

The Role of Person-Organization Fit and Innovation Trust in Enhancing Employee Innovative Initiatives: A Study on Automotive Companies

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Abstract: This research aims to determine the impact of person-organization fit through innovation trust on innovative work behavior in automotive companies in Riau. This study is a quantitative study that uses a sample of all salespersons in one automotive company in Riau totaling 184 salespersons. The data was analyzed using Structural Equation Modeling (SEM) to evaluate both direct and indirect relationships among the variables. The results of the study prove that Innovation Trust has a non-significant positive effect on innovative work behavior, Person-Organization Fit has a significant positive effect on Innovation Trust, and Person-Organization Fit has a non-significant positive effect on innovative work behavior with Innovation Trust as a mediating variable. This research shows the discovery or novelty that innovation trust can act as a mediator for innovative work behavior in enhancing innovation and creative ideas of salesperson, although not significantly. These findings are expected to assist automotive companies in improving the innovative work behavior of salesperson in general.

Keywords: Person-Organization Fit; Innovation Trust; Innovative Work Behavior

1. Introduction

In the era of Industry 4.0 and the continuously evolving digital transformation, organizations are required to be not only adaptive but also innovative in order to maintain their competitive advantage (Deviyantoro et al., 2024). According to the 2024 Global Innovation Index (GII) report published by the World Intellectual Property Organization (WIPO), Indonesia ranks 54th out of 133 countries in terms of innovation, and one of the main challenges is the low innovative contribution from the human resources sector (Dutta et al., 2024). Meanwhile, it is believed that innovative services stand out more in service-oriented organizations (Karabay, 2021).

Internal organizational factors such as values, culture, and beliefs significantly influence employees' motivation to behave innovatively. One important variable that affects this behavior is Person-Organization Fit (P-O Fit), which refers to the alignment between individual values and organizational values. (Kristoff, 1996; Wulandari et al., 2023) stated that P-O Fit contributes to the increase in job satisfaction, organizational commitment, and innovative performance. Research by (Amalia & Wulansari, 2017) also found that a high level of P-O Fit is significantly positively related to employee engagement in innovative activities.

In addition to P-O Fit, another equally important factor is Innovation Trust, which is the level of employee trust in the systems, culture, and management of innovation within the organization. According to (Carmeli et al., 2013), innovation trust encourages a sense of psychological safety that allows employees to express new ideas without the fear of being blamed if they fail. A study by (Edmondson & Lei, 2014) It also emphasizes that the trust and support of the organization towards experimentation and creativity significantly influence the formation of an innovation culture. This is due to many failed innovation efforts caused by individual and organizational reasons including business pressure (Nurhayati et al., 2023).

However, empirical studies examining the simultaneous effects of Person-Organization Fit and Innovation Trust on innovative work behavior are still very limited, especially in the context of organizations in developing

countries like Indonesia. Understanding this relationship is important for organizations to design human resource management strategies that support sustainable innovation development.

The alignment of individual values with company values, also known as person-organization fit, is one of the factors that can influence the performance outcomes of Salesperson (Efendi et al., 2024). Person-organization fit is defined as the adjustment made by employees through proving the alignment of values, goals, fulfilling employee needs, and personality (Kooij & Boon, 2018). Liu dan Hu (2010) stating that person-organization fit is the similarity between the characteristics of the organization and the personality of the employees, the alignment of goals between the organization and the employees, and the consistency between the organizational culture and the employees (Grobler & Joubert, 2020).

According to (Tierney & Farmer, 2002) Innovative self-confidence is defined as an individual's belief in their ability to produce creative outcomes. Innovative confidence can be interpreted as the increasing bond of trust among coworkers by sharing various ideas and feedback to be accepted and adopted by each other. (Budiadnyana, 2024). Previous research regarding the influence of person-organization fit and person-job fit on performance mediated by innovation trust by (Afsar et al., 2015) The findings indicate that person-organization fit and person-job fit, mediated by innovation trust, positively influence employee performance. Meanwhile, there has been no research found regarding the impact of person-organization fit and person-job fit on performance mediated by innovation trust that states no effect or a negative effect on performance.

Therefore, this study aims to empirically examine how Person-Organization Fit and Innovation Trust influence employees' innovative work behavior, as well as to provide practical contributions to enhancing the effectiveness of innovation-based organizational policies in automotive companies in Riau.

Innovative Work Behavior

In the era of the global economy, innovative work behavior is an important element for the competitiveness and survival of an organization (Udin, 2021). Innovative work behavior is also referred to as employee innovation activities that are influenced by the arrangement of work methods (Hafizhah & Etikariena, 2024). Innovative behavior can be defined as the entirety of individual actions that lead to the emergence, introduction, and implementation of something new and beneficial at all levels of the organization. This innovative behavior is often associated with creativity (Nardo et al., 2018). Innovative behavior focuses on a more complex process because innovative behavior addresses the implementation of generated ideas. (Carmeli et al., 2013).

Innovation Trust

Innovation trust, also known as confidence in innovation, is one of the developments of self-trust. Innovative trust can be defined as the increase in trust ties among coworkers by sharing various ideas and feedback to be accepted and adopted by one another (Budiadnyana, 2024). Whereas (Tierney & Farmer, 2002) Interpreting innovative self-confidence means an individual's belief in their ability to produce creative results. Innovative self-confidence can enhance creativity as it generates internal supporting strength that empowers individuals to continue moving forward amid the challenges related to creativity. Innovative work behavior requires employees to be proactive in generating new ideas related to effective performance. These ideas will enable an improvement in employee performance (Afsar & Badir, 2016). Trust in innovation enables the creation of innovative leadership, which positively influences performance. This trust also allows employees to find more effective solutions to challenges.

Hypothesis 1: Innovation trust affects innovative work behavior.

Person-Organization Fit

The mismatch between individual values and company values, also known as person-organization fit, is one of the factors that can influence the performance outcomes of Salesperson. Person-organization fit is defined as the adjustment made by employees by demonstrating alignment of values, goals, fulfillment of employee needs, and personality (Kooij & Boon, 2018). Liu dan Hu (2010) stating that person-organization fit is the similarity between

the characteristics of the organization and the personality of the employees, the alignment of goals between the organization and the employees, and the consistency between the organizational culture and the employees (Grobler & Joubert, 2020). The alignment between individuals and organizations usually occurs through agreements that have been mutually discussed by the individual and the organization it self.

Individuals who align with the organization's values tend to exhibit innovative work behaviors because they psychologically feel empowered, which motivates them to try and implement new ideas (Afsar & Badir, 2016). This alignment will create an organizational environment that provides space for innovative ideas and value alignment. The alignment of individual goals with company values will also foster a sense of trust in the organization (Afsar & Badir, 2016). A sense of trust will make employees bolder in expressing their ideas. Of course, this needs to be accompanied by the organization's readiness to support employees in innovating. Innovations appreciated by the organization can enhance the innovation of Salesperson, thus ensuring the organization's sustainability.

Hypothesis 2: Person-organization fit influences innovation trust.

Innovation Trust as a Mediator

The use of innovation trust as a link between person-organization fit and person-job fit on employee performance is based on the increasing level of competition among organizations that requires creativity. Creativity that is not accompanied by self-confidence in its implementation will result in suboptimal outcomes, and often this creativity is claimed by others who are bolder in expressing their ideas. An organization that consistently supports the implementation of new ideas will make salespeople feel more secure to experiment and propose creative sales strategies because they feel the organization values innovative approaches as part of the daily work culture (Safari et al., 2025). Previous research related to the influence of person-organization fit on innovative work behavior mediated by innovation trust (Afsar et al., 2015) It was found that person-organization fit mediated by innovation trust has a significant positive effect on innovative work behavior.

Hypothesis 3: Person-organization fit influences innovative work behavior through innovation trust.



Figure 1. Research Framework

2. Research Method

Research Location

This research was conducted at one of the largest automotive companies in Riau Province.

Population and Sample

The population in this study is all Salesperson. The determination of samples in this study uses a saturated sampling technique, which means using all Salesperson at the automotive company in Riau, totaling 184 Salesperson.

Operational Variables of the Research

In this study, three variables are used: first, the independent variable, which influences other variables, namely person-organization fit. There is also a dependent variable, which is influenced by other variables, namely innovative work behavior. Additionally, there is a mediating variable that mediates between the independent and dependent variables, namely innovation trust.

Research Instrument

To measure the values of the variables studied, a research instrument is used. The research instrument employed aims to yield accurate quantitative data. In this study, the instrument used by the researcher is a questionnaire. In each statement listed in the questionnaire, the researcher provides a measurement scale. The measurement scale for the variables used by the researcher is the Likert scale. The Likert scale distinguishes certain categories with a specific distance, and the distance between categories is the same. The Likert scale does not have a true zero value.

Data Analysis Techniques

This research utilizes two types of analyses, namely descriptive analysis and verificative analysis. Descriptive analysis is used to understand how each variable in the study is depicted, while verificative analysis is used for hypothesis testing regarding the influence of variables using statistical tests.

Path Analysis with PLS

In SEM PLS there are two research models, namely the measurement model also known as the outer model, and the structural model also referred to as the inner model. The Types of Measurement Model Fit (The measurement model can be tested by looking at Convergent Validity, Discriminant Validity, and Composite Reliability), while the Structural Model Fit (The structural model can be tested by looking at VIF values, R-Square, Q-Square, F-Square, and path coefficients.

3. Results And Discussion

The demographic breakdown presented below reveals key characteristics including age, gender, training position previously attended, and work period. This data helps provide information for further analysis.

Table 1. Respondents' Profile

Characteristic	Category	Salesperson (n=184)	Percentage (%)
Age	<27	18	9,78
	27-37	118	63,04
	37-47	47	25,54
	>47	3	1,63
Gender	Male	155	84
	Female	29	16
Department	Junior Sales Executive	123	67
	Executive Sales	19	10
	Senior Sales Executive	19	10
	Junior Counter Sales	12	7
	Executive Counter Sales	5	3
	Senior Counter Sales	6	3
Training	Never Before	35	19,02
	Training FST	33	17,93
	Training ASST	34	18,48
	Training PSST	41	22,28
	Training SSST	41	22,28
Work Period	< 1 Year	36	19,57
	1 – 2 Years	40	21,74
	2-5 Years	45	24,46
	>5 year	63	34,24

Source: Processed Data SEM-PLS 4.0, 2025.

The sampel consisted of 184 salesperson from on Automotif Company in Riau. In terms of age, tehe majority of employees were age between 27-37 years (63%), followed by those aged 37-47 years (26%). Most of the

respondents were male (84%), while female accounted for 16%. Regarding the level position of Junior Sales Executive (67%), while 10% held the position of Executive Sales and Senior Sales Executive. The most frequently attended training was PSST and SSST training (22%), followed by those who have never participated in training (19%). For work experience, the majority had worked for more than 5 years (34%), while 24% have work experience of 2-5 years.

Respondents' Response Analysis

The variables in this study consist of one independent variable, one mediating variable, and one dependent variable.

Table 2. Respondents' Responses

No	Variable	Mean	Description
1	Person-organization fit	4,51	very agree
2	Innovation trust	4,46	very agree
3	Innovative Work Behavior	4,46	very agree

Source: Processed Data SEM-PLS 4.0, 2025.

Based on the respondents' feedback table, the average obtained from the questionnaire responses has a relatively high score, thus falling into the category of strongly agree. The strongly agree category on the person-organization fit variable can be interpreted that Salesperson still strongly agree that they share similar values with the company's values. The strongly agree category on the innovation trust variable can be interpreted that Salesperson still strongly agree that there is mutual trust in providing new ideas or innovations. The strongly agree category on the innovative work behavior variable can be interpreted that Salesperson still strongly agree that every job is performed with the help of innovative creativity.

Validity Test

Based on validity data, it shows that the loading factor value for each indicator of each latent variable has a value greater than that of other latent variables. For example, the comparison of the loading factor value of innovative work behavior at 0.906 is greater than that of other latent variables, namely person-organization fit (0.751), and innovation trust (0.768). These results indicate that all latent variables have good validity and have values > 0.30, thus it can be concluded that the validity test has been met and can be declared valid.

Reliability test

Based on reliability data, it is known that the composite reliability value is > 0.70, which means it meets the reliable assumption. This can be described that innovation trust (M) is reliable because the composite reliability value is 0.957 > 0.70. Person organization fit (X1) is reliable because the composite reliability value is 0.953 > 0.70. Innovative work behavior (Y) is reliable because the composite reliability value is 0.969 > 0.70.

Model Test

Outer Model Test

Based on the presented data, it is known that each research variable indicator has an outer loading value > 0.6. An outer loading value between 0.5 - 0.6 is already considered sufficient to meet the criteria of convergent validity (Ghozali, 2021). Data processing shows that the indicators of innovation trust, person-organization fit, and innovative work behavior have no outer loading values below 0.5, thus all indicators are deemed appropriate or valid for research use and can be used for further analysis.

Inner Model Test

R-square (R2) Test

The following is the result of the R-square (R2) test for the variables person-organization vit, innovation trust and innovative work behavior.

Table 3. Result of the R-square Test

	R-square	R-square adjusted
Innovation Trust	0,701	0,699
Innovative Work Behavior	0,007	0,001

Source: Processed Data SEM-PLS 4.0, 2025.

Based on the table, it can be seen that the adjusted R-Square value for the innovation trust variable (M) is 0.699. This means that the percentage of the impact of innovation trust in mediating person-organization fit on innovative work behavior is 69.9%, while 30.1% is influenced by other factors not included in this model. Furthermore, the adjusted R-Square value for the innovative work behavior variable (Y) is 0.001, which means that the percentage of the impact of person-organization fit on innovative work behavior mediated by innovation trust is 0.1%, while the remaining 99.9% is caused by other factors not included in this model.

f-square Test

The following is the result of the f-square test for the variables person-organization vit, innovation trust and innovative work behavior.

Table 4. Result of the f-square Test

	Innovation Trust	Innovative Work Behavior
Person Organization Fit	2,344	
Innovation Trust		0,007

Source: Processed Data SEM-PLS 4.0, 2025.

Based on the table, it is known that the variable person organization fit has a strong influence on the variable innovation trust, while the variable innovation trust has a strong influence on innovative work behavior.

Hypothesis Testing

The following is the result of hypothesis testing of the relationship of each variable based on the respondents' answers.

Table 5. Result of the Hypothesis Test

Hypothesis	Path Coefficient	95% Path Coefficient Confidence Interval		f-square / epsilon (v)	p-values	Description
		Lower Limit	Upper Limit			
Innovation Trust -> Innovative Work Behavior	0,082	0,099	0,826	0,007	0.409	Not Significantly Influential
Person Organization Fit -> Innovation Trust	0,837	0,035	23,912	2,344	0.000	Significantly Influential
Person Organization Fit	0,069	0,083	0,827	0,004	0.408	Not Significantly Influential

->Innovation Trust -> Innovative Work Behavior						
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Source: Processed Data SEM-PLS 4.0, 2025.

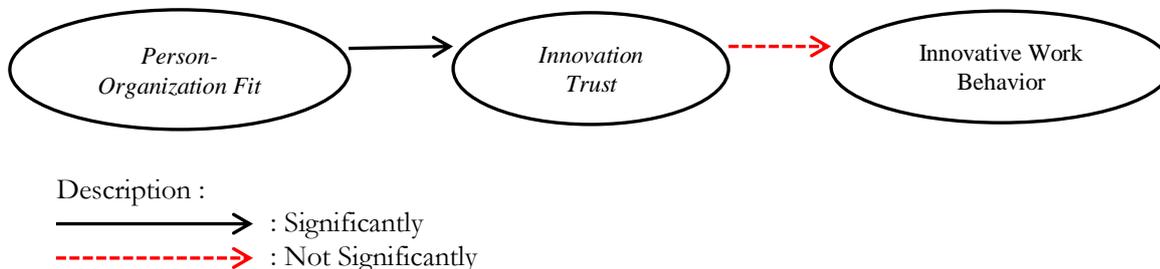


Figure 2. Structural PLS

Based on the table and figure above, it is known that the research hypothesis obtained in this study is as follows:

Hypothesis 1 : The Influence of Innovation Trust (M) on Innovative Work Behavior (Y)

Based on the results of the first hypothesis test (H1) which is rejected, there is no significant effect of innovation trust on innovative work behavior with a path coefficient of (0.082) and a p-value of (0.409 > 0.05), which means this effect is positive. Any change in innovation trust will lead to a non-significant improvement in salesperson performance. In a 95% confidence interval, the effect of innovation trust on improving salesperson performance ranges from 0.099 to 0.826. The presence of innovation trust in enhancing salesperson performance has a low impact at the structural level (f-square = 0.007).

Hypothesis 2 : The Influence of Person Organization Fit (X1) on Innovation Trust (M) in the automotive companies in Riau

Based on the results of testing the first hypothesis (H2), it is accepted that there is a significant influence of person-organization fit on innovation trust with a path coefficient of (0.837) and a p-value of (0.000 < 0.05), which means this influence is positive. Every change in person-organization fit will significantly improve innovation trust in a better direction. In a 95% confidence interval, the effect of person-organization fit in enhancing innovation trust lies between 0.035 and 23.912. The presence of person-organization fit in increasing innovation trust has a high influence at the structural level (f-square = 2.344).

Hypothesis 3 : The Influence of Person Organization Fit (X1) on Sales Performance (Y) Through Innovation Trust (M) in Automotive Companies in Riau

Based on the results of testing the first hypothesis (H3) which is rejected, there is no significant influence of person-organization fit on innovative work behavior through innovation trust with a path coefficient (0.069) and p-value (0.408 < 0.05), which is positive. Any change in person-organization fit will indirectly enhance innovative work behavior through innovation trust in a non-significant manner. In a 95% confidence interval, the influence of person-organization fit in enhancing sales performance through innovation trust lies between 0.083 to 0.827. The existence of person-organization fit in improving sales performance through innovation trust has a low influence in the effect size of the mediation effect (upsilon (v) = 0.004).

Discussion of Research Results

Based on the description of the research that has been conducted, it can be seen that the analysis of the influence of person-organization fit on person-organization fit and innovation trust as a mediating variable in automotive companies in Riau. The results of the analysis in this study are as follows:

The Influence of Innovation Trust on Innovative Work Behavior

Trust in innovation is a belief in generating or valuing an innovative idea to enhance creativity, both individually and in groups. The results from this study prove that respondents, predominantly male, aged around 31-35, with more than 5 years of work experience, have a sufficiently high level of trust in innovation for improving work outcomes when completing tasks.

The statement "My colleagues and I respect each other as team members" received the highest average rating, while the statements "The organization takes my ideas seriously" and "Team colleagues take my ideas seriously" received the lowest average ratings, indicating that trust in someone's ideas in completing tasks is crucial as it still falls within the category of strong agreement.

An innovation or idea that is appreciated by colleagues or by the organization can enhance a person's confidence in presenting their latest innovations and the courage to take risks to solve a problem. With confidence in innovation, it can minimize the occurrence of dysfunctional conflicts related to work in the company. As a result, the company will gain a work environment filled with employees who have many solutions and are willing to take action to solve problems.

This research is in line with studies conducted by (Afsar et al., 2015) which states that innovation trust has a significant effect on innovative work behavior. This indicates that the higher the value of innovation trust, the better the innovative work behavior will be. Therefore, it can be concluded that innovation trust has a meaningful relationship with innovative work behavior.

The Influence of Person Organization Fit on Innovation Trust

The compatibility of employees with the organization can enhance their confidence in the ideas or innovations that they possess to be realized. The results of the examination in this study prove that respondents, predominantly male aged around 31-35 years with more than 5 years of work experience, have a relatively high level of compatibility with the company, allowing them to have the confidence to innovate.

In the statements "My work environment meets my needs," "The systems and organizational structure in the company meet my needs," and "The organizational culture in the company aligns with me," it can be proven that alignment with the organization can increase employees' trust in innovation, as they still fall within the category of strong agreement.

Organizations or companies that align with their employees can help employees understand the company's goals very well, allowing them to provide ideas or solutions to issues that arise. Taking risks to protect the company can also be done by employees who are a good fit with the company they work for.

This research is in line with research conducted by (Afsar et al., 2015) which states that person-organization fit affects innovation trust. This indicates that the higher the person-organization fit, the better the innovation trust will be. It can be concluded that person-organization fit has a significant relationship with innovation trust.

The Influence of Person Organization Fit on Innovative Work Behavior and Innovation Trust as a Mediating Variable

The compatibility of employees with the organization can enhance their confidence in the ideas or innovations within themselves to be realized, so that the presence of new ideas can improve the performance of Salesperson. The results of the tests in this study prove that respondents, mostly male aged around 31-35 years with more than 5 years of work experience who are predominantly at the job level as partners, have a fairly high level of compatibility with the company, thus influencing the performance of Salesperson mediated by innovation trust.

In the statement 'My work environment meets my needs' on the person organization fit indicator, and the statement 'My colleagues and I respect each other as team members' on the innovation trust indicator, as well as the statement 'I can collaborate in a team' on the performance indicator, it proves that there is a close relationship between person organization fit mediated by innovation trust towards performance, as it falls into the 'strongly

agree' category.

A comfortable and safe work environment can enhance the sense of trust among colleagues, allowing them to exchange ideas to generate many new concepts that underpin teamwork. Good teamwork will make it easier for employees to meet the demands of their work given by the company.

This research is in line with the research conducted by (Afsar et al., 2015) which states that person-organization fit affects innovative work behavior through innovation trust as a mediating variable. This indicates that the higher the person-organization fit mediated by innovation trust, the better the sales performance will be. Thus, it can be concluded that person-organization fit mediated by innovation trust has a significant relationship with sales performance.

4. Conclusion

Based on the results of the research analysis and discussion on the influence of person-organization fit on innovative work behavior and innovation trust as a mediating variable in the automotive companies in Riau that has been described, it can be concluded that innovation trust has a positive but insignificant effect on innovative work behavior in automotive companies in Riau. In this study, the variable of innovation trust has a positive but insignificant influence, which means that as innovation trust becomes stronger and develops, the performance of Salesperson improves towards a better direction, albeit insignificantly. Person-organization fit has a positive and significant effect on innovation trust in automotive companies in Riau. In this study, the variable of person-organization fit has a positive and significant influence, which means that as person-organization fit becomes stronger and develops, innovation trust increasingly improves significantly. In this study, the variable of person-organization fit mediated by innovation trust on innovative work behavior has a positive but insignificant influence, meaning that as person-organization fit mediated by innovation trust becomes stronger and develops, the performance of the sales force improves, but to a lesser extent.

Based on the research, there are several limitations of the study including the lack of prior research as a reference, limited sample size, constraints in data collection, as well as time and resource limitations available for more in-depth analysis.

Based on the conclusions obtained in this study, recommendations for complementing the research results are regarding person-organization fit. It is suggested that automotive companies in Riau be more selective in recruiting employees who share values with the company. This can be done by considering the ethics and innovations possessed by employees, so that the employees feel they are in an environment that aligns with their principles and personal beliefs. Regarding innovation trust, it is recommended that automotive companies in Riau work on enhancing employees' trust in their leaders and colleagues in gaining support for the innovations they possess. This can be achieved by providing a psychologically safe work environment, rewarding innovation, enhancing collaboration and support among teams, and involving employees in decision-making to allow them space to express their opinions. Implementing these methods can create a sense of security, confidence, appreciation, and bravery in employees to take risks. Regarding innovative work behavior, it is recommended that automotive companies in Riau pay more attention to the creativity of Salesperson in completing tasks. This can be done by providing relevant training, adequate support, clear and measurable targets, and conducting performance evaluations, so that employees can have innovative creativity in line with the company's expectations. The theoretical suggestions that can be offered to future researchers as consideration are that it is expected to further develop the research on the factors that can influence innovative work behavior. In addition, it is also recommended to use better analytical methods and provide interesting research results based on the phenomena occurring.

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