows that mastering political skills benefits individuals and organizations as a valuable job resource (Kimura 2015; Banister and Meriac 2015). Social influence theory predicts a positive link between political skills and creative performance (Kalra et al. 2017), while political skills also foster IWB (Janssen 2004). Askaripoor, Pisheh, and Sheikhy (2020) found that political skills mediate the relationship between servant

leadership and innovative behavior. In the public sector, where service effectiveness and efficiency are essential, political skills help employees navigate challenges and conflicts. Developing political skills among employees is vital for enhancing productivity and fostering innovation, contributing to the success and competitiveness of public sector organizations.

H3: Political skills have a significant influence on innovative work behavior.

The Relationship Between Political Skills, Job Satisfaction, and IWB

IWB is crucial in modern public sector organizations to enhance service effectiveness and efficiency. It involves generating, promoting, and implementing ideas beyond standard job responsibilities (Afsar and Umrani 2020). Employees exhibit IWB when they initiate, realize, and commercialize creative solutions (Kustanto et al. 2020). Kalra et al. (2017) suggested that creative performance is positively linked to political skills, as these skills help employees manage relationships and workplace dynamics, fostering IWB. Job satisfaction also plays a vital role in encouraging IWB by shaping perceptions of work and motivating employees (Chen and Aryee 2007). It strengthens the relationship between organizational outcomes and IWB, contributing to a productive work environment (Scott and Bruce 1994). Empirical studies show that job satisfaction mediates links between learning and innovation (Hussain, Talib, and Shah 2014) and between workplace ostracism and IWB (Chung and Kim 2017). This research hypothesizes that job satisfaction mediates the relationship between political skills and IWB. Employees with solid political skills effectively manage conflicts and relationships, leading to higher job satisfaction. This satisfaction, in turn, enhances their engagement in IWB, driving creative solutions and advancing organizational goals. Public sector organizations that foster job satisfaction and political skills will better support innovation and achieve sustainable performance.

H4: There is a significant indirect effect of political skills on IWB through employee job satisfaction.

This research builds a framework that integrates key theories to clarify the phenomenon, linking critical concepts as depicted in Figure 1.

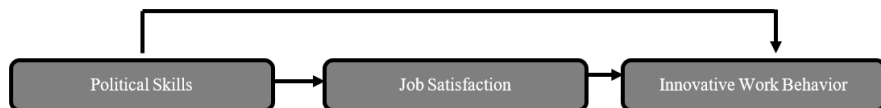


Figure 1. Theoretical models

Source: compiled by the authors

Research Method

This research adopts a quantitative approach to achieve its objectives. The sample consists of 657 government employees from a total population of 5,015 in the Kupang Municipality, Indonesia (BPS 2024). The population represents the generalization of an area comprising individuals with specific characteristics relevant to the study (Stockemer 2019). A purposive random sampling technique was employed, and data were collected using a validated, closed-ended questionnaire. The questionnaire utilized a Likert scale ranging from 1 to 5 to capture responses.

This study investigates the relationships between political skills, job satisfaction, and IWB. Descriptive analysis identifies the respondents’ demographic characteristics, while Structural Equation Modeling (SEM) examines the relationships among variables. The Sobel test assesses mediation effects by determining how mediating variables intervene between exogenous and endogenous variables (Sobel 1982).

The SEM procedure follows the steps outlined by Hooper, Coughlan, and Mullen (2008): developing a theoretical model, constructing a path diagram, selecting input data and estimation techniques, addressing model identification issues, and assessing Goodness of Fit indices. Hypothesis testing is integrated with field data to validate relationships. Findings in the field confirm the theoretical relationships, demonstrating how political skills and job satisfaction impact IWB through the mediating role of job satisfaction.

Results

Descriptive Analysis of Respondents’ Demographic Characteristics

The initial stage of this research involves a descriptive analysis of the respondents’ demographic characteristics. The respondents’ characteristics describe their identities based on the sample established at the beginning of the study. The purpose of describing respondents’ characteristics is to provide a general overview and information related to the research sample.

The data on respondents’ demographic characteristics were obtained through questionnaires distributed to the sample of Kupang City Government employees. The demographic characteristics of the respondents are presented in Table 1.

Table 1. Respondent’s demographic characteristics

Respondent of Characteristics		Frequency	Percent
Gender	Male	363	55.30%
	Female	294	44.70%

Respondent of Characteristics		Frequency	Percent
Age	≥17–24 Years	49	7.50%
	25–44 Years	293	44.60%
	45–59 Years	312	47.50%
	≥60 Years	3	0.50%
Level of studies	Junior High School (SMP/MTs)	2	0.30%
	High School Equivalent (SMA/MA/K)	190	28.90%
	Diploma (D-I)	1	0.20%
	Diploma (D-II)	2	0.30%
	Diploma (D-III)	38	5.80%
	Bachelor (S1/D-IV)	385	58.60%
	Master (S2)	36	5.50%
Types of Staffing	Doctoral (S3)	3	0.50%
	Contract/Honorary workers	41	6.20%
	Government Employees with Employment Agreements (PPPK)	135	20.50%
Position	Government Employees (PNS)	481	73.20%
	Non-Structural/General Functional	308	46.90%
	Specific Functional	142	21.60%
	Echelon IV/Supervisor	122	18.60%
	Echelon III/Administrator	78	11.90%
Work Period	Echelon II/High-Ranking Leaders	7	1.10%
	<2 Years	0	0%
	2–5 Years	29	4.40%
	6–10 Years	135	20.50%
	11–15 Years	133	20.20%
	16–20 Years	126	19.20%
	21–25 Years	97	14.80%
	26–30 Years	48	7.30%
>30 Years	21	3.20%	

Source: compiled by the authors

Table 1 contains demographic characteristics categorized by gender, age, education level, employee type, position, and years of service.

First, most respondents are male, accounting for 55.30% of the sample. The difference in the number of male and female respondents is relatively small, indicating a proportional representation. Second, most respondents are between 25 and 59 years old, making up 92.10% of the sample. This age range is considered productive, making these respondents suitable for a study focused on factors that can enhance IWB and positively impact organizational productivity. Third, the respondents' education levels are predominantly at the S1/DIV (Bachelor's/Diploma IV) level, with 58.60% of respondents holding these qualifications. Fourth, 93.70% of the respondents hold positions as PPPK (Government Employee with Work Agreement) or PNS (Civil Servants). Fifth, a significant portion of the respondents are non-structural employees, representing 46.90% of the sample. Sixth, most respondents have 6 to 15 years of work experience, accounting for 40.70% of the sample. This indicates that the respondents have been in the workplace long enough to understand the dynamics of their work environment, making them well-suited to provide the information necessary for this study.

Validity and Reliability Test

Construct validity was assessed in this study using a convergent validity test. An item is considered valid if the value of the Loading Factor or Standardized Loading Estimate exceeds 0.5. Table 2 presents the results of the construct validity test using the convergent validity test.

Table 2. Validity test results

Standardized Regression Weights			Loading Factor Limit	Estimate	Label
Social Astuteness	←	Political Skill	>0.5	0.718	Valid
Interpersonal Influence	←	Political Skill	>0.5	0.797	Valid
Networking Ability	←	Political Skill	>0.5	0.833	Valid
Apparent Sincerity	←	Political Skill	>0.5	0.734	Valid
Promotion	←	Job Satisfaction	>0.5	0.610	Valid
Pay	←	Job Satisfaction	>0.5	0.785	Valid
Co-workers	←	Job Satisfaction	>0.5	0.703	Valid
Supervision	←	Job Satisfaction	>0.5	0.775	Valid
Levels Of Personal Recognition	←	Job Satisfaction	>0.5	0.832	Valid
Work	←	Job Satisfaction	>0.5	0.662	Valid

Standardized Regression Weights		Loading Factor Limit	Estimate	Label
Idea Generation	← Innovative Work Behavior	>0.5	0.758	Valid
Idea Promotion	← Innovative Work Behavior	>0.5	0.918	Valid
Idea Realization	← Innovative Work Behavior	>0.5	0.809	Valid

Source: compiled by the authors

The results of the construct validity test in Table 2 indicate that all of items in the research instrument are deemed valid, as they have a Loading Factor greater than 0.5. The research instrument is considered reliable if its reliability value exceeds 0.7. Table 3 presents the results of the instrument's construct reliability test.

Table 3. Reliability test results

Variable	Cut-Off Value	Construct Reliability	Label
Political Skill	>0.7	0.85456	Reliable
Job Satisfaction	>0.7	0.87252	Reliable
Innovative Work Behavior	>0.7	0.86933	Reliable

Source: compiled by the authors

Table 3 indicates that all instruments are deemed reliable, with construct reliability values exceeding 0.7.

Structural Model Analysis

The structural model analysis was conducted using SEM after confirming the validity and reliability of the instruments for the three variables. The significance tests for causality and model fit were performed on the processed data. The path diagram for the comprehensive model analysis is presented in Figure 2.

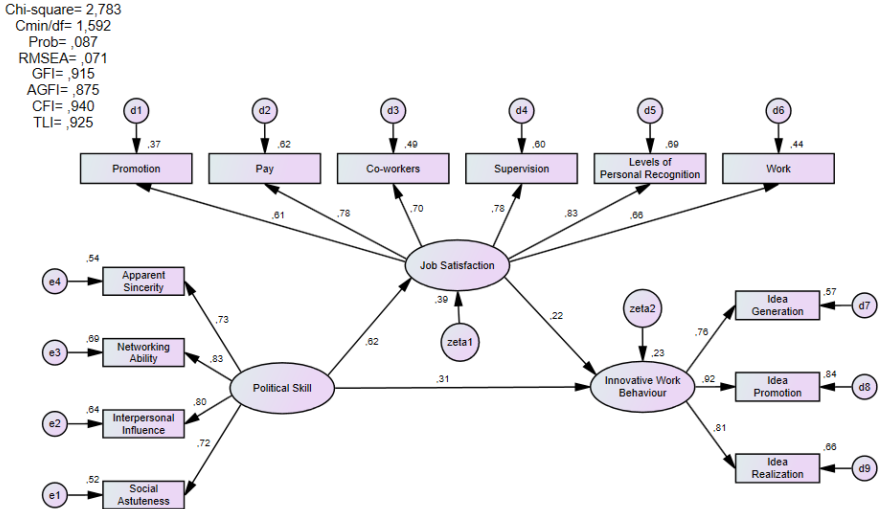


Figure 2. Structural Model Indices

Source: compiled by the authors

Based on Figure 2, the model fit test results indicate that the model is acceptable. Using model accuracy criteria, the model fit test shows a “Fit” result, meaning the proposed model is deemed appropriate. Table 4 presents the results of the Goodness of Fit (GOF) test.

Table 4. Model fit indices

The Goodness of Fit Index	Cut-Off Value	Analysis Results	Model
X ² /df	Minimum/<3.00	2.783	Fit
Significant Probability	≥0.05	0.087	Fit
RMSEA	≤0.08	0.071	Fit
GFI	≥0.90	0.915	Fit
AGFI	≥0.90	0.875	Fit
CMIN/DF	≤2.00	1.592	Fit
TLI	≥0.90	0.925	Fit
CFI	≥0.90	0.940	Fit

Source: compiled by the authors

Table 4 indicates that the proposed model has an overall good fit. The model remains appropriate despite one GOF indicator, AGFI, being slightly below the standard, with a

value of 0.875 – less than 0.90. Therefore, further analysis can be conducted for hypothesis testing.

Hypothesis Testing

Hypothesis testing was conducted to examine the relationships or associations between the research variables. The results of hypothesis testing are shown in Table 5.

Table 5. Hypothesis test results

Variable	Direct Effect Coefficients (Standardized)	Indirect Effect	C.R.	Sig<0.05
Political Skill → Job Satisfaction	0.623	-	11.142	0.000 (Sig)
Political Skill → Innovative Work Behavior	0.309	-	5.361	0.000 (Sig)
Job Satisfaction → Innovative Work Behavior	0.224	-	3.936	0.000 (Sig)
Political Skill → Job Satisfaction → Innovative Work Behavior*	-	0.140	3.720	0.000 (Sig)

*Sobel Test Partial Mediated

Source: compiled by the authors

Table 5 presents the results of hypothesis testing, which examines the influence of independent variables on the dependent variables. The hypothesis testing yielded the following results:

1. Political skills have a direct positive impact on job satisfaction, with a coefficient of 0.623. This means that the higher the political skills of employees, the more their job satisfaction increases by 62.3%. The CR value is 11.142, more significant than 1.96, and the p -value is 0.000, less than 0.05, indicating a significant favorable influence of political skills on job satisfaction.
2. Political skills have a direct positive impact on IWB, with a coefficient of 0.309. This indicates that the higher the political skills of employees, the more their IWB increases by 30.9%. The CR value is 5.361, more significant than 1.96, and the p -value is 0.000, less than 0.05, indicating a significant favorable influence of political skills on IWB.
3. Job satisfaction has a direct positive impact on IWB, with a coefficient of 0.224. This means that the higher employees' job satisfaction, the more their IWB increases by 22.4%. The CR value is 3.936, more significant than 1.96, and the p -value is 0.000, less than 0.05, indicating a significant favorable influence of job satisfaction on IWB.

4. Political skills indirectly positively impact IWB through job satisfaction, with a coefficient of 0.140. This suggests that the higher the political skills of employees, the more their job satisfaction increases, which in turn enhances IWB by 14%. The Sobel test results show a value of 3.720, more significant than 1.96, and a p -value of 0.000, less than 0.05, indicating a significant indirect positive influence of political skills on IWB, mediated by job satisfaction.

Discussion

The Influence of Political Skills on Job Satisfaction and IWB

Political skills are essential for performance, especially in roles requiring social interaction (Banister and Meriac 2015). They enable employees to navigate conflict and ambiguity through negotiation, leading to a significant increase in job satisfaction (62.3%) and IWB (30.9%) (Detienne and Teshima 2007). These findings align with previous studies showing that political skills enhance job satisfaction and mitigate stress (Harvey et al. 2007; Meisler 2014). Political skills comprise four dimensions: social astuteness, interpersonal influence, networking ability, and apparent sincerity, integrating personality traits and learned skills (Detienne and Teshima 2007).

In public sector organizations, where efficiency is paramount, political skills are crucial for overcoming challenges and fostering innovation. This study also found that job satisfaction mediates the relationship between political skills and IWB, amplifying IWB by 14% (Bedi and Schat 2013). Employees with solid political skills manage relationships effectively, enhancing job satisfaction and driving greater engagement in IWB. Public organizations must invest in developing these skills to boost productivity and innovation, ensuring the achievement of strategic goals.

The Influence of Employee Job Satisfaction on IWB

Job satisfaction is a crucial predictor of employee commitment and overall performance in the workplace, whether in private organizations or the public sector (Dalkrani and Dimitriadis 2018; Bhatti and Qureshi 2007). Kuo et al. (2019) argued that job satisfaction is a research concept based on employees' overall evaluation of their personal work experiences, and is one of the most critical factors in organizational behavior and workplace health. Bysted (2013) found that job satisfaction and IWB can be aligned in environments characterized by trust in innovation. This suggests that job satisfaction is essential in enhancing IWB. Workplace well-being is reflected through high job satisfaction, which creates an environment that supports the development of creative ideas and innovative solutions needed by the organization.

Conclusion

1. This study examines the role of political skills and job satisfaction in shaping IWB among public sector employees in Kupang City. Innovation is essential for accelerating bureaucratic processes and managing resources efficiently, making it crucial to identify the factors that influence IWB.
2. The findings reveal that political skills significantly enhance job satisfaction (62.3%) and IWB (30.9%). Additionally, job satisfaction acts as a mediator, amplifying the positive impact of political skills on IWB by 14%. This research highlights the critical role of job satisfaction in strengthening the relationship between political skills and IWB. To foster organizational innovation, public sector organizations should develop employees' political skills and improve their job satisfaction. These findings provide valuable insights for formulating human resource strategies to promote IWB, ensuring employees engage in creative solutions that drive organizational effectiveness and innovation.
3. This study is limited to public sector organizations in Kupang Municipality, Indonesia, restricting the generalizability of the findings to other sectors or regions. Future research should expand the sample to better understand IWB among public sector employees. This study focuses only on political skills and job satisfaction; future research should explore other factors, such as organizational culture, leadership style, and employee empowerment, for deeper insights. A longitudinal study is recommended to better assess causal relationships over time. Incorporating mixed methods, such as interviews or focus groups, would provide richer insights into underlying mechanisms. Controlling for potential confounding variables would further enhance internal validity. These improvements will strengthen future research, offering clearer data-driven evidence for the factors influencing IWB in public sector organizations.

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KAIP POLITINIAI ĮGŪDŽIAI FORMUOJA NOVATORIŠKĄ DARBO ELGSENĄ VIETOS VALDŽIOJE: MEDIACIJOS POVEIKIS PASITENKINIMUI DARBU

Anotacija. Šiuo tyrimu siekiama ištirti ryšį tarp politinių įgūdžių ir naujoviško darbo elgesio tarpininkaujant pasitenkinimui darbu. Tyrimas skirtas viešojo sektoriaus organizacijoms, ypač Kupango miesto vyriausybei. Nors daugelyje ankstesnių tyrimų buvo nagrinėjama politinių įgūdžių įtaka novatoriškam darbo elgesiui, keliuose tyrimuose nagrinėtas pasitenkinimas darbu kaip mediacinis veiksnys šiuose santykiuose. Respondentai – 657 Kupango miesto vyriausybės įstaigose dirbantys darbuotojai. Duomenų rinkimas buvo atliktas taikant uždarojo tipo klausimyną, jo patikimumas buvo patvirtintas. Anketoje pasitelkta Likerto skalė nuo 1 iki 5. Duomenų analizės metodai – aprašomoji ir struktūrinių lygčių modeliavimo (SEM) statistinė analizė. Išvados atskleidžia, kad pasitenkinimas darbu yra itin reikšmingas elementas, stiprinantis teigiamą darbuotojų politinių įgūdžių poveikį novatoriškam darbo elgesiui. Šio tyrimo naujovė yra pasitenkinimo darbu kaip tarpininkavimo mechanizmo atskleidimas tiriant politinių įgūdžių ir naujoviško darbo elgesio santykį. Jis nebuvo nuodugnai ištirtas Indonezijos viešojo sektoriaus organizacijose. Viešojo sektoriaus organizacijos turėtų tobulinti darbuotojų politinius įgūdžius ir teikti pirmenybę jų pasitenkinimui darbu, kad skatintų organizacijos naujoves. Šio tyrimo išvados gali praversti formuojant žmoniškųjų išteklių valdymo strategijas, skatinančias novatorišką darbuotojų elgesį.

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