

The Effect of Person Organizational Fit Mediated by Knowledge Sharing and Organizational Citizen Behavior on Innovative Work Behavior in Marketing Employees

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Abstract: The term "innovative behavior" in the workplace refers to an individual's or group's desire to develop, generate, and implement novel concepts to enhance performance. Inventive way of behaving has additionally been inspected according to the viewpoint of individual association fit. Different investigations have broke down what individual hierarchical fit means for inventive work conduct, additionally with inconsistent outcomes. The results of testing the SEM-PLS method on a sample of 133 Slovin formula respondents indicate that to increase innovative work behavior in employees,oyees, organizational fit, knowledge sharing, and organizational citizenship behavior are needed. In organizations, person-organization fit refers to the suitability or harmony between individual characteristics and the values that exist in the organization. Apart from individual organizational fit and knowledge sharing, organizational citizenship behavior also has an influence on innovative work behavior. Organizational citizenship behavior is the behavior possessed by employees to contribute to the company beyond their obligations or demands. To increase innovative work behavior in marketing employees, person-organizational fit and organizational citizen behavior are needed, which are mediated by knowledge sharing. If employees have personal organizational fit, they will contribute more to producing innovation and more effective performance. Therefore, companies need to maintain personal organizational fit, one of which is by encouraging a culture of sharing knowledge between employees.

Abstrak: Perilaku inovatif di tempat kerja mengacu pada keinginan untuk menciptakan, menghasilkan, dan menerapkan ide-ide baru untuk memberi manfaat bagi kinerja individu, kelompok, dan organisasi Perilaku inovatif juga telah diperiksa dari perspektif kecocokan orang-organisasi . Berbagai penelitian telah menganalisis bagaimana Person- organizational fit mempengaruhi Innovate Work Behavior, juga dengan hasil yang kontradiktif Dalam pengujian menggunakan metode SEM-PLS dengan sampel sebanyak 133 responden yang didapat dari rumus Slovin. Hasil penelitian menunjukkan bahwa untuk meningkatkan innovative work behavior pada karyawan maka diperlukan person organizatioan fit, knowledge sharing, dan organizational citizen behavior. Dalam organisasi person organizatioan fit mengacu pada kesesuaian atau keselarasan antara karakteristik individu terhadap nilai-nilai yang ada dalam orhanisasi. Selain person organizatioan fit dan knowledge sharing, organizational citizen behavior juga memiliki pengaruh terhadap innovative work behavior. Organizational citizen behavior merupakan perilaku yang dimiliki oleh karyawan untuk berkontribusi kepada perusahaan melebihi kewajiban atau tuntutan yang dimilikinya. Untuk meningkatkan Innovative Work



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Behavior pada Karyawan Marketing, maka diperlukan Person Organizational Fit dan Organizational Citizen Behavior yang dimediasi oleh knowledge sharing. Apabila karyawan memiliki Person Organizational Fit maka mereka akan lebih berkontribusi dalam menghasilkan inovasi dan kinerja menjadi lebih afektif. Oleh karena itu perusahaan perlu untuk menjaga person organization fit yang salah satu diantaranya dengan mendorong budaya berbagi pengetahuan antar karyawan.

INTRODUCTION

In completing their presentation, workers produce something many refer to as execution. Execution is the consequence of crafted by a representative during a specific period contrasted with different potential outcomes, for instance, norms, targets, or measures that not entirely set in stone ahead of time and commonly settled upon. Execution is the consequence of work that can be accomplished by an individual or gathering in an association as per their particular specialists and obligations with an end goal to accomplish the objectives of the association concerned legitimately, without disregarding the law, and as per standards and morals (Muis et al., 2018).

Associations depend on imaginative way of behaving to adjust to changing conditions and consistently assemble and keep up with upper hands (Choi et al., 2016). This applies to all associations, including modern organizations (Purc & Laguna, 2019); in this manner, organizations and representatives actually should foster creative work conduct (IWB). According to (Niesen et al., 2018) one method for making an association more inventive is to quit depending entirely on the innovative work division to enhance and on second thought exploit every one of the creative capacities of representatives.

(Purc & Laguna, 2019) additionally stress the significant job of representatives in advancement by expressing that workers are people who make and carry out imaginative arrangements inside an association. The desire to develop, generate, and implement novel ideas with the intention of enhancing individual, group, and organizational performance is referred to as innovative behavior at work. (Niesen et al., 2018). Innovative behavior has also been examined from the perspective of person-organizational fit (POF).

Various studies have analyzed how POF affects IWB, also with contradictory results. With recent globalization, knowledge has become a valuable resource for businesses. Knowledge is considered to be valued as a competitive advantage in business to maintain in the market. In essence, knowledge is related to knowledge workers. They are individuals who are knowledgeable, highly competent, of high caliber, and highly gifted in business. The job of information laborers in business works with organizations business choices, systems, and headings and increments contest among different organizations. Information the board (KM) has been perceived as a significant part for organizations to make due and keep up with their upper hand. As per the information moved by workers, it tends to be utilized for business system through advancement information and information impact (Susanto, 2019).

This implies that information the executives among representatives establishes a learning business climate, the board discussion, development, center skills, proficient information the executives, and an undetectable resource for the business. The need to oversee information all the more really is expected to adjust to changes in the serious climate. In the period of progress, status for change is required from both mental and underlying aspects for information procurement, creation, and sharing cycles (Ariobimo, 2022). For instance, interest in innovation and foundation doesn't necessarily ensure the progress of KM; all things considered, being the main is asserted foundation for achieving the will and commitment of employees to participate in initiatives (Nugraha & Wardhani, 2022). At present, to maintain knowledge and knowledge workers, many scholars discuss important information

sharing to teach and urge representatives to rehearse in business (Yani & Nurmalasari, 2023).

Each association needs to improve their representatives. Thusly, associations generally attempt to make high similarity among workers and associations so as not to bring about huge expenses to find substitution up-and-comers in the association. The key to an organization's success is making employees comfortable in the workplace so they can work well together. Based on Afsar and Badir (Purdiarini & Tanuwijaya, 2023), person-organization fit is very important to maintain adaptability, enthusiasm, and dedication due to the influence of employees and organizational values. Resilient individual association fit decidedly influences work results, which is probably going to further develop representative inventive work conduct. Employees will be encouraged to commit and perform well by looking for novel ways to achieve organizational goals because they will feel they share the organization's values. (Susanto, 2019).

For businesses, it leads to ownership, high commitment, job satisfaction, and competitive advantage (Purdiarini & Tanuwijaya, 2023). Additionally, by sharing successful knowledge practices, businesses are able to respond to changing environments and improve business performance. This means business capability becomes innovative capacity (Ariyanto et al., 2023) with faster completion of new products. In addition, effective knowledge sharing practices contribute to increased through the sharing of ideas, knowledge, and experience in making decisions, solving problems, and inventing new ideas, productivity and profitability, including growth in revenue and sales, are achieved. As a result, employees' knowledge must be disseminated and shared with others in order to retain it (Yani & Nurmalasari, 2023) and minimize employees who intend to leave the business (Ariobimo, 2022). Information sharing can be accomplished through individuals and innovation after information processes are distinguished and the caught information is scattered all

through the association. Zhou and Li feature this by expressing that information the board is the main practice. Koh and Kim underline that for an association to find success in information the executives, fundamental to have an authoritative climate upholds information creation, information dispersion, and information sharing to accomplish upper hand (Ariyanto et al., 2023).

Development is the consequence of handling data and information that spotlights on a specific field (Ritala et al., 2015). There are two stages in the work development process: thought arrangement and execution of those thoughts (Niesen et al., 2018). Formation is the process of coming up with new ideas to solve problems or obstacles at work. Executing novel thoughts remembers taking on new cycles for everyday work exercises. Representatives associated with IWB can right away and unequivocally perceive new work circumstances and give unique plans to further developing administrations and items (Afsar, 2016). (Asurakkody & Shin, 2018) set forward eight attributes that show imaginative way of behaving, in particular looking for open doors, creating thoughts, chasing after thoughts, sending thoughts, propelling thoughts, winning thoughts, making a move, and conquering difficulties. Imaginative work conduct alludes to a progression of ways of behaving in regards to the presentation of groundbreaking thoughts that are significant and valuable to be created and executed fully intent on further developing representative execution and hierarchical execution (Astuti & Suhana, 2022). Information sharing way of behaving is characterized as a representative's craving to impart data to partners. Work (Ie et al., 2021) is a support for beneficiaries of information to create and execute novel thoughts (IWB) (Nugraha & Wardhani, 2022). The term "knowledge sharing process" refers to the method by which coworkers in an organization share their work experiences, skills, knowledge, and contextual information with one another. When it comes to transferring individual knowledge to the organization, this procedure is very important. This meaning of information sharing suggests that any

information sharing interaction comprises of "bringing" (i.e., contributing) information and "getting" (i.e., gathering) information.

Organizational citizenship behavior (hereinafter referred to as OCB) is the willingness to work beyond the main tasks of a job. People who are good organizational citizens do additional things to help other people personally or also help improve overall company performance (Purdiarini & Tanuwijaya, 2023). According to Spector, OCB is behavior carried out by an employee outside of the formal duties in the job description that has no direct influence on the reward system. Quick and Nelson (Ariyanto et al., 2023) define OCB as voluntary behavior that goes beyond an employee's formal duty obligations. OCB involves individual behavior that supports the organization. This includes helping behavior, tolerance, and civic virtue. Employees who have high OCB will show positive behaviors such as helping others, being active in office activities, acting according to procedures, and providing the best service (Yani & Nurmalasari, 2023). OCB is one of the important factors that companies expect employees to have, but according to a report by The Boston Consulting Group (BCG), Indonesia is already facing a shortage of middle-level managers, but in 2020, the gap between demand and supply will be even higher, reaching 56% (Akmal et al., 2019). This research will be conducted at PT. Central Proteina Prima Tbk, one of the largest integrated shrimp producers and processors in the world, headquartered in Jakarta.

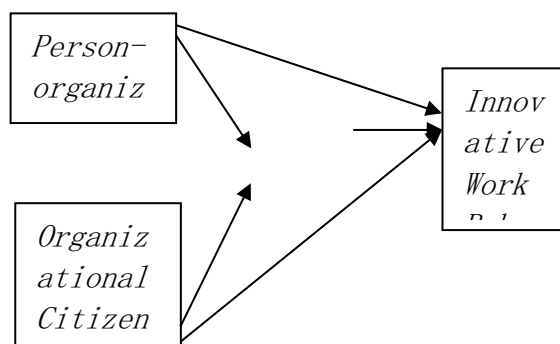


Figure 1 Conceptual Framework

METHODS

This study uses a quantitative approach to data collection using questionnaires (primary data) to measure answers with a Likert scale containing 5 answer points, namely (1) strongly disagree, (2) disagree, (3) disagree, (4) agree, and (5) strongly agree (Nasution et al., 2023). In making indicator questions, each variable is a reference. The population and sample are employees of the marketing department of PT Siantar Top, Tbk Medan, totaling 200 employees. In determining the number of samples determined by the Slovin formula, make the following calculation:

$$n = \frac{200}{1 + (200 \times 0,05^2)}$$

$$n = \frac{200 \times 0,0025 + 1}{1,5} = 133,3$$

From the calculation results obtained 133.3 or rounded to 133 people who will be sampled. In testing using the SEM-PLS method

Table 1 Indicator Details

Variabel		Indicator
<i>Person Organizational Fit</i>	POF	<i>Value Congruence</i>
		<i>Goal Congruence</i>
		<i>Culture</i>
		<i>Personality</i>
		<i>Congruence</i>
Source (Sudibjo & Prameswari, 2021)		
<i>Knowledge Sharing</i>	KS	<i>Information in the form of idea</i>
		<i>Exchange of idea</i>
		<i>Information in the form of relevant judgments</i>
Source : (Rafique et al., 2022)		
<i>Organizational Citizen Behavior)</i>	OCB	<i>Helping Behavior</i>
		<i>Sportsmanship</i>
		<i>Organizational Loyalty</i>
		<i>Organizational Compliance</i>
		<i>Individual Initiative</i>
		<i>Civic Virtue</i>
Source : (Shimamura et al., 2021)		
<i>Innovative Work Behavior)</i>	IWB	<i>Idea Generation</i>
		<i>Idea Promotion</i>
		<i>Idea Realization</i>
Source : (Al-Shami et al., 2023)		

RESULTS AND DISCUSSION

Outer Model

This study's outer model testing focuses on how each indicator affects the research variables. External model examination is done to guarantee that the estimations utilized are reasonable for estimation. The external model is an estimation model that comprises of markers and ways that interface them to their individual variables. Here are the outcomes:

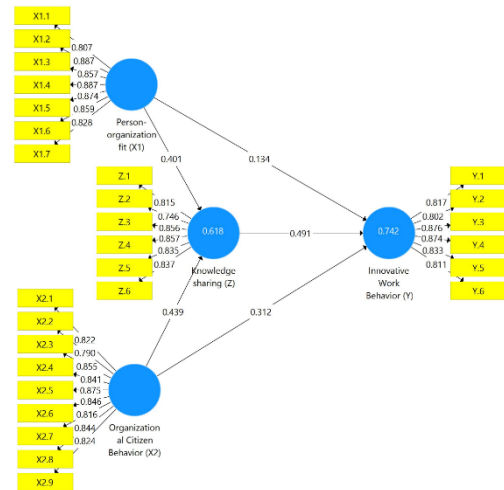


Figure 2 Outer Model

The convergence validity test can be seen by looking at the results of the outer loadings test and the AVE test. The indicator is declared valid for outer loadings > 0.70, and while the outer loadings value of 0.50 is considered moderate or sufficient, based on this criterion, if there are outer loadings below the value of 0.5, they will be discarded or dropped from the model. While average variance extracted (AVE) is used to test the validity of variables. A variable is considered to have a good level of validity if it has an AVE value of ≥ 0.50 (Hair Jr et al., 2014). Here are the results:

Table 2 Convergent Validity

Variabel	IndiCa	Outer Loadings	Description	AVE	Description
<i>Person - organization fit (X1)</i>	X1.1	0,807	Valid	0,735	Valid
	X1.2	0,887	Valid		
	X1.3	0,857	Valid		
	X1.4	0,887	Valid		
	X1.5	0,874	Valid		

	X1.6	0,859	Valid		
	X1.7	0,828	Valid		
<i>Organizational Citizen Behavior (X2)</i>	X2.1	0,822	Valid	0,698	Valid
	X2.2	0,790	Valid		
	X2.3	0,855	Valid		
	X2.4	0,841	Valid		
	X2.5	0,875	Valid		
	X2.6	0,846	Valid		
	X2.7	0,816	Valid		
	X2.8	0,844	Valid		
	X2.9	0,824	Valid		
<i>Innovative Work Behavior (Y)</i>	Y.1	0,817	Valid	0,699	Valid
	Y.2	0,802	Valid		
	Y.3	0,876	Valid		
	Y.4	0,874	Valid		
	Y.5	0,833	Valid		
	Y.6	0,811	Valid		
<i>Knowledge Sharing (Z)</i>	Z.1	0,815	Valid	0,811	Valid
	Z.2	0,746	Valid		
	Z.3	0,856	Valid		
	Z.4	0,857	Valid		
	Z.5	0,835	Valid		

Z.6	0,837	Valid
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The results of convergence validity show that the range of values for each outer loading and AVE is calculated above 0.5, thus this can be declared valid.

Analisis discriminant legitimacy by taking a gander at the square foundation of AVE which should have a worth more noteworthy than the connection esteem between idle factors. Coming up next are the consequences of the discriminant legitimacy test:

Table 3 Discriminant Validity - Fornel Lacker

	<i>Innovative Work Behavior (Y)</i>	<i>Knowledge Sharing (Z)</i>	<i>Organizational Citizen Behavior (X2)</i>
<i>Innovative Work Behavior (Y)</i>	0,836		
<i>Knowledge Sharing (Z)</i>	0,820	0,825	
<i>Organizational Citizen Behavior (X2)</i>	0,776	0,741	0,835

<i>Person-organization fit (X1)</i>	0,728	0,731	0,754	0,85	<i>Knowledge sharing (Z)</i>	0,90	0,927	Reli able
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The results of the discriminant validity test using the Fornell-Lacker above can be seen that the value of the Fornell-Lacker criterion of each construct has the highest value in each latent variable tested with other latent variables, meaning that each indicator can be predicted well by each latent variable, and the number that is not bolded is the correlation value between constructs and other constructs.

Reliability tests are performed to ensure that there are no problems with measurements. Reliability tests were conducted using composite reliability and Cronbach's alpha. Composite Reliability and Cronbach's Alpha tests aim to test the reliability of instruments in a research model. A variable can be said to be reliable if it has a Cronbach's alpha of 0.7 or a composite reliability of 0.7.

Table 4 Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability	Description
<i>Person-organization fit (X1)</i>	0,94	0,951	Reli able
<i>Organizational Citizen Behavior (X2)</i>	0,94	0,954	Reli able
<i>Innovative Work Behavior (Y)</i>	0,91	0,933	Reli able

In light of the table, it tends to be seen that the aftereffects of composite dependability and Cronbach's alpha tests show that the exploration instrument is solid since all dormant variable qualities have composite dependability values ≥ 0.7 and Cronbach's alpha qualities 0.7. As a result, it can be concluded that the research questionnaire has been trustworthy and consistent.

INNER MODEL

The internal model, which is typically alluded to as (inward connection, primary model, and considerable hypothesis, depicts the impact between idle factors in view of meaningful hypothesis.

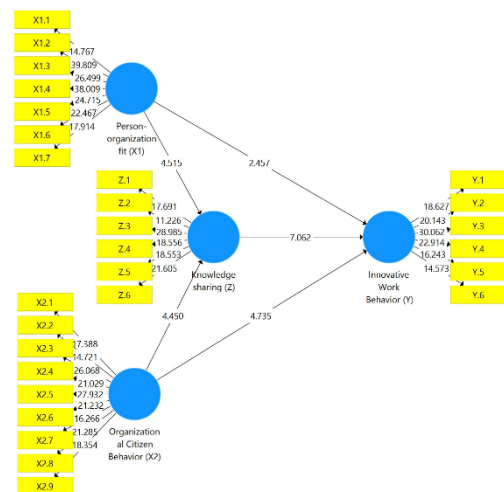


Figure 3 Inner Model

R-Square is a worth that will show how much impact is applied by the free factor at the same time utilized inside and beyond this concentrate on the reliant variable. As indicated by David (2018), if the R-Square worth of 0.67 can be serious areas of strength for pronounced, worth of 0.33 is proclaimed moderate, and the worth of 0.19 is announced feeble.

Table 5 R-Square

	R Square	R Square Adjusted
Innovative Work Behavior (Y)	0,742	0,736
Knowledge sharing (Z)	0,618	0,612

In view of the outcomes above, it very well may be presumed that the concurrent impact of X1, X2, and Z on Y is 0.742, or 74.2%, while the excess 25.8% is affected by different factors outside this review, and this worth is remembered for areas of strength for the. While the greatness of the concurrent impact of X1 and Z was 0.618, or 61.8%, the leftover 38.2% was affected by different factors outside this review, and this worth was remembered for the moderate classification.

The hypothesis is accepted when the P value is 0.05. In this study, there are direct and indirect influences because there are independent variables, dependent variables, and mediation variables. In the SmartPLS program, the results of the hypothesis test can be seen through the path coefficient and specific indirect effect of the bootstrapping technique as follows:

Table 5 Test Path Coefficient

Hipotesis	Original Sample	T Statistics	P Value	Description
Person - organization fit (X1) → Knowledge sharing (Z)	H 0,401	4,515	0,000	Positif and Signifikan
Organizational Citizen Behavior (X2)	H 0,439	4,450	0,000	Positif and Signifikan

Behavior (X2) → Knowledge sharing (Z)					
Knowledge sharing (Z) → Innovative Work Behavior (Y)	H 3	0,491	7,062	0,000	Positif and Signifikan
Person - organization fit (X1) → Innovative Work Behavior (Y)	H 4	0,134	2,457	0,014	Positif and Signifikan
Organizational Citizen Behavior (X2)	H 5	0,312	4,735	0,000	Positif and Signifikan

Based on the results above, the direct effect hypothesis proves the significant influence of person-organization fit (X1) on knowledge sharing (Z). As seen in the results of the path coefficient of 0.401 and P-value of 0.000 < 0.05, it is shown that there is a positive and significant influence between person-organization fit (X1) and knowledge sharing (Z). • Based on the results above, the direct effect hypothesis proves the significant influence of organizational citizen behavior (X2) on knowledge sharing (Z). As seen in the results of the path coefficient of

0.439 and the P-value of 0.000 <0.05, it is shown that there is a positive and significant influence between organizational citizen behavior (X2) and knowledge sharing (Z).

Based on the results above, the direct effect hypothesis proves that there is a significant effect of knowledge sharing (Z) on innovative work behavior (Y). As seen in the results of the path coefficient of 0.491 and the P-value of 0.000 <0.05, it is shown that there is a positive and significant influence between knowledge sharing (Z) and innovative work behavior (Y).

Based on the results above, the direct effect hypothesis proves the significant influence of person-organization fit (X1) on innovative work behavior (Y). As seen in the results of the path coefficient of 0.134 and the P-value of 0.014 < 0.05, this shows that there is a positive and significant influence between person-organization fit (X1) and innovative work behavior (Y).

Based on the results above, the direct influence hypothesis proves the significant influence of organizational citizen behavior (X2) on innovative work behavior (Y). As seen in the results of the path coefficient of 0.312 and the P-value of 0.000 < 0.05, this shows that there is a positive and significant influence between organizational citizen behavior (X2) and innovative work behavior (Y).

Table 6 Specific Indirect Effect

Hipotesis H6	Original Sample	T Stat	P Value	Description
Person-organization fit (X1) → Knowledge sharing (Z) → Innovative Work Behavior (Y)	0,197	3,846	0,000	Positif and Signifikan
Organizational Citizen	0,215	3,775	0,000	Positif and Signifikan

Behavior (X2) → Knowledge sharing (Z) → Innovative Work Behavior (Y)

Based on table 6, the hypothesis of the indirect influence of person-organization fit (X1) on innovative work behavior (Y) through knowledge sharing (Z) has a significant effect. This is clear with a P-value value of 0.000 < 0.05. Showing a positive and significant impact, it can be concluded that knowledge sharing (Z) mediates or mediates the indirect influence of person-organization fit (X1) on innovative work behavior (Y).

Based on table 6, the hypothesis of the indirect influence of organizational citizen behavior (X2) on innovative work behavior (Y) through knowledge sharing (Z) has a significant effect. This is clear with a P-value value of 0.000 < 0.05. Showing a positive and significant impact, it can be concluded that knowledge sharing (Z) mediates or mediates the indirect influence of organizational citizen behavior (X2) on innovative work behavior (Y).

DISCUSSION

The results of the study show that to increase innovative work behavior among employees, it is necessary to have organizational fit, knowledge sharing, and organizational citizen behavior. In an organization, organizational fit refers to the suitability or harmony between individual characteristics and the values that exist in the organization. People who match the organization where they work will have high job satisfaction, motivation, and work commitment, so that later they will change their work habits so that they can contribute more to producing innovation and performance. For this reason, it is important to maintain organizational fit for employees.

To measure the organizational fit of the company, knowledge acts as a bridge in this process. Therefore, it is necessary to increase knowledge sharing between employees because, through effective communication, they will exchange ideas, information, and their expertise with each other, which will encourage self-development in employees and can lead to innovative work behavior. Companies can promote a culture of continuous learning by providing learning resources, training, and platforms for sharing insights so that employees will be motivated to acquire and share their knowledge. Companies also need to provide recognition and feedback that can become motivation and a means of self-development for employees, as well as foster a positive and inclusive work environment where employees from various backgrounds can share their ideas and perfect the ideas of others. When employees feel that their ideas are accepted and valued, they tend to align themselves with the organizational culture and don't hesitate to share their knowledge with other employees. In addition to individual organizational fit and knowledge sharing, organizational citizen behavior also has an influence on innovative work behavior. Organizational citizen behavior is the behavior possessed by employees to contribute to the company beyond their obligations or demands. People who have high organizational citizenship behavior will tend to continue to contribute to the organization in various ways, such as by helping other employees, increasing organizational performance through high efficiency and productivity, cultivating a positive work culture among employees, and continuing to channel innovations that can be useful for the company. Therefore, companies need to maintain the organizational citizenship behavior of their employees, which can be done by forming a culture of sharing where companies can create a work environment that encourages

their employees to help each other and share their knowledge, information, and insights. Companies also need to provide appreciation and feedback to employees who are willing to help other employees and contribute their creative ideas. Through constructive feedback, we can help refine ideas and encourage innovative thinking. By understanding the role of knowledge sharing as a mediator between organizational citizen behavior and innovative work behavior, organizations can create a work environment where collaboration, the exchange of ideas, and creativity develop. This results not only in a more innovative workforce but also in a supportive, collaborative, and evolving workplace culture.

CONCLUSION

To improve innovative work behavior in PT Siantar Top Tbk Medan's marketing employees, person-organizational fit and organizational citizen behavior mediated by knowledge sharing are needed. If employees have personal organizational fit, they will contribute more to producing innovation, and performance becomes more effective. Therefore, companies need to maintain fit organizational personnel, one of which is by encouraging a culture of knowledge sharing between employees. In addition, with organizational citizen behavior, someone will try to contribute to the company so as to show an innovative attitude to build the company. Therefore, companies and organizations can create a work environment where collaboration, the exchange of ideas, and creativity flourish.

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