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The Mediating Role of Knowledge Sharing Behavior on the Effect of Person-Organization Fit on Innovative Work Behavior

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ABSTRACT

This study aims to determine the effect of person-organization on fit on innovative work behavior mediated by knowledge sharing behavior. The population in this study were all employees of Ebiz Corporation. The sample size, determined through Slovin formula, and 74 samples were obtained. The sampling technique is convenience sampling. The data analysis method used in this study is path analysis using analytical tools from Preacher – Hayes, The Simple Mediator Model. From the research findings, the knowledge sharing behavior is proven to mediate the effect of person-organization fit on innovative work behavior.

Keywords: Innovative Work Behavior, Knowledge Sharing Behavior, Person-Organization Fit

INTRODUCTION

Today the business world is experiencing a development that is influenced by two critical factors, namely technological progress and globalization, which creates more significant market opportunities. Under these conditions, a company must be able to face competition with other companies. According to Tajeddini and Trueman (2008), to remain competitive, organizations depend on their employees who are continually innovating products, services, methods, and operations. Factors that encourage the creation of innovative work behavior are the compatibility between employees and the organization and sharing knowledge behavior. Employees are more likely to be motivated to display innovative work behavior if employees feel high compatibility with their organizations (Afsar and Badir, 2016). Thornhill (2006) states that to realize innovative work behavior, employees need to interact to acquire and spread knowledge. The company cannot create change without the interaction of its employees. Interaction between employees is necessary to develop an understanding of the changes desired by the company.

One of the many companies that need innovation in facing business competition is Ebiz Cipta Cipta Solutions, Co (Ebiz). Ebiz is an information technology-based company. In its process, there are obstacles perceived by Ebiz employees to display innovative work behavior. Employees rarely try new work methods to complete a job, as long as the work methods used are still considered valid. Besides, companies rarely hold sharing sessions discuss obstacles they encounter and how to overcome them. The company never provided training to employees on how to think creatively and innovatively in solving problems. Based on the given introduction this research would examine the Mediating Role of Knowledge

Sharing Behavior on the Effect of Person-Organization Fit on Innovative Work Behavior.

Literature Review

Person-Organization Fit

The perceived fit of the individual with the organization will encourage employees to make additional efforts beyond their job descriptions and apply new ideas to the organization (Afsar & Badir, 2016). According to Moynihan and Pandey (2010), conformity between individuals and organizations occurs when: at least there is seriousness to meet the needs of other parties, or they have similar essential characteristics. According to Autry & Daugherty (2003), dimensions of person-organization fit are conformity with company goals, compliance with colleagues, and accordance with supervisors. According to Kristof et al., (2005), there are three components of person-organization fit, namely: the conformity of employee personality with organizational characteristics, conformity of goals between employees and organization, and consistency between employee values and organizational culture. Handler (2004) provides several guidelines for achieving the conformity of people to the organization. They are (i). Building conformity in every type of work; (ii). Use person-organization fit data; (iii). Use conformity to optimize groups in the organization when creating internal assignments; and (iv). Study the influence of person-organization fit.

Knowledge Sharing Behavior

Knowledge sharing behavior is the exchange of knowledge between two or more individuals. Here one party communicates the knowledge he has and the other party assimilates that knowledge, so new knowledge is created (Paulin and Suneson, 2012). Knowledge sharing behavior can be interpreted as the degree to which a person does knowledge sharing (Bock and Kim, 2002). Knowledge sharing can also be understood as a behavior where someone voluntarily provides access to others about their knowledge and experience (Hansen and Avital, 2005). Cabrera and Cabrera (2005), stated that sharing knowledge behavior is influenced by several things. Some of them include social ties and patterns, the frequency of interactions between individuals, a shared language that unites one another, interpersonal trust, norms that support sharing behavior, group identification, perceptions of rewards, self-efficacy, and expectation of reciprocity. Bock and Kim (2002) said that individuals who believe that their relationships with others can become deeper through knowledge sharing behavior have positive attitudes in sharing knowledge.

Innovative Work Behavior

According to Yuan and Woodman (2010), innovative work behavior is the desire of organizational members to introduce, propose, apply ideas and new products, processes, and procedures into their work or organization. Saks and Gruman (2011) stated that factors that are important for employees to implement innovative wok behavior are: (1) a higher level of employee engagement; (2). Employees must make choices and face a constant exchange of issues when doing innovative work behavior; and (3). Innovative work behavior is not just about starting an idea but also making it happen, which means having a long-term commitment to one's ideas.

The Influence of Person-Organization Fit on Innovative Work Behavior

Among antecedents of innovative work behavior, individual attributes, and perceptions about organizational climate might be related to their innovative work behavior (Scott and Bruce, 1994). Therefore, this research examines the effect of person-organizational fit (individual level antecedent) on the innovative work behavior of employees. Innovative work behavior cannot be impelled by formal incentives or reward mechanisms as it is voluntary, and not a formal part of the employee's job description (Fisher et al., 2010). As innovative behavior is also a form of discretionary behavior, and person-organization fit positively impacts discretionary behavior (Vilela et al, 2008), it is hypothesized that person-organization fit will also positively impact innovative work behavior of employees.

Hypothesis 1: There is an effect of person-organization fit on innovative work behavior.

The Influence of Person-Organization Fit on Knowledge Sharing Behavior

Person-organization fit facilitates a person's adaptation to his or her environment through strong social ties leading to an increase in knowledge sharing behavior (Tsai, 2002). Employees believe that their mutual relationship with others can improve through their knowledge sharing (Bock et al., 2005).

Hypothesis 2: There is an effect of person-organization fit on knowledge sharing behavior.

The Mediating Effect of Knowledge Sharing Behavior

According to Connelly and Kelloway (2003), knowledge sharing behavior is defined as a set of behavior that involves the exchange of information of assistance to others which contains an element of reciprocity. Person-organization fit connects individuals to organizations actively that motivate them to realize their creative ideas (Ricetzchel et al., 2010) through sharing knowledge. Wang and Noe (2010) emphasize that individuals who engage in knowledge sharing expect that their ideas would be reciprocated in the future in the form of promotion or implementation of new ideas. The manager creates a way for knowledge sharing by supporting open communication processes among people which sparks idea generation (De Jong and Den Hartog, 2007). When employees share knowledge frequently, they are likely to strengthen the effect of person-organization fit on innovative work behavior. Which means open communication and a greater variety of socialization processes leads to higher compatibility between individual and organizational characteristics (Saenz et al., 2009). Dirks and Ferrin (2001) emphasize that when employees frequently engage in sharing best practices and mistakes, they expect it would be increased innovative work behavior. The process of sharing best practices and mistakes thus triggers a rethinking of individuals' practice that may improve individuals' ability to translate new ideas into workable solutions (Hippel and Krogh, 2003). Person-organization fit is embedded in the norm of reciprocity and social exchange which can make employees more creative, but lack of knowledge sharing weakens social integration (Connelly et al., 2014). Even if the employees come up with innovative ideas, it will be difficult for him or her to implement them as he or she needs the support of colleagues (Afsar, 2015).

Research conducted by Afsar (2015), found that person-organization fit has a positive relationship with innovative work behavior. Also, the relationship between person-organization fit through knowledge sharing behavior towards innovative

work behavior shows significant results. Mean that respondents with high person-organization fit demonstrate their innovative work behavior when they do knowledge sharing behavior. They are who practiced knowledge sharing behavior with coworkers, increase person-organization fit, and innovative work behavior through social relationships created between interactions. Hypothesis based on the above argument:

Hypothesis 3: There is an effect of knowledge sharing behavior on innovative work behavior

Hypothesis 4: Knowledge sharing behavior mediates the effect of person-organization fit on innovative work behavior.

RESEARCH METHOD

Data and Measurement

The innovative work behavior variable is the work behavior of employees who can produce, introduce, and implement new things from within that can be useful for their work. Measurement of innovative work behavior variables using instruments developed by De Jong and Den Hartog (2010). Innovative work behavior questionnaire filled out by supervisors and their employees, each consisting of ten (10) items. Filling by supervisors and employees to anticipate any bias if the assessment is self-rated only. Person - organization fit variable is the suitability of the values of an employee with the values of the company where he works. The instrument used to measure person-organization fit in this study was developed by Resick et al. (2007), consisting of five (5) items. Knowledge sharing behavior variable is the behavior of various knowledge through the act of exchanging and spread knowledge among colleagues. Measurement of knowledge sharing behavior variables using instruments developed by Mura et al. (2013). The questionnaire regarding knowledge sharing behavior is divided into two (2) sections in the statement, namely sharing best practices and sharing mistakes, each consisting of four (4) items.

Population and Sample

The population in this study were all employees of Ebiz, Co with 85 employees. By using the Slovin formula, the number of samples taken in this study was 74. The sampling technique with convenience sampling.

Statistical Tool

The analysis method used to test this research model is using The Simple Mediation Model developed by Hayes (2013) with Macro Process which is processed through SPSS Process 23.00 using ordinary least squares and logistic regression path analysis modeling.

RESULTS AND DISCUSSION

Results

In this study, the reliability test, validity test, descriptive statistics, paired t-test, p plots normality test, average value analysis, and Preacher Hayes analysis were performed. Validity and reliability test results shows the scale to be valid and reliable. Correlation coefficient person-organization fit ranged from: 0.735-0.813; $p<0.05$, correlation coefficient innovative work behavior ranged from: 0.356-0.934; $p<0.05$, and correlation coefficient knowledge sharing behavior ranged from:

0.587-0.749; p<0.05. The Cronbach's Alpha values are as follows: person-organization fit: 0.842; innovative work behavior: 0.756; and knowledge sharing behavior: 0.793. All Cronbach's Alpha values are higher than the reliability requirements (minimum 0.7). After the normality test, it turns out the data is spread around the diagonal line. So, it can be concluded that the data processed is normally distributed so that the normality test is fulfilled.

Description of Respondents

The following are the characteristics of respondents.

Table 1: Characteristics of Respondents

No.	Respondent Data	Frequency	Percentage
1	**Gender**		
	Male	45	60.8
	Female	29	39.2
	Total	74	100
2	**Age**		
	< 20	1	1.4
	20-29	50	67.6
	30-39	22	29.7
	40-49	1	1.4
	Total	74	100
3	**Number of years working**		
	< 1	12	16.2
	1-2	14	18.9
	2-3	22	29.7
	3-4	17	23.0
	≥ 5	9	12.2
	Total	74	100
4	**Education**		
	≤ Senior High School	0	0
	Diploma	1	1.4
	Undergraduate degree	69	93.2
	Postgraduate degree	4	5.4
	Total	74	100

As indicate in Table 1, Ebiz, Co has a dominant male employee. The age range, the majority are aged ranged from twenty to twenty-nine years. From the degree of education, most of them undergraduate degree, and the most dominant number of years working is those who work for two to three years.

Mean Score Analysis

Interpretation of respondents regarding the person-organization fit is in the high category with an overall average score of 4.09. The mean score of innovative work behavior is in the high category with an overall mean score of 3.96. The mean score of knowledge sharing behavior is in the high category with an overall mean score of 3.94.

Table 2: Paired T-Test Results for Innovative Work Behavior

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
IWB	Equal variances assumed	20.554	.000	1.803	146	.074	2.514	1.394	.242	.269
	Equal variances not assumed			1.803	128.763	.074	2.514	1.394	.245	.272

Based on the paired t-test results above, it can be proven that the significance value (2-tailed) of 0.074> 0.05, this shows that there is no significant difference between self-rated and supervisor-rated assessments. For this reason, the innovative work behavior of the two assessments, self-rated and supervisor-rated, are combined into one rating (average value is calculated).

Table 3: Influence of Person-Organization Fit on Innovative Work Behavior (c path)

	Coeff	Se	T	P
Person-Organization Fit	1.7555	0.1114	15.7584	0.0000

Based on the calculation (Table 3), it can be seen that the person-organization fit significantly influences the innovative work behavior with sig. (0.0000) <0.05, then Hypotheses 1 accepted, meaning the person-organization fit has a positive and signicant effect on innovative work behavior at Ebiz, Co.

Table 4: Influence of Person-Organization Fit on Knowledge Sharing Behavior (a path)

	Coeff	Se	T	P
Person-Organization Fit	1.4025	0.1063	13.1920	0.0000

As indicate in Table 4, it can be seen that the person-organization fit significantly influences the knowledge sharing behavior with sig. (0.0000) <0.05, then Hypotheses 2 accepted, meaning that the person-organization fit has a positive and significant effect on knowledge sharing behavior at Ebiz, Co

Table 5: The Influence of Knowledge Sharing Behavior on Innovative Work Behavior (b path)

	Coeff	Se	T	P
Knowldege Sharing Behavior	0.6720	0.954	7.0430	0.0000

Table 5 shows that the knowledge sharing behavior significantly influences the innovative work behavior variable with sig. (0.0003) <0.05, then Hypotheses 3 accepted, meaning knowledge sharing behavior has a positive and significant effect on innovative work behavior.

Table 6: Direct Effect of Person-Organization Fit on Innovative Work Behavior (c 'path)

	Effect	Se	T	P
Person-Organization Fit	0.8130	0.1591	5.1097	0.0000

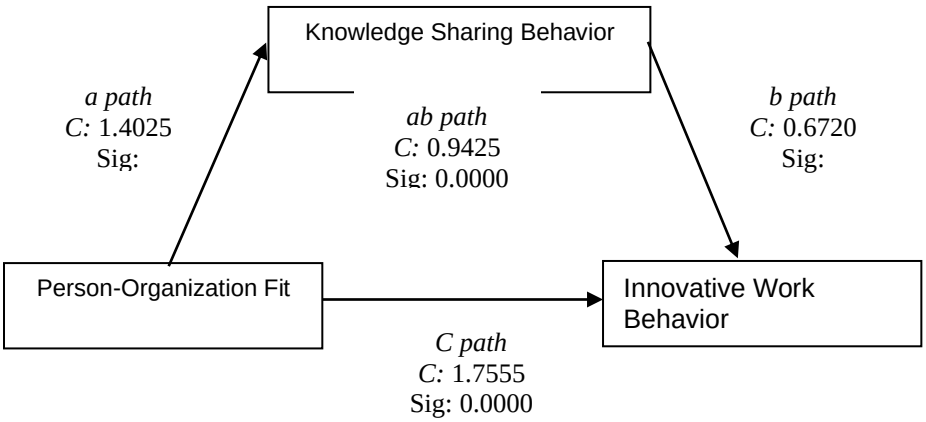
Table 6 shows that the person-organization fit significantly influences the innovative work behavior with sig. (0.0000) <0.05.

Table 7: Indirect Effect Person-Organization Fit on Innovative Work Behavior with Knowledge Sharing Behavior as a Mediator (ab path)

	Effect	Se	Z	P
Knowldege Sharing Behavior	0.9425	0.1498	6.2901	0.0000

Table 7 shows that the person-organization fit has a significant indirect effect on innovative work behavior through knowledge sharing behavior. It can be seen from the results sig. (0.0000) <0.05; Z value 6.2901> 1.96, then Hypotheses 4 accepted, meaning that knowledge sharing behavior mediates the effect of person-organization fit on innovative work behavior at Ebiz, Co.

Figure 1. Simple Mediation Model Test Effect of Person-Organization Fit on Innovative Work Behavior with Knowledge Sharing Behavior as a Mediator



From the Preacher-Hayes test, it is known that the effect of person-organization fit on knowledge sharing behavior (a) has a significant effect with a significant level of 0.0000 <0.05. Mediation variable knowledge sharing behavior significantly has an

effect on dependent variable innovative work behavior, (b) with sig. 0.0000 <0.05. The person-organization fit significantly has an effect on the dependent variable innovative work behavior (c) with sig. 0.0000 <0.05. The total effect of the direct effect and indirect effect (c = c '+ ab) has a significant effect on sig. 0.0000 <0.05. It shows that the direct effect of person-organization fit on innovative work behavior (c ') has a significant effect on the level of sig. 0.0000 <0.05. The direct effect of person-organization fit on innovative work behavior through mediator knowledge sharing behavior (ab) has a significant effect on sig (0.0000) <0.05. The total effect of the direct effect and indirect effect is C = 1.7555.

Discussion

There is an effect of person-organization fit on the innovative work behavior at Ebiz, Co. This finding supports the theory that innovative work behavior requires a high level of involvement, long-term commitment, courage to achieve, and peer support. It arises when there is a match between employee and organizational values (Afsar and Badir, 2016). In this study, the person-organization fit has a significant effect on knowledge sharing behavior at Ebiz, Co. This finding supports the previous research that, individuals who perceived conformity with the organization will encourage other employees to work beyond their job descriptions and apply new ideas in the organization (Afsar and Badir, 2016). There is an effect of knowledge sharing behavior on innovative work behavior at Ebiz, Co. This finding supports the theory that states that to demonstrate innovative work behavior, employees need to interact to acquire and spread knowledge (Thornhill, 2006). Knowledge sharing behaviour mediates the effect of person-organization fit on innovative work behavior. This result is following previous research conducted by Badir (2015) which stated that the relationship between person-organization fit through knowledge sharing behavior towards innovative work behavior shows significant results. In this study, person-organization fit and knowledge sharing behavior both have positive effects on innovative work behavior. It means that improvement in innovative work behavior can be achieved by the increase of person-organization fit and knowledge sharing behavior.

The mean score of person-organization fit is in the high category. Thus, it can be concluded that the employees at Ebiz, Co have culture personality congruence, value congruence, and compatibility with colleagues. The level of innovative work behavior is in the high category. The level of knowledge sharing behavior is in the high category. The statements proposed in this variable are models of knowledge sharing behavior in the socialization process, namely the process of knowledge transfer between individuals. Innovative work behavior can be practiced through discover new technology, suggest new ways, apply new work method, and investigate and secure resources to implement new ideas (Yuan and Woodman, 2010). Employees are expected to be able to display innovative work behavior by sharing the knowledge that can be used to create ideas that are beneficial to the company. To demonstrate innovative work behavior, employees should have an understanding of the company, such as the vision, mission, goals, and culture of the organization to find compatibility between themselves and the organization. It is the basis for employees to be able to motivate them to display innovative work behavior and knowledge sharing behavior. For companies to get employees who have individual suitability with the organization, it can be achieved through the recruitment process. Through this process, companies can select individuals who have similar values to the organization. Besides, companies can socialize new

employees with an understanding of the organization. The company can also provide feedback to employees to be able to display innovative work behavior by involving employees in solving problems in the organization. In this way, employees will be actively engaged and will encourage them to interact with other employees to jointly find solutions to existing problems. The company can also facilitate employees by providing training on how to think innovatively and hold sharing sessions for creating innovative ideas.

CONCLUSIONS

The conclusions of this study are as follows: (i). Person-organization fit has a positive and signicant effect on innovative work behavior; (ii). Person-organization fit has a positive and significant effect on knowledge sharing behavior; (iii). Knowledge sharing behavior has a positive and significant effect on innovative work behavior; and (iv). Knowledge sharing behavior mediates the effect of person-organization fit on innovative work behavior at Ebiz, Co.

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