

## Linking Person-Job Fit and Perceived Organization Support to Increase Public Employee Performance: The Role of Innovative Behavior in Workplace

Gerry Suryosukmono<sup>a\*</sup>  
Praningrum<sup>b</sup>  
Fahrudin Js Pareke<sup>c</sup>

<sup>a,b,c</sup> Faculty of Economic and Business, University of Bengkulu, Bengkulu, Indonesia

### Abstract

This study aims to examine and analyze the effect of P-J fit and perceived organizational support on task performance mediated by innovative behavior. This study provides empirical evidence regarding the role of innovation in increasing the fit between a person and his work and organizational support in improving task performance. The population of this study is civil servants who work in the Bengkulu Provincial Government, one of the largest province in West Part of Indonesia. The number of respondents taken amounted to 155 people. This study uses the Structural Equation Modeling (SEM) method using the Partial Least Square (PLS) method with SmartPLS software application version 3.0. The study concludes that P-J fit positively affects organizational commitment and task performance based on the research conducted. The perceived support factor from the organization also affects innovative behavior and task performance. In a mediating relationship, P-J fit mediated by creative behavior will affect task performance. However, this study found that the ties built by P-J fit on task performance directly had a more significant effect than when mediated by innovative behavior. Organizational support mediated by creative behavior also improves task performance, although not as big as the direct effect of organizational support on employee performance. This research also contributes to the development of social exchange theory by using the innovation factor as a supporter.

### Keywords

Person-Job Fit; Perceived Organization Support; Innovative Behavior; Employee Task Performance

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### Introduction

Law Number 22 of 1999 was then refined with amendments to Law Number 32 of 2004 concerning Regional Government, providing a new perspective in implementing regional autonomy. It happens because the law offers complete and broader authority for local governments

to regulate their regions, thereby opening up opportunities for competition between regions. One of the critical aspects of regional autonomy policies to increase regional competitiveness with other areas of Indonesia is to improve public services to meet the needs of the people in the area. This policy certainly has implications

for local governments who are required to have good performance both organizationally and in terms of resources within the state apparatus. In addition, with the plan to implement remuneration based on civil servants, of course, work performance becomes one of the main priorities.

Performance appraisal in the civil servant is known as work performance appraisal (Government Regulation Number 10 of 1979). The performance appraisal uses a work implementation assessment list, including loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership. In reality, the field shows that the assessment process has a high subjective assessment because it is only a superior's assessment of the personality and behavior of subordinates and does not measure employee productivity in line with the spirit of bureaucratic reform.

Along with the rapid flow of bureaucratic reform, in 2014, the Republic of Indonesia government made improvements to the performance assessment into the Employee Work Target (SKP) system as regulated in Law No. 46 of 2011 concerning the assessment of employee work performance. Every civil servant is obliged to prepare an evaluation based on duties and functions, authorities, responsibilities, and job descriptions based on a performance agreement at the beginning of his term of office or periodically at the beginning of each year. Then, the monitoring process was carried out based on achievement and behavior.

According to Bish & Kabanoff (2014), task performance is the activity of producing goods and services from an organization that comes from processing raw materials, distributing finished goods, or performing staffing functions to run the organization effectively and efficiently. Task performance requires skill and ability factors to measure task performance. Yuliarti & Anggriani

(2014), in their research, also found several factors such as personal factors and contextual factors to be aspects that civil servants respondents agreed as the most influencing factors for employee performance.

Susanto, Fachruzzaman & Abdullah (2020) research shows that the average performance of Bengkulu Provincial Government civil servants in 2019 is 92, 53%. This value indicates that the employee's performance is close to a perfect score of 100%. This value also illustrates that it has increased from month to month even though several months have decreased. One of the reasons for the decline in performance is when some employees experience mutations, rotations, and even demotions/non-jobs. It will hurt employees who share this because they must adjust to the new work environment and main tasks. Adaptation to new things is certainly very dependent on the suitability between the work and the individual employees who live it ( person-job fit/P-J fit ). P-J fit refers to the relationship between employee characteristics and job characteristics (Kristof-Brown et al, 2005).

P-J fit consists of two main components: needs-supplies fit, namely the match between the needs of employees and the offers provided by their jobs. The employee's needs include psychological desires, values, goals, preferences. In contrast, the job offer includes salary, benefits, training, job promotion, recognition, a good work climate, and authority to make decisions (Boon & Biron, 2016). In their research results, Chi & Pan (2012) reveal a positive correlation between person-job fit and task performance by involving elements of leadership.

Another factor that must be considered to improve task performance is the perception of organizational support. Perceived Organizational Support (POS) is defined as an employee's perception that the organization provides value and cares about

their welfare for its contribution to the organization. In return, employees will be motivated to give the behaviors expected by the organization, such as behaving innovatively (Kurtessis et al, 2017) and having a high level of task completion.

Innovative behavior is another factor that is no less important than the previous two factors to improve performance both in terms of task performance and contextual performance. On the other hand, employee performance declines due to innovation and creativity, especially civil servants. On this basis, the behavior to consistently innovate is a behavior that is also important to grow.

Wu, Parker & De Jong (2014) define innovation behavior as creating, introducing, and applying new ideas in work functions, groups, or organizations to improve the performance of roles, groups, or organizations. Innovation behavior starts from recognizing the problem at hand, finding ideas or solutions, and building supporting factors to implement the idea (Yuan & Woodman, 2021).

Organizations that sometimes have to be flexible in adapting to circumstances are occasionally unable to act due to bureaucracy which sometimes hinders them. The integration between a person's suitability with his work and organizational support must be supported by innovative behavior. Good synergy is achieved, which is expected to increase employee performance.

From the various explanations above, the aims of the research is to examine and analyze the relationship between the variable person-job fit and perceived organizational support for task performance through the mediation of innovative behavior.

## **Hypotheses Development**

### **Person-Job Fit**

Person-Job Fit (P-J fit) refers to the relationship between employee

characteristics and job characteristics (Kristof-Brown et al, 2005). The most common definition of P-J fit itself is put forward by Edwards (1991), which compares the suitability of the qualifications needed by the job (job requirements), including knowledge, skills, and abilities with the capabilities possessed by employees. From that opinion, it can be concluded that P-J fit consists of two main components: needs-supplies fit, namely the suitability between the needs of employees and the offers provided by their work. The employee's needs include psychological desires, values, goals, preferences. In contrast, the job offer includes salary, benefits, training, job promotion, recognition, a good work climate, and authority to make decisions (Boon & Biron, 2016)).

The next component matches the demand for the qualifications of abilities needed by the job and employees' abilities, or demand-abilities fit (Vogel & Feldman, 2009). Own skills are often measured based on talent, experience, education, workload abilities, performance criteria and activity instruments (Boon & Biron, 2016). The concept of P-J fit is essential to be applied in organizations because it becomes the basic foundation in the employee selection and selection process (Werbel & Gilliland, 1999).

The discrepancy between the individual and his perception of the work will make employees consciously mismatch the expected expectations and results. As a result, there will be a sense of frustration towards work and negatively influences employee creativity and innovation (Dooley, 2003). Afsar, Badir & Khan (2015), in their research results, state that employees' perceptions of suitability with their work will positively affect negative performance, especially if there is trust in the values of innovation. Tang et al. (2021) also found that from 697 employees of the high tech industry in China, a person's suitability for his job ultimately led to an increase in employee innovation

behavior. The fit in the position will also trigger the growth of innovative behavior supported by the active participation of employees (Huang, Yan & Li, 2019). Based on the theories described above, the researcher proposes the following hypothesis.

**H1: Person-Job Fit has a positive effect on innovative behavior**

The concept of P-J fit is critical to be applied in organizations because it becomes the basic foundation in the employee selection and selection process (Werbel & Gilliland, 1999). In addition, in a previous study conducted by Park, Monnot, Jacob, & Wagner (2011) on 90 bank employees of Asian descent who work in New York, it was found that employees will look fitter and healthier, and more successful (in terms of performance) in their work. Based on the theory written above, the researcher proposes the following hypothesis.

**H2: Person-Job Fit has a positive effect on Task Performance**

**Perceived Organization Support**

Based on the social exchange theory, a relationship will be sustainable if both parties receive something of value (Dawley et al. 2010). When one party treats the other party well, the other party will be encouraged to do the same (Dawley, 2010). Perception of organizational support ensures that the company fully supports employee performance and is always ready to handle conditions that can cause stress for employees (Dawley, 2010).

Kurtessis et al (2017) also state that individual representatives of the organization took the actions. In this case, the supervisor is more often represented as actions that represent the organization rather than personal motivation. Supervisors act as agents of the organization, employee acceptance of supervisory treatment becomes part of the contribution to POS. The strength of the relationship depends on how the employee

identifies with the supervisor and the organization, viewing the supervisor's actions as idiosyncratic (Kurtessis et al, 2017).

Based on various studies related to organizational support, Kahumuza & Schlechter (2008) raised three crucial points identified to examine changes that might occur in organizations, namely perceived organizational support (POS) as the relationship between individuals and organizations, perceived supervisor support (PSS) as the relationship between the individual and the supervisor and perceived co-worker support (PCWS) as the relationship between the individual and co-workers. These three concepts have the same desired results for the organization, and it's just that they have a different focus (Kahumuza & Schlechter, 2008).

Another result related to these three things is shown by Frear et al (2018) that PSS is part of POS. Organizations need a controller, that is, a leader. Similar to the opinion above, the leader represented by the supervisor is considered an agent of an organization. Every supervisor's direction, evaluation, and assessment represents the organization's behavior. The actions of supervisors are more often regarded as organizational actions rather than as personal actions (Frear et al, 2018).

Employees with high POS have a greater obligation to help the organization achieve its goals, stronger affective commitment, and increased expectations of rewards for good performance. These results are consistently associated with increased innovation in their work roles (Eisenberger & Stinglhamber, 2011). The meta-analysis conducted by Kurtessis et al (2017) showed a moderate relationship of POS with innovative behavior directed at building organizations. In addition, empirical evidence regarding a causal relationship between POS and innovative behavior has been collected in Chen et al (2009). It provides evidence that POS leads to

increased creativity and innovative behavior. Based on the explanation above, the researcher proposes the following hypothesis.

### **H3: Perceived Organizational Support has a positive effect on Innovative Behavior**

Concerning task performance, research findings from Yu & Frenkel (2013) also show that POS, a form of organizational support, namely felt an obligation, is very influential in increasing task performance. It happens because employees see management support as something that must be reciprocated. A social value exchange relationship between the organization and management causes employees to feel it is essential to return the organization's support. Support from the organization makes them feel valued by the organization, and as a result, they will improve their job performance in return commensurate with it. Based on the theory written above, the researcher proposes the following hypothesis.

### **H4: Perceived Organizational Support has a positive effect on Task Performance**

#### **Innovative Work Behavior**

Wu, Parker & De Jong (2014) defines innovative work behaviour as the behavior or hard-working attitude of individuals who create, introduce or implement new ideas. Innovation behavior starts from recognizing the problem at hand, finding pictures or solutions, and building supporting factors to implement the idea (Yuan & Woodman, 2010). From these various opinions, it can be concluded that innovation behavior is a complex behavior consisting of a series of activities to produce new ideas (either own ideas or replication) or the realization and implementation of new ideas (Yuan & Woodman, 2021).

Innovation work behavior is divided into four dimensions: idea exploration, idea generation, idea championing, and idea implementation (De Jong & Den Hartog,

2010). The innovation process begins with discovering ideas as a solution to a problem. Generation of ideas is the production of new ideas or solutions, which can be either original or adapted from existing products or processes (Wang et al, 2015). Furthermore, the process generates ideas (idea generation) that contain a combination and reorganization of information and concepts to solve a problem or improve the performance (De Jong & Den Hartog, 2010). A good idea generator can analyze the gap between the issues and interpretation from various points of view (Wang et al, 2015).

The next stage is fighting for ideas (idea championing). The ideas that have been generated must be fought for legitimacy and not get obstacles to be applied. Struggling for ideas includes the process of seeking support and forming coalitions based on belief in the success of the concept and involving the right people to implement the idea (Howell, Shea & Higgins, 2005). Lastly is the implementation of the idea. It takes effort and a result-oriented attitude to make ideas happen. The performance of ideas includes behavioral changes to develop work products or processes and modify work attitudes for the better (De Jong & Den Hartog, 2010).

Task performance is behavior that contributes directly or indirectly to the work's technicalities. Individuals' creative and innovative behavior is recommended to improve task performance to solve workplace problems (Yuan & Woodman, 2021). Yuan & Woodman (2021) also proposed that the perceived increase in performance results from employees engaging in creative and innovative behavior. Other research has also shown that innovative employees will facilitate performance in core work-related tasks, for example, by developing and implementing new methods for carrying out tasks or by modifying existing procedures (Gong, Huang, & Farh, 2009). Thus, there may be a positive relationship between innovative behavior and task performance. Based on

the theory written above, the researcher proposes the following hypothesis.

**H5: Innovative Behavior has a positive effect on Task Performance**

**Employee Task Performance**

Various views and theories provide the definition and understanding of task performance made by several experts. Bish & Kabanoff (2014), divide performance into task performance and contextual performance. Task performance is the activity of producing goods and services from an organization that originates from processing raw materials, distributing finished goods, or performing staffing functions to run an organization effectively and efficiently and requires skill and ability factors to measure task performance. Other performance dimensions called contextual performance include behaviors that create an excellent working atmosphere where task performance is carried out, such as hard work, making constructive suggestions, and others. The contextual performance measuring factor is the personality factor.

Kell et al (2014) divide task performance into two aspects. First are activities that directly convert raw materials into products and services produced by the organization. Examples include selling souvenirs, operating production machines, and teaching in schools. The second aspect of task performance relates to all activities that support the production and sale of products or services, such as determining the supply of raw materials from suppliers, distributing products or planning, coordinating, and staffing within the organization. It can also be concluded that the performance of tasks can vary in assessment depending on the type of work.

Task performance focuses on how a job can be completed that requires special knowledge, skills, and abilities that a person has. (Bozionelos & Singh, 2017). The task performance itself assumed to be an objective criterion for assessing employees

who have high potential in carrying out technical aspects of their work. (Cappelli & Keller, 2014). Empirical research by Kristof et al. (2005) found a positive relationship between P-J fit and individual performance with innovative behavior, which allegedly bridges the two.

In addition, the compatibility factor with work based on research by Shahidan et al. (2018) is an indicator of the growth of innovative behavior and leads to increased performance. De Jong & Den Hartog (2010) define innovative behavior as individual behavior that aims to introduce and initiate (in organizational, job, or group roles) profitable new products, ideas, processes, or procedures supported by a deep understanding of their work. Research by Afsar et al. (2015) also found that employees who have innovative behavior will have a good match with their work and performance.

Based on the theory described above, the authors propose the following hypothesis

**H6: Person-Job Fit has a positive effect on Task Performance with the mediation of Innovative Behavior**

In terms of the relationship between POS and innovation ability, several previous studies have shown that POS plays a vital role in employee creativity. It arouses and increases creative possibilities and employee interest in their work (Appu & Kumar Sia, 2015). Research by Suifan et al. (2018) shows that POS will arouse employees' sense of responsibility in paying attention to the organization's interests and achieving its goals most creatively. Choi et al. (2016) argue that POS stimulates employees to participate in innovation and innovation-related decision-making processes through support mechanisms. They also emphasize that POS can facilitate the growth of employee performance and participation to carry out the organization's vision through innovation. That also ensures that employees have a high commitment to the

organization's work with organizational support causing high motivation to share more knowledge to innovate and solve existing company problems and have implications for increasing performance.

Based on the theory that has been stated above, the author proposes the following hypothesis

**H7: Perceived Organizational Support has a positive effect on Task Performance with the mediation of Innovative Behavior**

**Method**

This research will be carried out using quantitative methods, considering the background and research objectives to determine the effect between the variables studied. The population of this research is Bengkulu Provincial Government employees with civil servant status. The sampling technique used is random sampling. In the opinion of Roscoe in (Sugiyono, 2015) who suggested that the number of samples used was between 30 samples until 500 samples. As for determining the number of samples used, according to (Sugiyono, 2015) if the population is less than 100, it is advisable to take all population members as a saturated sample. Based on this opinion, the number of samples taken is 155 people according to the total population.

The sample was taken from a predetermined population: permanent employees, namely civil servants, not temporary employees or outsourcing employees. The instrument

used in this study was a questionnaire adopted and adapted from scientific articles based on previous studies. The questionnaire consists of several parts: primary data of respondents and core data. The essential data of respondents consisted of (1) gender, (2) age, (3) years of service as civil servants, (4) years of service in the current agency, (5) employee positions: structural, particular functional, staff: technical, administrative, (6) education level. Before the research was conducted, the researcher first conducted a test of the instrument. The instrument test was conducted to test the validity and reliability of the instrument. The instrument validity test used Confirmatory Factor Analysis (CFA), while the reliability test used Cronbach Alpha.

The instrument is reliable if the reliability coefficient is more than 0.70. (Hair, Black, Babin & Anderson, 2018). SEM (Structural Equation Modeling) in this study is operated with the help of the PLS software program. Research modeling through SEM allows researchers to answer dimensional research (measuring what indicators are from a concept) and regression (measuring the influence of the degree of relationship between factors whose dimensions have been identified).

**Research Result**

Based on the results of questionnaire distribution, the demographics of the respondents were obtained as listed in table 1 below:

**Table 1. Demographics of Respondents**

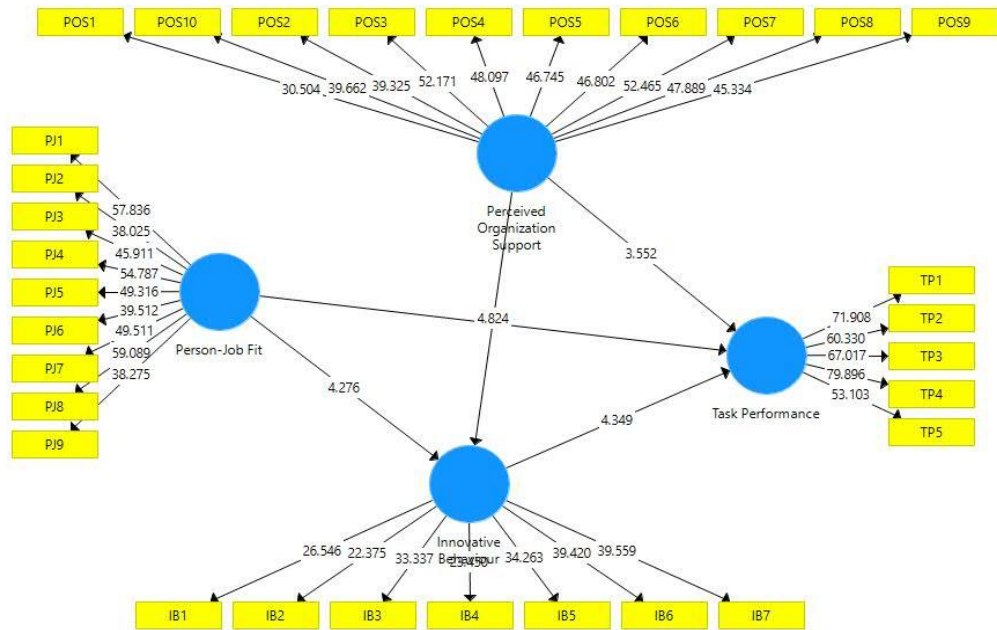
Biographical Characteristics			Respondent	Percentage (%)	
1	Gender	Male	72	155	100
		Female	83		
2	Age	< 25 years old	21	22	155
		>25-35 years old	44		
		>35-45 years old	48		
		> 45-55 years old	20		
		>55 years old	20		
3	Education Level	Senior High School	5	155	100
		Diploma	15		
		Bachelor Degree	115		
		Master Degree	18		
		Doctoral Degree	2		
4	Year of Experience	< 1 years old	10	155	100
		1-3 years old	35		
		>3-6 years old	44		
		> 6 -10 years old	56		
		>10 years old	10		
5	Position	Staff	107	155	100
		Head of Section	19		
		Head of Department	14		
		Director	0		
		Jabatan Lainnya	15		
			155	100	

Source : Research Result, 2021

Based on the results of the calculations in the table above, it can be seen that all hypotheses can be accepted because the T statistic value of all relationships is more

excellent ( $>$ ) than  $\pm 1.96$ . In addition, the P values of all hypotheses also show a value smaller ( $<$ ) than 0.05.





**Figure 1. Bootstrapping Path**

From Figure 1 above, by bootstrapping 500 subsamples extracted from the original sample, it can be seen that the relationship formed between the independent variables

has a significant influence on the dependent variable because it has a value of more than 2.

**Table 2. Calculation Results of Hypothesis Testing 6-7 with Mediation**

	(STD EV)	T Statistics ( O/STDEV )	P Values	Sig
Perceived Organization Support__ -> Innovative Behavior -> Task Performance	0,040	3,180	0,002	Supported
Person-Job Fit_ -> Innovative Behavior -> Task Performance	0,037	3,071	0,002	Supported

Source : Data Processing by PLS 3, 2021

Based on the results of the calculations in table 2 above, it can be seen that there are two hypotheses with a proven mediation relationship, which means that innovative behavior can mediate both the relationship between POS and task performance and P-J fit with task performance. It is because the t-statistic value of hypothesis 6 (3.180) and hypothesis 7 (3.071) has a value more excellent ( $>$ ) than  $\pm 1.96$ . In addition, the P values of hypothesis 6 (0.002) and hypothesis 7 (0.002) also show a value smaller ( $<$ ) than 0.05.

## Discussion

Research findings indicate that P-J fit can influence the emergence of innovative behavior. We can see it from the T-statistic, which is 4.276, which has a value above the standard of 1.96. In addition, the P-value, which is less than 0.05 (0.000), also shows that the more suitable a person is with his work, the innovative behavior that arises also becomes more significant. This result is ideal with the research proposed by Wang et al (2022) which states that employees' perceptions of roles, functions, and work situations with personal preferences strongly support the emergence of positive outcomes for an employee's performance. One of them is becoming more creative. In line with research from Afsar, Badir & Khan (2015), the findings of this study stated the level of P-J fit still has a positive influence on innovative behavior.

P-J also fit the findings of this study and proved to be able to positively influence task performance from the t-statistical value (2.743) above the set standard value of 1.96. This finding indicates that although it is not as big as the effect of P-J fit on innovative behavior, P-J fit still has a positive influence on increasing task performance. The task performance itself must be measured based on evaluating the process to produce an item (Borman, & Schmit, 1997). That is happens because

task performance is assumed to be an objective criterion for assessing employees who have high potential in carrying out the technical aspects of their work (Cappelli & Keller 2014).

This high potential can also be balanced with the organization's suitability in placing employees' main tasks and functions with their competencies. Therefore, a person's performance in completing his work is strongly influenced by the basic abilities possessed by employees. In their research, Lin, Yu & Yi (2014) found research facts that task performance can be directly improved by balancing job offers/job demands and individual capabilities (Personal-job fit). In addition, previous research conducted by Park, Monnot, Jacob, & Wagner (2011) found that employees will look fitter, healthier, and more successful (in terms of performance) if the work they do is by their attributes and characteristics.

Perceived Organizational Support (POS) factor is also a driving factor for the growth of innovative behavior and an increase in task performance. The research findings also show that POS can build a positive relationship with innovative behavior and task performance, as indicated by the support of hypothesis 3 with a t-statistic value of 4.824 and hypothesis 4 with a t-statistic value of 3.552, far above 1.96 as the standard value set. POS, which comes from the manager's support aspect, will encourage innovative ideas. It shows that employees supported by managers who are very supportive of them will make their ideas easier to implement (Choi & Chang, 2009). Evanschitsky et al. (2012) further emphasized that support from top management and organizational climate significantly assist employees in developing new products. Forms of support such as sentences of appreciation and support in the form of free resources and time provided by the organization will encourage employees to think of new ideas

and help them realize the concepts they are discussing into something more accurate in the field.

Positive organizational support will direct various ideas by forming a climate or atmosphere that supports creativity by providing facilities and infrastructure. (Bravo et al, 2020). Innovation itself is seen as requiring hard work, especially in realizing creative ideas to be more applicable in the field. So that time, energy, and thoughts need to be devoted from the individual employees themselves and the organization so that the implementation process becomes easier to realize. Gregory et al. (2010) concluded if employees perceive their organization provides support such as constructive feedback about their work, it will trigger the employee to initiate creative ideas. In addition, the translation of inputs provided by the organization into outputs is also beneficial for the organization. The employee's perception that the organization supports them in the form of freedom and provision of resources is one of the drivers of the emergence of innovative behavior apart from individual competence and the courage to take risks from these employees. (Afsar et al., 2016).

Concerning task performance, research findings from Yu & Frenkel (2013) also show that POS, a form of organizational support, namely felt an obligation, greatly influences task performance. It is because employees see management support as something that must be reciprocated. A social value exchange relationship between the organization and management causes employees to feel it is essential to return the organization's support. The support from the organization makes them feel valued by the organization, and as a result, they will improve their job performance in return commensurate with it.

In their research, Van Zyl et al (2021) also showed a positive relationship between

innovative behavior and task performance. When employees feel they already have innovative work behavior, they make information gathering activity one of their activities in finding creative ideas. Furthermore, in promoting and implementing their ideas, these employees will defend their arguments against criticizing their co-worker's ideas. The experience will help them find new ways to deal with their task performance problems (Aryee et al., 2012). Employees who behave innovatively believe their ideas will help improve their performance in getting their work done.

In its role as a mediating variable, innovative behavior is also a mediator that can link the relationship between P-J fit and POS to improve task performance. Research results show in the t-statistical values in hypotheses 6 and 7, namely 3.180 and 3.071, far above the standard value set at 1.96. In addition, the P-value, which has a value below 0.05, namely 0.002, also further confirms that innovative behavior is a bridge that can mediate between P-J fit and POS on task performance. Van Zyl et al. (2021) argue that when employees feel closely tied to their work, they will think more and promote and implement their creative ideas. As a consequence, it can improve their performance in completing their tasks.

Organizational support also supports the emergence of new ideas by providing a comfortable environment for employees to be creative and improve their job performance (Tsai et al, 2015). In their findings, Tsai et al (2015) think organizational support will affect employee creativity through motivational support, knowledge sharing, and promotion in the work environment. It will have a reciprocal effect where employees give their best efforts to improve their job performance. It also argue that the perceived support of leaders in the organization has a positive influence on employee goals,

communication, and interaction, and constructive feedback that is useful for developing innovative ideas and improving employee performance in their duties.

### Conclusion

Based on the research conducted, it is concluded that partially, P-J fit positively affects organizational commitment and task performance. Based on research from Kristof-Brown et al (2005), P-J fit has a solid relationship with several factors such as innovative behavior and task performance with T-statistical values above 1.96, namely 4.276 and 2.743. Lin, Yu & Yi (2014) even stated that P-J fit is included in one of the leading employee selection and development criteria. P-J fit also has a more significant influence on the growth of innovative behavior even when compared to the relationship between P-J fit and task performance. Creative ideas or thoughts must be fought for legitimacy and not get obstacles to be applied.

Struggling for ideas includes the process of seeking support and forming coalitions based on belief in the success of the concept and involving the right people to implement the idea (Howell, Shea & Higgins, 2005). It means that if the innovative idea has gained legitimacy from the organization, the organization has agreed with the hope of having a significant impact, of course, with various consequences. In the context of task performance, increasing P-J fit by developing individual employee abilities will facilitate the completion of increasingly complex tasks due to several factors such as working age, technology, broader duties and functions, and other factors.

The perceived support factor from the organization also affects innovative behavior and task performance. It depends on the organization's efforts to support employees by developing KSA (knowledge, skills, abilities). Employees'

loyalty to stay in the organization because of employees' perception facilitated the development of their competencies.

In terms of the mediating relationship, P-J fit mediated by innovative behavior has affected task performance. However, this study found that the ties built by P-J fit on task performance (statistical T value 4.276) had a direct, more significant effect than when it was mediated by innovative behavior (the value of T statistic is 3.071). The P-J fit factor mediated by innovative behavior causes the relationship between P-J fit and task performance to be longer and more sustainable than the direct relationship between P-J fit and task performance. Demand-abilities fit as the dimensions of P-J fit (Vogel & Feldman, 2009) is one of the components of P-J fit that inevitably want to force employees to behave innovatively. P-J fit is measured based on talent, experience, education, workload ability, performance criteria, and activity instruments (Boon & Biron, 2016). It also determines task performance standards.

Organizational support mediated by innovative behavior also increases task performance, although not as much as the direct effect of organizational support on employee performance. Innovative behavior requires a more protracted process because it goes through several stages, starting from looking for ideas to implementing these creative ideas (De Jong & Den Hartog, 2010).

### Recommendation

The need for future research on P-J fit for millennial employees who have just entered the workforce needs to be done considering the tendency of young employees to get bored quickly, including when they do not experience a match with their work. It is the cause of the emergence of high turnover intention. Of course, it needs to be addressed with a different treatment from

loyal employees. It is also necessary to examine the organization's ability to change in response to the tastes and preferences of millennial employees so that it can provide a suitable form of organizational support in improving the performance of millennial employees is online-based. It causes organizations to adapt the main tasks and functions of each position to adjust the demand to the competencies needed in the labor market and match between the individual and his job (P-J fit) appear. It is also necessary to research working time flexibility, which makes employees not have to come to the office and interact with co-workers. As a result of these behavioral changes, task performance becomes more relevant in the future because contextual performance involving behavior and relationships with other people becomes more limited in its functions and roles.

### Notes on Contributors

**Gerry Suryosukmono** is a lecturer at the Universitas Bengkulu in Indonesia. His research area includes Leadership studies, Employee outcome, Human Resource Management and Job Performance.

**Praningrum** currently affiliated with Universitas Bengkulu as senior lecturer in Indonesia. His current projects based on Personal Involvement, Self Efficacy and Innovative Behavior

**Fahrudin Js Pareke** is a Senior Lecturer in Human Resources Management at Universitas Bengkulu in Indonesia. His present research interests include Organizational Behavior and Leadership area.

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