

Factors affecting Organizational Citizenship Behavior and Health Worker Innovative Behavior: The Role of Person-Job Fit as a Moderating Variable

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This research aims to determine factors affecting organizational citizenship behavior and health worker innovative behavior such as transformational leadership, perceived organizational support, innovative work behavior, employee creativity, with person-job fit as the moderating variable. This research is included in descriptive quantitative research with a quantitative approach. The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. The results of this research show that of several factors related to employees and their organizations, only transformational leadership that does not affect innovative work behavior.

Keywords: Health Worker, Hospital, Innovative Behavior, Organizational Citizenship Behavior, Person-Job Fit

JEL Classification: M00, M10, M19

INTRODUCTION

Quality health services are the goal of the government by increasing access and quality of health services. The success of hospitals in providing health services requires various important elements, one of which is human resources. Competition in the field of health services is also getting tougher, for that, every hospital must be able to be better by prioritizing good service (Tutik & Arief, 2016). Good hospital human resource performance is the hope of all patients. According to Mangkunegara (2015) Performance is the result of work in quality and quantity achieved in carrying out the tasks and responsibilities assigned to him. Hospital human resource performance is measured by the services provided to patients so that patients feel satisfied or dissatisfied (Dwidienawati et al., 2018).

Every organization including hospitals, will basically try to develop through various things in facing various changes in a fast-paced world. One of them changes that require an organization to understand every individual or member behavior in its organization, because there will always be a time when individuals in the organization will take turns or change (Susanti & Arief, 2015). Understanding of these behaviors is very important, by understanding each individual which includes colleagues, superiors, subordinates and even the wider organizational environment (internal & external) (Heide et al., 2018). This behavior can make it easier for individuals to think, behave and act appropriately, so that each individual in it always behaves innovatively to achieve effective and efficient organizational goals. Understanding individual organizational behavior or organizational citizenship behavior and creating innovative work behavior is also influenced by several factors which are transformational leadership, perceived organizational support, and employee creativity. (Ahmad & Zafar, 2018).

In understanding individuals, organizations need transformational leaders who will start everything with a vision, namely views and hopes for the future that can be achieved together by integrating all the strengths, abilities, and existence of their followers. It could be that a vision is developed by the leader or has been institutionalized formulated by previous predecessors, is still authentic, and in line with the development of current demands (Andriani, 2018). The existence of transformational leaders also requires support from the entire organization known as perceived organizational support (POS), which is an attitude, contribution, or treatment given by the organization used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. Then, the last factor is employee creativity, employee creativity is the long-term survival of a company because with the creativity of employees it will have the potential to create new ideas and develop existing products (Nazir et al., 2019). There is also a job-fit person who can be used as a moderator in influencing innovative work behavior (Li et al., 2019). Person job-fit considered as a compatibility between individuals and the work or tasks they perform in the workplace. Based on the description above, this research is focused on examining several factors that influence innovative work behavior through organizational citizenship behavior and Person Job-Fit as a moderator in this study.

LITERATURE REVIEW

Leadership Transformation

Transformational leadership is the last approach that has been hotly discussed in the last two decades. Transformational leadership essentially emphasizes that a leader needs to motivate their subordinates to carry out their responsibilities more than they expect (Suifan et al., 2018). Transformational leaders must be able to define, communicate, and articulate the vision of the organization and subordinates must accept

and recognize the leader. Leaders seek to expand and increase needs beyond personal interests and encourage these changes towards common interests including organizational interests (Williams et al., 2018). Thus, it can be concluded that leadership is the ability possessed by a leader to influence, move, and guide their subordinates to work according to the expected goals. Dimensions in measuring leadership transformation are as follows (Oberer & Erkollar, 2018).

Table 1. Dimension and Indicator of Leadership Transformation

No.	Dimension	Indicator
1.	Charisma	1. Leaders are the pride of the company
		2. Leaders prioritize common interests
		3. Leaders can be trusted to bring the company's progress
2.	Inspirational Motivation	4. Leaders build employee optimism
		5. Leaders foster employee confidence
		6. Leaders foster employee confidence
3.	Intellectual Stimulation	7. Leaders encourage employees' creative ideas
		8. Leaders encourage employees to keep learning
		9. Leaders encourage employees to keep learning
4.	Consideration	10. Leaders are willing to be mentors to foster employees
5.	Individual	11. Leaders are willing to be mentors to foster employees
		12. Leaders support employee skill development

Perceived Organizational Support

Perceived Organizational Support (POS) is an important concept in the organizational behavior literature where organizational support can provide an explanation of the relationship between organizational treatment, attitudes, and behavior of employees towards their work and organization (Côté et al., 2021). POS is an organizational support that assesses the extent to which the organization contributes, pays attention to welfare, hears complaints, pays attention to life, and treats employees fairly. POS is the degree to which employees believe the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). Therefore, it can be concluded that POS is a form of attitude, contribution, or treatment given by an organization used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. Dimensions in the measurement of perceived organizational support according to Kurtessis et al. (2015) are as follows.

Table 2. Dimension and Indicator of Perceived Organizational Support

No.	Dimension	Indicator
1.	Justice Support	1. Fairness in opportunity for competency improvement
		2. Fairness in career development opportunities
2.	Support from superiors or supervisors	3. The boss gives direction at work
		4. Appreciation for existence
		5. Superiors are responsive to complaints and opinions of subordinates
3.	Employee Welfare Support	6. The organization's concern for the welfare of its employees

		7. The existence of organizational concern for employee job satisfaction
		8. The existence of the organization's concern for the comfort of the working environment of employees

Employee Creativity

Employee creativity is the long-term survival of a company because with the creativity of employees it will have the potential to create new ideas and develop existing products. Creative employees have different characteristics from employees who are less creative. Creative employees will have good ability and knowledge development, while less creative employees will work according to their pre-existing abilities and work styles and are unable to create new ideas (Castillo-Vergara et al., 2018). Creative employees will usually be independent and often act out of the ordinary, take risks, and will have an interest and openness to new experiments (Ogbeibu et al., 2018). Creativity has several dimensions as follows.

Table 3. Dimension and Indicator of Employee Creativity

No.	Dimension	Indicator
	Curiosity	Curiosity to try new things
		1. Desire to find useful information
	Optimistic	Optimism about the products offered
		2. Optimism about ability
	Flexible	Level of adaptation to change
		3. Accepting input from outside
	Looking for a solution	Looking for solutions in solving problems
		4. Best solution implemented
	Imagining	Imagination level to advance business
		5. Often using imagination
	Dare to take risks	Happy to challenge
		6. Accepting the possibility of failure

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior. OCB is a form of work behavior that is usually not seen or taken into account. OCB is an extra role performance separate from in-role performance according to the job description (Gong et al., 2018). The second approach is to view OCB from a political principle or philosophy (Ningrum et al., 2020). This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because the individual feels as a member of the organization who has a sense of satisfaction when they can do something more than the organization. Dimensions in the measurement of Organizational Citizenship Behavior (OCB) according to Organs, (2016) developed by Rahman & Rubel, (2018) are as follows.

Table 4. Dimension and Indicator of Organizational Citizenship Behavior

No.	Dimension	Indicator
	Courtesy	1. Employees work together
		2. Employees care and appreciate
		3. Employees obey the rules

	Altruism	Employees help co-workers who are absent
		4. Employees help co-workers at work
	Civic Virtue	Employees build image
		5. Employees attend and participate in meetings
		6. Employees keep up with changes
	Conscientiousness	Employees don't take long to eat
		7. Employees are always on time
		8. Employees tend to be creative
		9. Employees don't complain much

Person-Job Fit

Person-job fit is defined as the compatibility between individuals and the work or tasks they perform at work. Person-job fit is a match between employees and the work they are getting by looking at the abilities possessed by employees and the demands of the work they are charged with (KERSE, 2018). Person-job fit is assessed by determining the work required in accordance with the job analysis that has been determined by the competent authorities in the organization so that the talent, knowledge, and ability to work are in accordance with the demands of the job (Suwanti, 2018). According to Cable & Derue, (2002), there are indicators to measure person-job fit shown in the following table.

Table 5. Dimension and Indicator of Person-Job Fit

No.	Dimension	Indicator
	Need-supplies fit	Match between employee needs related to work and those that can be met
		1. The attributes that employees look for in a job best by the current job
		2. The work that employees do today provides almost everything one could want in a job
	Demand-abilities fit	Excellent match between job demands and employee's personal skills
		3. Match between the training offered by the job and the needs of the employee
		4. Match between the abilities possessed by employees from education and experience with the current work position

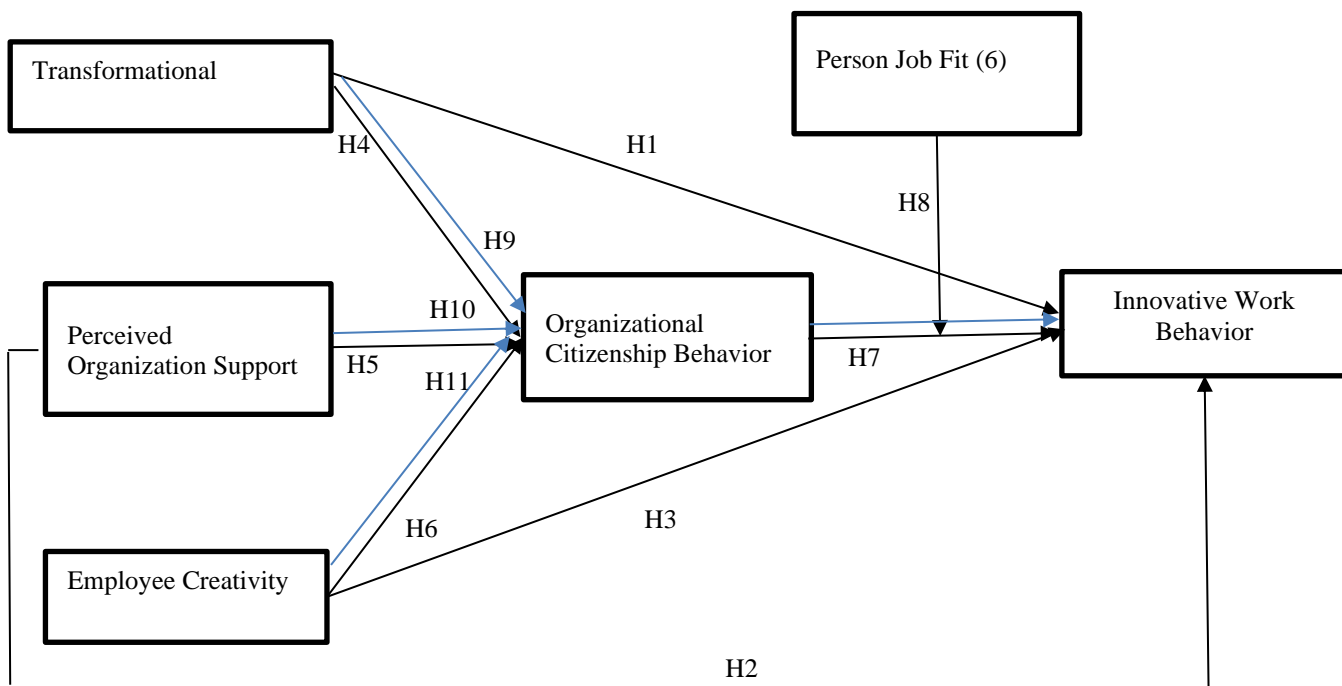
Innovative Work Behavior

Innovation is defined as the introduction and application of new ideas, processes, products, or procedures designed for better (profitable) performance in jobs, work groups, organizations, or the wider community. Innovation is a process of thinking and implementing these thoughts to produce new things in the form of products, services, processes, methods, policies, etc. (Yunis et al., 2018). In the context of organizational innovation, one alternative to forming an innovative organization is through innovation by members or individuals of the organization. Innovative behavior as the sum total of individual actions that lead to the emergence, introduction, and application of something new and beneficial at all levels of the organization. Innovative behavior is a gradual process of identifying the problem, generating an idea or solution, building support for the idea, and implementing the idea. Therefore, it can be concluded that innovative work behavior is a series of individual behaviors that lead to exploration, emergence, introduction and application of new ideas in a group/organization regarding methods, processes, products and services, value to the organization (Hughes et al., 2018).

Dimensions according to De Jong & Den Hartog, (2010) in measuring innovative work behavior are as follows.

Table 6. Dimension and Indicator of Innovative Work Behavior

No.	Dimension	Indicator
	Idea Explanation	Looking for new ideas related to work
		1. Looking for solutions related to problem solving
		2. Having more sensitivity to the work environment
	Idea Generation	Thinking of ways to develop oneself
	Championing Idea	Having the ability to convince other individuals regarding the implementation of their ideas
	Idea Implementation	Taking an active role in the implementation of ideas



H1: Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y)

H2: Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y)

H3: Effect of Employee Creativity (X3) on Organizational Citizenship Behavior (M)

H4: Effect of Transformational Leadership (X1) on Organizational Citizenship Behavior (M)

H5: Effect of Perceived Organizational Support (X2) on Organizational Citizenship Behavior (M)

H6: Effect of Employee Creativity (X3) on Innovative Work Behavior (Y)

H7: Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y)

H8: Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y) Moderated by Person Job Fit (Z)

H9: Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y) mediated by Organizational Citizenship Behavior (M)

H10: Effect of Employee Creativity (X3) on Innovative Work Behavior (Y) mediated by Organizational Citizenship Behavior (M)

H11: Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y)
Mediated by Organizational Citizenship Behavior (M)

RESEARCH METHOD

This research is included in descriptive quantitative research. Sugiyono (2017) said that research methods are basically scientific characteristics to obtain data with certain goals and uses. The method used in the quantitative approach. According to Resseffendi (2010), descriptive research is research that uses observations, interviews, or questionnaires about the current situation regarding the subject researching. Through questionnaires, the data to test for hypotension or answer a question is collected. Through this descriptive research, the researcher will explain what actually happened about the current situation being studied.

The data analysis technique in this study uses Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to Ghazali & Latan (2015), the purpose of PLS-SEM is to develop a theory or build a theory (prediction orientation). PLS is used to explain whether there is a relationship between latent variables (prediction). PLS is a powerful analytical method because it does not assume current data with a certain scale measurement, the number of samples is small (Ghozali, 2011).

RESULT

Outer Model Analysis

Validity Test

Validity test is used to measure the validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is > 0.05 and outer loading value (> 0.6).

Figure 1. Hypothesis Result

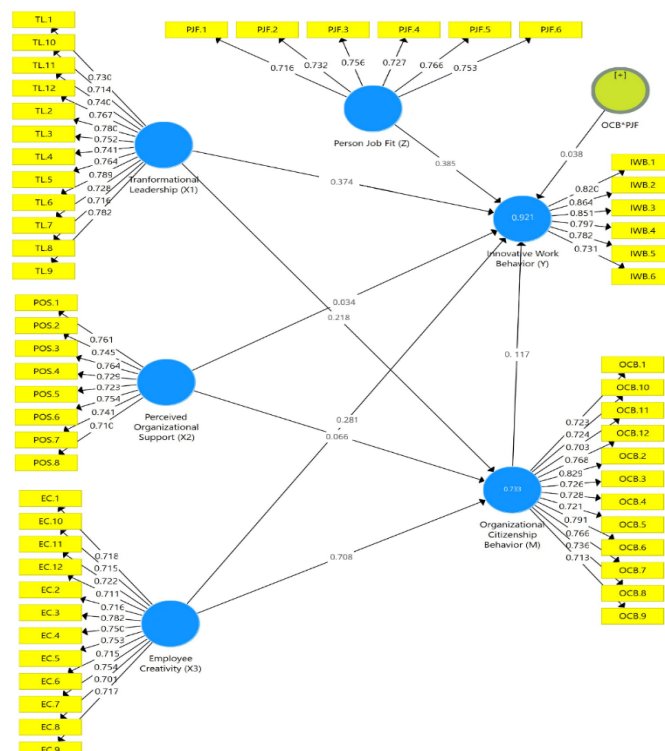


Table 6. Validity Test Result

Variable	Indicator	AVE	Outer Loading	Result
Employee Creativity (X3)	EC.1	0.533	0.718	Valid
	EC.10		0.715	Valid
	EC.11		0.722	Valid
	EC.12		0.711	Valid
	EC.2		0.716	Valid
	EC.3		0.782	Valid
	EC.4		0.750	Valid
	EC.5		0.753	Valid
	EC.6		0.715	Valid
	EC.7		0.754	Valid
	EC.8		0.701	Valid
	EC.9		0.717	Valid
Innovative Work Behavior (Y)	IWB.1	0.654	0.820	Valid
	IWB.2		0.864	Valid
	IWB.3		0.851	Valid
	IWB.4		0.797	Valid
	IWB.5		0.782	Valid
	IWB.6		0.731	Valid
Organizational Citizenship Behavior (M)	OCB.1	0.555	0.723	Valid
	OCB.10		0.724	Valid
	OCB.11		0.703	Valid
	OCB.12		0.768	Valid
	OCB.2		0.829	Valid
	OCB.3		0.726	Valid
	OCB.4		0.728	Valid
	OCB.5		0.721	Valid
	OCB.6		0.791	Valid
	OCB.7		0.766	Valid
	OCB.8		0.736	Valid
	OCB.9		0.713	Valid
Perceived Organizational Support (X2)	POS.1	0.549	0.761	Valid
	POS.2		0.745	Valid
	POS.3		0.764	Valid
	POS.4		0.729	Valid
	POS.5		0.723	Valid
	POS.6		0.754	Valid
	POS.7		0.741	Valid
	POS.8		0.710	Valid
Person Job Fit (Z)	PJF.1	0.550	0.716	Valid
	PJF.2		0.732	Valid
	PJF.3		0.756	Valid
	PJF.4		0.727	Valid
	PJF.5		0.766	Valid
	PJF.6		0.753	Valid
Employee Creativity (X3)	TL.1	0.564	0.730	Valid
	TL.10		0.714	Valid

	TL.11		0.740	Valid
	TL.12		0.767	Valid
	TL.2		0.780	Valid
	TL.3		0.752	Valid
	TL.4		0.741	Valid
	TL.5		0.764	Valid
	TL.6		0.789	Valid
	TL.7		0.728	Valid
	TL.8		0.716	Valid
	TL.9		0.782	Valid
Organizational Citizenship Behavior (M) * Person Job Fit (Z)		1.000	1.175	Valid

Reliability Test

Researchers use two types of reliability tests, namely Cronbach Alpha test and Composite Reliability Test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared good if the data has a Cronbach alpha value > 0.7. Meanwhile, composite reliability measures the actual reliability value of a variable. The data is declared to have high reliability if it has a composite reliability score > 0.7.

Table 7. Reliability Test Result

	Cronbach's Alpha	Composite Reliability
Employee Creativity (X3)	0.920	0.932
Innovative Work Behavior (Y)	0.893	0.919
Organizational Citizenship Behavior (M)* Person Job Fit (Z)	1.000	1.000
Organizational Citizenship Behavior (M)	0.927	0.937
Perceived Organizational Support (X2)	0.883	0.907
Person Job Fit (Z)	0.836	0.880
Transformational Leadership (X1)	0.929	0.939

R-Square Test

The coefficient determination (R-Square) test is used in the measurement to measure how much the endogenous variable is influenced by other variables. Based on the data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table.

Table 8. R-Square Test Result

	R Square	R Square Adjusted
Innovative Work Behavior (Y)	0.810	0.791
Organizational Citizenship Behavior (M)	0.948	0.946

Based on the test results, the r-square score for innovative work behavior is 0.810, which means that Innovative work behavior is influenced by organizational citizenship behavior, leadership transformation, and employee creativity by 81% and the other 19% are influenced by variables that have not been explained in this study. The r-square score

for organizational citizenship behavior is 0.948, which means leadership transformation, perceived organization support and employee creativity affect organizational citizenship behavior by 94.8% and the other 5.2% are influenced by variables that have not been explained in this study.

Hypothesis Test

Table 9. Hypothesis Test Result

HYPOTHESIS	β	T Statistics (O/STDEV)	P Values	Information
Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y)	0.374	2.038	0.021	Significant Positive
Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y)	0.034	2,691	0.038	Significant Positive
The Effect of Employee Creativity (X3) on Organizational Citizenship Behavior (M)	0.708	7.247	0.000	Significant Positive
Effect of Transformational Leadership (X1) on Organizational Citizenship Behavior (M)	0.218	2,335	0.020	Significant Positive
Effect of Perceived Organizational Support (X2) on Organizational Citizenship Behavior (M)	0.066	2,077	0.023	Significant Positive
Effect of Employee Creativity (X3) on Innovative Work Behavior (Y)	0.281	1992	0.026	Significant Positive
Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y)	0.117	1.084	0.442	Not Significant
Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y) moderated by Person Job Fit (Z)	0.038	2,087	0.033	Significant Positive
Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y) moderated by Organizational Citizenship Behavior (M)	0.081	2,991	0.015	Significant Positive
Effect of Employee Creativity (X3) on Innovative Work Behavior (Y) moderated by Organizational Citizenship Behavior (M)	0.265	2.018	0.044	Significant Positive
Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y) moderated by Organizational Citizenship Behavior (M)	0.025	2,645	0.037	Significant Positive

DISCUSSION

Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y)

The results of testing the Transformational Leadership hypothesis on Innovative Work Behavior obtained a positive beta score ($\beta = 0.374$) with p values of 0.021 ($p < 0.05$) with a t statistic of 2.038 ($p > 1.98$) indicating that there is a significant positive effect between Transformational Leadership variables on Innovative Work Behavior. . Transformational

leadership is the ability of a leader to motivate his subordinates to carry out their responsibilities more than they expect. The influence of leaders on change in the organization is stated by (Hersey 2000: 491) that influential leaders, namely leaders who do not implement changes in vacuum conditions, but changes in the organization are carefully refined through the creation of various parts. Furthermore, according to (Hersey 2000) with considerations and views on the factors that influence the success of change in the organization, as well as positive impacts can be proposed for the occurrence of change in the organization. The figure of a strong leader in an effort to make changes in the organization is one of the predictors of the success of company innovation. In changes within the organization, a strong leader can be through the actions of the leader in influencing his organizational team members which directs his team members to be able to achieve change within the organization. In the context of organizational innovation, one alternative to forming an innovative organization is through innovation by members (individuals) of the organization. This is obtained through the role of leaders who are willing to move forward and are willing to bring change as the principles of transformational leadership. Transformational leadership emphasizes for leaders to continue to motivate employees to achieve organizational goals. This research is in line with the results of research by Le & Lei, (2019) where organizations can benefit from an innovative workforce by choosing, transformational leaders who facilitate employees to proactively create challenging and resourceful work environments.

Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y)

The results of hypothesis testing the effect of perceived organizational support on innovative work behavior obtain a positive beta score ($p = 0.034$) with p-values of 0.038 ($p < 0.05$) and a t-statistic of 2.691 ($p > 1.96$). It indicates that there is a significant positive effect between variables. The higher the organizational support, the better the innovative work behavior will be. The attitude, contribution, or treatment given by the organization is used as a stimulus by its employees about how far the organization where they work appreciates their contributions and cares about their welfare. With the support from the organization, employees will have a sense of responsibility to continue to innovate in order to achieve organizational goals. This research is in line with the research conducted by Garg & Dhar, (2017) and Hadi et al., (2019).

Effect of Employee Creativity (X3) on Innovative Work Behavior (Y)

The results of hypothesis testing the effect of employee creativity on innovative work behavior obtain a positive beta score ($p = 0.281$) with p-values 0.026 ($p < 0.05$) and a t-statistic of 1.992 ($p > 1.96$). It indicates that there is a significant positive effect between employee creativity and innovation work behavior. The higher the employee creativity, the higher the innovative work behavior that will arise from the employee. Employee creativity is the long-term survival of a company because with the creativity of employees it will have the potential to create new ideas and develop existing products. The creative behavior of these employees can make it easier for individuals to think, behave, and act appropriately, so that each individual always behaves innovatively to achieve effective and efficient organizational goals. This result is also in line with the research conducted by Hong et al., (2018) and Ferreira et al., (2020) stated that there is a good effect between employee creativity and innovative work behavior.

Effect of Transformational Leadership (X1) on Organizational Citizenship Behavior (M)

The results of testing the effect of transformational leadership on organizational citizenship behavior obtain a positive beta score ($p = 0.218$) with p-values of 0.020 ($p < 0.05$) and a t-statistic of 2.335 ($p > 1.96$). It indicates that there is a significant positive effect between the variables. It shows that the level of organizational citizenship behavior is influenced by their perception of the transformational leadership style. The higher the

transformational leadership, the higher the organizational citizenship behavior. Results of research conducted by Rita et al., (2018) shows that transformational leadership has an effect on organizational commitment. Thus, the findings of this study support previous research, that transformational leadership has a positive and significant effect on organizational citizenship behavior. The results of this study are in accordance with hypothesis one (H1) proposed and according to research conducted by Vipraprastha et al., (2018) which states that transformational leadership has a significant positive effect on OCB.

Effect of Perceived Organizational Support (X2) on Organizational Citizenship Behavior (M)

The results of hypothesis testing the effect of perceived organizational support on organizational citizenship behavior obtain a positive beta score ($p = 0.066$) with p-values of 0.023 ($p < 0.05$) and a t-statistic of 2.077 ($p > 1.96$). It indicates that there is a significant positive effect between perceived organizational support and organizational citizenship behavior. The more employees are supported by the organization, the higher the employee's organizational citizenship behavior. This is supported by Buil et al., (2019) which shows that POS has a positive effect on OCB. Tremblay (2017) found that POS has a positive relationship with OCB. Perception of organizational support as employees' global beliefs about the extent to which the organization cares about their welfare and appreciates their contribution; with the organization's sense of caring for employee welfare, it will lead to a sense of satisfaction at work (Hameed et al., 2019). When employees feel they have the support of the organization and are accompanied by high job satisfaction, it is believed to increase employee OCB behavior.

The Effect of Employee Creativity (X3) on Organizational Citizenship Behavior (M)

The results of testing the effect of employee creativity on organizational citizenship behavior obtain a positive beta score ($p = 0.708$) with p-values of 0.000 ($p < 0.05$) and a t-statistic of 7.247 ($p > 1.96$). It indicates that there is a significant positive effect between employee creativity on organizational citizenship behavior. The higher the employee's creativity, the higher the organizational citizenship Behavior. Creative employees will usually be independent and often act out of the ordinary, take risks, and will have an interest and openness to new experiments. It will bring up individual feelings as members of the organization who have a sense of satisfaction if they can do something more than the organization; it is called organizational citizenship behavior. This research is in line with the research conducted by Peng et al., (2018) and Carnevale et al., (2017).

Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y)

The results of testing the effect of organizational citizenship behavior on innovative work behavior obtain a positive beta score ($p = 0.117$) with p-values of 0.442 ($p > 0.05$) with t-statistic of 1.098 ($p > 1.96$). It indicates that there is an insignificant positive effect between organizational citizenship behavior and innovative work behavior. OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Finding an employee with a good OCB is not an easy thing, considering that the formation of OCB is also motivated by many factors, especially the role of the work environment. Working hours that are equivalent to salary, bonuses and other facilities offered by the company as well as promising careers, seniority, leadership within the company, company policies (Piercy et al., 2006). It was revealed by Kloutsiniotis & Mihail, (2020) that every employee wants an award that is commensurate with the effort and time they give. Especially if the company environment is so compartmentalized for juniors and seniors, then this creates a reluctance for new employees to increase OCB. Piercy et al., (2006) also stated that, OCB requires a long time which is also influenced by the type and tenure of the employee. This result rejects the results of research conducted by Kloutsiniotis & Mihail,

(2020) and Akhigbe & Yakubu, (2021) that OCB has an effect on Innovative Work Behavior.

Effect of Organizational Citizenship Behavior (M) on Innovative Work Behavior (Y) moderated by Person Job Fit (Z)

Hypothesis testing results the effect of organizational citizenship behavior on innovative work behavior moderated by person-job fit obtain positive beta score ($p=0.038$) with p-values of 0.033 ($p<0.05$) and t-statistic of 2.087 ($p>1.96$). It shows that there is a significant positive effect between organizational citizenship behavior on innovative work behavior moderated by person-job fit. With this influence, it shows that a person's suitability for a job can moderate organizational citizenship behavior on innovative work behaviors that arise. An employee who has organizational citizenship behavior will create a higher innovative work environment. Therefore, a company needs to consider organizational citizenship behavior facilities for its employees. This is in line with research from Cho & Song (2021) who states that innovative behavior and OCB will have a positive effect on each other. On the other hand, the lack of organizational support will decrease the behavior.

Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y) Moderated by Organizational Citizenship Behavior (M)

The results of hypothesis testing effect of transformational leadership on innovative work behavior moderated by organizational citizenship behavior obtain a positive beta score ($p = 0.081$) with p-values of 0.015 ($p < 0.05$) and t-statistic of 2.991 ($p > 1.96$). It shows that there is a significant positive effect between transformational leadership on innovative work behavior moderated by organizational citizenship behavior. In other words, the higher the transformational leadership, the higher the innovative work behavior of an employee is. It is also reinforced by OCB which can properly improve the relationship between the two. This is also shown by research from Afsar et al. (2014) who stated that the relationship between transformational leadership and IWB is stronger among employees with higher interdependent self-construal and lower independent self-construal.

Effect of Employee Creativity (X3) on Innovative Work Behavior (Y) Moderated by Organizational Citizenship Behavior (M)

The results of hypothesis testing the effect of employee creativity on innovative work behavior moderated by organizational citizenship behavior obtained a positive beta score ($p = 0.265$) with p-values of 0.044 ($p < 0.05$) and t-statistic of 2.018 ($p > 1.96$). It shows that there is a significant positive effect between employee creativity and innovative work behavior moderated by organizational citizenship behavior. In other words, the higher the creativity of a company's employees, the higher the innovative work environment in a company. This is also reinforced by OCB which can properly improve the relationship between the two. This is also shown by a study by Volery & Tarabashkina (2021) which states that employees' perceptions of innovation-related practices and procedures play a more influential role for generating and implementing ideas than the quality of supervisory relationships or reward systems. Thus, if employees are satisfied with the broad organizational rules and procedures, which govern the dynamics of the exchange, they are more likely to engage in Innovative Work Behavior (IWB).

Effect of Perceived Organizational Support (X2) on Innovative Work Behavior (Y) Moderated by Organizational Citizenship Behavior (M)

The results of hypothesis testing the effect of perceived organizational support on innovative work behavior (y) moderated by organizational citizenship behavior obtain a positive beta score ($p = 0.025$) with p-values of 0.037 ($p < 0.05$) and t-statistic of 2.645 ($p > 1.96$). It shows that there is a significant positive effect between perceived

organizational support on innovative work behavior moderated by organizational citizenship behavior. In other words, the higher the perceived organizational support, the higher the innovative work environment felt by employees in a company. This is also reinforced by OCB which can properly improve the relationship between the two. This is also supported by research by Shaheen et al. (2016) who states that the relationship between Perceived Organizational Support (POS) which was further validated in the regression analysis found that POS is a positive predictor of OCB and its two dimensions.

CONCLUSION

In a company, employees and the organization are important conditions for it to grow. Therefore, several things involving these two things need to be improved in this regard are transformational leadership, perceived organizational support, innovative work behavior, employee creativity, organizational citizenship behavior, and person job fit. In various tests and studies that have been carried out, it was found that (1) transformational leadership does not affect innovative work behavior, (2) perceived organizational support has a significant positive effect on innovative work behavior, (3) employee creativity has a significant positive effect on innovative work behavior, (4) transformational leadership has a significant positive effect on organizational citizenship, (5) perceived organizational support significantly affects organizational citizenship behavior, (6) employee creativity significantly affects organizational citizenship behavior, (7) organizational citizenship behavior significantly affects innovative work behavior, (8) organizational citizenship behavior significantly positive influence innovative work behavior moderated by person job fit, (9) transformational leadership significantly positive influence innovative work behavior moderated by organizational citizenship behavior, (10) employee creativity significantly positive influence innovative work behavior moderated by organizational citizenship behavior, and (11) perceived organizational support for innovative work behavior moderated by organizational citizenship behavior. It shows that of several factors related to employees and their organizations, only transformational leadership that does not affect innovative work behavior.

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DECLARATION OF CONFLICTING INTERESTS

The Authors declare that there is no conflict of interest.

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