



Person–Job Fit and Innovative Work Behavior: The Moderating Role of Perceived Organizational Support in the Context of Educational Management

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ABSTRACT

Keywords:

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This study examines the effect of Person–Job Fit (PJF) on Innovative Work Behavior (IWB) with Perceived Organizational Support (POS) as a moderating variable, focusing on 100 employees of the National Narcotics Agency (BNN) in Karawang, Kuningan, and Cirebon. Using a quantitative survey design, data were analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS. The results show that PJF significantly and positively impacts IWB, indicating that better alignment between employee competencies and job requirements enhances innovative behavior. However, POS does not significantly moderate the PJF–IWB relationship. The model explains 80.5% of the variance in IWB ($R^2 = 0.805$). In educational management, these findings suggest that aligning employee competencies with job requirements can drive innovation among educators and staff, improving institutional performance. However, educational institutions should not rely solely on organizational support but also focus on ensuring a proper person-job fit. Future research could explore psychological mediators like creative self-efficacy to better understand innovation in education and other public sectors.

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INTRODUCTION

In the face of increasing demands for innovation and adaptability in the public sector, employee-driven innovation has emerged as a critical factor in enhancing organizational effectiveness. One key antecedent of innovative work behaviour (IWB) is person–job fit (PJF), which reflects the alignment between an individual's skills, knowledge, and preferences with the demands and characteristics of their job. When employees feel that their competencies match

Because of their intrinsic desire and self-efficacy, people are more likely to take

part in proactive behaviors like creativity and innovation in their professions (Kristof-Brown & Guay, 2011; Wong & Tetrick, 2017).

However, individual characteristics alone may not fully explain employees' willingness to innovate, especially in the context of government institutions that are often constrained by rigid regulations (Zuhdi et al., 2024; Safitri & Febrianto, 2024). One organizational factor that has received considerable attention is Perceived organizational support captures how much workers think the organization esteems their work and cares about their overall well-being. A supportive work environment can influence work attitudes, increase commitment, and encourage discretionary efforts such as innovation (Eisenberger et al., 1986; Caesens & Stinglhamber, 2016).

Even while earlier research has examined the connection between PJJ and IWB in a variety of organizational contexts, little is known about how POS influences this relationship, especially in developing nations' public sectors. The majority of research has focused on these factors as independent predictors of job outcomes, with less focus on how they combine (Srirahayu, Ekowati, & Sridadi, 2023). Grounded in Social Exchange Theory, it is proposed that when employees perceive a strong sense of organizational support, they are more willing to take risks, generate innovative ideas, and engage in discretionary efforts (Ridlo & Yanti, 2023; Khotimah et al., 2024). Consequently, the positive influence of person–job fit on creativity is likely to be amplified in such environments (Rhoades & Eisenberger, 2002; Zhou & George, 2001; Rhoades & Eisenberger, 2002; Rhoades & Eisenberger, 2002; Rhoades & Eisenberger, 2002).

This research focuses on the context of the National Narcotics Board (BNN) at the municipal level, specifically in Karawang, Kuningan, and Cirebon. These regional agencies face high expectations to combat drug abuse while operating within bureaucratic constraints and limited resources. In the context of person–job fit, “education is considered a key aspect of knowledge that shapes employees' skills and competencies” (Bohlander & Snell, 2013).

Table 1. Competency Mismatch Data

Educational Background	Positions	Expected Competencies
Bachelor's Degree in Applied Science	Youth Addiction Counselor Assistant	Bachelor's Degree in Psychology
High School	General Administration	Bachelor's Degree in Administration, Economics
Bachelor's Degree in Economic	Investigator	Bachelor's Degree in Law
Bachelor's Degree in Economic	Counselor	Bachelor's Degree in Psychology
Bachelor's Degree in Economic	Intelligence Analyst	Bachelor's Degree in Computer Science, Law
Bachelor's Degree in Economic	Young Expert Drug Counselor	Bachelor's Degree in Public Health

Observational data show that mismatches between job positions and educational backgrounds are still common indicating a weak person–job fit. Additionally, many employees perceive a lack of recognition and support, both in terms of budget and rewards, when trying to propose new ideas, which may hinder their innovative behaviour. These challenges underscore the need to explore how organizational support could strengthen the link between job fit and innovation among public employees.

Therefore, This research aims to examine the ways in which employees at BNN offices in Karawang, Kuningan, and Cirebon perceive organizational support in moderating The connection between person-job fit and innovative work behavior. This research enhances the body of knowledge by: First, providing empirical evidence of the interactive effect of PJF and POS on innovation; Second, expanding the understanding of public sector innovation in a non-Western context; and Finally, offering practical implications for government institutions in fostering innovation through better alignment of individual and organizational factors.

METHOD

A quantitative survey methodology was adopted in this study to explore the relationship between person-job fit and innovative work behavior, while considering perceived organizational support as a moderator, focusing on employees of the National Narcotics Agency in Karawang, Kuningan, and Cirebon. The study's population comprised all 115 employees of the National Narcotics Agency (BNN) located in Karawang Regency, Kuningan Regency, and Cirebon City. Out of these, 100 respondents participated. Individuals were selected through a purposive sampling method from different departments, such as eradication, rehabilitation, community prevention, and general affairs.

This selection was made due to their strategic importance in innovation practices.

This study collected information using both primary and secondary data sources. Primary data were obtained through direct observation, interviews, and a questionnaire distributed online via Google Forms. Observation was conducted to understand employee behavior and organizational practices in their natural setting. Semi-structured interviews were carried out with selected employees to gain deeper insights into the alignment between job roles and innovative behaviors. The questionnaire, which served as the main instrument, used a Likert-scale format to gather quantitative data on person–job fit, perceived organizational support, and innovative work behavior. In addition, secondary data were collected from official sources, particularly the website of the National Narcotics Agency (BNN) of Indonesia, which provided supporting information about organizational structure, employee roles, and policy frameworks relevant to the study. The data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS, including tests for validity and reliability of the measurement model, as well as the evaluation of structural relationships using R^2 and F^2 , and bootstrapping to evaluate the significance of direct and moderating effects at $p < 0.05$.

FINDING AND DISCUSSION

Finding

This research is designed to assess the effect of Person–Job Fit (PJF) on Innovative Work Behavior (IWB) with Perceived Organizational Support (POS) as a moderating variable, using data collected from 100 employees of the National Narcotics Agency (BNN) in Karawang, Kuningan, and Cirebon. The data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS. The procedure was conducted in two phases: (1) evaluating the measurement model to ensure validity and reliability, and (2) analyzing the structural model to examine the hypotheses and the moderating effect.

The findings indicate that PJF has a positive and significant effect on IWB ($\beta = 0.305$, $p = 0.001$). Conversely, The moderating role of POS in the relationship between PJF and IWB is positive; however, it does not reach a significant level. ($\beta = 0.021$, $p = 0.367$), suggesting that organizational support is not sufficient to amplify the effect of job fit on innovative work behavior in the context of BNN employees. The model demonstrates strong explanatory power, with $R^2 = 0.805$, indicating that 80.5% of the variance in IWB is explained by PJF and POS. The following presents the data resulting from the processing carried out:

Table 2. Discriminant Validity – Cross loading

Variable	Item	X	Y	Z	Information
Person Job Fit (X)	PJF 1	0.816			Valid
	PJF 2	0.846			Valid
	PJF 3	0.796			Valid
	PJF 4	0.753			Valid
	PJF 5	0.778			Valid
	PJF 6	0.730			Valid
	PJF 7	0.744			Valid
Innovative Work behavior (Y)	IWB 1		0.734		Valid
	IWB 2		0.794		Valid
	IWB 3		0.841		Valid
	IWB 4		0.859		Valid
	IWB 5		0.861		Valid
	IWB 6		0.823		Valid
	IWB 7		0.832		Valid
	IWB 8		0.851		Valid
Perceived Organizational Support (Z)	POS 1			0.728	Valid
	POS 2			0.752	Valid
	POS 3			0.839	Valid
	POS 4			0.840	Valid
	POS 5			0.868	Valid
	POS 6			0.736	Valid
	POS 7			0.772	Valid
	POS 8			0.800	Valid

The evidence suggests that the table shows the cross-loading values for each variable: person-job fit, innovative work behavior, and perceived organizational support. All values are > 0.70, indicating that all research instruments are valid and discriminant. This indicates that each research variable has a relationship with each other and there are no discrepancies in the measurement model.

Table 3. Convergent Validity

Variable	Average variance extracted (AVE)	Information
Person Job Fit	0.611	Valid
Innovative Work Behavior	0.681	Valid
Perceived Organizational Support	0.630	Valid

Based on the outcomes of the convergent validity test, each variable analyzed has an AVE value above 0.50. This suggests that the measurement tools employed are appropriate for reflecting each construct and that all variables satisfy the necessary requirements for convergent validity.

Table 4. Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Information
Person Job Fit	0.894	0.902	0.916	Reliable
Innovative Work Behavior	0.933	0.935	0.945	Reliable
Perceived Organizational Support	0.915	0.917	0.931	Reliable

Based on the results of the Cronbach's Alpha reliability test, with a value of >0.70, each variable tested had a value of >0.70. It can be concluded that all items in the research questionnaire for each variable are reliable, and this research can be continued.

Table 5. R-square

Variable	R-square	R-square adjusted
Innovative Work Behavior	0.805	0,799

According to the study, the exogenous construct accounts for nearly 80.5% of the variation in the endogenous variable Innovative Work Behavior, with an R2 of 0.805 and an Adjusted R2 of 0.799. The model has strong stability and no discernible overfitting, as seen by the somewhat lower Adjusted R-squared value.

Table 6. F-square

Variable	F-square	Information
Person job fit > Innovative Work Behavior	0.173	Medium Effect
Person job fit x Innovative Work Behavior > Perceived Organizational support	0,010	Very Weak effect

In the moderation analysis, the F-square value for person-job fit on innovative work behavior was reported to be 0.173, categorized as a medium effect. This indicates that the fit between the individual and their job has a significant influence on the emergence of employee innovative behavior. Meanwhile, the interaction between Person-Job Fit x Innovative Work Behavior on Perceived Organizational Support showed an F-square value of 0.010, categorized as a very weak effect. This finding indicates that Organizational support plays a very minor moderating influence in the association between innovative activity and person-job fit.

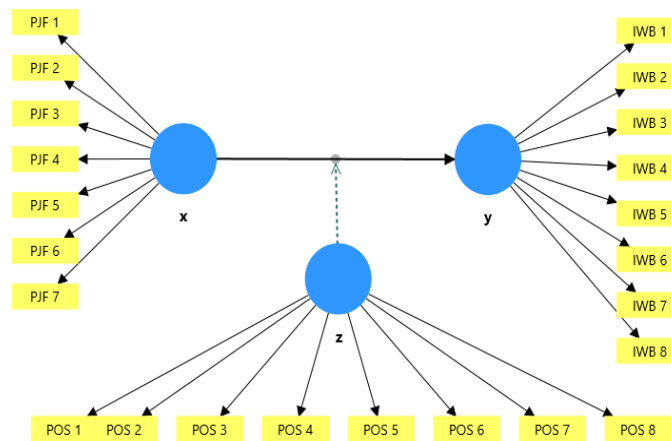


Figure 1. Hypothesis Test Results - PLS SEM

Table 7. Path Coefficient

Variable	Original sample	Sample mean	T statistics	P values	Information
Person Job fit > Innovative Work Behavior	0.305	0.308	3.382	0.001	positive and significant
Person job fit x Innovative Work Behavior > Perceived Organizational support	0.021	0.027	0.903	0.367	Positive not significant

According to the findings of the first hypothesis test, the analysis indicates that Person-Job Fit exerts a positive and significant influence on Innovative Work Behavior, with $\beta = 0.305$, t-statistic = 3.382, and p-value = 0.001. Since $t > 1.96$ and $p < 0.05$, this relationship is statistically accepted at the 5% significance level. These findings strengthen the hypothesis that the level of fit between an individual and his/her job directly increases the innovative work behavior displayed by employees. role in the association between innovative work behavior and person-job fit, with a path coefficient $\beta = 0.021$, t-statistic = 0.903, and p-value = 0.367. Since $t > 1.96$ and $p < 0.05$, this moderating effect is not statistically validated at the 5% significance level. Consequently, these findings suggest that Perceived Organizational Support does not significantly amplify the impact of Person-Job Fit on Innovative Work Behavior in this research. Therefore, the hypothesis concerning the moderating influence of Perceived Organizational Support is dismissed.

Discussion

The result substantiate that PJF has a significant and positive influence on IWB, supporting previous findings (Kristof-Brown & Guay, 2011; Widiyastuti & Nurmaya, 2022). Workers are more inclined to come up with, support, and execute new ideas when they believe that their abilities and job

requirements fit (Chalutz-Ben Gal, 2023; Sudibjo & Prameswari, 2021). A BNN, employees who feel that their roles match their competencies show greater proactivity in proposing innovative measures, particularly in community prevention and rehabilitation programs.

Contrary to what was anticipated, POS failed to significantly moderate the relationship between PJJ and IWB. This outcome contrasts with findings from some earlier research. (e.g., Musenze & Mayende, 2023) that highlight POS as a catalyst for innovation. A plausible explanation is that BNN's hierarchical structure and rigid SOPs limit the effectiveness of organizational support in enhancing innovation (Hikmal, Muhjad, & Brata, 2025; Subiantoro & Kholil, 2025). Interviews revealed that employees perceive limited recognition and rewards for innovative contributions, which may reduce the motivational impact of POS.

The findings emphasize that while PJJ is a key driver of innovation, organizational policies and reward systems must be restructured to enhance POS. The findings of this research suggest that enhancing the fit between job and employee competency is key to encouraging innovative behavior. Therefore, the National Narcotics Agency (BNN) needs to conduct more accurate job analyses, ensuring that employee placement aligns with educational background, experience, and expertise. The recruitment and promotion process must also consider the appropriateness of technical competencies (for example, in intelligence, rehabilitation, or prevention) to ensure employees are able to carry out their duties effectively. Furthermore, targeted training and job rotation within each BNN division (prevention, eradication, rehabilitation, and intelligence) will help improve cross-disciplinary insight and create adaptive and innovative employees in addressing complex narcotics issues.

CONCLUSION

This investigation looked at the impact of Person–Job Fit (PJJ) on Innovative Work Behavior (IWB) with Perceived Organizational Support (POS) as a moderating variable, using data from 100 employees of the National Narcotic Agency (BNN) in Karawang, Kuningan, and Cirebon. The results reveal that PJJ significantly and positively affects IWB ($\beta = 0.305$, $p = 0.001$), indicating that the better the alignment between an employee's abilities and job requirements, the higher the likelihood of exhibiting innovative behaviors. The model also demonstrates high explanatory power, with an R^2 value of 0.805, showing that PJJ and POS collectively explain 80.5% of the variance in IWB. Conversely, POS plays a positive but statistically negligible moderating influence in the connection between PJJ and IWB ($\beta = 0.021$, $p = 0.367$),

indicating that job fit's impact on innovation cannot be amplified by organizational support alone. The F-square values reinforce these findings, with PJF having a medium effect (0.173) on IWB, while the interaction effect with POS is very weak (0.010). These findings highlight that individual job alignment is a stronger determinant of innovative behavior than perceived organizational support in the BNN context, where structured procedures and bureaucracy may limit the direct influence of organizational support on innovation.

In light of these findings, it is crucial for BNN to prioritize strategies that improve job alignment and employee competencies through targeted recruitment, professional development, and role optimization. While organizational support remains important, it should be directed toward fostering innovation-specific initiatives, such as recognition systems for creative contributions and the provision of a safe environment for experimentation (Fu et al., 2025; Galarraga & Martinez de Albeniz, 2025). Future research could extend this study by examining psychological mediators, such as creative self-efficacy or intrinsic motivation, and testing the model across different public sector institutions to enhance generalizability.

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