
Person-Organization Fit, Person-Job Fit, and Innovative Work Behavior: The Role of Organizational Citizenship Behavior

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Abstract:

The main objective of this study is to explore the mediating role of organizational citizenship behavior between person-organization fit and person-job fit on innovative work behavior.

134 employees are randomly selected from 200 employees of the Indonesian banking sector. The data analyzes using structural equation modeling (SEM) with Amos 22 software.

The results found that person-organization fit and person-job fit are positively related to organizational citizenship behavior and innovative work behavior. In contrast to the expectation, organizational citizenship behavior is not significantly related to innovative work behavior.

Keywords: *Person-organization fit, person-job fit, organizational citizenship behavior, innovative work behavior.*

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1. Introduction

In the past few decades, consultants and organizational practitioners have been more concerned about innovative work behavior of employees (J. De Jong and Den Hartog, 2010). This is believed to support organizational success. Therefore, organizations always strive to foster and develop innovative work behavior in order to achieve a sustainable competitive advantage (Afsar and Badir, 2017).

Innovative work behavior is very important for the effectiveness and survival of the organization. This is especially true in a rapidly changing organizational environment, where employees think and apply innovative ideas in response to changes in the work environment (Pieterse, Van Knippenberg, Schippers and Stam, 2010). In this context, employees can help improve organizational performance by using their ability to generate innovative ideas and use them as building blocks to improve products, services, and work processes better (J.P. De Jong and Den Hartog, 2007).

Complex work innovation requires a variety of cognitive and affective efforts from employees to generate interesting new ideas and apply them in their work (Janssen, Van de Vliert and West, 2004). To achieve this, employees need to spend their time, mind and energy beyond formal requirements job (Young, 2012), and also have person-job fit and person-organization fit (Afsar and Badir, 2016; Afsar, Badir and Khan, 2015a). This is thought to be able to create a higher level of innovative work behavior. Therefore, the purpose of this study is to investigate the effect of (1) person-organization fit on innovative work behavior and OCB; (2) person-job fit on innovative work behavior an OCB; dan (3) OCB on innovative work behavior.

2. Literature Review

2.1 Innovative Work Behavior

Innovative work behavior refers to a series of behaviors about the introduction of new ideas that are useful to be developed and implemented with the aim of improving employee performance and also organizational performance (J.P. De Jong and Den Hartog, 2007). Innovative work behavior usually does not only include exploration of opportunities in generating new ideas but also includes behaviors that are directed at implementing change and new knowledge or improving work processes to achieve individual performance and organizational performance (J.P. De Jong and Den Hartog, 2008).

Employees with high innovative work behavior can quickly and precisely respond to the work environment, propose new ideas and provide services and products (Afsar, Cheema and Bin Saeed, 2018). Therefore, to effectively encourage innovative work behavior in organizations, organizations need to facilitate and

support organizational citizenship behavior of employees (Akturan and Çekmecioglu, 2016; Barnhill and Smith, 2018; Gerke, Dickson, Desbordes and Gates, 2017), person-job fit and person-organization fit (Afsar and Badir, 2016; Afsar *et al.*, 2015a; Afsar *et al.*, 2018).

2.2 Organizational Citizenship Behavior (OCB)

Tsai and Su (2011) emphasized that the concept of OCB was first proposed by Bateman and Organ in 1983, stating that OCB is free behavior that is not mandated or compensated by the organization. This includes behaviors that play a role in maintaining an organization's social system and indirectly benefit the workgroup or organization as a whole. OCB is the discretionary behaviors that are not directly or explicitly recognized by the organization's formal reward system, not the implementation of the required roles or job descriptions, and negligence over them is generally not understood as a punishment (Ahmad, 2006). OCB reflects the actions taken by employees that go beyond the minimum role requirements expected by the organization and promote the welfare of colleagues, workgroups and larger organizations (Jehad, Quoquad, Farzana and Mohmad, 2011).

OCB can be considered as employee behavior in motivating themselves in the organization's social-psychological environment which facilitates the social machinery of the organization (Kamani and Namdari, 2012). OCB can increase openness in communication, level of cooperation, and willingness to contribute among individual members in organizations that can increase organizational effectiveness (Jain, 2009). In the theory of social exchange, employees will be involved in OCB when they are treated fairly (Liaquat and Mehmood, 2017), given meaningful and satisfying work (Fathiizadeh, Zare and Bahmani, 2018) and have a high person-organization fit/ person-job fit (Afsar and Badir, 2016; Afsar *et al.*, 2015a; Afsar *et al.*, 2018) so as to produce innovative work outcomes (Afsar and Badir, 2016; Naqshbandi, Singh and Ma, 2016).

2.3 Person-Organization (PO) Fit

Person-organization fit is generally conceptualized as a match between employee values and organizational values (Kristof-Brown, Zimmerman and Johnson, 2005). Employees are naturally motivated to feel connected with others in the social environment of the organization. The need for relatedness will encourage employees to engage in various activities that are preferred. Employees whose values are in accordance with organizational values will be easier to have a higher relatedness (Greguras and Diefendorff, 2009).

Person-organization fit can enhance the formation of strong relationships and facilitate the exchange of resources between employees and the organization. Employees who have high fit will appear more passionate about the work, so they get greater career opportunities and higher work achievement (Astakhova and

Porter, 2015). Kristof-Brown and Guay (2011) show that employees who have a high degree of appropriateness with the organization will reach a higher position in their organization and also reach a greater level of compensation. This is because they have a higher level of commitment, perform better, and are more effective individuals than others who do not have a level of compatibility with the organization. Furthermore, employees who have a high level of compatibility with the organization more positively contribute to work that exceeds and exceeds the expected work activities (Risman, Erickson and Diefendorff, 2016).

Person-organization fit can help employees build long-term relationships with organizations, where they tend to display behaviors that have a positive influence on the organization's achievements. Kim, Van Dyne, Kamdar and Johnson (2013) stated that by selecting employees who have high fit organizations, the organization can manage and grow the creative capital of employees and their creativity. Good compatibility between employees and organizations tends to encourage creative thinking and support for others to implement innovative ideas, thus making employees more involved in innovative work behavior. Employees with a high level of compatibility with the organization can repay the support and justice shown by the organization by paying for it through positive work behaviors such as innovative work behavior. Afsar and Badir (2017) show that a high person-organization fit helps employees to perform certain behaviors that help drive organizational innovation.

Cooman *et al.* (2009) stated that by recruiting employees who have value in accordance with the organization, the organization not only provides great opportunities for employees to work, but also encourages an increase in employees who perform well, committed, and satisfied. In the study of Afsar (2016), the person-organization fit was able to improve knowledge sharing behavior among employees, which in turn further encouraged employees' innovative work behaviors. This is also supported by several other results such as (Afsar and Badir, 2016; Afsar and Badir, 2017; Sarac, Efil and Eryilmaz, 2014; Wojtczuk-Turek and Turek, 2016) that person-organization fit increases creative and innovative work behavior of employees. Employees with high fit will be satisfied with their duties and intrinsically motivated so that they display innovative work behavior on an ongoing basis. Thus,

H1: PO fit is positively related to innovative work behavior.

A high degree of compatibility between employee values and organizational values can lead to positive work attitudes such as job involvement, career success, health and adaptation, and lower stress, and other behaviors that benefit the organization (Caldwell, Herold and Fedor, 2004). Employees who have value compatibility with the organization, they will feel satisfied with their job, unite with the organization, and strive to maintain working relationships (Kristof-Brown *et al.*, 2005).

The compatibility of values between employees and organizations helps employees to encourage extra-role behavior in making positive suggestions for change in the workplace. Employees whose personal values are more in line with organizational values are able to perform more high OCB (Afsar and Badir, 2016; Khaola and Sebotsa, 2015). When job characteristics, organizational demands, and availability of resources are in accordance with the capabilities and intrinsic needs of employees, they tend to adjust and respond more creatively to these situations so as to encourage higher levels of commitment and job satisfaction (Kristof-Brown *et al.*, 2005).

Person-organization fit has been identified by many scholars as one of the most important factors affecting OCB (Afsar and Badir, 2016; Chhabra, 2016; Hamstra, Van Vianen and Koen, 2018; Jawad, Tabassum, Raja and Abraiz, 2013; Khaola and Sebotsa, 2015). De Jong and Den Hartog (2007) assert that employees with good fit feel satisfied with their duties and are intrinsically motivated, and those who are intrinsically motivated will always display OCB, for example helping colleagues who are absent, motivate other people to work effectively and efficiently for the organization, offer interesting ideas to improve organizational functions, show concern for the organization's image, act in a good way that is able to increase morale, and resolve interpersonal conflicts between employees. Therefore,

H2: *PO fit is positively related to OCB.*

OCB helps employees overcome times of uncertainty, changes in work environment and scarcity of resources, all of which require an open process of work innovation (Lindegaard, 2010). In particular, by showing sportsmanship, employees increase their willingness to take on new responsibilities or learn new skills to adapt to changes in the existing work environment. A high level of OCB can build employee morale among team members and various organizational units, which leads to a cohesive, supportive, trusting, and more committed work environment (Mirabi and Maghsoodi Ganjeh, 2017; Naqshbandi *et al.*, 2016). The results of the study found that OCB is effectively able to encourage innovative work behavior in the organization (Akturan and Çekmecelioğlu, 2016; Barnhill and Smith, 2018; Gerke *et al.*, 2017). Therefore,

H3: *OCB is positively related to innovative work behavior.*

2.4 Person-Job (PJ) Fit

Person-job fit assumes match or compatibility between employee characteristics and the conditions of their work environment. This compatibility is elaborated through two main dimensions, namely (1) the suitability of the goals and values needed by employees that might be fulfilled by the organization; and (2) compatibility between employee competencies and job requirements. Compatibility

includes evaluations that are expressed through affective and cognitive responses, and are related to the extent to which the work provided is beneficial to employees and organizations, resulting in job satisfaction and organizational effectiveness (Kristof-Brown *et al.*, 2005). Fit theory states that increasing person-job fit can increase the psychological antecedents of work performance, such as satisfaction with the job. Furthermore, job satisfaction at the employee level will have a significant effect at a greater level, namely throughout the organization (Zatzick and Zatzick, 2013).

Chen, Yen and Tsai (2014) in their study found that person-job fit had a significant effect on total job involvement. Employees who feel a high person-job fit will be more willing to do their job passionately. Person-job fit shows that shared values between employees and jobs lead to job satisfaction for employees and leads to achieving organizational goals through OCB (Vilela, González and Ferrín, 2008). When employees feel that they are compatible with the job and organization, they tend to do the job effectively by involving their role in making the organization's vision and mission successful (Hamid and Yahya, 2011).

The findings of the researchers indicate that person-job fit has a positive influence on employee OCB (Boon, DenHartog, Boselie and Paauwe, 2011; Farzaneh, Farashah and Kazemi, 2014; Hamstra *et al.*, 2018; Jawad *et al.*, 2013). Employees who are in a work team that has high interpersonal compatibility, they can redefine their work roles and utilize work skills to carry out responsibilities and complete tasks effectively. They also tend to easily receive social support from co-workers in the organization. Thus,

H4: *PJ fit is positively related to OCB.*

Person-job fit refers to compatibility between employee abilities and job demands. When employees have the right skills in the work provided, they will be involved in the work with joy, which leads to better work performance. When the person-job fit is high, employees will improve the quality of work because they feel confident that their efforts will bring desired results in the form of organizational rewards (Astakhova and Porter, 2015; Greguras and Diefendorff, 2009).

Employees will interpret work more when they have personal values that are in line with work values, where work is designed as an opportunity to interact with others to produce meaningful work. The works that are characterized by challenging tasks, autonomy, and significance are seen as important for employees who have high person-job fit. When work is in line with the employee's self-identity, then the work becomes more meaningful (Tims, Derks, and Bakker, 2016), so that employees initiate innovative ideas and implement them in their work (Afsar and Badir, 2016). Therefore,

H5: *PJ fit is positively related to innovative work behavior.*

3. Methodology

3.1 Sample

This study was carried out in the banking sector, which involved employees of Bank Nasional Indonesia (BNI), Bank Rakyat Indonesia (BRI) and Mandiri bank. These three banking sectors were chosen as sample targets because the three bank employees not only perform innovative work but also have emotional attachments to the facilitated data collection. By using purposive sampling, the study sample was 134 employees. Furthermore, the collected data was analyzed through structural equation modeling (SEM) with Amos 22 software package.

3.2 Measurement

The indicators of each variable in this study were measured using a five-point Likert scale, where 1 = strongly disagree to 5 = strongly agree.

1. *Innovative Work Behavior (IWB)*. IWB measurement uses 4 indicators adapted from J. De Jong and Den Hartog (2010) (e.g. "I pay more attention to issues that are no part of the daily work").
2. *Organizational Citizenship Behavior (OCB)*. OCB measurement uses 6 indicators adapted from Lee and Allen (2002) (e.g. "I help others who have been absent").
3. *Person-Organization Fit (PO fit)*. PO fit measurement uses 4 indicators adapted from Vilela et al. (2008) (e.g. "My personal values match to my organization's values and culture").
4. *Person-Job Fit (PJ fit)*. PJ fit measurement uses 4 indicators adapted from Cable and DeRue (2002) (e.g. "My abilities fit the demands of this job").

4. Results and Discussion

The results of the normality test using structural equation modeling (SEM) with Amos 22 software package can be seen from the value of skewness and kurtosis. It must be fulfilled univariate and multivariate normality. Data could be normally distributed if the critical ratio (CR) value of skewness and kurtosis is in the range of ± 2.58 univariate. Table 1 shows that univariate normality tests have been fulfilled because the CR values in both skewness and kurtosis are smaller than 2.58. It means that each indicator has skewness and kurtosis which form a normal curve pattern. While the normality test of multivariate, the CR value is 5.869 which is below 10 (Kline, 2015), so it can be concluded that the data is normally multivariate distributed.

Table 1. Assessment of Normality ($N = 134$)

Variable	min	max	skew	c.r.	kurtosis	c.r.
IWB4	3.000	7.000	-.412	-2.502	-.281	-.851
IWB3	3.000	7.000	-.342	-2.078	.146	.443

IWB2	4.000	7.000	-.260	-1.576	-.830	-2.519
IWB1	4.000	7.000	-.304	-1.844	-.679	-2.060
OCB1	3.000	7.000	-.224	-1.358	-.721	-2.187
OCB2	3.000	7.000	-.139	-.843	-.622	-1.889
OCB3	3.000	7.000	-.334	-2.026	-.736	-2.232
OCB4	3.000	7.000	-.108	-.653	-.756	-2.293
OCB5	4.000	7.000	-.202	-1.224	-.635	-1.928
OCB6	3.000	7.000	-.195	-1.186	-.575	-1.746
PJ1	3.000	7.000	-.082	-.496	-.051	-.154
PJ2	3.000	7.000	-.206	-1.248	-.172	-.520
PJ3	3.000	7.000	-.297	-1.802	.307	.932
PJ4	3.000	7.000	-.090	-.544	-.528	-1.602
PJ5	3.000	7.000	.044	.266	-.824	-2.500
PJ6	3.000	7.000	.014	.087	-.369	-1.120
PO4	3.000	7.000	-.056	-.342	-.745	-2.260
PO3	4.000	7.000	-.217	-1.316	-.834	-2.532
PO2	3.000	7.000	-.202	-1.227	-.566	-1.716
PO1	4.000	7.000	-.403	-2.445	-.560	-1.701
Multivariate					23.423	5.869

Table 2. Standardized Loadings (*N* = 134)

			Estimate
PO1	<---	PO_Fit	.697
PO2	<---	PO_Fit	.781
PO3	<---	PO_Fit	.768
PO4	<---	PO_Fit	.658
PJ6	<---	PJ_Fit	.932
PJ5	<---	PJ_Fit	.882
PJ4	<---	PJ_Fit	.950
PJ3	<---	PJ_Fit	.936
PJ2	<---	PJ_Fit	.882
PJ1	<---	PJ_Fit	.903
OCB6	<---	OCB	.927
OCB5	<---	OCB	.909
OCB4	<---	OCB	.933
OCB3	<---	OCB	.931
OCB2	<---	OCB	.923
OCB1	<---	OCB	.944
IWB1	<---	IWB	.841
IWB2	<---	IWB	.892
IWB3	<---	IWB	.791
IWB4	<---	IWB	.931

Table 2 shows the loading factor of latent to observed variables is above 0.6. It postulates that the constructs fulfill to convergent validity (Hair, Anderson, Babin, & Black, 2010). The results of goodness of fit indices analysis show that Chi-Square = 189.843; df = 165, Probability = 0.090; RMSEA = 0.026; CMIN/DF =

1.151; GFI = 0.923; AGFI = 0.902; TLI = 0.994; CFI = 0.995; and NFI = 0.960. These overall values indicate a good fit model.

Figure 1. The Proposed Research Model

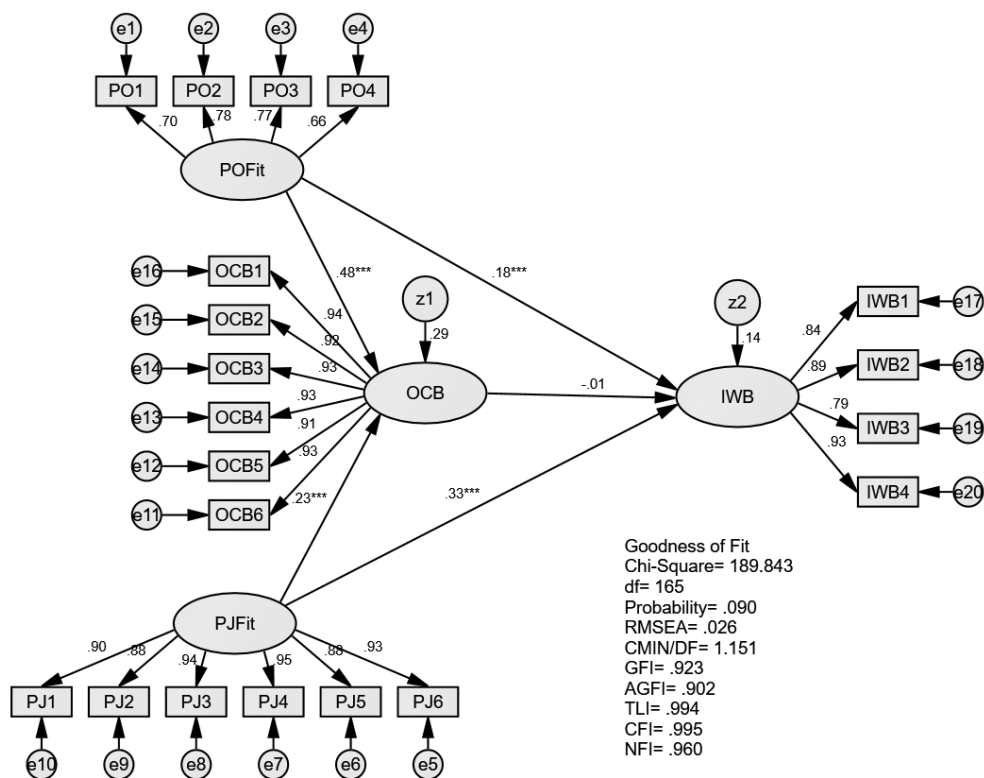


Table 3. Hypotheses Testing Results (N = 134)

Path	Estimate (β)	S.E.	C.R.	P	Results
IWB <--- PO_Fit	.184	.092	2.051	.040	Accepted
OCB <--- PO_Fit	.482	.113	6.166	***	Accepted
IWB <--- OCB	-.006	.058	-.071	.943	Rejected
OCB <--- PJ_Fit	.233	.060	3.668	***	Accepted
IWB <--- PJ_Fit	.325	.050	4.447	***	Accepted

Note: *** P < 0.05

Figure 1 and Table 3 show that PO fit is positively related to innovative work behavior ($\beta = 0.184, P < 0.05$) and OCB ($\beta = 0.482, P < 0.05$); PJ fit is positively related to OCB ($\beta = 0.233, P < 0.05$) and innovative work behavior ($\beta = 0.325, P < 0.05$). Thus, hypothesis 1, 2, 4 and hypothesis 5 are supported. In contrast, OCB is not significantly related to innovative work behavior ($\beta = -0.006, P > 0.05$). Hence, the proposed hypothesis 3 is not supported.

The concept of PO fit reflects the personality, values, goals, attitudes, and needs of employees that are in accordance with the values, demands, and organizational culture. Matching values between employees and organizations can help them to make meaningful suggestions at work (Werbel and DeMarie, 2005). When employees job characteristics, organizational demands, and availability of resources are in accordance with their abilities and intrinsic needs, they tend to respond more creatively to work situations by showing higher levels of commitment and job satisfaction (Afsar, Badir and Khan, 2015b; Kristof-Brown, Zimmerman and Johnson, 2005).

PO fit is also able to encourage motivation, effort, energy, and perseverance, and increase involvement in achieving the organizational mission (Wang, Zhan, McCune and Truxillo, 2011). In addition, the suitability of employee and organizational values can facilitate the exchange of information between employees (Corine Boon and Biron, 2016), thus influencing OCB. This is in line with the findings of previous researchers who stated that PO fit is the most important factor affecting OCB (Afsar and Badir, 2016; Chhabra, 2016; Hamstra *et al.*, 2018; Jawad *et al.*, 2013; Khaola and Sebotsa, 2015).

PJ fit focuses on the individual level and ensures that employees have the technical expertise to do mandated work and make value-added contributions (Werbel and DeMarie, 2005). The compatibility between employee perceptions of job assignments and the situations in which they work and their personal preferences affect the results of positive work creativity (Kim, Hon, and Crant, 2009). Afsar *et al.* (2015b), Afsar *et al.* (2018), Afsar and Badir (2016) prove that PJ fit plays an important role in influencing innovative work behavior of employees. PJ fit becomes an important factor in increasing organizational effectiveness. Employees who have a high level of PJ fit are more willing to do their work with enthusiasm, which in turn increases their OCB (Boon *et al.*, 2011; Farzaneh *et al.*, 2014; Hamstra *et al.*, 2018; Jawad *et al.*, 2013).

Organizational effectiveness depends not only on employee in-role behavior but also through extra-role behavior in organizations that present innovative and autonomous that go beyond the formal job requirements (Jiang and Cheng, 2003). However, the results of the analysis show that employees, who are employed in cross-functional capacities and are associated with markets or customers, they tend to show low innovative work behavior compared to employees in other divisions. This is caused by the low loyalty and functional participation that employees have towards the organization. This finding was supported by some previous researchers which found that OCB did not have a significant effect on innovative work behavior of employees (Kesen, 2016; Yan and Yan, 2013).

5. Conclusion

This study found that PO fit and PJ fit significantly related to OCB and innovative work behavior. These findings have important implications for banking sector managers to continue innovation and cultivate the innovative work behavior of their employees through PO fit and PJ fit. Managers can try to change their innovative work culture to suit the expected organizational and job context (Sharma and Bhatnagar, 2014). This study has several limitations. Because of the scope of the study, the authors cannot prove the relationship between OCB and innovative work behavior. In addition, there may be any mediators among these variables that can link OCB and innovative work behavior for future research.

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