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The Influence of Person Job Fit and Person Organization Fit on Innovative Work Behavior Through Innovation Trust

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ABSTRACT

This article aims to determine the influence of a person job fit person organization fit on innovative work behavior through innovation trust as an intervening variable. This research uses a quantitative approach by collecting data through questionnaires. The data analysis technique used in this research is PLS-SEM (Structural Equation Modeling); the population and sample for this research are all employees of PT. Ssaudara Cemerlang Abadi, Medan, North Sumatra, numbering 151. The results of this research show that Person Job Fit has no significant effect on Innovative Work Behavior, Person Organization Fit has a significant effect on Innovative Work Behavior, Person Job Fit has a significant effect on Innovation Trust, Person Organization Fit has a significant effect on Innovation Trust, Innovation Trust has a significant effect on Innovative Work Behavior, Person Job Fit has a significant effect on Innovative Work Behavior, has a significant effect moderated by Innovation Trust, Person Organization Fit has a significant effect on Innovative Work Behavior has a significant effect moderated by Innovation Trust.

Keywords: Person Job Fit, Person Organization Fit, Innovative Work behavior, Innovation Trust

INTRODUCTION

Innovative behavior in the workplace refers to the desire to create, generate, and implement new ideas to benefit individual, group, and organizational performance (Niesen et al., 2017). Leaders have an important role in motivating, guiding, and shaping employee behavior to encourage innovative processes in the organization (Denti & Hemlin, 2012); (Overstreet et al., 2013).

Discussion of person job fit-organizational fit is the match between a person's attributes and the attributes of his environment with several desired outcomes for employees and organizations, such as greater job satisfaction, more substantial commitment, and higher involvement. In in-role and extra-role behaviour, and lower turnover (Khaola & Sebotsa, 2015) ; (Hoffman & Woehr, 2006) Such findings apply to actual levels of fit, i.e. based on matching organizational and personal values or characteristics, and to perceived fit, i.e. employees' estimates of their PE fit, with the latter appearing to serve as a better predictor of employee attitudes and behaviour..

Innovation for organizations to remain competitive and successful. Due to intense competition in the market and continuous threats from new competitors, differentiation and continuous innovation by inspiring employees to promote and implement new ideas is considered an essential strategy to gain competitive advantage by every organization. (Farisi et al., 2021) (Trueman, n.d.)

To become an innovative organization, the organization should manage and foster an internal environment that supports innovative behavioural characteristics among employees. (Dobni, 2010). A supportive internal organizational environment characterized by a belief in innovation gives employees more freedom to develop new ideas, knowing their colleagues will also respond positively. (Bysted, 2013). Belief in innovation is also essential because it reduces risks and adverse reactions caused by innovative behaviour in the workplace. (Unsworth & Clegg, 2010). To be confident in generating new ideas also depends on a person's adjustment situation to their work. (person-job fit) (N et al., 2023) (S. R. Clegg et al., 2002) (Nurmala & Jasin, 2021) .

Afsar & Badir, (2017); Zainal & Matore, (2019) Nasution et al., (2019) Have investigated the relationship between innovative work behaviour and performance in the workplace, conducting research in China. The results show that through psychological empowerment, person-organization fit positively affects innovative work behaviour.

However, the researcher's optimal knowledge shows that there still needs to be an unfilled gap in previous studies and literature on innovative work behaviour, viz., the role of perceived organizational support, innovation trust and trust in the relationship between P O Fit. Therefore, this research will fill this gap under the reflection of social exchange theory..

LITERATURE REVIEW

Person Job Fit and Innovative Work Behavior

When employees' job characteristics, organizational needs,

and available resources match their intrinsic abilities and needs, they tend to respond and react more creatively to their situations due to high commitment and satisfaction with their jobs. (Hon & Rensvold, 2006); (Kristof-brown et al., 2005). Person-to-job fit focuses on the personal level of analysis and ensures that employees have the technical expertise to perform assigned work and provide added value (Khair et al., 2023) (Werbel & DeMarie, 2005).

Research has shown that the correspondence between employees' perceptions of their job duties, the situations in which they work and their personal preferences influences positive outcomes at the individual level (Edwards, 1996) And become more creative. (Dai & Chen, 2015) Because creativity is part of innovative work behavior, it raises an additional question: Is a person's fit to their environment, such as work abilities and organizational characteristics, related to higher levels of employee IWB?

Person Organization Fit and Innovative Work Behavior

Previous studies have shown that hiring people for the right jobs is critical to gaining a competitive advantage. (Yu, 2014). Previous research has supported PO Fit, but there needs to be more insight into why person-organization fit influences organizational attractiveness. P O Fit primarily aligns individual needs and values with organizational values. (Meyer & Maltin, 2010) The chemistry and connection between personal and organizational values improve employee behavior and behavioral outcomes. Previous studies show that PO Fit helps employees demonstrate creative work behavior. (Afsar et al., 2016); (Afsar & Badir, 2017); (Meyer & Maltin, 2010) States that to engage in certain innovative work behaviors, individuals find it essential to gain the trust of their peers and support from the organization. (Wu, 2018) Stated that innovative work behavior can be implemented indirectly so that for existing R&D staff, the additional role performance is their IWB.

Hoffman & Woehr, (2006) States that PO Fit is directly related to employee behavioral outcomes. According to the basic understanding of social exchange, two parties enter into a relationship based on reciprocity and near-reciprocity equally. (BLAU, 1964). If an individual provides a service to another individual, he expects a positive return in the future. So, if employees receive value from the organization, they will ultimately feel obliged to return the favor. Previous research has confirmed that a worker engages in at least two social exchange relationships, one with his immediate supervisor and one with his organization. Therefore, it is expected that employees will demonstrate additional performance in organizations with high PO-fit.

Person Job Fit and Innovation Trust

As in previous investigations, innovation beliefs mediate the effects of person-job fit and person-organization fit on innovative work behavior. Innovation trust is mutual trust between an individual and his co-workers regarding innovative ideas. (Damanpour & Schneider, 2006). Research has shown that when employees believe that coworkers

listen to and support their ideas and attach importance to any new suggestions they initiate, they are more likely to display high levels of innovative work behavior. (C. Clegg et al., 2002). The relationship between person–environment fit and creativity may not be adequately explained without including innovation beliefs. Employees who can be trusted for their suggestions to improve procedures and processes experience increased task motivation. (Thomas & Velthouse, 1990).

(Cools et al., 2009) Hypothesized that employees who lack the trust of their colleagues stagnate in proposing positive organizational changes because they fear conflict and social isolation from coworkers. Confidence in the identified innovation is critical to creating an internal environment that supports innovation. Belief in innovation helps transcend the boundaries set by creative and non-innovative employees. Therefore, an environment characterized by a belief in innovation creates conditions in which employees are eager to contribute to new ideas.

Person Organization Fit and Innovation Trust

Person-organization fit describes the interpersonal match between an individual and members of the company they directly work for (Kristof-brown et al., 2005). Given the increasingly intense competition for talent between organizations, examining the effects of person-organization fit on individual behavior is urgent and necessary. (Kristof-brown et al., 2005). Values have been seen as the most suitable way to operationalize fit, as values are a reliable guide to understanding various work attitudes and behaviors. Furthermore, in line with previous research, we primarily focus on employee values congruence. (Chen et al., 2016).

Research investigating the effectiveness of trust marks reveals low awareness and inadequate understanding of such certification. This iterative study investigated whether awareness and understanding of German trust marks have changed from 2007 to 2012 through increased Internet experience, online purchasing activity, and broader dissemination of Internet trust marks.. (Rüdiger & Rodríguez, 2013) The results indicate that the problems associated with the previously identified lack of awareness of Internet trust signals persist and do not appear to decrease over time.

Innovation Trust and Innovative Work Behavior

Furthermore, if organizations can develop an organizational climate that is perceived as positive by individuals, this will likely result in higher levels of employee motivation, commitment, and engagement, leading to improved performance. Innovation has been proven to be critical to the success of an organization, and individual creativity and innovation are essential to organizational-level innovation(DiLiello & Houghton, 2006). Significantly, organizational climate can positively affect creativity and innovation in organizations. (Amabile et al., 2014); Nybakk et al., 2011). Management must ensure that the organizational climate encourages, maintains, and enhances individual creativity.

(DiLiello & Houghton, 2006) ; Shanker et al., 2017). Employees with innovative and creative potential are likelier to practice innovation when they feel solid organizational support. (DiLiello & Houghton, 2006).

Another prominent development in the modern economy is the increasing importance of innovation to organizational success (Martins & Terblanche, 2003); (Patterson, 2014) In a globalized world, organizations face global competition while customers can quickly identify and evaluate alternative products via the Internet. For companies to protect their margins and market position, product innovation is essential to differentiate from competitors continuously. Process innovation is also important to make production processes more efficient and keep products competitive. Meanwhile, innovation is often considered the main thing determinants of organizational success and competitiveness (Thornhill, 2006)

Person Job Fit, Innovative Work Behavior and Innovation Trust

The relationship between person-environment fit and employees' positive work attitudes and behaviors has been well-researched. However, there has yet to be research on the impact of person-environment fit on employees' innovative work behavior and how employee innovation leads to better job performance.

Study (Afsar et al., 2015) Found that innovative work behavior was positively related to employee work performance. Employees' perceptions of their job fit and organizational fit positively influence innovative work behavior, and innovation beliefs mediate this relationship. Research shows that affective commitment perceived organizational support, and trust indirectly influence the relationship between person-organization fit and innovative work behavior. Managerial implications, directions, and limitations for future studies are mentioned at the end(Akhtar et al., 2019). Reciprocity in Person-Organization Fit and Innovative Work Behavior: The Innovative work behavior of employees occurs when employees feel high levels of organizational support. However, employees' contributions and efforts sometimes must match the relevant resources and stimuli. This argument is impossible to be considered impartial, and innovative work behavior needs to be improved. (Afsar et al., 2015).

(Akhtar et al., 2019) The research results show that affective commitment perceived organizational support, and trust indirectly influence the relationship between person-organization fit and innovative work behavior. Managerial implications, directions, and limitations for future studies are mentioned at the end.

Person Organization Fit, Innovative Work Behavior and Innovation Trust

There is a need for greater attention to studying the mechanisms and processes through which the match (fit) between an employee's values and their job and organizational characteristics influences work-related behaviors, such as IWB, to understand person-job fit and fit better. Person-

organization and its impact on positive work behavior (Hoffman et al., 2011).

Results linking person-organization fit and person-job fit to IWB are inconclusive. Researchers have studied the relationship between person-organization fit and creativity, the first stage of innovative work behavior. (Shalley et al., 2004), Minimal attention has been paid to the effects of person–job, and person–organization fit on the overall IWB construct.

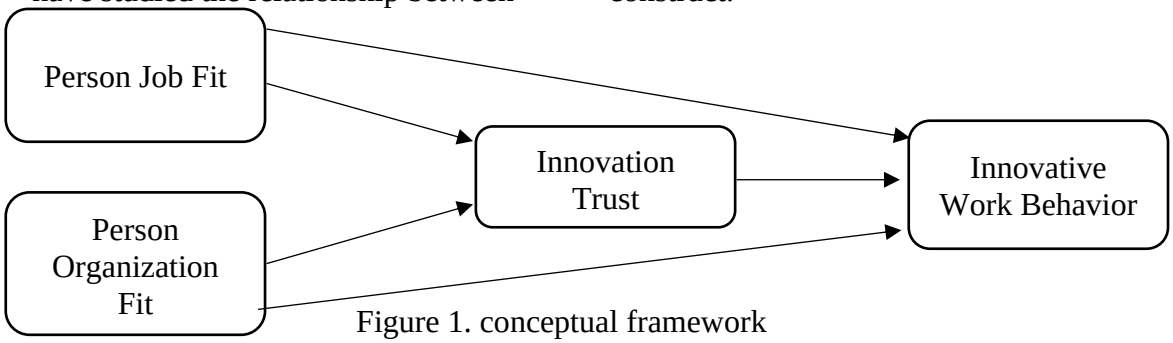

Figure 1. conceptual framework

RESEARCH METHODS

Research design is all the processes required in planning and implementing research. In this design, a picture or diagram is needed to provide initial guidance for the clarity of further research so that it can facilitate further data analysis. This research explains how much influence the latent variables, namely Person Job Fit and Person Organization Fit, have on Innovation Work Behavior through Innovation Trust as an Intervening variable in the PT company. Eternal brilliant light. The population of this research is all employees of PT. cahaya cemerlang abadi, namely 151 people. Based on the census formula, the sample size of respondents in the study is the same as the population, namely 151 people. Next, carry out the analysis using Structural Equation Model Analysis (SEM).

The data used in this research meet the requirements of validity and reliability. The data used in this research is quantitative, which measures the influence of person-job fit and person-organization fit on Innovation Work Behavior through Innovation Trust as an Intervening variable. Based on the size scale, the types of data used are ordinal, interval, and ratio data, which contain elements of naming and sequence and have meaningful and comparable interval properties. The data sources in this research are primary data and secondary data. This research aims to test and analyze the causal relationship between exogenous and endogenous variables, both intervening endogenous and dependent endogenous, and examine the validity and reliability of the research instrument. Therefore, the Structural Equation-Model analysis technique is used

(SEM).

Ghozali (2011), States that validity means how accurate a measuring instrument is in carrying out its measuring function; in other words, it can have high validity if it carries out its measuring function well or provides measuring results that are by the purpose of the measurement. A

valid measuring instrument can also express data accurately and accurately describe the data. Accurate means that the measurement can provide an overview of the minor differences between subjects. The loading factor meets convergent validity, namely if it is ≥ 0.5 (Ghozali, 2011).

A measuring instrument, besides being valid, must also be reliable. A measuring instrument is declared reliable if it gives consistent results, or in other words, it shows how much the measurement can produce results that are relatively no different if the measurement is carried out again on the same subject. Reliability refers to the existence of internal consistency and stability of the results of a particular measurement scale. Reliability concentrates on the issue of measurement accuracy and results. (Sarwono, 2002).

Research on the influence of person-job fit and person-organization fit on innovation work behavior through innovation trust as an intervening variable. In hypothesis testing, the data obtained is processed according to analysis needs. For discussion purposes, data is processed and presented based on the principles of descriptive statistics, while for analysis and hypothesis testing purposes, inferential statistics are used.l.

RESULT

This research uses a questionnaire that has been tested for validity and reliability directly using SEM so that it will be possible to obtain indicators that are not included in this research. The questionnaire was distributed online using Google Forms. A total of 151 people filled out the questionnaire that was distributed. The statements in the questionnaire were all answered by respondents, which consisted of statements. The variable Innovative Work Behavior (innovative work behavior) consists of 7 indicators, the Variable Innovative Trust (innovation trust) consists of 4 indicators, the Variable Person Job Suitability (Person Job Fit) consists of 5 indicators, and the Person–Organization Fit variable consists of 6 indicators. All statements use the Likert Summated Rating (LSR) method in checklist form, where each question has 5 (five) options, as shown in the following table:

Table 1. Likert's Measurement Scale

Question	Weight
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Tabel 2. Respondent Characteristics

Categori	Detail	Result	Persen (%)
Gender	Man	131	86,76
	Woman	20	13,24
Age	19 - 24 years old	5 orang	3,31
	25 - 30 years old	15 orang	9,93
	31 - 35 years old	42 orang	27,81
	36 - 40 years old	73 orang	48,34
	41 - 45 years old	15 orang	9,93
	46 >	1 orang	0,66
Education	SLTA / D1/D2	121 orang	79,47
	D3	9 orang	5,96
	S1	21 orang	13,90
	S2	-- orang	-----

Married status	Merried	130 orang	56,36
	Not married yet	21 orang	43,63
Total		**151**	**100**

Respondent Characteristics

Based on Table 2, it can be seen that the number of PT respondents. The eternal brilliant light of which respondents were 86.76% male or 13.24% female shows that the gender is almost unequal between men and women. It is known that the number of respondents at PT. The eternal bright light dominated by 36 – 40-year-olds indicates the spirit of working at a productive age. Education is the number of employees at PT. The eternal bright light that dominates education is SMA/D1/D2 at 79.47%. More do not have a bachelor's degree. Meanwhile, the number of employees at PT can be seen for those who are married. The eternal brilliant light between married and unmarried is not much different.

Data analysis

Before testing, the indicators from this research can be presented as follows:

Table 3. Konstruk variabel, Dimensi and Indikator

Konstruk	Dimensi	Indikator
Variabel Perilaku Kerja Innovatif (innovative work behavior)	-	1. I am aware of the challenges faced by the organization. 2. I am interested in new information or ideas needed to find a solution 3. I apply new information or ideas that I obtain to support the success of the organization. 4. I can systematically explain my ideas to management and other employees. 5. I get other employees to try my proposed ideas. 6. I have implemented new ideas I got as part of my daily life at work 7. I apply new ideas that I get from other people in my daily work
Variabel Kepercayaan Innovatif (innovation trust)		1. I apply new ideas that I get from other people in my daily work 2. am confident that my colleagues will take my ideas seriously. 3. I am confident that my colleagues will listen to my ideas. 4. I feel respected by my colleagues 5. I know that I will benefit from a good idea even if I present it to my colleagues first.
Variabel Kecocokan Orang pekerjaan (Person Job Fit)		1. My abilities match the demands of this job. 2. I have the right skills and abilities to do this job. 3. There is a good match between the requirements of this job and my skills 4. My personality is suitable for this job. 5. I am the correct type of person for this type of job
Variabel Kecocokan Orang–Organisasi *(Person Organization Fit)*	**Price**	1. I am suitable for the work environment in this organization. 2. I know the goals of this organization. 3. I am aligned with the goals of this organization. 4. I am willing to follow what the organization is doing to achieve its goals. 5. I am aware of the characteristics adopted by the organization 6. I believe in the values and goals of this organization

In this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the innovative PLS 3.0 program. The

following is a schematic of the PLS program model being tested.

Outer Model Testing

Outer model analysis aims to see each indicator's relationship to the latent variable. Tests are carried out on the Outer Model. This model specifies the relationship between latent variables and their indicators. The outer model defines how each indicator is related to its latent variable. Tests carried out in outer model:

1. Convergent Validity. The convergent validity value is the factor loading value on the latent variable with its indicators. Expected value >0.7.
2. Discriminant Validity. This value is a factor cross-loading value that helps determine whether the construct has adequate discriminants, namely by comparing the loading value on the targeted construct, which must be greater than the loading value with other constructs.
3. Average Variance Extracted (AVE).
4. The expected AVE value exceeds > 0.5.
5. Composite Reliability. Data that has composite reliability > 0.7 has high reliability.
6. Cronbach Alpha. The reliability test is strengthened with Cronbach's Alpha. Values are expected to exceed > 0.6 for all constructs.

Convergent Validity Test

Convergent validity aims to determine the validity of each relationship between indicators and their latent constructs or variables. The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item or component score and the latent variable or construct score estimated with the Smar PLS program. The following is a picture of the PLS Algorithm calculation results, looking at the factor loading values of the indicators on each variable:

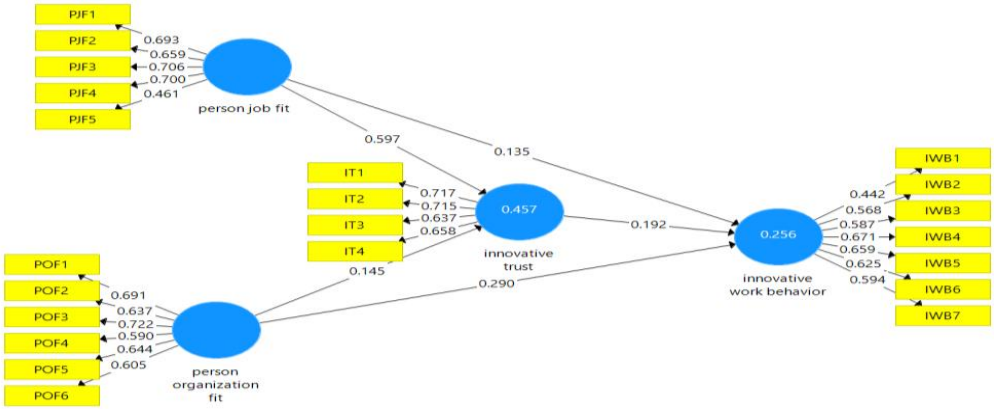

Figure 2. Model Smart PLS 1 Outer model (Model Measurement)

The results of the PLS Algorithm show indicators that do not meet the assumptions, where the internal consistency value, namely the high composite reliability value, shows the consistency value of each indicator in measuring the construct. The CR value is expected to be > 0.7. Not all indicators in the person-job fit (PJF) variable meet the expected CR

value > 0.7. person-organization fit (POF), not all indicators meet the expected CR value > 0.7. innovative trust (IT), all indicators meet the expected CR value > 0.7, and innovative work behavior (IWB), not all indicators meet the expected CR value > 0.7. Those who do not meet the criteria for person-job fit (PJF) indicators consist of (PJF5). I am the correct type of person for this job. The Person Organization Fit (POF) variable consists of (POF4) I am willing to follow what the organization does to achieve its goals, (POF6) I believe in the values and goals of this organization. Those who do not meet the Innovation Trust (IT) criteria consist of (IT3) I feel respected by my colleagues. Those who do not meet the Innovative Work Behavior (IWB) criteria consist of (IWB1). I am aware of the challenges faced by the organization. (IWB2) I am interested in new information or ideas to find a solution. (IWB3) I apply new information or ideas that I obtain to support the success of the organization. (IWB4) I can systematically explain my ideas to management and other employees. This indicator was eliminated from this research model because it did not meet the outer loading value of 0.7 and had to be eliminated from the research model.

Convergent Validity Test after Modification

Furthermore, after indicators that do not meet the criteria are eliminated from the research model, the following calculations are repeated with the new model:

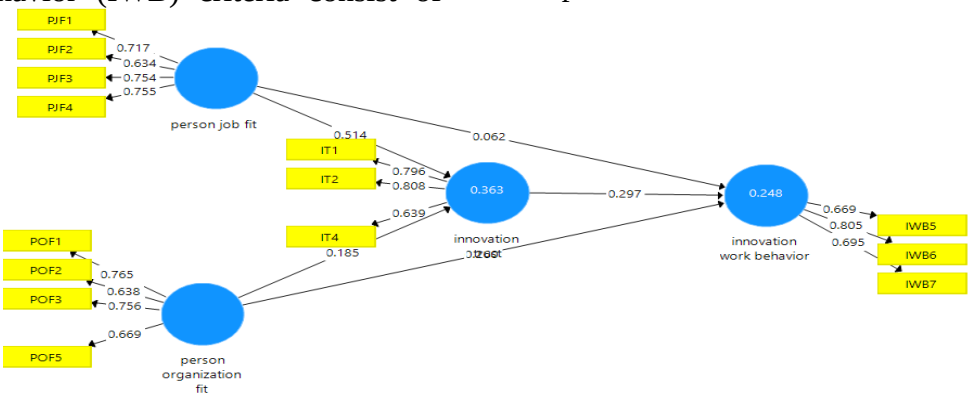

Figure 3. Model PLS 2 (Outer Model After Modification)

The PLS Algorithm results seen in Figure 4.10 above show that all indicators for all variables have a loading value greater than 0.50, which means that they have a high level of validity, so they meet convergent validity. The results of the calculation of the outer loading values for each indicator on the research variables are as follows:

Table 4. Outer Loading

	Innovation Trust	Innovation Work Behavior	Person Job Fit	Person Organization Fit
IT1	0.796			
IT2	0.808			
IT4	0.639			
IWB5		0.669		
IWB6		0.805		
IWB7		0.695		

PJF1			0.717	
PJF2			0.634	
PJF3			0.754	
PJF4			0.755	
POF1				0.765
POF2				0.638
POF3				0.756
POF5				0.669

Based on the data presented in Table 4, it is known that each research variable indicator has an outer loading value of > 0.5. According to Chin, as quoted by Imam Ghozali, an outer loading value between 0.5 – 0.6 is sufficient to meet the convergent validity requirements. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so all indicators are declared suitable or valid for research use and can be used for further analysis. Thus, the analysis continues with the Discriminant Validity test.

Average variant extracted (AVE)

The following evaluation compares the AVE root value with the correlation between constructs. The recommended result is that the AVE root value must be higher than the correlation between constructs. The model has better discriminant validity if the square root of

the AVE for each construct is greater than the correlation between the two constructs in the model. A good AVE value is required to have a value greater than 0.50. In the research, the average variant extracted (AVE) value for each can be seen as follows:

Table 5. Nilai Average variant extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Innovation Trust_	0.606	0.600	0.794	0.565
Innovation Work Behavior_	0.552	0.571	0.768	0.526
Person Job Fit_	0.684	0.690	0.808	0.514
Person Organization Fit	0.671	0.683	0.801	0.503

Table shows that the values for AVE Innovation Trust (IT), Innovation Work Behavior (IWB), Person Job Fit (PJF), and Person Organization Fit (POF) show that all Average Variance Extracted constructs have values > 0.50. Therefore, there is no convergent validity problem in the model tested.

Composite Reliability

Composite Reliability It is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6. Based on the data presented in Table 9, it is known that the composite reliability value for all research variables is > 0.6. These results indicate that each variable has met composite reliability, so it can be concluded that all variables have a high level of reliability.

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets Cronbach alpha if it has a Cronbach alpha value > 0.7. The following is the Cronbach alpha value of each variable:

Inner Model Analysis (Structural Model Evaluation)

Analisa R2 The R2 value shows the level of determination of the exogenous variable relative to the endogenous variable. The greater the R2 value, the better the level of determination.

Table 6. R Square

	R Square	R Square Adjusted
Innovation Trust_	0.363	0.355
Innovation Work Behavior_	0.248	0.233

The R Square value of the joint or simultaneous influence of X1 and X2 on Y is 0.363 with an adjusted r square value of 0.355. So, all exogenous constructs (Person Job Fit and Person Organization Fit) simultaneously influence Innovation Trust by 0.355 or 35.5%. Because the Adjusted R Square is more than 33% but less than 67%, the influence of all exogenous constructs of Person Job Fit and Person Organization Fit on Innovation Trust is moderate.(Chin & Newsted, 1998).

The R Square value of the joint or simultaneous influence of Person Job Fit, Person Organization Fit, and Innovation Trust on Innovation Work Behavior is 0.248, with an adjusted r square value of 0.233. So, it can be explained that all exogenous constructs (Person Job Fit, Person Organization Fit, and Innovation Trust) simultaneously influence Innovation Work Behavior by 0.233 or 23.3%. Because the Adjusted R Square is less than 33%, the influence of all exogenous constructs, Person Job Fit, Person Organization Fit, and Innovation Trust on Innovation Work Behavior is considered weak.(Chin & Newsted, 1998).

The goodness of fit assessment is known from the Q-Square value. The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be to the data. The results of calculating the QSquare value are as follows :

Q Square = $1 – [(1 – R^2 2) \times (1 – R^2 2)]$

$= 1 – [(1 – 0{,}363) \times (1 – 0{,}248)]$

$= 1 – (0{,}637 \times 0{,}752)$

$= 1 – 0{,}479024$

$= 0{,}5209$

The Q-Square calculation result in this study was 0.520 or 52.09%. Thus, the model in this study has a relevant predictive value, where the model used can explain the information contained in the research data by 52.09%. Based on the data presented in the formula above, it can be seen that the Q square value for the dependent (endogenous) variable is 0.5209. By looking at this value, it can be concluded that this research has good observation value because the Q square value is > 0 (zero), namely 0.5209(Chin & Newsted, 1998).

Bootstrapping Results (Hypothesis Testing)

In PLS, each relationship is tested using simulation with the bootstrapping method on the sample. This test aims to minimize the problem of abnormal research data.

Test results using the bootstrapping method from SEM PLS analysis are as follows:

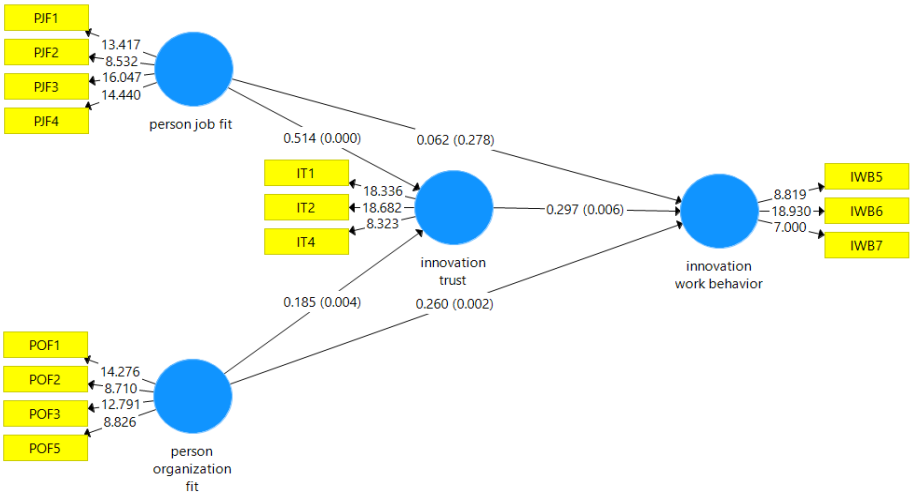

Figure 4. Bootsrapping Result

Based on the results of Bootstrapping data that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-statistics and P-value values. The research hypothesis can be declared accepted if the P-value < 0.05. The calculation results can be seen based on direct, indirect, and total influence. Hypothesis test results obtained in this research through the inner model:

Table 7. Bootstrapping Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Keterangan
innovation trust -> innovation work behavior	0.297	0.286	0.116	2.561	**0.005**	**H:1 Diterima**
person job fit -> innovation trust	0.514	0.518	0.065	7.943	**0.000**	**H:1 Diterima**
person job fit -> innovation work behavior	0.062	0.067	0.103	0.606	**0.272**	**H:1 Ditolak**
person organization fit -> innovation trust	0.185	0.189	0.073	2.520	**0.006**	**H:1 Diterima**
person organization fit -> innovation work behavior	0.260	0.277	0.084	3.078	**0.001**	**H:1 Diterima**
innovation trust -> innovation work behavior	0.297	0.286	0.116	2.561	**0.005**	**H:1 Diterima**
person job fit -> innovation trust	0.514	0.518	0.065	7.943	**0.000**	**H:1 Diterima**

Tabel 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Ket
person job fit -> innovation trust_ -> innovation work behavior	0.153	0.149	0.066	2.320	**0.010**	**Signifikan**
person organization fit -> innovation trust_ -> innovation work behavior	0.055	0.052	0.028	1.974	**0.024**	**Signifikan**

Table shows the results of Hypothesis Test calculations using Bootstrapping, which states the direct influence between variables. It is said that there is a direct influence if the p-value is <0.05, and it is said that there is no direct influence if the p-value is >0.05. These results can be stated as follows:

1. Person Job Fit (PJF) has no significant effect on Innovative Work Behavior with a p-value of 0.272 < 0.05.
2. Person Organization Fit (POF) significantly affects Innovative Work Behavior with a p-value 0.001 < 0.05.
3. Person Job Fit (PJF) significantly affects Innovation Trust with a p-value of 0.00 < 0.05.
4. Person Organization Fit (POF) significantly affects Innovation Trust with a p-value of 0.006 < 0.05.
5. Innovation Trust (IT) significantly affects Innovative Work Behavior with a p-value of 0.005 < 0.05.
6. Person Job Fit (PJF) on Innovative Work Behavior significantly affects moderation by the Innovation Trust.
7. Person Organization Fit (POF) on Innovative Work Behavior has a significant effect on moderation by Innovation Trust

Conclusion

Based on the data obtained in the research above, PT. Saudara Cemerlang Abadi Medan, North Sumatra. Development of HR aspects is then collaborated with increasing the integrity and commitment of each employee to provide more significant results for the organization's success. A person-organization fit is needed to increase innovative work behavior through Innovation Trust in an organization, which includes values and beliefs compatible with the organization and creates experiences that can strengthen this conformity. Person organization fit explains the relationship between individuals, an organization's values, and organizational structure. To maintain personal organization fit related to employee relationships with co-workers and superiors, this can be done by providing a platform for employees to share their work. Apart from person-organization fit in increasing innovative work behavior through Innovation Trust in an organization, there is also a need for Person Job Fit. A company needs to provide full support to all its employees to maximize innovative behavior among all employees.

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