


The Effect of Humility, Leadership, and Person-Job Fit on Innovative Work Behavior With Organizational Justice as an Intervening Variable at Employees PT. Sinar Sosro Tanjung Morawa

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Abstract: Success in product sales is inseparable from the quality of the performance of members or employees of PT. Sinar Sosro Tanjung Morawa through the level of satisfaction at work and by highlighting the latest innovations. This research was conducted to determine the effect of humility leadership (X1) and person job fit (X2) on innovative work behavior (Y) with organizational justice (Z) as a mediating variable. The population of this research is all employees of PT. Sinar Sosro Tanjung Morawa about 180 people with a sample of 60 people by proportional random sampling from all departments. The data analysis technique used in this research is PLS-SEM (Structural Equation Modeling). There are two group stages in analyzing SEM-PLS, including a measurement model (Outer Model) and a structural model (Inner Model).

Abstrak: Keberhasilan dalam penjualan produk tidak terlepas dengan kualitas kinerja anggota atau karyawan PT. Sinar Sosro Tanjung Morawa melalui tingkat kepuasan dalam bekerja maupun dengan menonjolkan inovasi terbaru. Penelitian ini dilakukan untuk mengetahui pengaruh humility leadership (X1) dan person job fit (X2) terhadap innovative work behavior (Y) dengan organizational justice (Z) sebagai variabel mediasi. Populasi penelitian ini adalah seluruh karyawan PT. Sinar Sosro Tanjung Morawa berjumlah 180 orang dengan sampel sebanyak 60 orang secara proporsional random sampling dari semua departemen. Prosedur pemeriksaan informasi yang digunakan dalam eksplorasi ini adalah PLS-SEM (Primary Condition Demonstrating), terdapat dua tahap pengumpulan dalam memecah SEM-PLS, antara lain model estimasi (External Model) dan underlying model (Internal Model).



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INTRODUCTION

Human resources play an important role in achieving the goals of an organization. Therefore, it can be said to be successful if it can create quality and skilled human resources, thus helping an organization compete with other organizations. In developing human resources, organizations must have human resource management that can carry out work optimally, such as conducting human resource assessments,

increasing skills capacity, and developing human resources. All of these things will be formed if you have a leadership role that serves members or subordinates. Human resources have an important role in achieving organizational goals (Farisi et al., 2021).

Human resources are people who provide their thoughts, energy, creativity, talents, and efforts to an organization (Taufik et al., 2021). An organization can be said to be successful if it can create quality and skilled

human resources, thereby helping it compete with other organizations. In developing human resources, organizations must have human resource management that can carry out work optimally, such as conducting human resource assessments, increasing skills capacity, and developing human resources. All of these things will be formed if you have a leadership role that serves members or subordinates. In an organization, leaders influence the behavior of members because they are seen as representative examples of the organization and have the authority to assess the performance of their employees.

Performance or making decisions related to employee promotions (Lai et al., 2020). Performance is the work result obtained by a person in carrying out assigned tasks based on ability, experience, perseverance, and time (Muis et al., 2018). There is an important factor that determines employee performance, namely leadership. Effective leadership requires providing direction to the efforts of all employees in achieving organizational goals (Jufrizen & Lubis, 2020).

The leadership style applied is able to motivate employees by giving priority to organizational development rather than personal interests, giving more attention to members, and changing employees' opinions to work better in helping the company achieve its goals (Nasution, 2018). Without leadership, the relationship between organizational goals and individual goals can become unidirectional (Jufrizen & Lubis, 2020). In an organization, leaders influence the behavior of members because they are seen as representative examples of the organization and have the authority to assess the performance of their employees. Performance or making decisions related to employee promotions (Lai et al., 2020).

Apart from leadership style, an organization is required to be more innovative in improving the performance of its members. This innovation must be driven by creative ideas generated from the mindset of members of an organization. To increase sampling potential in all departments of PT. Sinar Sosro Tanjung Morawa. Data collection for this research was carried out using a questionnaire. If this is creative, an

organization must motivate and support members with a good leadership style so that members can come up with innovative, creative ideas. An innovation that is realized by members in an organization is not only seen from the leadership style of the organization but also from how the member's personality and job can be in line, or what is also called person-job fit, then member satisfaction will increase by itself.

According to (Afsar & Masood, 2018), the match between job characteristics and personality can increase the innovative behavior of organizational members. It is believed that if the job characteristics do not match a member's personality, it is difficult for members to show their professionalism because the person concerned feels that it is not suitable for the type of work they are pursuing, resulting in a feeling of reluctance to improve their abilities. On the other hand, members who are suited to their field of work will try to be more enthusiastic about continuing to learn to improve their abilities so they can work optimally. PT. Sinar Sosro Tanjung Morawa is the first bottled ready-to-drink tea company in Indonesia and the world. This company was officially registered on July 17, 1974, by Mr. Soegiharto Sosrodjojo. Until now, PT. Sinar Sosro already has 12 factories spread throughout Indonesia, namely Palembang, Jakarta, Tambun, Cibitung, Ungaran, Gresik, Mojokerto, Gianyar, and one of them is Medan, precisely in Tanjung Morawa. Companies operating in the packaged beverage industry and the pioneer of ready-to-drink tea products, this is the market share for the tea-category beverage industry. The company's success is inseparable from the success in sales that are spread throughout Indonesia by distributing the products it produces. Success in product sales is inseparable from the quality of the performance of members or employees. Employee performance is assessed based on job satisfaction with the work environment, both in terms of organizational fairness, job suitability, and the leadership style of the company's leader.

At the point when pioneers exhibit lowliness by gaining from workers, award power by recognizing their own limits, and worth representative qualities, representatives will see these prompts as

legitimizing vulnerability and pioneer devotee inversion, making a feeling of trust and backing from the pioneer (Wang et al., 2018).

(Carnevale et al., 2019) give exact proof appearance that unassuming pioneers spur their supporters to take part in aiding conduct. By turning out to be less egotistical, these pioneers can advance, among adherents, trust in the pioneer, obligation to and commitment with the association, strong connections, and unselfish way of behaving among workers. As a result, it is possible to promote organizations with a sense of helping others or caring for others in this setting.

Humility can strengthen social relations, including through helping mechanisms (Nielsen & Marrone, 2018), so that they tend to be considered more cooperative by others (Nielsen & Marrone, 2018). These can be regarded by followers as role models and ideals to achieve, promoting altruism or altruistic behavior within the organization.

Organizational adaptation to a dynamic and high speed business environment frequently includes massive changes. For a solid chief to drastically change the work culture, the person in question might have to utilize key imagery. As a modest pioneer, Mr. Abraham not just intrinsically filled in as an image for his association yet additionally executed an emblematic strategy practically speaking. Mr. Abraham employs "theme-muting symbols" to lessen opposition from those who oppose the corporate culture by minimizing the effects of competing goals and demands when confronted with the challenge of cultivating an overall positive and team-oriented mindset. (Hambrick & Lovelace, 2018).

Individual work fit has drawn in developing consideration in ongoing many years and has been observationally affirmed by a broad collection of examination related with positive authoritative results, like work fulfillment and full of feeling responsibility (Kim & Choi, 2018). Furthermore, individual work fit is connected with the view of decency and individual reasonableness in the dynamic cycle in the association (Ahmed et al., 2018); (Donglong et al., 2020); (Fortin et al., 2020), including the accuracy and transparency of the results, the ability to express oneself during the process, ethical and impartial

decision-making, or the absence of prejudice, and the truth (Ahmed et al., 2018). Accordingly, individual work fit focuses on the fairness of arrangements and systems used to decide results (Chan et al., 2017); (Donglong et al., 2020).

Innovative work behavior is a four-phase process with multiple stages. Initial, two periods of thought investigation and thought creation connected with inventiveness. The last two stages, thought supporting and thought execution, connect with advancement. Because of a few hierarchical requirements, individual representatives may not effectively make the most of chances to execute these thoughts. Taking into account this, it is essential to freely assess each period of work conduct development (Li et al., 2020).

Imaginative conduct at work alludes to the longing to make, produce, and execute groundbreaking plans to help individual, bunch, and hierarchical execution (Niesen et al., 2018). There are two stages in the work development process: thought arrangement and execution of those thoughts (Niesen et al., 2018). Arrangement alludes to the most common way of growing new plans to address business related issues or difficulties. Executing groundbreaking thoughts remembers taking on new cycles for everyday work exercises.

Representatives engaged with IWB can right away and unequivocally perceive new stir circumstances and think of unique plans to further develop administrations and items (Afsar & Masood, 2018). (Asurakkody & Shin, 2018) set forward eight qualities that show creative way of behaving, to be specific, opportunity chasing, beginning of thoughts, thought hunting, thought transmission, thought headway, thought winning, activity, and defeating difficulties.

The origination of equity as a feature of scholastic practice grew over a long time back (Stamenkovic et al., 2018). (Mayowa-Adebara & Opeke, 2019) found that hierarchical equity predicts authoritative responsibility in an investigation of 684 library staff from 43 colleges in southwestern Nigeria. Decency alludes to whether an activity or choice is lawfully fair and considered applicable to the setting of the choice (Donglong et al., 2020). There are three principal sorts of equity: 1)

distributive equity (DJ), ii) procedural equity (PJ), and iii) interactional equity (IJ) (Ahmed et al., 2018); (Lee & Chui, 2019); (Stamenkovic et al., 2018).

In surviving between authoritative examinations, elevated degrees of contention and advantage have been displayed to lessen social fulfillment, generous trust, and full of feeling responsibility in light of relationship quality (Srinivasan and Swink, 2018); nonetheless, this negative circumstance can be relieved by a serious level of hierarchical equity.

Based on the review literature above, the authors are interested in analyzing the influence of humility, leadership, and person-job fit on innovative work behavior, with organizational justice as an intervening variable for employees of PT. Sinar Sosro Tanjung Morawa. Thus, the framework can be described as in the picture below.

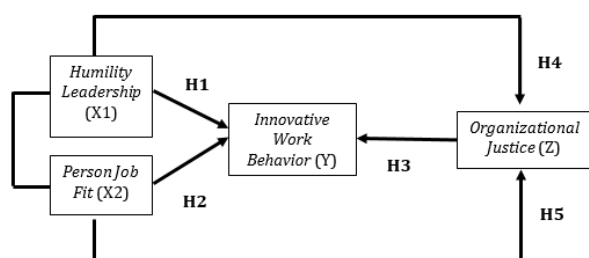


Figure 1. Thinking Framework

METHODS

This research is a type of quantitative research. Data sources in this study are primary and secondary. The population of this study amounted to 180 employees, and the number of samples in this study was as many as 60 employees at PT. Sinar Sosro Tanjung Morawa. A sample of 60 employees was selected proportionally and randomly. The questionnaire used to collect data was developed and modified to obtain information about research variables, namely humility, leadership, job fit, innovative work behavior, and organizational justice (Sugiyono, 2017).

The data analysis technique used in this research is PLS-SEM (structural equation modeling). SEM is a statistical research science that can be applied to solve research

problems where the independent variables and response variables are unmeasurable variables. Apart from that, the PLS method itself also uses a relatively small sample size, which ranges from 30 to 100 (Ghozali & Sulistyani, 2016). There are two group stages in analyzing SEM-PLS, including a measurement model (the outer model) and a structural model (the inner model).

RESULTS AND DISCUSSION

Outer Model

Measurement model analysis (outer model) uses two tests, namely, construct reliability and validity and discriminant validity (Jufrizen & Lubis, 2020).

1. Validity Test

(Sugiyono, 2016) says that the word "valid" refers to the measurement instrument used to get the data (measure). That is, the instrument can be utilized to quantify what ought to be estimated. Provide assistance with translating assessment results to determine validity by comparing R-count values. Legitimacy pointers can be known through the value of external stacking. An indicator is considered valid if its outer loading value exceeds 0.500. Alternately, assuming the external stacking value is below 0.500, it should be saved.

Table 1 Loading Factor

Construct	Item	Loading Factor	Conditions	Description
Humility Leadership	X1.1	0.927	0,500	Valid
	X1.2	0.947	0,500	Valid
	X1.3	0.928	0,500	Valid
	X1.4	0.897	0,500	Valid
	X1.5	0.902	0,500	Valid
Person Job Fit	X2.1	0.891	0,500	Valid
	X2.2	0.945	0,500	Valid
	X2.3	0.889	0,500	Valid

	X2.4	0.918	0,500	Valid
	X2.5	0.904	0,500	Valid
	X2.6	0.906	0,500	Valid
Innovative Work Behavior	Y01	0.916	0,500	Valid
	Y02	0.912	0,500	Valid
	Y03	0.881	0,500	Valid
	Y04	0.890	0,500	Valid
	Y05	0.870	0,500	Valid
Organizational Justice	Z01	0.914	0,500	Valid
	Z02	0.909	0,500	Valid
	Z03	0.927	0,500	Valid
	Z04	0.911	0,500	Valid
	Z05	0.899	0,500	Valid
	Z06	0.852	0,500	Valid
	Z07	0.933	0,500	Valid
	Z08	0.897	0,500	Valid

Organizational Justice	0.701	0.711	0.721	0.810
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In Table 2, it can be seen that the loading value of each indicator item against its construct has a value that exceeds the cross-loading value. Therefore, it can be stated that all latent constructs or variables have good discriminant validity, which in the indicator block is greater than the indicator in other blocks.

2. Composite Reliability

Composite Reliability and Cronbach's Alpha are reliable measurements ranging from zero to one. Then the reliability test can be declared reliable if the value exceeds 0.7.

Table 3 Composite Reliability

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	Reliabilitas Komposit	Rata-rata Varians
Humility Leadership	0.910	0.901	0.911	0.815
Person Job Fit	0.941	0.920	0.943	0.802
Innovative Work Behavior	0.903	0.891	0.905	0.810
Organizational Justice	0.962	0.951	0.964	0.827

Table 1 shows that the range of values for each outer loading is calculated above 0.5, so it can be declared valid. Furthermore, discriminant validity tests are carried out by observing the square root of AVE, which must have a value greater than the correlation value between latent variables (Chin, 2010).

Table 2 Validity of Dsikriminan

	Humility Leadership	Person Job Fit	Innovative Work Behavior	Organizational Justice
Humility Leadership	0.894			
Person Job Fit	0.813	0.910		
Innovative Work Behavior	0.815	0.901	0.899	

Based on the tests in Table 3 above, it can be observed that the results in the composite reliability and Cronbach's alpha tests of each variable are declared valid because all values have exceeded 0.7.

R-Square is a test conducted to see the distance of the influence of the relationship of variable X to variable Y. According to (Ghozali & Sulistyani, 2016) if the R-Square value of 0.67 can be declared strong, the value of 0.33 is declared moderate, and the value of 0.19 is declared weak.

Table 4 R-Square

	<i>R-Square</i>	<i>Adjusted R-Square</i>	<i>R-Square</i>
Innovative Work Behavior	0.832	0.821	
Organizational Justice	0.530	0.524	

The result above shows that the value of R-squared to Y is 0.832, and the result shows that the independent variable to Y exerts an influence of 83.2%. The result above shows that the value of R-squared to Z is 0.530, and the result shows that the independent variable to Z has an influence of 53%.

3. Direct Effect Test

The motivation behind this investigation is to demonstrate the speculation of the impact of a variable on the variable it impacts. The standards for testing the speculation of direct impact should be visible in a few segments. In the first place, the value of the way coefficient Assuming the coefficient is positive, the impact of the variable can be communicated unidirectionally to different factors. Assuming the coefficient is negative, the impact of the variable is communicated the other way to another variable. Then, at that point, it very well may be seen from the worth of likelihood or importance (P-Values): According to (Juliandi, 2018), a P-value value of less than 0.05 is considered significant, while a P-value value of greater than 0.05 is considered insignificant.

Table 5 Direct Influence

	<i>Original Sample (O)</i>	<i>Average Sample (M)</i>	<i>Standard Deviation</i>	<i>T Statistics (/STD EV)</i>	<i>P Values</i>
humility leadership -> p ->	0.379	0.374	0.089	4.259	0.000

innovative work behavior					
humility leadership -> p -> organizational justice	0.269	0.266	0.095	2.845	0.003
person job fit -> innovative work behavior	0.380	0.380	0.090	4.237	0.000
person job fit -> organizational justice	0.455	0.455	0.119	3.811	0.000
organizational justice -> innovative work behavior	0.165	0.170	0.061	2.682	0.007

The immediate impact speculation illustrates, considering the former results, that modest initiative altogether affects imaginative work conduct. This demonstrates that modesty, authority, and creative work behavior have a positive and significant impact, as shown by the way coefficient of 0.379 and the P-Worth of 0.000 <0.05.

The outcomes above help the immediate impact speculation, which proposes that unassuming initiative altogether affects authoritative equity. As tracked down in the outcomes of the way coefficient of 0.380 and P-Worth of 0.000 <0.05, this shows that there is a positive and tremendous effect between humility drive and various leveled value.

In light of the above results, the immediate impact speculation demonstrates the huge impact of individual work fit on imaginative work conduct. As found in the consequences of the way coefficient of 0.269 and the P-Worth of 0.003 <0.05, this shows that there is a positive and huge impact between lowliness

administration and imaginative work conduct.

The direct effect hypothesis demonstrates, in light of the preceding outcomes, that individual job fit has a significant impact on organizational justice. As found in the consequences of the way coefficient of 0.455 and P-Worth of 0.000 <0.05, this shows that there is a positive and huge impact between individual work fit and hierarchical equity.

In view of the outcomes above, the immediate impact of speculation demonstrates the critical impact of authoritative equity on imaginative work conduct. As found in the consequences of the way coefficient of 0.165 and the P-Worth of 0.007 <0.05, this shows that there is a positive and huge impact between imaginative work conduct and hierarchical equity.

4. Indirect Effect Test

The criteria for determining indirect influence are: Significant means that the intervening variable (Z) mediates the influence of variable X on variable Y or that the influence is indirect if the P-value is less than 0.05. Then, at that point, on the off chance that the P Value is >0.05, it isn't critical, which implies the interceding variable (Z) can't intervene in the impact of variable X on factor Y. Then, at that point, one might say that the impact is immediate.

Table 6 Indirect Effects

	Origin al Sample (O)	Avera ge Sample (M)	Stand art Deviat ion(ST DEV)	T Statisti c (/STDEV)	P Valu es
humility leadership -> innovative work behavior -> organizational justice	0.044	0.046	0.025	1.758	0.079

person job fit -> innovative work behavior -> organizational justice	0.075	0.078	0.037	2.024	0.043
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In light of Table 6, the speculation of the roundabout impact of modesty administration on creative work conduct through authoritative equity makes no tremendous difference. With a P-value greater than or equal to 0.05, this is evident. Taking into account the negative and irrelevant effect, it tends to be reasoned that lowliness in authority doesn't intervene the roundabout impact of hierarchical equity on imaginative work conduct.

In view of Table 6, the speculation of the circuitous impact of occupation fit on imaginative work conduct through hierarchical equity makes a tremendous difference. This is clear with P-esteem upsides of 0.043 < 0.05. With a positive and critical effect, it very well may be inferred that occupation fit intercedes the backhanded impact of hierarchical equity on inventive work conduct.

DISCUSSION

The Influence of Humility Leadership on Innovative Work Behavior

The testing of the hypothesis reveals that there is a connection between innovative work behavior and humble leadership. This is steady with the consequences of a way coefficient of 0.379 and a P-Worth of 0.000 <0.05, intending that there is a positive and huge impact between lowliness initiative and imaginative work conduct. In view of the consequences of this review, it shows that to increment imaginative work conduct inside an association or even an organization that incorporates values and convictions that are as per the association and make new developments that reinforce fulfillment in

working with a sustaining administration style, lowliness administration is required. Leadership with humility can be understood as a self-centered quality that is linked to a person's experience of who he is and how he interacts with others and the world. An administration style that applies lowliness includes profound tuning in regarding different perspectives, a readiness to pay attention to ideas, being available for analysis, and having the option to work in groups. Humility administration can increment mental opportunity, trust, execution fulfillment, and company execution (Fahrana, 2016).

The Influence of Humility Leadership on Organizational Justice

Based on the results above, the direct influence hypothesis shows a path coefficient of 0.380 and a P-value of $0.000 < 0.05$, so there is a positive and significant influence between humility leadership and organizational justice. Based on the research results, it shows that humility in leadership has an influence on organizational justice, and when humility in leadership increases, organizational justice will also increase. This means that when a leader has moral humility where he can be open to the achievements of members or people around him without feeling exclusive, it will increase organizational trust. This is in accordance with what Hermanto said: Employees will perceive these gestures as legitimizing uncertainty and reversal of the leader-follower relationship, resulting in a sense of trust and support from leaders when leaders demonstrate humility by learning from employees, provide power by recognizing their own limitations, and respect the strengths of employees so that organizational justice among employees or companies will increase (Hermanto & MM, 2020).

The Effect of Person Job Fit on Innovative Work Behavior

In view of the consequences of the immediate impact speculation, it shows that there is a huge impact of individual work fit on imaginative work conduct, where the way coefficient results got are 0.269 and the P-Worth is $0.003 < 0.05$, intending that there is a positive and critical impact between individual work fit and creative work conduct. In addition to the leadership style that can protect members in an organization, To increase innovative work behavior through organizational justice, it is necessary to have job fit. Person-job fit is defined as an employee's ability to adjust the work at hand with the skills possessed, where employees always adapt and always provide satisfaction even though there is no similarity between the job and the abilities they have. The existence of this suitability will strengthen employee bonds when working, namely that employees will be more committed to work and the welfare of members or employees of an organization. Of course, this welfare will trigger members to provide innovation or the latest ideas for the benefit of the company. In addition, support from the organization that can be felt by employees includes directions given by superiors in a fair manner and provides a fair opportunity for all employees to express their opinions (Asmike & Setiono, 2020). Organizational support for employees can also be shown by organizations through providing feedback and evaluating employee performance. Employees perceive that the organizational support provided triggers a feeling that the organization values employee contributions and cares about the welfare of employees (Arifin & Darmawan, 2021).

The Effect of Person Job Fit on Organizational Justice

In light of the consequences of the immediate impact speculation test, it shows that there is a huge impact of individual work fit on hierarchical equity, where the way coefficient results are 0.455 and the P-Worth is $0.000 < 0.05$, intending that there is a

positive and critical impact between individual work fit and hierarchical equity. Individual work fit is characterized as the similarity among people and the positions or undertakings they perform at work. This definition incorporates similarity (capacity) in view of the necessities of representatives and the work hardware accessible to address those issues, as well as occupation requests and the capacity of representatives to satisfy these needs (Lutfiyah et al., 2020). In (Sekiguchi, 2004) characterizes individual work fit as the reasonableness between one's capacities with work requests or one's cravings and occupation credits. This implies that the higher the reasonableness of the person for the gig, the authoritative equity will likewise increment.

The Effect of Organizational Justice on Innovative Work Behavior

Based on the results above, the direct effect hypothesis proves the significant influence of organizational justice on innovative work behavior. Where it is obtained that the path coefficient results are 0.165 and the P-Value is $0.007 < 0.05$, meaning that there is a positive and significant influence between innovative work behavior and organizational justice. The results of the study show that it has a positive and significant effect, meaning that when organizational justice is implemented well or has increased, the innovative work behavior will increase. Because organizational justice reflects the extent to which employees see how they are treated fairly at work, which consists of distributive justice, procedural justice, and interactional justice (Karkoulian et al., 2016). This means that when employees feel that they are treated fairly in their work environment, these employees will behave innovatively in their work either through the creation, introduction or application of new ideas intentionally to their work or organization with the aim of gaining profit.

The Indirect Influence of Humility Leadership on Innovative Work Behavior Through Organizational Justice

In accordance with the test results, the P-value value was $0.079 > 0.05$, which shows a negative and insignificant impact. It can be concluded that humble leadership does not mediate the indirect influence of organizational justice on innovative work behavior. This means that the increase or decrease in humor leadership does not always have a positive direction towards innovative work behavior, or even when organizational justice is implemented or there is an increase, it is not necessarily the case that innovative work behavior will increase. In order to increase innovative work behavior through organizational justice in an organization or company that includes values and beliefs that are in accordance with the organization and creates new innovations that strengthen satisfaction at work with a nurturing leadership style, humility leadership is needed, but this humility leadership is not always significant for innovative work behavior because humility leadership can be interpreted as a self-based trait that is connected to an individual's experience of who he is and his relationship with other people and the world. Humility in leadership can increase psychological freedom, trust, job satisfaction, and company performance (Hermanto & MM, 2020).

Indirect Effect of Person Job Fit Through Innovative Work Behavior on Organizational Justice

In view of the consequences of the roundabout test, the P esteem was $0.043 < 0.05$, so there is a positive and critical effect where individual work fit intercedes or intervenes the circuitous impact of hierarchical equity on creative work conduct. This implies that when occupation fit increments, inventive work conduct additionally increments, so this will by implication significantly affect expanding

authoritative equity. Since to work on hierarchical equity through creative work conduct, it is important to have work fit. Person-job fit is defined as an employee's ability to adjust the work at hand with the skills possessed, where employees always adapt and always provide satisfaction even though there is no similarity between the job and the abilities they have. This compatibility will strengthen employee bonds when working, namely that employees will be more committed to their work and improve the welfare of members or employees of an organization. Of course, this welfare will trigger members to provide innovation or the latest ideas for the benefit of the company. That way, it will indirectly increase or give effect to organizational justice.

CONCLUSION

Sari Sosro Tanjung Morawa There is a positive and significant influence of humble leadership on innovative work behavior based on data obtained from research on the effect of humility, leadership, and person-job fit on innovative work behavior, with organizational justice as an intervening variable for PT employees. There is a positive and huge impact of humble initiative on hierarchical equity. There is a positive and huge impact between work fit and creative work conduct. There is a positive and huge impact between individuals. work fit for hierarchical equity, There is a positive and huge impact between modesty, initiative, work fit, and creative work conduct. There is a negative and immaterial effect: The indirect influence of organizational justice on innovative work behavior is not mediated by humble leadership. There is a positive and critical effect; that individual's work fit intervenes the roundabout impact of authoritative equity on inventive work conduct.

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