



UDC 331

THE INFLUENCE OF PERSON-ORGANIZATION FIT ON INNOVATIVE WORK BEHAVIOR WITH INTRINSIC MOTIVATION AS MEDIATION

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ABSTRACT

Achieving success for a company cannot be separated from the contribution of employees as human resources who act as strategic resources for the company. Organizations aim to win a competition that must be supported by innovative human resources. The aim of the influence of person-organization fit on innovative work behavior with intrinsic motivation as mediation. This research was conducted at CV. Bukit Mas Anadi Bandung. The research sample consisted of 48 respondents using the saturated sampling method. Data was collected using a questionnaire and analyzed using path analysis techniques. The results of this research show that person-organization fit has a positive and significant effect on innovative work behavior. Person-organization fit has a positive and significant effect on intrinsic motivation. Intrinsic motivation has a positive and significant effect on innovative work behavior. Intrinsic motivation partially mediates the influence of person organization on innovative work behavior. Implications of this research CV. Bukit Mas Abadi Bandung needs to increase open communication between management and employees by listening to employee input, responding to questions, and providing regular feedback.

KEY WORDS

Intrinsic motivation, innovative work behavior, person-organization.

The success of a company cannot ignore the contribution of its employees as human resources which constitute the company's strategic capital. Human resources (HR) can be said to be the most important asset or resource of an organization because its success is very dependent on human factors (Ardana et al., 2012:3). Organizations are driven by the goal of being the best in the competition, which can be achieved through employees who have the ability to innovate. Innovative behavior in the workplace often involves various aspects, including generating new ideas, gaining organizational support for those ideas, and translating these ideas into concrete actions (Santoso and Heng, 2019).

In this case, organizations need to give their employees the freedom to manage tasks and work according to their knowledge and skills. This will be a source of satisfaction and motivation for innovative behavior in the workplace. Innovative behavior in the workplace can be implemented by presenting creative ideas and using various approaches to solve business development problems (Wojtczuk and Turek, 2016).

Retail stores involve a variety of business activities aimed at selling goods and services to consumers. Employees who have innovative work behavior can increase the added value of retail stores by providing customers with a better and more innovative shopping experience. However, employees' busy lives with routine work often become an obstacle in developing innovative work behavior. Lack of time and energy are factors that influence this. Apart from that, management support and company policies that do not encourage innovation can also hinder innovative work behavior in retail stores (Sunyoto and Mulyono, 2022). CV Bukit Mas Abadi Bandung is a company located on Jalan Dr. Setiabudi No.49, Pasteur, Kec. Sukajadi, Bandung City, West Java, Indonesia. CV Bukit Mas Abadi was founded on August 8 2011 and currently has a total of 48 employees. The company's main focus is providing porcelain household utensils, especially ceramic tableware. CV Bukit Mas Abadi Bandung offers various kinds of imported tableware made from ceramic base materials with high quality standards. The ceramic tableware series available include the Japanese series, bohemian series, polkasalur series, floral pattern series, and so on. A pre-



survey conducted using a questionnaire on 15 employees of CV Bukit Mas Abadi Bandung produced data documented in Table 1.

Table 1 – Pre-survey Questionnaire Results on Innovative Work Behavior of CV Bukit Mas Abadi Bandung Employees

No.	List of statements	STS	T.S	N	S	SS
1	I am able to generate new ideas in my work.	0	1	6	5	3
2	I feel confident to generate creative ideas for my work.	1	2	5	5	2
3	I am able to develop innovative concepts that are beneficial to the organization.	0	2	7	2	4
4	I have the necessary skills to develop innovative concepts for organizations.	1	3	4	5	2
5	I am able to implement creative ideas in my daily work.	4	2	3	4	3
6	I am supported by the company in implementing creative ideas in my daily work	0	2	5	5	3
7	I believe that through new innovations in work, I can create added value for the organization.	0	3	5	4	3
8	I am able to create added value for the organization through my creativity.	1	5	5	2	2
Total		7	20	40	32	22

Source: Processed data, 2023.

The close relationship between employees and the organization and employees' sense of emotional attachment can encourage their motivation to innovate. This is in accordance with Self-Determination Theory which explains that intrinsic encouragement from within individuals can increase their involvement in innovative activities. Self-determination theory is a psychological theory developed by Edward Deci and Richard Ryan in 1985. This theory states that motivation that comes from within the individual, called intrinsic motivation, plays an important role in increasing innovative behavior in the workplace (Haruddin et al ., 2017). People with a high level of self-determination tend to have high motivation and determination to face challenges and obstacles (Deci and Ryan, 2017).

Self-determination theory in an organizational context, intrinsic motivation has an important role in encouraging innovative work behavior. This theory underscores how important it is to fulfill individuals' basic psychological needs, such as autonomy, competence, and meaningful relationships, in motivating them intrinsically (Ryan and Deci, 2017). When individuals feel engaged in their work, they feel they have control and freedom to express innovative ideas. Apart from that, the level of compatibility between employees and the organization (person-organization fit) also influences innovative behavior in the workplace. Person-organization fit refers to the congruence between individual values and organizational values (Kristof, 1996). When employees feel there is strong alignment between their values and the values of the organization, they will be more motivated to demonstrate innovative behavior in the workplace (Afsar and Badir, 2016).

Deci and Ryan's (2017) research shows that people with a high level of self-determination are characterized by strong motivation and determination to overcome challenges. In an organizational context, self-determination theory emphasizes that intrinsic motivation is an important factor in creating innovative work behavior. This theory highlights the importance of meeting basic psychological needs such as autonomy, competence, and meaningful relationships so that an individual's intrinsic motivation is fulfilled. When individuals feel engaged in their work, they feel they have control and freedom to express themselves innovatively.

The fit between employees and organizations (Person-Organization Fit) is seen as a key factor in encouraging innovative behavior in the workplace. This refers to the degree of conformity between an individual's values and the values of the organization in which they work (Kristof, 1996) . According to Afsar and Badir (2016) employees are more motivated to demonstrate innovative behavior at work when they believe there is strong alignment between their personal values and the values of the organization. In person-organization fit theory, employee-organization fit is viewed as a key factor in encouraging innovative behavior in the workplace. This reflects the degree of conformity of a person's personal values with the values and culture of the organization where they work. When there is a



strong fit between the individual and the organization, employees will feel more motivated to adopt innovative work behaviors that can improve overall organizational performance.

Person-organization fit theory, it is assumed that employee-organization fit is important for encouraging innovative behavior in the workplace. A person's personal values must be aligned with the values and culture of the organization so that employees feel motivated to demonstrate innovative behavior. Additionally, intrinsic motivators also play an important role in encouraging innovative behavior in the workplace. Employees who are intrinsically motivated tend to be more enthusiastic and interested in developing new ideas. Therefore, companies must create a work environment that encourages intrinsic motivation, for example by giving employees the freedom to innovate and assigning them interesting tasks.

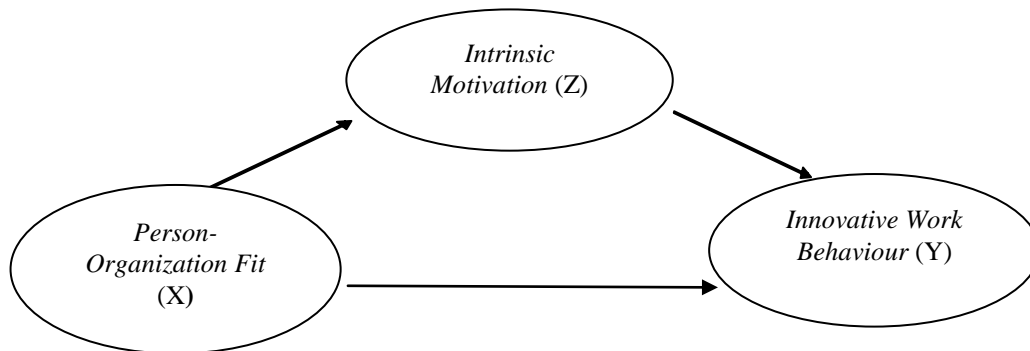


Figure 1 - Conceptual framework

LITERATURE REVIEW

Dwiastuti & Etikariena (2020) state that innovative work behavior begins with creating new ideas, product ideas or solutions, which can be original or adapted from existing products or processes. Innovative behavior is a multi-stage process with different individual activities and behavior at each stage (Scott & Bruce, 2019). Employee innovative work behavior is expected to have an influence such as the creation of many ideas, suggestions and changes that are more realized, such as new products and processes. Innovative work behavior can be defined as deliberate activities to develop or generate ideas, in order to improve role performance (Bawuro et al. 2018).

Person-organization fit is a match between an individual and his organization, starting from thoughts to vision and mission (Anindita, 2019). Person-organization fit can be interpreted as a match or suitability between prospective employees and organizational attributes (Jin & Hahm, 2019). Person-organization fit is very necessary in maintaining the continuity of employees in the company, if employees do not feel a match between the employee's values and the company's values, the employee can feel uncomfortable and lead to a decision to resign from the company (Jayanti, 2022).

Robbins & Judge (2019:127) convey that motivation is a process that explains an individual's intensity, direction and persistence in achieving a goal. According to Handoko (2003: 176), intrinsic motivation is motivation that functions without external stimulation; within the individual there is already an urge to take action. Cheon et al. (2019) convey intrinsic motivation as an inner drive that encourages a person to carry out an action or achieve a goal based on positive internal desires, personal satisfaction, and psychological needs that arise from within the individual. When someone is intrinsically driven to help others, they experience feelings of satisfaction and personal accomplishment that enhance their own psychological well-being (Weinstein & Ryan, 2019).

Person-organization fit can be interpreted as a match or suitability between prospective employees and the attributes of the organization. Individuals who feel that the tasks they carry out are in accordance with their skills will create feelings of competence and satisfaction in carrying out their tasks. Employees who feel satisfied will be accustomed to innovative work behavior by creating new ideas, product ideas or solutions, which can be



original or adapted from existing products or processes. Employees will work to develop or generate ideas, in order to improve performance in the company. This is in line with self-determination theory which lies in intrinsic motivation, namely motivation that arises from within a person, where the individual feels satisfied and has a strong desire for the activity being carried out. This is also in line with previous research by Rachmadani & Suhartanto (2021) states that individual and organizational compatibility has a significant positive effect on innovative work behavior. Research conducted by Liu and Fan (2021) , Kaya and Yamak (2021) , Chen et al. (2020) , Astrama et al. (2021), and Jia et al. (2020) stated that the fit between the individual and the organization is positively related to innovative work behavior, and that employee engagement mediates the relationship between the two constructs.

H1: Person-Organization Fit has a Positive and Significant Influence on Innovative Work Behavior.

Person-Organization Fit is the suitability between organizational values and individual values. Employees are more likely to be motivated to display innovative work behavior if the employee feels a high level of fit with the organization. Individuals who feel compatible with an organization's values, culture, and goals have higher levels of intrinsic motivation. Person-organization fit can strengthen employees' intrinsic motivation. This is in line with self-determination theory in an organizational context, which views intrinsic motivation as an important factor in creating innovative work behavior. This theory emphasizes the importance of basic psychological needs, namely autonomy, competence, and meaningful relationships, in fulfilling an individual's intrinsic motivation. When individuals feel involved in their work, they feel they have control and freedom to express themselves innovatively. This is in accordance with previous research by Liu et al. (2021) stated that person-organization fit was found to have a significant positive influence on intrinsic motivation. Research conducted by Sari et al. (2020) , Chang et al. (2021) , Ma & Wang (2021) , Chen et al. (2020), Yasa et al. (2021) stated that person-organization fit was found to have a significant positive influence on intrinsic motivation.

H2: Person-Organization Fit has a Positive and Significant Influence on Intrinsic Motivation.

Individuals with high intrinsic motivation tend to feel greater satisfaction and happiness in their lives and this is related to the level of individual creativity so that individuals who have high intrinsic motivation tend to be more creative in producing innovative solutions. Employees who feel satisfied will be accustomed to innovative work behavior by creating new ideas, product ideas or solutions, which can be original or adapted from existing products or processes. Employees will work to develop or generate ideas, in order to improve performance in the company. This is in line with self-determination theory which lies in intrinsic motivation, namely motivation that arises from within a person, where the individual feels satisfied and has a strong desire for the activity being carried out. Results of research conducted by Li & Chhen (2018) states that intrinsic motivation helps individuals increase their ability to demonstrate innovative work behavior and explore new ideas.

Study Chaudary & Panda (2020) , Deng et al. (2021) , Saeed et al. (2021) , Karakas & Manisaligil (2021) state that intrinsic motivation contributes to an individual's ability to demonstrate innovative work behavior and increases self-confidence in expressing creative ideas. This shows that individuals who are more intrinsically driven tend to show more innovative work behavior in the work environment.

H3: Intrinsic Motivation Has a Positive and Significant Influence on Innovative Work Behavior.

Strong ties between employees and the organization and employees who feel emotionally connected tend to be more motivated to innovate. Individuals who feel compatible with an organization's values, culture, and goals have higher levels of intrinsic motivation. Person-organization fit can strengthen employees' intrinsic motivation. Intrinsic motivation has a very vital role in helping increase creativity. The strongest motivation is intrinsic motivation because it is embedded directly within the employee. This is in line with Self-Determination Theory which explains the importance of intrinsic encouragement which can increase employee involvement in innovative activities. Employees with intrinsic



motivation tend to have strong motivation and high determination to overcome the challenges and obstacles they face. Intrinsic motivation also has a very important role in promoting innovative work behavior among employees. Employees who have intrinsic motivation tend to be more enthusiastic in carrying out their duties and show a high interest in generating new ideas.

Research conducted by Liu et al. (2016) states that intrinsic motivation acts as a mediator in the relationship between person-organization fit and innovative work behavior. The research results of Ali et al. (2018) found that intrinsic motivation mediates the relationship between person-organization fit and innovative work behavior. Shen et al. (2016) in his research found that person-organization fit has a positive effect on innovative work behavior through intrinsic motivation. Zhang & Xie Research (2015) stated that intrinsic motivation plays a mediating role in the relationship between person-organization fit and innovative work behavior. Wang & Guan (2015) stated that intrinsic motivation mediates the relationship between person-organization fit and innovative work behavior. Research by Sari et al. (2020) states that person-organization fit has a positive effect on innovative work behavior through the mediation of intrinsic motivation.

H4: Intrinsic Motivation Mediates Person-Organization Fit on Innovative Work Behavior.

METHODS OF RESEARCH

Causal-associative research design to examine the influence of person-organization fit on innovative work behavior, the influence of person-organization fit on intrinsic motivation, the influence of intrinsic motivation on innovative work behavior, and determine the role of intrinsic motivation on innovative work behavior from intrinsic motivation. in conveying the impact of organizing people who are suitable for innovative work behavior at CV Bukit Mas Abadi Bandung. The population covered in this research consisted of 48 permanent employees, including those from the operations, finance, marketing and sales, human resources and general departments. This research uses a sampling approach using non-probability sampling techniques. Data collection methods include interviews and questionnaire surveys. Likert scale, validity test and reliability test are used to measure the questionnaire used. The analysis technique used in this research is descriptive analysis and inferential analysis, which consists of classic hypothesis analysis and path analysis.

RESULTS AND DISCUSSION

Respondent characteristics are information collected to describe the respondent's profile. In this research, the characteristics of CV Bukit Mas Abadi employees surveyed include age, gender, highest level of education and work experience, as shown in Table 2.

Table 2 - Characteristics of Respondents

No.	Variable	Classification	Number of people)	Percentage (%)
1	Age	18 - 22 years old	11	22, 9
		23 - 27 years old	7	14, 6
		28 - 32 years old	20	41, 7
		33 - 37 years old	10	20, 8
		Total	48	100
2	Gender	Man	28	58, 3
		Woman	20	41, 7
		Total	48	100
3	Education	High school	19	39, 6
		Diploma	14	29, 2
		Bachelor degree	15	31, 3
		Total	48	100
4	Professional experience	15 years	18	37, 5
		6 - 10 years	30	62, 5
		Total	48	100

Source: processed data, 2023.



Table 2 shows 48 respondents interviewed from CV Bukit Mas Abadi Bandung. In terms of age, the largest proportion of respondents, namely 41.7%, were aged between 28 and 32 years. If we look at gender, men dominate with a percentage of 58.3%. Taking into account the latest educational qualification, the highest proportion is found among respondents with SMA/SMK qualifications: 39.6%. However, in terms of professional experience, respondents with 6 to 10 years of professional experience dominate with a percentage of 62.5%.

Innovative work behavior is concrete behavior that involves generating new ideas and implementing creative ideas demonstrated by employees at CV Bukit Mas Abadi in accordance with their role in the company. The innovative work behavior variable in this research is the dependent variable, symbolized by Y, and is measured using 4 statements which are assessed using a 5 point Likert Scale.

Table 3 - Description of respondents' answers to Innovative Work Behavior

No.	Statement	Proportion of Respondents' Answers (person)					amount	flat- flat	criteria
		1	2	3	4	5			
1	I am able to generate new ideas at work	4	4	9	17	14	177	3.69	Tall
2	I am able to develop innovative concepts	0	8	9	22	9	176	3.67	Tall
3	I am able to apply creative ideas in my daily work	6	7	16	14	5	149	3.10	High enough
4	I am able to create added value for the organization through creativity	6	4	14	17	7	159	3.31	High enough
Average total innovative work behavior								3.44	Tall

Source: Processed data, 2023.

According to Table 3, respondents at CV Bukit Mas Abadi Bandung have a high perception of the Innovative Work Behavior variable with a total average value of 3.44. However, there is one statement that gets the lowest average value, namely "I am able to apply creative ideas in my daily work" with an average value of 3.10. Even though this value is still included in the fairly high criteria, this statement has the lowest average value compared to the other statements. Therefore, in general, respondents think that they are still unable to apply creative ideas in their daily work. Based on respondents' assessments of the variable statement "Innovative work behavior", the statement "I can generate many new ideas at work" received the highest score with an average of 3.69, which is included in the high category. This shows that respondents generally feel capable of generating new ideas in their work.

Congruence between individuals and organizations is when the individual's goals, values, vision and mission match or are in line with the goals, values, vision and mission of the organization at CV Bukit Mas Abadi. So, when individuals feel they fit into the organization, it is more likely that they will perform well within the organization. The person-organization fit variable is measured using 4 statements and using a 5-point Likert scale.

Table 4 - Description of Respondents' Answers to Person-Organization Fit

No.	Statement	Proportion of Respondents' Answers (person)					amount	flat- flat	criteria
		1	2	3	4	5			
1	I feel my personal values match those of the organization	0	10	6	25	7	173	3.60	Tall
2	I feel my goals are in line with the organization	0	10	3	25	10	179	3.73	Tall
3	The organization's work environment is in accordance with employee needs	6	2	19	17	4	155	3.23	High enough
4	My personality fits the organizational culture	5	4	6	20	13	176	3.67	Tall
Average total person-organization fit								3.56	Tall

Source: processed data, 2023.



From Table 4 above, the average overall score of respondents for the person-organization fit variable at CV Bukit Mas Abadi Bandung is 3.56 which is classified as high criteria. This shows the high level of personal and organizational suitability between company employees. However, there is one statement regarding the work environment that received the lowest average score, namely: "The work environment in the organization meets employee needs." When evaluated by respondents, this statement received an average value of 3.23 which is considered to be a fairly high standard, but this average is lower than other statements. This shows that respondents generally think that the organization's work environment has not been fully adapted to their needs. However, there is also a statement regarding goals that received the highest average rating, namely: "I feel my goals are in harmony with the organization." According to respondents, this statement received an average rating of 3.73 which is considered high, meaning that respondents generally believe that their goals are aligned with the goals of the organization.

Intrinsic motivation is motivation within a person that comes from the pleasure and satisfaction they get from their work at CV Bukit Mas Abadi. They feel that the tasks they perform provide value or personal benefit to them. The intrinsic motivation variable is a mediating variable in this research. This variable is symbolized by Z and is measured using 5 statements using a 5 point Likert scale.

Table 5 - Description of Respondents' Answers to Intrinsic Motivation

No.	Statement	Proportion of Respondents' Answers (person)					Amount	Flat-Flat	Criteria
		1	2	3	4	5			
1	I have interest in my work	0	8	10	23	7	173	3.60	Tall
2	I feel confident in my abilities	4	3	23	11	7	158	3.29	Enough Tall
3	I have enough effort to achieve my goals	2	6	11	16	13	176	3.67	Tall
4	I feel my work has personal value	0	6	8	26	8	180	3.75	Tall
5	I am free to act according to personal preferences in carrying out work	4	4	24	9	7	155	3.23	High enough
Average total intrinsic motivation							3.51	Tall	

Source: processed data, 2023.

Based on Table 5, respondents in this study positively assessed the intrinsic motivation variable with an average score of 3.51. This shows that CV Bukit Mas Abadi Bandung employees have high intrinsic motivation. However, there was one statement that received the worst rating with an average score of 3.23. This statement stated: "I can act according to my personal preferences when carrying out my work." Even though the score is still quite high, overall respondents feel they do not have complete freedom in their work, to act according to their personal preferences. However, the highest rated statement was "I feel my work has personal value" with an average rating of 3.75. This shows that as many respondents think that my work has significant value for them, which generally means that respondents believe that my work has personal value.

The normality test is used to evaluate whether the data sample follows a normal distribution or not. This is important because many statistical methods rely on the assumption of a normal distribution, such as parametric hypothesis testing, regression analysis, and analysis of variance. If the data is not normally distributed, it can result in inaccurate or invalid analysis results. Normality tests such as the Kolmogorov-Smirnov test, Shapiro-Wilk test, and Jarque-Bera test are usually used to test the normality of data.

The results of the validity test showed that all research variable instruments were in the form of person-organization fit, intrinsic motivation and innovative work behavior has fulfilled the validity test requirements where the Pearson correlation value for each instrument is above 0.30, so the instrument is suitable for use as a measuring tool for these variables.

The results of the reliability test were obtained for each variable, namely innovative work behavior of 0.812, person-organization fit of 0.890 and intrinsic motivation of 0.880



which has a value above 0.60 as shown in the Cronbach's Alpha results, so it can be said that all instruments have met the requirements reliability.

Table 6 - Normality Test (One-Sample Kolmogorov-Smirnov)

Equality	Asymp.Sig. (2- Tailed) Kolmogorov-Smirnov Z
Sub-Structure 1	0,200
Sub-Structure 2	0.062

Source: Processed data, 2023.

Based on the results of the normality test using the one-sample Kolmogorov-Smirnov test in Table 6, the Asymp value is obtained. This value is greater than alpha (0.05) which indicates that the data used in this study is normally distributed. Therefore we can conclude that the model meets the normality assumption.

The multicollinearity test aims to evaluate whether there is a correlation between the independent variables in the regression model. This is important because if there is multicollinearity, it can cause problems in interpreting and assessing the contribution of each variable in the model.

To detect multicollinearity, it can be seen from the tolerance value and variance inflation factor (VIF). If the tolerance value is more than 10 percent or the VIF is less than 10, it can be concluded that there is no multicollinearity.

Table 7 - Multicollinearity Test (Tolerance and Variance Inflation Factor)

	Model	Collinearity	Statistic
		Tolerance	VIF
Sub-Structural 2	Person-organizational fit	0.294	3,399
	Intrinsic motivation	0.294	3,399

Source: processed data, 2023.

The heteroscedasticity test is a testing tool used to see differences in variance. If the variance of the residual between one observation and another is constant, then the test is called homoscedasticity. However, if the variance is different, it is called heteroscedasticity. A good regression model is one that has homogeneous variance. If the regression model contains heteroscedasticity, the results will be deviant. Heteroscedasticity testing can be carried out using the Glejser method.

Table 8 - Glejser Test

Equality	Model	Q	Sig.
Sub-Structural 1	Person-organizational fit	-1, 397	0.169
Sub-Structural 2	Person-organizational fit	0.520	0.606
	Intrinsic motivation	-0, 111	0.912

Source: Processed data, 2023.

Based on Table 8, the significance value of each model is greater than 0.05. This shows that the independent variable used in this research does not have a significant influence on the dependent variable, namely absolute residual. Therefore, it can be concluded that heteroscedasticity did not occur in this study.

Path analysis is a data analysis technique used in this research. This technique is an extension of multiple linear regression analysis. In path analysis, there is the application of mediating variables or indirect influences between these variables. The basis for calculating path coefficients is based on correlation and regression analysis which will be calculated using SPSS (Statistical Package of Social Science) software. In this research, path analysis techniques are used to see the influence of the causalistic relationship between the independent variable, namely person-organization fit, on the dependent variable, namely intrinsic motivation and innovative work behavior. This research also tests the mediating



variable, namely intrinsic motivation, which plays a role in mediating the relationship between person-organization variables fit and innovative work behavior.

Table 9 - Results of Path Analysis in Sub-Structural 1

Model	Unstandardized	Coefficients	Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(constant)	0.879	0.259		3,391	0.001
Person-Organization fit	0.729	0.070	0.840	10,505	0,000
R ²	: 0.706				

Source: Processed data, 2023.

In this study, the coefficient of 0.840 indicates that there is a positive relationship between person-organization fit and intrinsic motivation. This means that the greater a person's fit with the organization, the greater their intrinsic motivation will increase. In this study, SPSS 25.0 for Windows was used to calculate the influence of person-organization fit and intrinsic motivation on innovative work behavior.

Table 10 - Path Analysis Results in Sub-Structural 2

Model	Unstandardized	Coefficients	Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(constant)	0.038	0.350		0.108	0.915
Person-Organization fit	0.486	0.157	0.468	3,102	0.003
Intrinsic motivation	0.478	0.178	0.404	2,681	0.010
R ²	: 0.699				

Source: Processed data, 2023.

In this study, the coefficient value of 0.468 indicates that there is a positive relationship between person-organization fit and innovative work behavior. This means that as the fit between humans and organizations increases, innovative work behavior also increases. Apart from that, the coefficient of 0.404 shows that intrinsic motivation also has a positive relationship with innovative work behavior. So, if intrinsic motivation increases, innovative work behavior will also increase.

Table 11 - Direct Influence, Indirect Influence of Person-Organization Fit (X) on Intrinsic Motivation (Z) and Innovative Work Behavior (Y)

Influence of Variables	Direct Influence	Indirect Influence Through M	Total Influence	Std. Error	Sig.	Results
X → Z	0.840		0.840	0.070	0,000	significant
Z → Y	0,404		0,404	0.178	0.010	significant
X → Y	0,468	0,339	0.807	0.157	0.003	significant

Source: processed data, 2023.

Table 11 above summarizes the direct and indirect path values between variables as well as the error values obtained from path analysis for each substructure equation.

The following will explain the meaning of the values in Table 10 on the influence of compatibility between individuals and organizations on innovative work behavior. In research conducted at CV Bukit Mas Abadi Bandung regarding the influence of compatibility between individuals and organizations on innovative work behavior, it was found that compatibility between individuals and organizations had a direct influence on innovative work behavior of 0.468 and a significance of 0.003. The influence of fit between individuals and organizations on intrinsic motivation. In research conducted at CV Bukit Mas Abadi Bandung regarding the influence of compatibility between individuals and organizations on intrinsic motivation, it was found that compatibility between individuals and organizations had a direct influence on intrinsic motivation of 0.840 and a significance value of 0.000. In research conducted at CV Bukit Mas Abadi Bandung, it was found that intrinsic motivation had a direct influence of



0.404 and a significance of 0.010 on innovative work behavior. Apart from that, research also finds that intrinsic motivation mediates the influence of person-organization fit on innovative work behavior. Person-organization fit has a direct influence of 0.468 and an indirect influence of 0.339, with a total influence of 0.807.

On the influence of Person -Organization Fit on Innovative Work Behavior. The results of hypothesis testing in this study show that person-organization fit has a positive and significant effect on innovative work behavior of CV Bukit Mas Abadi Bandung employees. These results show that the hypothesis of the influence of person-organization fit on innovative work behavior is proven, where the higher the employee's person-organization fit, the innovative work behavior of CV Bukit Mas Abadi Bandung employees will increase. The first hypothesis in this research was declared accepted. The results of this study are similar to several previous studies. Rachmadani & Suhartanto (2021) found that individual and organizational compatibility has a positive and significant influence on innovative work behavior. Likewise, Liu and Fan (2021) show that there is a positive and significant influence between individual and organizational suitability and innovative work behavior. Kaya and Yamak's (2021) research also concluded that individual and organizational fit has a positive and significant impact on innovative work behavior, with job characteristics acting as a mediator in the relationship between the two. According to research by Chen et al. (2020) , it was found that individual and organizational fit has a positive and significant impact on innovative work behavior. Apart from that, it was also found that workload plays a role as a moderator in the relationship between these two constructs.

Regarding the influence of Person-Organization Fit on Intrinsic Motivation in this research, the results of hypothesis testing show that individual and organizational fit has a positive and significant influence on the intrinsic motivation of CV Bukit Mas Abadi Bandung employees. In other words, the higher the level of individual and organizational fit, the higher the employee's intrinsic motivation. This finding is in line with previous research by Liu et al. (2021) and Sari et al. (2020) who also found that individual and organizational fit had a positive and significant influence on intrinsic motivation. According to research by Chang et al. (2021) , Ma & Wang (2021) , Liu et al. (2021) , there is a positive relationship between person-organization fit and intrinsic motivation. They also found that this relationship was mediated by psychological empowerment. In other words, the better a person fits into their organization, the higher their intrinsic motivation. Psychological empowerment also plays a role in encouraging this intrinsic motivation.

On the influence of Intrinsic Motivation towards Innovative Work Behavior, namely the results of hypothesis testing in this study show that there is a positive and significant influence of intrinsic motivation on innovative work behavior of employees at CV Bukit Mas Abadi Bandung. So, the higher the intrinsic motivation of employees, the more their innovative work behavior will increase. The results of this study support previous research findings which state that intrinsic motivation has an important role in increasing an individual's ability to demonstrate innovative work behavior and explore new ideas. In research by Deng et al. (2021) , they found that intrinsic motivation has a positive influence on innovative work behavior. In a similar study by Saeed et al. (2021) , they also concluded that intrinsic motivation can predict innovative work behavior with positive effects. Karakas & Manisaligil (2021) also supports these findings by stating that intrinsic motivation contributes to an individual's ability to demonstrate innovative work behavior and increases self-confidence in expressing creative ideas. Thus, it can be said that individuals who have high intrinsic motivation tend to show more innovative work behavior.

On the influence of Person-Organization Fit towards Innovative Work Behavior mediated by Intrinsic Motivation namely the results of hypothesis testing in this research show that there is a positive and significant influence between person-organization fit and innovative work behavior at CV Bukit Mas Abadi in Bandung. Apart from that, it was also found that intrinsic motivation has a role as a mediator in this relationship. This means that the higher the level of intrinsic motivation possessed by CV Bukit Mas Abadi employees, the higher the possibility of demonstrating innovative work behavior. This finding is also in line with previous research which supports the mediating role of intrinsic motivation between



person-organization fit and innovative work behavior, as done by Liu et al. (2016) . Thus, the fourth hypothesis in this research can be accepted. In this study, Ali et al. (2018) found that intrinsic motivation mediated the relationship between person-organization fit and innovative work behavior. This finding is in line with research by Shen et al. (2016) , Zhang and Xie (2015) , Wang & Guan (2015) , and Sari et al. (2020) , who also show that intrinsic motivation has a mediating role in this relationship.

In this research, the results support the theory of self-determination (Self-Determination Theory) which says that intrinsic motivation is very important for individuals in feeling the suitability of organizational values and goals. If individuals perceive such fit, they are likely to have strong intrinsic motivation to engage in innovative work behavior. Research findings also show that person-organization fit has a positive and significant influence on innovative work behavior, mediated by intrinsic motivation. Thus, research at CV Bukit Mas Abadi Bandung has confirmed the theory of self-determination.

The practical implication of this research is that management at CV Bukit Mas Abadi Bandung needs to consider and take action related to the results of this research. The research results show that there is still a need to improve communication and openness between management and employees in meeting employee needs. Apart from that, it is also necessary to provide more freedom for employees to act according to their preferences in carrying out work. By improving these aspects, it is hoped that there will be an increase in employee intrinsic motivation and higher levels of innovative work behavior. The questionnaire statement with the lowest average in terms of innovative work behavior is "I have the ability to apply creative ideas in daily tasks." This shows that employees have low confidence in implementing creative ideas in their work.

RESEARCH IMPLICATIONS

Theoretical Implications

Theoretical implications support pre-existing theories where this research uses self-determination theory. The results of this research are in line with Self-Determination Theory which emphasizes the important role of intrinsic motivation in individuals where if individuals feel conformity with the values and goals of the organization they tend to feel strong intrinsic motivation to participate in innovative work behavior. The results of research on person-organization fit have a positive and significant effect on innovative work behavior mediated by intrinsic motivation at CV Bukit Mas Abadi Bandung have confirmed the theory of self-determination (Self-Determination Theory).

Practical Implications

It is hoped that the practical implications of this research can be used as consideration and input for management at CV Bukit Mas Abadi Bandung. Based on the results of the statements in the questionnaire in terms of person-organization fit, the lowest average was "The organization's work environment is in accordance with employee needs." which proves that there is still a lack of open communication between management and employees regarding employee needs. The results of the questionnaire statement with the lowest average in terms of intrinsic motivation were "I am free to act according to personal preferences in carrying out my work." which proves that there is still low freedom to act in accordance with employee preferences at work. The questionnaire statement with the lowest average in terms of innovative work behavior is "I am able to apply creative ideas in my daily work." which proves that employees still have low confidence regarding the application of creative ideas at work.

CONCLUSION

Based on the results of the research conducted, it can be concluded that person - organization fit has a positive and significant effect on innovative work behavior p there is CV Bukit Mas Abadi Bandung. Person - organization fit has a positive and significant effect on



intrinsic motivation p there is CV Bukit Mas Abadi Bandung. Intrinsic motivation has a positive and significant effect on innovative work behavior p there is CV Bukit Mas Abadi Bandung. Intrinsic motivation is a partial mediating variable, where intrinsic motivation is not the only variable that can mediate The influence of person-organization fit on innovative work behavior p there is CV Bukit Mas Abadi Bandung.

The advice in this research is for the management of CV Bukit Mas Abadi Bandung, namely that it is hoped that they can pay attention to the person-organization fit felt by employees by carrying out open communication between management and employees, such as conducting surveys regarding employee working conditions and providing internal information boards; It is hoped that the management of CV Bukit Mas Abadi Bandung can provide freedom to employees to achieve the desired results, such as giving employees the freedom to choose projects according to their interests, which will increase the sense of ownership and responsibility for the tasks that employees have; and it is hoped that the management of CV Bukit Mas Abadi Bandung can consider providing training, programs and creativity development forums for employees. For future researchers, researchers should be able to add variables that can influence innovative work behavior and expand the scope of research beyond just CV Bukit Mas Abadi Bandung.

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