

PERSON-ORGANIZATION FIT, AS MEDIATED BY KNOWLEDGE SHARING BEHAVIOR, AND INTRINSIC MOTIVATION ON INNOVATIVE WORK BEHAVIOR

Rizky Aulia Hidayah Syafranuddin¹, Ramadhani Hamzah¹, Efendi Rahmanto³
STIE Nusantara Sangatta^{1,3}, STIE Bisnis Indonesia²

ARTICLE INFO

Keywords:

Intrinsic Motivation, Innovative Work Behavior, Person Organization fit.

E-mail:

rizkyaulia19@gmail.com¹
rani_0606@stiebi.ac.id²
efendirahmanto@gmail.com³

ABSTRACT

This study aims to examine the relationship between Person Organization Fit mediated by Knowledge Sharing Behavior and Intrinsic Motivation on Innovative Work Behavior. This study uses a quantitative approach using a questionnaire. Questionnaires were given to 68 respondents who were employees of the West Java Province Population and Civil Registration Service. The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model in addition to confirming the theory, also explains whether or not there is a relationship between latent variables evaluated by t-test and significance. The results showed that there was no significant effect of person organization fit (organizational and individual fit) on innovative work behavior through intrinsic motivation. On the other hand, a significant influence was found from person organization fit (organizational and individual fit) on innovative work behavior innovative) through knowledge sharing behavior (knowledge sharing behavior).

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1. INTRODUCTION

Organizations are required to realize that creating new processes, products and procedures is very important for organizational growth and productivity in all sectors and one of the main focuses in supporting innovation in enterprise organizations is on innovative work behavior. Innovative work behavior Innovative work behavior is a comprehensive behavior related to idea generation, support for ideas within the organization and also provides implementation of ideas [1].

Indonesia has carried out bureaucratic reforms in ASN as an answer to problems that occurred in the past. In this case make the apparatus Civil servants can have good quality in carrying out their functions, duties and responsibilities properly in accordance with applicable regulations. Changes in demands for improving the quality of public services from the external environment and programs to accelerate bureaucratic reform have encouraged the growth of public service innovation programs. The target to be achieved from this program is the ideals of a world class government (World Class Government) in 2025 [2].

Civil Servants as public servants are required to be creative and innovative in creating innovation, but there are several internal and external factors that limit it, and can hinder the growth of innovation in government [3]. The West Java Province Population and Civil Registration Service as part of the work unit of the West Java Provincial Government has duties and functions regulated by law, namely having the task of carrying out government affairs in the field of population administration and civil registration. The purpose of this study was to examine the relationship between Person Organization Fit mediated by Knowledge Sharing Behavior and Intrinsic Motivation on Innovative Work Behavior in a case study at the Dukcapil Office of West Java Province.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Today's organizations need leaders who are brave enough to embrace change and motivate their employees to do the same. One of the characteristics of an effective leader is having the ability to use

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innovative strategies to achieve goals. These effective leaders are willing to take calculated risks to make their vision a reality. They are generally tolerant of subordinates' mistakes and encourage them to make these mistakes as learning [4]. Transformational leadership is directly related to employees' affective attachment to work and perceptions of the organization's vision, mission, and values [5].

2.2. Person Organizational Fit

Every organization wants to make their employees better. Therefore, organizations always try to create high compatibility between employees and organizations so that they do not incur large costs to find replacement candidates within the organization. Matching employees with the organizational environment so that they become suitable partners is the key to organizational success [6].

According to [7], person organization fit is very important to maintain flexibility, inspiration, and commitment because of the relationship between employees and organizational values. Strong person organization fit positively influences work outcomes which is likely to increase employee innovative work behavior. Because employees will feel that they have the same values as the organization, encouraging them to commit and show good performance by looking for innovative ways to achieve organizational goals [8].

2.3. Innovative Work Behavior

Innovative work behavior is a comprehensive behavior related to idea generation, supporting ideas within the organization and also providing implementation of ideas [8]. Organizations rely heavily on employees to keep going innovate so that they can gain competitive strength to respond to rapid market changes. With increasing pressure to develop products and services quickly and efficiently, organizations are constantly trying to encourage employees' work innovation to be better and improve their long-term performance [9]. Innovative work behavior refers to a series of behaviors regarding the introduction of important and useful new ideas to be developed and implemented with the aim of improving employee performance and organizational performance [10]

2.4. Knowledge Sharing Behavior

Knowledge sharing behavior is defined as the desire of employees to share information with colleagues (Lin, 2007; Raharso & Tjahjawati, 2014); is an encouragement for recipients of knowledge to develop and implement new ideas (IWB) [11]. The knowledge sharing process refers to how organizational employees share work experience, expertise, knowledge, and information contextually with other colleagues [12]. This process is very important in transferring individual knowledge to the organization. This definition of knowledge sharing implies that any knowledge sharing process consists of "carrying" (i.e., contributing) knowledge and "acquiring" (i.e., accumulating) knowledge.

Knowledge sharing can be achieved through people and technology after the knowledge process is identified, and knowledge is captured for dissemination throughout the organization. [13]highlight this by stating that knowledge management is the most important practice. [12] emphasize that for an organization to be successful in knowledge management, it is very important to have an organizational environment that supports knowledge creation, knowledge distribution, and knowledge sharing to achieve competitive advantage.

2.5. Intrinsic Motivation

Intrinsic motivation is a type of motivation that is completely self-determined, or motivated by tasks, interests and pleasures. Individuals are intrinsically motivated when they directly benefit from the activity itself [14]. Intrinsically motivated employees tend to show persistence [15], and show higher performance and affective commitment [16]Intrinsic motivation is particularly important for creativity [17], as it is conducive to persistence, positive affect, and novelty [18]; [19]; J. [20]. There is also some empirical support for a positive relationship between employees' intrinsic motivation and their innovative behavior [21],

Based on this explanation, there are hypotheses developed in this study, including:

- H1:** Transformational leadership significantly affects the person organization. **fit.**
- H2:** Transformational leadership significantly influences knowledge. **sharing behavior.**
- H3:** Transformational leadership significantly influences innovative. **work behavior.**
- H4:** Person organization fit significantly influences behavior mediated by knowledge sharing behavior. **Innovative work**
- H5:** Person organization fit significantly influences behavior mediated by intrinsic motivation.

Innovative work

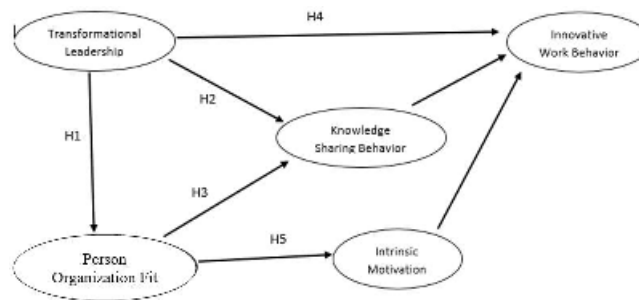


Figure 1. Conceptual Framework

3. METHOD

This research uses quantitative methods. The unit of analysis in this study is individuals, where this research will involve workers in an agency using a cross-sectional time horizon where researchers collect several subjects in one stage at a certain time, namely using a quantitative method in the form of a survey of PNS employees at the Dukcapil Office of Java West. The data source used in this study is the primary data source. This data aims to help solve problems in research. Data collection can be obtained from surveys through distributing questionnaires in the form of a scale of 1-5. The sampling technique for this study used 68 civil servants in the West Java Dukcapil Service as respondents for research. The data collection method used in this study is a survey in the form of a questionnaire conveniently using Google Forms. Questionnaire measurement scale with a scale of 1-5. Scale value 1 is the lowest value "Strongly disagree" while the value 5 is the highest value "Strongly agree". The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance. Questionnaire measurement scale with a scale of 1-5. Scale value 1 is the lowest value "Strongly disagree" while the value 5 is the highest value "Strongly agree". The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance. Questionnaire measurement scale with a scale of 1-5. Scale value 1 is the lowest value "Strongly disagree" while the value 5 is the highest value "Strongly agree". The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance. The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance. The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance. The data analysis method that will be carried out consists of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability). As well as testing the hypothesis using the Structural Equation Modeling (SEM) full model analysis with smartPLS. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether there is a relationship between latent variables which are evaluated by t-test and significance.

4. RESULT AND DISCUSSION

Respondents in this study came from 68 PNS employees at the Dukcapil Office in West Java. The following is an overview of the identity of respondents consisting of gender, level of education and work experience.

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Table 1. Demographic Data

Variable	Measurement	%
Gender	Man	51.8 %
	Woman	48.2 %
Age	18 – 25 years	9.1%
	26 – 33 years	40.0%
	34 – 41 years	34.45%
	42 – 49 years	14.45%
	>50 years	-
	SENIOR HIGH SCHOOL	-
Level of education	3-year diploma	9.1%
	Diploma 4/Strata 1	62.7%
	Grade 2	25.5%
	Grade 3	-
Marital status	Married	68.2%
	Not married yet	31.8%
	< 2 years	-
Work experience	25 years	18.2%
	5 – 10 years	17.3%
	10 – 15 years	40.0%
	15 – 20 years	11.8%
	>20 years	10.0%
	Operational Staff	58.2%
Job Title	Team leader / supervisor	23.6%
	Section heads / managers	14.5%
	General manager/director	-

The measurement model of this study uses reliability and validity. The reliability value reflects the reliability of all indicators in the model. The minimum value is 0.7. In the outer model, we know 2 types of indicator relationships in the construct, so the test is carried out according to the form of the indicators, namely reflective indicators and formative indicators [22]. When evaluating a measurement model, evaluating the validity and reliability of the model, the measurement model examines the relationship between components and indicators. The first measurement is a convergent validity test to test the outer model using a loading value with more than 0.7. Table 1 is the result of loading values.

Table 2. Results of the Convergent Validity Test

Variable	Code	Loadings	Information
Instrik Motivation (X1)	X1.1	0.902	Valid
	X1.2	0.903	Valid
	X1.3	0.902	Valid
Knowledge Sharing Behavior (X2)	X2.1	0.794	Valid
	X2.2	0.799	Valid
	X2.3	0.784	Valid
	X2.4	0.826	Valid
	X2.5	0.746	Valid
	X2.6	0.767	Valid
Person Organization Fit (X3)	X3.1	0.783	Valid
	X3.2	0.764	Valid
	X3.3	0.872	Valid
	X3.4	0.792	Valid
	X3.5	0.832	Valid
	X3.6	0.792	Valid
transformationalLeadership (X4)	X4.1	0.865	Valid
	X4.2	0.848	Valid
	X4.3	0.918	Valid
	X4.4	0.820	Valid
	X4.5	0.853	Valid

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	X4.6	0.852	Valid
	X4.7	0.777	Valid
	Y1.1	0.840	Valid
Innovative Work	Y1.2	0.806	Valid
Behavior	Y1.3	0.781	Valid
(Y)	Y1.4	0.864	Valid
	Y1.5	0.712	Valid

The results of the convergence validation test in Table 2 show that the loading values for all components are greater than 0.70, so that convergent validity is acceptable. The second measurement is the discriminant validity test using Rho A, alpha, CR, and AVE Cronbach. All Cronbach's alpha, Rho A, and composite reliability values were above the minimum threshold of 0.70 and the AVE value was above the minimum threshold of 0.50. The results of the discriminant validity test in Table 3 show that Rho A, Cronbach's alpha, and CR are greater than 0.70 and the AVE value is greater than 0.50, so that discriminant validity is acceptable.

Table 3. Discriminant Validity Test Results

Construct	CR	Cronbach's Alpha	Rho A	AVE
Motivation Instrik	0.963	0.899	0.920	0.830
Innovative Work Behavior	0.900	0.860	0.860	0.644
Knowledge Sharing Behavior	0.907	0.877	0.879	0.618
Person Organizational Fit	0.905	0.868	0.875	0.656
Transformational Leadership	0.947	0.935	0.937	0.720

The third measurement is discriminant validity using the Fornell-Larcker criteria. The Fornell-Larcker criterion can be used to compare the square root of the AVE value and the correlation value between other constructs. Discriminant validity can be accepted if the square root

of the AVE value is greater than the correlation value between the other constructs shown in Table 4.

Table 4. Discriminant validity (Fornell-Larcker criterion)

Construct	IM	IWB	KSB	POF	TL
IM	0.911				
IWB	0.353	0.802			
KSB	0.356	0.766	0.786		
POF	0.498	0.634	0.534	0.810	
TL	0.386	0.419	0.522	0.718	0.848

The results of the discriminant validity test using the Fornell-Larcker formulation in Table 3 show that the IM value (0.911), IWB value (0.802), KSB value (0.786), POF value (0.810), and TL value (0.848), are greater than the correlation value among other constructs, therefore meets the requirements of the Fornell-Larcker Criterion.

After evaluating the validity and reliability of the model, evaluation of the structural model and testing of the hypotheses represented in Table 5 and Figure 2. To check the significance, bootstrap with 500 resamples and a significance level of 0.05 was performed.

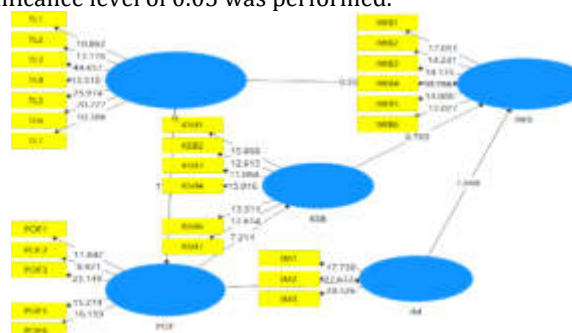


Figure 2. Measurement model assessment Table 5. Hypothesis Testing

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Hypothesis	T-Statistics	p-Value	decision
TL → POF	11,439	0.000	Supported
TL → KSB	5,289	0.000	Supported
TL → IWB	3,705	0.000	Supported
POF → KSB → IWB	4,591	0.000	Supported
POF → IM → IWB	1,405	0.161	Not Supported

H1, H2 and H3 predict that transformational leadership has a positive correlation with person organization fit (organizational and individual fit), knowledge sharing behavior (knowledge sharing behavior) and innovative work behavior (innovative work behavior). As shown in Table 5, the results of direct effect testing, the model proves that transformational leadership is significantly correlated with "organizational and individual fit" (POF), "knowledge-sharing behavior" (KSB) and "innovative work behavior" (IWB) with p value = 0.000, therefore H1, H2 and H3 are supported. The fourth hypothesis is about the influence of "organizational and individual fit" (POF) support on "innovative work behavior" (IWB) mediated by "knowledge-sharing behavior" (KSB). H4 is supported because the p value is 0.000. This means that POF support has a significant positive direct effect on KSB-mediated IWB. The fifth hypothesis is about the effect of "organizational and individual fit" (POF) on "innovative work behavior" (IWB) mediated by "intrinsic motivation" (IM) H5 is not supported because the p-value is 0.161, which is above 0.05. This means that there is no relationship to hypothesis 5, namely the presence of IM mediation does not support the effect of POF on IWB.

5. CONCLUSION

The overall results show that the support of transformational leaders (TL) can improve "organizational and individual fit" (POF), knowledge-sharing behavior" (KSB), and "innovative work behavior" (IWB). having the ability to bring about significant changes both in followers and in the organization is needed in the organization because it is able to support the improvement of POF, KSB and IWB. In addition, in an organization to achieve innovative work behavior can be increased through an increase in knowledge sharing behavior among fellow employees in an organization. Meanwhile, to achieve innovative work behavior, there is no need for intrinsic motivation within employees (a case study of the West Java Civil Registry Service),

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