

The Effect of Person Job Fit and Person Organization Fit on Innovative Work Behavior through Innovation Trust at PT. Hanjaya Mandala Sampoerna Medan

Elyzabeth Wijaya¹

1Management Study Program, Institut Bisnis Informasi Teknologi Dan Bisnis

Corresponding author: elyzabeth@itnb.ac.id

Abstract

The objective of this study is to assess the influence of job fit and organization fit on creative work behavior, specifically evaluated by innovation trust, at PT Hanjaya Mandala Sampoerna. The study utilizes a descriptive methodology with a quantitative approach. The investigation was carried out at PT Hanjaya Mandala Sampoerna, located in Langkat Regency. The study included a total of 184 individuals who were all workers of PT. Hanjaya Mandala Sampoerna, including both the population and the sample. The study utilizes SmartPLS software for the analysis of data. The findings indicated a clear correlation between a person's job fit (X1) and their creative work behavior (Y). The significance of the finding may be observed from the p-value of 0.000, which is less than the significance level of 0.05. Additionally, the calculated t-value of 4.954 is greater than the critical t-value of 1.972. Assessing the direct correlation between an individual's job fit (X1) and their level of trust in innovation (Z). The result indicates a statistically significant value of $0.046 < 0.05$, and the tcount value is $2.912 < 1.972$, which is higher than the t table value. The study examined the direct correlation between Person Organization Fit (X2) and Innovative Work Behavior (Y). The result indicates a highly significant value of 0.000 (less than 0.05), and a t count value of 3.673 (more than the t table value of 1.972). The findings demonstrate a clear correlation between Person Organization Fit (X2) and Innovation Trust (Z). The result indicates a statistically significant value of 0.029 (less than 0.05), with a t count value of 2.196 (more than 1.972), based on the t table. The findings demonstrate a clear correlation between faith in innovation (Z) and the manifestation of creative work behavior (Y). The result indicates a statistically significant value of 0.012 ($p < 0.05$) and a tcount value of 2.528 (ttable <

382

IJEBIR, Volume 03 Issue 03, 2024



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

1.972). Innovation trust (Z) serves as an intermediary factor between person job fit (X1) and inventive work behavior (Y). The significance of the finding is evident from the p-value of 0.012, which is less than the significance level of 0.05. Additionally, the calculated t-value of 2.401 exceeds the critical t-value of 1.972. Innovation trust (Z) serves as an intermediary factor between person-organization fit (X2) and creative work behavior (Y). The result indicates a statistically significant value of 0.006 ($p < 0.05$) and a t count value that exceeds the critical t value from the t table ($2.169 > 1.972$).

Keywords: Person job Fit, Person Organization Fit, Innovative Work Behavior, Innovation Trust

INTRODUCTION

In the present-day competitive work environment, firms want human resources that possess qualities such as innovation, adaptability, and dedication. Additionally, these individuals should have the ability to comprehend the factors that foster inventive performance inside themselves (Afsar & Yuosre F. Badir, 2016). In order to accomplish the established objectives, firms must possess exceptional and top-notch human resources (Suripto, 2016). An organization's primary objective is to emerge victorious in the competition. In order to succeed in the competition, firms require human resources that possess the ability to generate novel and advantageous ideas that contribute to the organization's advancement (Nasib, 2022). Organizations should offer employees the chance to autonomously handle their responsibilities and work according to their skills and expertise. This will contribute to employee happiness and foster the development of new work behaviors (Nasib, 2023). By exhibiting creative work behavior, people may achieve optimal work outcomes, enabling firms to gain a competitive advantage. Innovative work behavior encompasses extra-role behavior since it entails engaging in tasks outside one's designated function (Asbari et al., 2019). According to Aditya & Ardana (2016), firms may promote innovative work behavior by utilizing various methods to solve problems and generate unique ideas for their progress. Organizations must comprehend the diverse aspects that foster creative work behavior in workers.

The alignment between employees and the company is a key aspect that fosters the development of creative work practices. Employees are more inclined to exhibit innovative work behavior when they perceive a strong alignment between themselves and their company, known as Person-company Fit (Afsar & Yuosre F. Badir, 2016). Employees who possess a strong alignment with the organization, including its leaders

383



and colleagues, will experience a sense of ease and tranquility within this environment. As a result, these employees will exhibit a deep enthusiasm for their work and successfully fulfill their responsibilities, ultimately leading to an enhancement in their overall productivity (Morley, 2007). As stated by Hasibuan et al. (2022), person-organization fit pertains to the alignment between individuals and their organization, including their thoughts, vision, and mission. The organization plays a significant effect in shaping an individual's values, which in turn impacts their degree of Organizational Citizenship Behavior (OCB). Consequently, if an individual does not have a compatible relationship with their company or have the same objective, they will not experience empathy towards their colleagues. When an employee's objectives are in sync with those of their employer, it cultivates a compassionate mindset and results in a heightened degree of Organizational Citizenship Behavior (OCB), in accordance with the present organization's expectations. An individual's perceived alignment with the organization will motivate employees to go above and beyond their assigned duties and introduce innovative ideas for the organization (Afsar & Yuosre F. Badir, 2016). Hence, it is crucial to acknowledge the alignment between individuals and corporations in order to establish a mutually advantageous and fruitful partnership. Person-organization fit refers to the degree of congruence between the values of an organization and the values of an individual (Kristoff, 1996). Organizations frequently emphasize the need of individual-organization fit, which is achieved via recruiting and socialization, in order to maintain adaptable and dedicated personnel who are crucial for addressing competitive difficulties.

Organizations have a crucial role in choosing personnel by following a well-organized employee selection process. Consequently, the firm is able to recruit individuals who share its culture and objectives. When selecting employees, it is important to not only consider their knowledge, skills, and abilities, as well as their suitability for the job, but also their compatibility with the characteristics and culture of the organization (Bowen et al., 1991: 35). Person-job fit refers to the state in which there is alignment between the employee's skills and the requirements of the work, as well as the individual's needs and what the employment can offer. Employees that accumulate a large amount of work and encounter a mismatch between their skills and the requirements typically exhibit inefficiency in their job, resulting in a decline in their inventive work behavior.

Prior studies have extensively examined the relationship between Person-Organization Fit and Person-Job Fit with other variables. This includes investigating the impact of Person-Organization Fit on job satisfaction and performance. The research findings indicate a positive association between Person-Organization Fit and Innovative



Work Behavior, with Psychological Empowerment serving as a mediator among KSPPS Employees in Semarang (Amalia & Wulansari, 2017). According to a study conducted by Dani Rizana in 2017, it was shown that an individual's ability to come up with new ideas and solutions may be enhanced by engaging in knowledge-sharing, perceiving support from their employer, and having a job that aligns well with their skills and interests. When workers see a significant alignment between their values and aims and those of the business, they are more likely to exhibit a positive attitude towards innovation, experience higher job satisfaction, achieve better work outcomes, and demonstrate a strong dedication to the firm. Employees who align with company ideals and feel psychologically empowered are more likely to exhibit creative work behaviors by actively attempting to adopt new ideas.

PT Hanjaya Mandala Sampoerna Tbk. ("Sampoerna") is a prominent cigarette producer in Indonesia. We produce several highly renowned Kretek cigarette brands, including as Sampoerna Kretek (formerly known as Sampoerna A Hijau), A Mild, and the iconic "King of Kretek" Dji Sam Soe. PT Hanjaya Mandala Sampoerna Tbk employees exhibit repetitive work tasks, limited engagement in problem-solving, and minimal input in generating innovative ideas that could advance the organization. PT Hanjaya Mandala Sampoerna Tbk has applied the notion of person-organization fit, which refers to the alignment between an individual's values and personality with the features and culture of the company.

PT Hanjaya Mandala Sampoerna Tbk requires human resources who can contribute innovative ideas in marketing products, services, work systems, and fund collection. This is because the company has a substantial capital fund for producing marketable products. To achieve company targets, the management seeks employees who are innovative in their work. Therefore, the company's employees should not solely rely on external sources such as bank loans and government assistance for operational capital. Instead, they should focus on innovating and developing products and services for customers.

RESEARCH METHOD

We employ a descriptive research methodology that utilizes a quantitative approach. This strategy, known as descriptive research, entails gathering data to empirically examine hypotheses or address inquiries regarding individuals' perspectives on a particular issue or subject (Sugiyono, 2018). The investigation was carried out at PT Hanjaya Mandala Sampoerna, located in Langkat Regency. The population and sample

385

IJEBIR, Volume 03 Issue 03, 2024



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

for this study consisted of all 184 workers of PT. Hanjaya Mandala Sampoerna. This research utilizes the SmartPLS program to analyze data related to digital media. Partial Least Squares (PLS) is a version of structural equation analysis (SEM) that allows for the simultaneous testing of both the measurement model and the structural model (Ghazali, 2013).

The measuring model is utilized in validity and reliability testing. In order to do causality testing, we utilize the structural model. Partial least squares (PLS) is a type of soft modeling analysis that does not need data to have a certain scale measurement. This implies that PLS may be used with small sample sizes, even if there are less than 100 samples. The SmartPLS for Windows V.2 program simplifies the process of evaluating structural models using PLS. The following stages are essential in Partial Least Squares (PLS): The structural model, also known as the inner model, creates relationships between all latent variables. Latent variables are classified into two categories: exogenous variables and endogenous variables. Creating a measuring model (outer model): The measurement model, referred to as the outer model, establishes the connection between indicator variables and their latent variables. The outer model, also known as the "outer relation or measurement model," specifies the relationship between each indicator block and its corresponding latent variable. (Wong, 2013).

RESULTS AND DISCUSSIONS

Description of Gender

To find out the percentage level based on the gender of 184 respondents, it can be seen in the following table:

Table 1. Description of Respondents Based on Gender

Gender	Total	Percentage
Male	98	53%
Female	86	47%
Total	184	100%

According to the table provided, it is evident that there are 98 male employees, accounting for 53% of the total, and 86 female employees, making up 47%.



Description of Respondent's Age

The table below displays the percentage distribution depending on the age of 184 respondents.

Table 2. Description of Respondents Based on Gender

Age	Total	Persentase
<30 Years	26	14%
30-39 Years	47	26%
40-50 Years	76	41%
> 50 Years	35	19%
Total	184	100%

The table reveals that the respondents in this survey were categorized into several age groups. Specifically, there were 26 individuals (14%) who were less than 30 years old, 47 individuals (26%) aged between 30 and 39 years, 76 individuals (41%) aged between 40 and 50 years, and 35 individuals (19%) who were older than 50 years.

Outer Model Results

Measurement Model Analysis employs two tests, namely Construct Reliability and Validity, as well as Discriminant Validity. The assessment of convergent validity for reflective constructs in the outer model (measurement model) is based on two criteria: (1) loadings over 0.7 and (2) statistically significant p-values (<0.05).

Table 3. Outer Model Results

	<i>Person Job Fit (X1)</i>	<i>Person Organization Fit (X2)</i>	<i>Innovative Work Behavior (Y)</i>	<i>Innovation Trust (Z)</i>
PJ1	0,961			
PJ2	0,957			
PJ3	0,946			
PJ4	0,951			
PJ5	0,952			
PO1		0,842		
PO2		0,839		
PO3		0,864		
PO4		0,857		



PO5		0,888		
PO6		0,778		
IT1			0,952	
IT2			0,975	
IT3			0,946	
IT4			0,950	
IT5			0,972	
IT6			0,962	
WB1				0,881
WB2				0,876
WB3				0,874
WB4				0,889
WB5				0,874
WB6				0,872

According to the table provided, any loading values greater than 0.7 indicate that they meet the validity standards based on the loading value. In addition, the validity assessment is conducted using the average variance extracted (AVE) value, composite reliability, and Cronbach's alpha.

Table 4. Average Variance Extracted (AVE)

	(AVE)	Composite reliability	Cronbachs'alpha
<i>Person Job Fit</i>	0,909	0,980	0,975
<i>Person Organization Fit</i>	0,715	0,938	0,921
<i>Innovative Work Behavior</i>	0,921	0,986	0,983
<i>Innovation Trust</i>	0,770	0,953	0,940

All AVE values greater than 0.5 are recognized to meet the validity standards based on AVE. In addition, reliability testing is conducted using the composite reliability (CR) value. All CR values greater than 0.7 are known to have satisfied the dependability standards based on CR. In addition, reliability testing is conducted using the Cronbach's alpha (CA) value. All CA values greater than 0.7 are considered to have satisfied the



dependability criterion according to Cronbach's alpha. In addition, the Fornell-Larcker technique is used to do discriminant validity assessment.

Inner Model Results

The findings of the route coefficient test and hypothesis testing explain the measurements of the inner model.

Tabel 5. Inner Model Results

	R Square	R Square Adjusted
Innovative Work Behavior	0,675	0,669
Innovation Trust	0,590	0,583

According to the data in the table, the R Square value for the Innovative Work Behavior variable is 0.675 or 67.5%. The remaining 32.5% is impacted by factors that are not part of this research. The R Square value for the Innovation Trust variable is 0.583, which corresponds to 58.3%. The remaining 41.7% is attributed to other factors that are not included in this study.

Direct Effect

Tabel Table 6. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Person Job Fit -> Innovative Work Behavior</i>	0,733	0,721	0,148	4,954	0,000
<i>Person Job Fit -> Innovation Trust</i>	0,519	0,518	0,110	2,912	0,046
<i>Person Organization Fit -> Innovative Work Behavior</i>	0,490	0,483	0,134	3,673	0,000
<i>Person Organization Fit -> Innovation Trust</i>	0,334	0,333	0,115	2,196	0,029



Innovation Trust - Innovative Work Behavior	0,289	0,298	0,115	2,528	0,012
Person Job Fit -> Innovation Trust -> Innovative Work Behavior	0,119	0,110	0,116	2,401	0,012
Person Organization Fit-> Innovation Trust - > Innovative Work Behavior	0,211	0,231	0,128	2,169	0,006

The first hypothesis is the relationship of person Job Fit to innovative work behavior

The findings indicated a correlation between the alignment of individuals with their job roles and the level of innovative work behavior shown by workers at PT. Hanjaya Mandala Sampoerna. Aligning job features with an individual's personality might enhance their capacity for creative behavior in the workplace. An individual lacking appropriateness for their job is likely to struggle to demonstrate professionalism due to a perceived mismatch between their skills and the nature of their work, resulting in a reluctance to enhance their talents. Conversely, employees who feel aligned with their profession will make efforts to continuously enhance their talents and skills in order to achieve maximum performance. This alignment serves as the fundamental basis for individuals to select their future course of action. The study conducted by Putri and Parmin (2022) provides support for the notion that employment should align with an individual's capabilities and aspirations. If an individual is not at ease with their work, they will experience dissatisfaction with the outcomes of their efforts. An individual experiencing a period of unemployment will have a significant impact on fostering creative and inventive conduct in the workplace. The study conducted by Rizana (2017) found that firms' ability to rapidly manufacture and generate innovation is facilitated by an essential component known as Person Job Fit.



The second hypothesis is the relationship of Person Job Fit to innovation confidence

The findings indicated a positive correlation between the alignment of individuals' skills and abilities with their confidence in innovation among employees of PT. Hanjaya Mandala Sampoerna. Innovation is an essential asset for preserving an organization's competitive edge and ensuring its long-term growth. The innovation trust granted to employees to encourage creative work behavior encompasses three unique behavioral tasks: idea generation, concept advocacy, and idea implementation. Innovation relies significantly on the conduct of employees inside the firm and is considered crucial for the prosperity and longevity of the organization in today's knowledge-driven culture. The study conducted by Purdiarini and Tanuwijaya (2023) elucidates that enhancing the alignment between workers' personal characteristics and their job responsibilities might enhance an organization's ability to foster creative work behavior. The research findings of Kusuma et al. (2021) indicate that the primary objective of organizational innovation is to enhance the long-term reputation and profitability of the business. If the corporation adopts innovation via Person job Fit, the improvement in performance will align with the corresponding growth in profitability for the organization. When employees are provided with a safe environment to produce new ideas, they will be motivated to take actions that foster creativity and innovation. Consequently, individuals have a sense of obligation to continuously strive for more innovation on a daily basis (FisipolUGM, 2021).

The third hypothesis is the relationship of Person Organization Fit to innovative work behavior

The findings demonstrated a significant correlation between Person-Organization Fit and creative work behavior among workers of PT. Hanjaya Mandala Sampoerna. According to this study, individuals who feel aligned with their organization are more likely to exhibit innovative work behavior when faced with job demands. Conversely, individuals who do not feel aligned with the organization, known as person-organization fit, are less likely to engage in innovation at work. In essence, creative work behavior refers to activity that beyond the typical capabilities of an individual and demands additional effort. Furthermore, creative work behavior is driven by the business's requirements and wants, rather than being a result of the employee's official function or obligation, or a contractual agreement between the person and the organization. Empowered individuals who align with the organization's values may motivate employees to exhibit positive energy, enabling them to take initiative and demonstrate creative work behavior. The study

391



conducted by Amalia and Wulansari (2017) found that there was a favorable and substantial impact of personnel-Organization Fit on the innovative work behavior of workers in 6 KSPPS located in Semarang. Higher levels of Person-Organization Fit among employees will lead to increased creative work behavior. The study conducted by Novia Ilaiha Sabila in 2017 found that there is a notable impact of person-organization fit on innovative work behavior. The presence of innovation confidence plays a whole role in the impact of person-job fit and person-organization fit on inventive work behavior.

The fourth hypothesis is the relationship of Person Organization Fit to innovation trust

The findings indicated a positive correlation between Person-Organization Fit and workers' faith in innovation at PT. Hanjaya Mandala Sampoerna. In order to enhance faith in innovation, it is necessary for the organization to include Person Organization Fit inside the corporate setting. The findings of the Nurliawati and Nurtjahjanti (2020) research on the alignment of human values with organizational values, also known as Person-Organization Fit (P-O Fit), can assist enterprises and organizations in addressing HR management difficulties. A P-O Fit refers to a situation in which an individual's values, objectives, or traits align with the organizational environment, resulting in a favorable work attitude, employee retention, and strong organizational performance (Ipplik et al., 2011). Innovation Trust is a dynamic process that necessitates people to consistently generate novel ideas through the exchange of ideas, sharing of experiences, and other activities that promote knowledge sharing. Employees should proactively engage in this action in preparation of the emergence of an ever-accelerating, multifaceted, and vibrant environment. The corporation must demonstrate a strong dedication to innovative thinking in order to foster a culture of innovation inside the organization, which in turn may have a significant impact on employee performance.

The fifth hypothesis is the relationship of innovation trust to innovative work behavior

The findings indicated a positive correlation between the belief in innovation and inventive work behavior among workers of PT. Hanjaya Mandala Sampoerna. This implies that increasing the level of trust bestowed onto employees by the organization would enhance and motivate them to engage in innovative work. Organizational trust in innovation refers to an employee's belief that the organization will take proactive measures or give resources that are beneficial or at the very least, not harmful to them.

392



The research findings by Komalasari et al. (2023) Organizational trust has a direct impact on innovative work behavior, as seen in the case of Innovation Trust. This implies that a higher degree of confidence in innovation within the workplace will lead to an increase in organizational trust and a subsequent enhancement in the innovative work behavior of workers at the Grand Inna Padang Hotel. In order to enhance innovative work behavior, it is required that firm leaders has the ability to allocate greater attention and enhance workers' engagement in concept exploration, idea development, idea execution, and idea advocacy. The organization fosters innovation trust among employees by providing them with amenities that enhance job effectiveness, hence promoting creative work behavior.

The sixth hypothesis is that innovation trust relationship mediates person job fit to innovative work behavior

The findings indicated that the connection between trust in innovation (Z) acts as a mediator between the compatibility of individuals with their job (X1) and their tendency to engage in creative work behavior (Y) among workers of PT. Hanjaya Mandala Sampoerna. An important component that promotes the development of creative work behavior is the alignment between individuals and the company. Employees are more inclined to exhibit creative job behavior if they see a strong sense of personal alignment. Employees who possess a strong alignment with their personality, including both leaders and colleagues, will experience a sense of ease and tranquility within the work environment. This, in turn, fosters a deep enthusiasm for their work and a strong commitment to completing tasks with excellence. Ultimately, this heightened level of engagement and dedication can significantly enhance the overall productivity of the individuals involved (Sabila, 2022). The study done by De Jong and Den Hartog (2010) and Baer (2012) examined the correlation between person-job fit and innovative work behavior, with innovation confidence serving as a mediating factor. This study examines the indirect link between employees' confidence in innovation and their inventive work behavior, with a focus on the mediating role of innovation confidence.

The seventh hypothesis is that the innovation trust relationship mediates person organization fit to innovative work behavior

The findings indicated that the association between organization fit (X1) and creative work behavior (Y) among workers of PT. Hanjaya Mandala Sampoerna is mediated by innovation trust (Z). Consequently, enhancing workers' creative work behavior may be achieved by aligning organizational values with individual values. The

393



findings of this investigation were corroborated by Sudiyani and Sawitri (2021). Innovation trust plays a complete role in mediating the impact of person-organization fit on workers' creative work behavior. In order to enhance innovative work behavior through person-organization fit, it is imperative for the firm to possess confidence in its ability to innovate. The findings of this study demonstrate the significance of aligning individuals' personal values with their job, as it enhances the practical value of creative work behavior. The statement suggests that managers may enhance workers' creative work behavior by carefully choosing and fostering individuals who possess a strong alignment with the requirements of their positions. Managers must strike a harmonious equilibrium between the requirements of employees and the available resources of the organization, while also considering the job demands and individual skills of each employee. Conformity in this study ensures excellent work outcomes, and creative work behavior is one of those outcomes. Ultimately, employers need their staff to not only generate ideas but also execute them. The findings of this study indicate that when there is a strong alignment between an individual and their job, it is probable that their work will exhibit a higher level of innovative behavior, characterized by the initiation and execution of creative ideas.

CONCLUSION

According on the information provided above, the study's findings may be summarized as follows:

The job fit of a person (X1) has a direct correlation with their level of creative work behavior (Y). The result indicates a statistically significant value of $0.000 < 0.05$, together with a computed value of the table ($4.954 < 1.972$). The findings demonstrate a clear correlation between Person Job Fit (X1) and Innovation Trust (Z). The result indicates a statistically significant value of 0.046, which is less than the threshold of 0.05. Additionally, the count value of 2.912 is greater than the table value of 1.972. The correlation between Organization Fit (X2) and creative work behavior (Y) is evident. The result indicates a statistically significant value of 0.000, which is less than the threshold of 0.05. Additionally, the count value (3.673) is greater than the table value (1.972). The correlation between the Organization Fit (X2) and the innovation trust (Z) is direct. The result indicates a statistically significant value of 0.029, which is less than the threshold of 0.05. Additionally, the count number from the table is 2.196, which is greater than 1.972. There is a clear correlation between faith in innovation (Z) and the behavior of engaging in creative activity (Y). The result indicates a statistically significant value of 0.012, which is lower than the threshold of 0.05. Additionally, the estimated value of 2.528 is also lower than the table

394



value of 1.972. Innovation trust (Z) serves as a mediator between person job fit (X1) and inventive work behavior (Y). The result indicates a statistically significant value of 0.012, which is less than the threshold of 0.05. Additionally, the count value of the table is higher than the comparison value, with a value of 2.401 compared to 1.972. Innovation trust (Z) acts as an intermediary between person-organization fit (X2) and innovative work behavior (Y). The result indicates a statistically significant value of 0.006, which is less than the threshold of 0.05. Additionally, the count value from the table is 2.169, which is less than 1.972. A recommendation that academics may offer for this study is that firms aiming to enhance workers' innovative work behavior can do this by enhancing the compatibility between employees and their job as well as the company. Companies should cultivate a culture of innovation and trust in their workers' work environment. This not only allows employees to freely share their ideas without the fear of failure, but also promotes innovative work behavior.

REFERENCES

- Aditya, D. N. R., & Ardana, K. (2016). Pengaruh Iklim Organisasi, Kepemimpinan Transformasional, Self Efficacy Terhadap Perilaku Kerja Inovatif. *E-Jurnal Manajemen Unud*, 5(3), 1801–1830.
- Afsar, B., & Yuosre F. Badir. (2016). Person–Organization Fit, Perceived Organizational Support, And Organizational Citizenship Behavior: The Role Of Job Embeddedness. *Journal Of Human Resources In Hospitality & Tourism*, 15.
- Amalia, S. R., & Wulansari, N. A. (2017). Pengaruh Person Organization Fit Terhadap Perilaku Kerja Inovatif Melalui Pemberdayaan Psikologis Sebagai Mediasi Pada Karyawan Kspps Di Semarang. *Management Analysis Journal*, 6(2).
- Asbari, M., Santoso, P. B., & Purwanto, A. (2019). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Prilaku Kerja Inovatif Pada Industri 4.0. *Jimupb: Jurnal Ilmiah Manajemen*, 8, No.1(1), 7–15.
<https://doi.org/10.33884/Jimupb.V8i1.1562>
- Baer, M. (2012). Putting Creativity To Work: The Implementation Of Creative Ideas In Organizations. *Academy Of Management Journal*, 55(5).
<https://doi.org/10.5465/Amj.2009.0470>
- Dani Rizana. (2017). Pengaruh Perilaku Berbagi Pengetahuan, Persepsi Dukungan Organisasi Dan Person Job Fit Terhadap Perilaku Inovatif. *Majalah Ilmiah Manajemen & Bisnis*, 14(1).
- De Jong, J., & Den Hartog, D. (2010). Measuring Innovative Work Behaviour. *Creativity* 395



- And Innovation Management, 19(1), 23–36. <https://doi.org/10.1111/J.1467-8691.2010.00547.X>
- Fisipolugm. (2021). Budaya Organisasi Yang Inovatif. <https://chub.fisipol.ugm.ac.id/>.
- Ghazali, I. (2013). Aplikasi Analisis Multivariate Dengan Program Ibm Spss 21 Update Pls Regresi. Badan Penerbit Universitas Diponegoro.
- Hasibuan, H. R., Imelda, S., & Pentana, S. (2022). Pengaruh Person Job Fit Dan Person Organization Fit Terhadap Ocb Dimediasi Oleh Komitmen Organisasi Pada Pegawai Ppks. Jurnal Akutansi Manajemen Ekonomi Dan Keuangan, Vol.02(01), 1–15.
- Ipplik, F. N., Kiliç, K. C., & Azmi Yalçın. (2011). The Simultaneous Effects Of Person-Organization And Person-Job Fit On Turkish Hotel Managers. International Journal Of Contemporary Hospitality Management, 23(5). <https://doi.org/10.1108/095961111111143386>
- Ken Kwong-Kay Wong. (2013). Partial Least Square Structural Equation Modeling (Pls-Sem) Techniques Using Smartpls. Marketing Bulletin, 24(1).
- Komalasari, D., Febriantina, S., & Adha, Amirul, M. (2023). Perilaku Kerja Inovatif Guru Smk Negeri Di Jakarta Pusat. Jurnal Pendidikan Seroja, Vol. 2(No. 3), 182–194.
- Kristoff, A. L. (1996). Person-Organization Fit: An Integrative Review Of Its Conceptualizations, Measurement, And Implications. Personnel Psychology. <https://doi.org/10.1111/J.1744-6570.1996.tb01790>.
- Kusuma, A., Purwanto, H., & Utama, P. (2021). Pengaruh Inovasi Terhadap Kinerja Karyawan Dengan Self Efficacy Sebagai Moderasi. Jurnal Ekonomi Dan Bisnis Islam, 23(2), 302–309.
- Morley, M. J. (2007). Person-Organization Fit. Journal Of Managerial Psychology, 22(2). <https://doi.org/10.1108/02683940710726375>
- Nasib. (2022). Changes In The Performance Of Millennial Employees During The Covid 19 Period At Four Star Hotels In Medan City. International Journal Of Research And Review, 19(April), 320–324.
- Nasib, F. R. A. L. S. S. Y. L. (2023). Impact Of Improving Organizational Climate , Employee Empowerment On Employee Engagement And Performance. Journal Of System And Management Sciences, 13(2), 273–284. <https://doi.org/10.33168/jsms.2023.0219>
- Novia Ilaiha Sabila. (2017). Pengaruh Person-Job Fit Dan Person-Organization Fit Pada Perilaku Kerja Inovatif Dengan Kepercayaan Inovasi Sebagai Variabel Mediasi. Universitas Negeri Semarang.



- Purdiarini, C. A., & Tanuwijaya, J. (2023). Hubungan Person Organization Fit Yang Dimediasi Oleh Knowledge Sharing Behavior Dan Intrinsic Motivation Terhadap Innovative Work Behavior. *Jesya*, 6(1), 272–281. <https://doi.org/10.36778/Jesya.V6i1.924>
- Putri, R. A. R., & Parmin, P. (2022). Pengaruh Person Job Fit, Person Organization Fit Terhadap Komitmen Organisasi Dengan Job Satisfaction Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)*, 4(5), 597–612. <https://doi.org/10.32639/Jimmba.V4i5.155>
- Rizana, D. (2017). Pengaruh Perilaku Berbagi Pengetahuan, Persepsi Dukungan Organisasi Dan Person Job Fit Terhadap Perilaku Inovatif. *Manajemen Dan Bisnis*, 14(1).
- Sabila, N. I. (2022). Pengaruh Person-Job Fit Dan Person-Organization Fit Pada Perilaku Kerja Inovatif Dengan Kepercayaan Inovasi Sebagai Variabel Mediasi. Universitas Negeri Semarang.
- Sudiyani, N. N., & Sawitri, N. P. Y. R. (2021). Peran Kompetensi Dalam Memediasi Pengaruh Person Job-Fit Terhadap Perilaku Inovasi. *Jurnal Manajemen Dan Bisnis Equilibrium*, 7(1), 100–110.
- Sugiyono. (2018). *Metode Penelitian Kualitatif Dan Kuantitatif*. Cv. Alfabeta.
- Suripto, T. (2016). *Manajemen Sdm Dalam Prespektif Ekonomi Islam : Tinjauan Manajemen Sdm Dalam Industri Bisnis*. *Jesi (Jurnal Ekonomi Syariah Indonesia)*, 2(2), 239. [https://doi.org/10.21927/Jesi.2012.2\(2\).239-250](https://doi.org/10.21927/Jesi.2012.2(2).239-250)

