



The impact person-organization fit on innovative work behavior: A mediation role of psychological empowerment

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ABSTRAK

Tujuan penelitian ini untuk menguji pengaruh kecocokan nilai individu dan organisasi terhadap perilaku kerja inovatif dan peran mediasi pemberdayaan psikologis pada pengaruh kecocokan nilai individu dan organisasi terhadap perilaku kerja inovatif. Populasi dari penelitian merupakan seluruh pimpinan koperasi simpan pinjam dan konsumen di Kabupaten Kebumen. Sebanyak 70 responden telah ditentukan dengan menggunakan teknik proportionate random sampling. Penelitian ini melakukan pengujian hipotesis dengan software SmartPLS versi 3. Hasil penelitian menunjukkan bahwa kecocokan nilai individu dan organisasi tidak berpengaruh terhadap perilaku kerja inovatif. Namun, kecocokan nilai individu dan organisasi berpengaruh secara positif dan signifikan terhadap pemberdayaan psikologis. Pemberdayaan psikologis juga berpengaruh secara positif dan signifikan terhadap perilaku kerja inovatif. Kemudian, pemberdayaan psikologis memiliki peran mediasi penuh pada pengaruh kecocokan nilai individu dan organisasi terhadap perilaku kerja inovatif. Responden yang terbatas dan pengembalian angket kurang maksimal menjadi keterbatasan dalam penelitian ini, sehingga untuk penelitian yang akan datang diharapkan mampu menambahkan responden untuk mencapai data ideal, mengembangkan variabel independen yang lain seperti kepemimpinan dan persepsi dukungan organisasi.

ABSTRACT

This research aims to examine the impact of person-organization fit on innovative work behavior and the mediating role of psychological empowerment on the impact of person-organization fit on innovative work behavior. The population of the research was all leaders of savings, loans, and consumer cooperatives in Kebumen regency. A total of 70 respondents were determined

using a proportionate random sampling technique. This research tests the hypothesis using SmartPLS version 3. The results showed that person-organization fit did not affect innovative work behavior. However, person-organization fit has a positive and significant impact on psychological empowerment. Psychological empowerment also positively and significantly impacts innovative work behavior. In addition, psychological empowerment plays a full mediation role in the impact of person-organization fit on innovative work behavior. Limited respondents and less than optimal questionnaire returns are limitations in this study. So, future research is expected to increase respondents' ability to achieve ideal data and develop other independent variables, such as leadership and perceptions of organizational support.

INTRODUCTION

Dynamic changes require companies to increase innovation. One factor that influences companies to innovate is to increase the creative potential of employees to create innovative work behavior in the work environment (Bantha & Nayak, 2021). Innovative work behavior has the benefit of increasing innovation and creativity. As a result, it helps promote change, ensure the company's long-term viability, preserve its competitive edge, and be applied in the process of resolving issues that arise in the workplace (Afsar *et al.*, 2021; Afsar & Rehman, 2015; Ismiantari & Mulyana, 2021). Innovative work behavior is descriptive behavior. The fact that creative work behavior is not specified in the job description or during the hiring process suggests that it is voluntary and not subject to corporate pressure (Afsar & Badir, 2017). When employees are given the freedom to assign and oversee their own tasks, they are more likely to exhibit creative work practices. However, it depends on their unique competencies and experience inside the company (Wojtczuk-Turek & Turek, 2016).

Innovative work behavior is not only influenced by one or two factors, but other factors support the creation of innovative work behavior in organizations or companies. Thus, the company's management must identify factors that support improving employee innovative performance (Afsar & Umrani, 2019). Person-organization fit is a factor that is useful in increasing employee innovative behavior (Afsar & Rehman, 2015). Person-organization fit can create interpersonal relationships and enhance social bonds. It can use the embedded resources in their interpersonal interactions to develop ideas, acquire support for putting them into practice, and enhance creative performance (Li, 2010). Compatibility of a person who is strong against organizations has a beneficial impact on work outcomes. It influences the rise in creative behavior at work produced by employees in carrying out tasks and jobs for which they are responsible (Afsar *et al.*, 2018). Employees with a low level of conformity with organizational values have several impact difficulties. For example, finding meaning in work, communicating or relating to colleagues, enjoying working conditions, having difficulty displaying intrinsic motivation to work better, and having difficulty integrating life goals and organizational goals, stress, absenteeism and

negative attitudes. However, employees with a high level of person-organization fit impact the formation of positive behavior shown to the organization, such as creating innovative work behavior (Afsar & Badir, 2017). This is following research conducted by Afsar (2016); Afsar & Badir (2016); Amalia & Wulansari (2017); Saether (2019), who found that person-organization fit influences innovative work behavior.

The next factor influencing innovative work behavior is employees' psychological empowerment to do a good job. Work related to forming an innovation involves a psychological process that aims to explain how and why the innovative behavior produced between one individual and another individual has contextual differences (Yuan & Woodman, 2010). Psychological individual empowerment or employee actions as a way to increase individual intrinsic motivation to complete responsibilities that are useful for increasing extra roles and used to encourage action proactively (Spreitzer, 1995). It means that individuals working in an organisation work relatively without feeling forced to affect company environment changes. Psychological empowerment is important in motivating employees to put in the extra effort or risk-taking ability required to demonstrate innovative work behavior (Ghosh *et al.*, 2019). This follows the results of research conducted by Hasbi (2020); Helmy & Pratama (2018); Suryani *et al.* (2020) that found the psychological empowerment experienced and felt by employees influences the process of creating innovative work behavior by focusing on the theory of Self Determination Theory (SDT). SDT theory reveals that a person tends to carry out activities or work in an organizational environment influenced by the existence of intrinsic motivation possessed by employees. Therefore, it influences the process of completing work properly compared to encouragement or motivation originating extrinsically (from outside the employee's body).

Based on data researchers received from the cooperative's chairman, employees must still be stimulated or encouraged to dare to share fresh ideas or views in the open during meetings or trials. In addition, some employees continue to perform their jobs less efficiently when implementing ideas as field actions. By learning new things, a lot of free time is lost or underutilized, which might subsequently promote the creation of innovative work behaviors. This is consistent with the generalization of ideas, one of the behaviors associated with innovative work.

The working hour is another occurrence that occurs in cooperatives. Employee tenure is typically over two years. The person-organization fit variable was identified due to the employee's work period, which can show that the employee fits in with working in the cooperative. It appears that the phenomenon of strong feelings of belonging to the organization has been unable to boost innovative work behavior. An initial investigation of cooperative workers in Kebumen Regency aims to support conclusions regarding workers' inventive work practices. Cooperative employees still require innovative work practices, which is why the preliminary survey revealed that cooperative employees had not sought new work methods, as indicated by their

response of 63%. Employees still frequently answer "no" when asked if they can complete their work properly (this number can reach 70%). Interviews with savings and credit cooperatives employees confirmed this preliminary study's results, which showed that they still lacked confidence when expressing their ideas and required the leader's initiative to start a conversation. So, they could be bold enough to do so.

This research has several novelties, such as using cooperatives or microfinance institutions as objects. In contrast, research on person-organization fits in innovative work behavior focused on selecting objects in manufacturing, IT, health, and hospitality industries. Second, we use the person-organization fit variable as the independent variable. The use of the person-organization fit independent variable is because there is still a research gap that occurs in the person-organization fit test in the application of innovative work behavior. In previous research, the person-organization fit variable was associated with leadership carried out by superiors and social support within companies to increase productivity (Saether, 2019; Sudibjo & Prameswari, 2021). Third, this research uses a mediating variable.

In contrast, previous research on spirituality in the workplace and organizational compatibility of people with innovative work behavior uses more moderating variables (Pieterse *et al.*, 2009). The use of psychological empowerment as mediating variable in this study is one of the suggestions given by Afsar & Rehman (2015) for future research in testing innovative work behavior evoked by employees. The psychological empowerment variable used in this study focuses on the psychological perceptions held by employees regarding empowerment. Previous research has focused on increasing individual decision-making power.

This study aimed to examine the effect of person-organization fit on innovative work behavior (directly and indirectly) through psychological empowerment. This research is expected to develop knowledge for researchers and readers regarding human resource management related to person-organization fit. The idea is to empower employees psychologically in a collaborative work environment to generate creative work behavior through value congruence, goal congruence, employee needs fulfillment, and cultural personality congruence. They can play an important role in making considerations for managerial parties in the decision-making process. Then, providing solutions through psychological empowerment on the influence of person-organization fit on innovative work behavior.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Person-Organization Fit

Person-organization fit is a general fit owned by each individual with the values contained in the organization as a whole (Afsar & Badir, 2017). Kristof (1996) revealed that person-organization fit is a condition of conformity between

organizational and individual values. O'Reilly *et al.* (1991) defines the variable person-organization fit as a feeling of compatibility that exists between individuals and organizations and is a reciprocal attraction when there is compatibility between each other, has an influence on employee recruitment activities and influences employee attitudes in choose a job from the definitions that have been described. It can be concluded that the notion of person-organization fit is the compatibility possessed by an individual with the values embodied in a company or organization. The success of person-organization fit is measured using value suitability, goal suitability, individual need suitability, and cultural-personality characteristic suitability adopted from Kristof's (1996).

Psychological Empowerment

Psychological empowerment is a motivational notion that comes from employees' perceptions of choices in initiating and managing actions, being able to do a good job, making an impact on the environment, and feeling the benefits of work (Sangar & Rangnekar, 2014). Ramamoorthy *et al.* (2005) defined psychological empowerment as the perception generated by individuals who state that their autonomy and power can trigger the creation of new ideas and innovative positive changes. From the definitions that have been described, it can be concluded that the notion of psychological empowerment is one of the intrinsic motivational factors experienced by employees. So, they can carry out the work given because of their self-confidence. The success of psychological empowerment can be measured using indicators or benchmarks, such as meaning, competence, self-determination, and impact.

Innovative Work Behavior

Innovative work behavior is a non-technological capability related to human resources and related matters in creating and implementing new ideas, procedures, processes, and tools, contributing to performance and organizational competitiveness (Birkinshaw *et al.*, 2008) From the notion of innovative work behavior that has been put forward, it can be concluded that innovative work behavior is a behavior produced by each individual or employee that leads to the implementation of work processes by generating ideas and introducing other parties to achieve company goals. Dimensions and indicators can measure the success of innovative work behavior or benchmarks, such as opportunity seeking, generalization of ideas, fighters, and use of technology (Jong & Hartog, 2008).

The Impact of Person-Organization Fit on Innovative Work Behavior

Good person-organization fit encourages employees to have positive attitudes, such as supporting active involvement in implementing innovative work behaviors (Afsar & Badir, 2017). The most important factor for displaying innovative work behavior by employees is the high level of involvement in the company (Gruman & Saks, 2011). Components of person-organization fit, such as value suitability, goal

suitability, individual needs suitability, and cultural-personality characteristics suitability influence the formation of innovative work behavior (Amalia & Wulansari, 2017). In line with research conducted by Afsar & Badir (2016); Saether (2019) that found person-organization fit influences innovative work behavior.

Research conducted by Afsar *et al.* (2015) revealed that a person's organization fit influences innovative work behavior and provides other factors mediating between person-organization fit and innovative work behavior. The innovation belief is another factor used in Afsar *et al.* (2015), which mediates the relationship between person's organization fit and innovative work behavior. Based on these results, the first hypothesis is formulated as follows:

H1: Innovative work behavior will be positively impacted by person-organization fit.

The Impact of Person-Organization Fit on Psychological Empowerment

High positive behavior resulting from the application of high person-organization fit (person-organization fit) can provide a better understanding of the expectations of the organization and can realize the expectations that come from the individual that behavior and attitudes can be adjusted to meet expectations and be used to foster a unique feeling of psychological empowerment (Gregory *et al.*, 2010). In line with research conducted by Mohamadi (2021); Ratnasari & Sudarma (2019) that found person-organization fit affects psychological empowerment.

Research conducted by Gregory *et al.* (2010) revealed that person-organization fit influences psychological empowerment and provides other factors that affect person-organization fit, such as job satisfaction and role performance. Based on these results, the second hypothesis is formulated as follows:

H2: Psychological empowerment will be positively impacted by person-organization fit.

The Impact of Psychological Empowerment on Innovative Work Behavior

Innovative work behavior appears in employees who are influenced by external and internal factors (Hasbi, 2020). External factors include leadership and internal factors such as individual differences, individual personality, and motivation in the form of psychological empowerment (Hasbi, 2020). Psychological empowerment is the motivation felt by employees to do work in an organization. It gives a good impression if the recognition that has been done has a value commensurate with the effort made. So, it gives a lot of strength in the workplace (Singh & Sarkar, 2019). Equal recognition activities have other influences, such as the formation of extra behavior by employees in creating innovative work behavior in decision-making and

taking risks needed to determine innovative work behavior (Ghosh *et al.*, 2019). In line with research conducted by Ghosh *et al.* (2019); Hasbi (2020); Singh & Sarkar (2019); Suryani *et al.* (2020) that found psychological empowerment influences innovative work behavior. Based on these results, the third hypothesis is formulated as follows:

H3: Innovative work behavior will be positively impacted by psychological empowerment.

The Impact of Person-Organization Fit on Innovative Work Behavior through Psychological Empowerment

Good organizational empowerment is necessary to encourage and promote employees' freedom, confidence in taking chances, and willingness to attempt new things (Afsar & Badir, 2016). This is also supported by the compatibility employees generate with existing organizational values (person-organization fit) to identify organizations and feelings that positively influence their use (Afsar & Badir, 2016). Employees who feel and perceive organizational support in the form of a well-fit person-organization can arouse employee behavior to dedicate themselves to achieving organizational goals (Ranihusna *et al.*, 2021). Job placement following human resources has the effect of increasing quality and competence and has a positive influence on the progress of the organization (Aisyah & Wartini, 2016). As a result of the psychological empowerment of workers, the subsequent support has additional effects on attitudes and behaviors toward job roles, such as stimulating intrinsic drive, creativity, and innovation (Gregory *et al.*, 2010; Pieterse *et al.*, 2009). Based on these results, the four hypotheses are formulated as follows:

H4: Psychological empowerment mediates the relationship between person-organization fit and innovative work behavior.

Based on the hypothesis development, we develop a research framework in Figure 1.

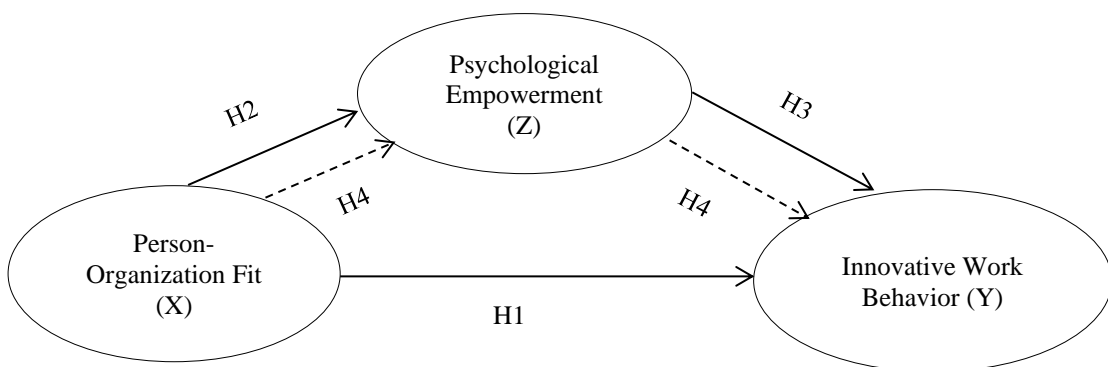


Figure 1
Research Model

Figure 1 shows the simple mediation framework comprising person-organization fit, innovative work behavior, and psychological empowerment as a mediator.

RESEARCH METHODS

Data and Sample

We used a quantitative approach to analyze the simple mediation model. This research was conducted in a certain period, so-called cross-sectional. The population was all leaders of savings, loans, and consumer cooperatives in Kebumen Regency 220 leaders. The sample of 70 cooperative leaders was obtained using a proportional random sampling technique with the Slovin formula. The population was spread over a wide geographical area, such as in all savings and loan cooperatives and consumer cooperatives throughout the Kebumen Regency. The data collected was obtained through the process of distributing questionnaires. In addition, the data analysis using SmartPLS version 3.

Operational Definition of Constructs

Person-organization fit is the compatibility of an individual with the values contained in a company or organization. It is measured by four indicators: value congruence, goal congruence, employee needs fulfilment, and cultural personality congruence (18 question items) (Kristof, 1996). Psychological empowerment is defined as perceptions produced by individuals that develop into intrinsic motivation to carry out work well, such as meaning, competence, self-determination, and impact (12 question items) (Spreitzer, 1996). Innovative work behavior is individual behavior that leads to implementing work processes by generating ideas and introducing ideas to other parties to achieve company goals. This construct uses 12 question items with four indicators: exploring opportunities, creating ideas, struggling, and implementing ideas (Jong & Hartog, 2008).

ANALYSIS AND DISCUSSION

Descriptive Analysis of Respondent's Characteristics

Cooperative leaders who were research respondents consisted of 53 (75.71%) men and 17 (24.29%) women, both of whom had balanced demands and work roles. So, they had no differences in the activities of leading the cooperative and achieving the cooperative's stated goals. Judging from work experience, some leaders have more than 11 years of experience, or 41.43% to lead cooperatives, 30% have 6-10 years of experience, and 28.57% of leaders have less than 6 years of experience. The average level of education is a Bachelor's degree, namely 87.18%, 5.71% have a Senior High School/Vocational degree, and 4.29% have a Master's degree. The results of the

respondents' characteristics are in Table 1 as follows.

Table 1
Respondents Characteristics

Description	Frequency	Percentage
Gender		
Male	53	75.71%
Female	17	24.29%
Total	70	100%
Work Experience		
1-5 years	20	28.57%
6-10 years	21	30%
More than 11 years	29	41.43%
Total	70	100%
Education		
Master	2	2.86%
Bachelor	61	87.14%
Diploma (D1/D2/D3)	3	4.29%
Total	70	100%

Source: primary data processed, 2023

Descriptive Statistics of Respondents' Answers

Based on Table 2, the total index value of innovative work behavior (IWB) is 59.58%. It means the cooperative has been able to implement innovative work behavior, although it is not optimal. It can be seen in the results of the lowest index value of the opportunity-seeking indicator (57.86%). Then, the total index value of the person-organization fit (POFIT) variable is 60.38%. The highest index value is found in the indicator of fulfilling individual needs (61.40%), and the index value with the lowest average is found in the conformity of personality-organizational culture characteristics (59.52%). These results indicate that person-organization fit has been carried out but still needs improvement and optimization. In addition, the psychological empowerment (PE) index value was 60.12%. These results indicate that psychological empowerment has been carried out in a cooperative environment.

Table 2
Respondent's Answer Index Value

Construct	Average Indicators	Total Indicators	Category
IWB	OE (57,86%)	59,58%	Medium
	IG (59,73%)		
	C (59,66%)		
	A (61,06%)		
POFIT	VC (59,85%)	60,38%	Medium
	GC (60,70%)		
	ENF (61,40%)		
	CPC (59,52%)		
PE	M (60,66%)	60,21%	Medium
	C (59,06%)		
	SD (59,60%)		
	I (61,13%)		

Source: primary data processed, 2023

Validity Test and Reliability Test

Convergent validity shows that all the question items have an outer loading value greater than 0.70. Then, an Average Variable Extracted (AVE) value greater than 0.50. These results indicate that all indicator items are valid. They could demonstrate scale uniformity and convergent validity (Table 3).

Table 3
Convergent Validity

Construct	AVE	\sqrt{AVE}	Conclusion
IWB	0.545	0.738	Valid
PE	0.553	0.743	Valid
POFIT	0.547	0.740	Valid

Source: primary data processed, 2023

The discriminant validity consists of cross-loading and comparing the AVE root to the correlation between constructs. In addition, Table 4 shows the discriminant validity results.

Table 4
Discriminant Validity

Construct	IWB	PE	POFIT
IWB	0.738		
PE	0.491	0.743	
POFIT	0.274	0.709	0.740

Source: primary data processed, 2023

Based on Table 4, the discriminant validity is greater than 0.70. It implied the level of accuracy of the supporting items for each variable is relatively strong. Moreover, the construct reliability testing used Cronbach's Alpha and composite reliability. They can be seen in Table 5 below.

Table 5
Construct Reliability

Construct	Cronbach's Alpha	Composite Reliability	Conclusion
IWB	0.924	0.935	Reliable
PE	0.926	0.937	Reliable
POFIT	0.951	0.956	Reliable

Source: primary data processed, 2023

Table 5 shows that the value of Cronbach's Alpha and composite reliability were greater than 0.70. These results indicate that all construct were consistent (reliable).

Coefficient of Determination (R-Squared)

The R-squared value (R^2) multiplied by 100% produces a coefficient of determination of innovative work behavior of 25.30% and psychological empowerment of 50.40%. It can be defined that 25.30% of the variation in the value of innovative work behavior can be explained by person-organization fit. Variables outside the analysis model determine the remaining 74.70%. Then, 50.40% of the variation in the value of psychological empowerment can be explained by person-

organization fit. The constructs outside the analysis model determine the remaining 49.60% (See Table 6).

Table 6
R-Squared Test

Construct	R-Squared	Adjusted R-Squared
IWB	0.253	0.230
PE	0.503	0.495

Source: primary data processed, 2023

Hypothesis Test

The hypothesis testing can be considered by the original sample's value, t-statistic, and p-value. The results of direct hypothesis testing are in Table 7 as follows.

Table 7
Direct Effect Test

Path	Original Sample	t-statistics	p-value	Conclusion
POFIT→IWB	-0.149	0.789	0.430	Rejected
POFIT→PE	0.709	11.465	0.000	Accepted
PE→IWB	0.597	4.544	0.000	Accepted

Note: IWB: Innovative Work Behavior; PE: Psychological Empowerment; POFIT: Person-Organization Fit

Source: primary data processed, 2023

Based on Table 7, the p-value from the impact of the person-organization fit test on innovative work behavior was bigger than 0.05. Therefore, hypothesis 1 is rejected. Then, the p-value from the impact of the person-organization fit test on psychological empowerment was smaller than 0.05. Thus, hypothesis 2 is accepted. In addition, the p-value from the impact of psychological empowerment on innovative work behavior was smaller than 0.05. As such, hypothesis 3 is accepted. Apart from the direct hypothesis, the indirect hypothesis can be displayed in Table 8.

Table 8
Specific Indirect Effect Test

Path	Original Sample	t-statistics	p-value	Conclusion
POFIT→PE→IWB	0.423	3.748	0.000	Accepted

Note: IWB: Innovative Work Behavior; PE: Psychological Empowerment; POFIT: Person-Organization Fit

Source: primary data processed, 2023

Table 8 shows that the original sample in testing person-organization fit for innovative work behavior with psychological empowerment as a mediating variable obtained a positive coefficient value (t-statistic value > 1.96 or p-value < 0.05). This result means that psychological empowerment can mediate the impact of person-organization fit on innovative work behavior. Therefore, hypothesis 4 is accepted.

DISCUSSION

The Impact of Person-Organization Fit on Innovative Work Behavior

The empirical results showed that person-organization fit did not affect innovative work behavior. This result can explain that the role of person-organization fit is not fully capable of encouraging the formation of innovative work behavior. This can be seen in the lowest indicator with an average index value of 59.52% in the indicator of conformity of personality-cultural characteristics of the organization. The employees carrying out the tasks given by the organization are less thorough in completing work. Therefore, improving and optimising this matter is necessary to complete the job properly and more thoroughly.

Rejection of the first hypothesis provides evidence that this hypothesis does not support the self-determination theory. The reason is that the R-squared value obtained is 74.70%. Thus, innovative work behavior is determined by the constructs outside the analysis model and supported by other theories. In addition, another reason is differences in the research objects. Afsar's (2016) research focuses on hospitals. However, our research focuses on savings, loans, and consumer cooperatives. Still, there are differences in research indicators from previous research by Afsar (2016).

The Impact of Person-Organization Fit on Psychological Empowerment

The empirical results indicated that person-organization fit significantly impacts psychological empowerment. This result indicates that person-organization fit can contribute to increasing the psychological empowerment of employees (highest average index score), such as suitability for individual needs. The employees have a feeling of security in carrying out the work being carried out. On the goal congruence indicator, employees can have the same quality as the quality of the organization in carrying out their work properly, such as doing good service, and the ratings given by employees can be a factor in increasing ability and improvement. Employees' ability to fulfil professional obligations connected to work that is part of the company indicates value alignment. While the indicator of conformity of organizational-personality culture characteristics (culture personality congruence) still needs improvement. This can be seen in the average index value of 59.52% (being able to complete work carefully). The result supports previous research, which found that person-organization compatibility affects psychological empowerment (Gregory *et al.*, 2010; Mohamadi, 2021; Ratnasari & Sudarma, 2019).

The Impact of Psychological Empowerment on Innovative Work Behavior

The empirical results revealed that psychological empowerment significantly affects innovative work behavior. When employees have a friendly attitude towards all colleagues and members of the cooperative, psychological empowerment can improve the employees' innovative work behavior. On the benefits indicators, employees can feel the meaning of carrying out their daily work within the

organizational environment. Employees who exhibit self-determination can recognize other employees for completing tasks or activities using a thank-you note or another kind of acknowledgement. The average index value is also 59.06%. Although the indicators of competence need to be further improved, they are not optimal for employee confidence in carrying out their duties. The results of this study are in line with previous research, which found that psychological empowerment has an impact on innovative work behavior (Ghosh *et al.*, 2019; Helmy & Pratama, 2018; Muzaki & Anggraeni, 2020; Singh & Sarkar, 2019; Suryani *et al.*, 2020).

The Impact of Person-Organization Fit on Innovative Work Behavior through Psychological Empowerment

The empirical results highlighted that psychological empowerment can mediate the impact of person-organization fit on innovative work behavior. Our result showed psychological empowerment could fully mediate the impact of person-organization fit on innovative work behavior. Previous research also found that person-organization fit influences innovative work behavior with psychological empowerment as a mediating variable (Afsar & Badir, 2016).

According to self-determination theory, psychological health has optimal functioning based on autonomy, competence, and fulfillment of individual relationships with other individuals in an organizational environment (Deci & Ryan, 2008). Self-determination theory reveals that employees' intrinsic motivation affects completing work well compared to extrinsic encouragement or motivation (from outside the employee's body). Autonomous motivation consists of extrinsic motivation and intrinsic motivation. It has been identified with the value of activities and will ideally integrate them into the sense of self of individuals or employees (Deci & Ryan, 2008).

CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

Based on the empirical results, it can be concluded that person-organization fit positively affects psychological empowerment. Then, psychological empowerment also affects innovative work behavior. Person-organization fit did not impact innovative work behavior but indirectly has an impact on innovative work behavior through the mediating role of psychological empowerment.

The remaining contribution from the R-squared results is 25.30%. This indicates that other variables are not included in this study but can contribute to the formation of innovative work behavior. So, future researchers should add leadership variables (Zhang, 2010). This suggestion is in line with research conducted by Afsar *et al.* (2014); Afsar & Umrani (2019); Stanescu *et al.* (2021), who found a positive and significant relationship between leadership and innovative work behavior. In addition to variables regarding leadership, perceptions of organizational support (perceived

organization support) or employee welfare (employee well-being) are also suggested by researchers for further research (Afsar & Rehman, 2015; Waheed *et al.*, 2019). The reason is that perceived organizational support is suggested for future research. When workers believe that their company respects their work, gives them constructive criticism, and is able to provide them with honest feedback regarding their performance, they are more inclined to take the initiative, pursue opportunities, and come up with creative ideas. Therefore, it impacts increasing innovative output (Afsar & Badir, 2017).

In terms of respondent's perception index, we can provide practical implications related to person-organization fit, psychological empowerment, and innovative work behavior. Related to the variable person-organization fit, especially in the suitability of personality-cultural characteristics of the organization with an average index value of 59.52%, management must be able to increase the perception of organizational support. In terms of psychological empowerment (average index of 59.06%), company management should be able to increase employee competence by conducting training, job enrichment, and encouraging employee confidence by increasing their abilities. Both were carried out with training programs, as well as providing appreciation. Regarding innovative work behavior, especially in seeking opportunities with an average index of 57.86%, company management must be able to increase opportunity seeking by providing teamwork that has been formed within the organization.

With limited respondents and less than optimal questionnaire return, future researchers are expected to be able to generalize the results of research related to person-organization fit in innovative work behavior. This suggestion aligns with previous research that spirituality in the workplace, the suitability of organizational people influence IT companies and the healthcare sector (Afsar, 2016; Bantha & Nayak, 2021). Management is expected to provide and increase a sense of togetherness established by giving awards, fostering motivation in doing work, building good teamwork, and providing support within the organization.

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