

Analysis Of Innovative Behavior On Employee Performance Study Of P-O Fit And Ocb Of Culinary Smes In Semarang City

Prihatin Tiyanto Priagung Hutomo

Prihatintiyanto@gmail.com

Human resources department

Faculty of Economics and Business University 17 August 1945
Semarang.

Abstract

The aim of this research is to analyze whether there is an influence of Person Organizational Fit and Organizational Citizenship Behavior on Employee Performance mediated by Innovative Behavior On Spring Rolls (Lumpia) Culinary SMEs in Semarang City. The population in this study were all employees in 16 spring roll businesses that already had brands in the city of Semarang. Using purposive sampling technique, 120 people were taken as respondents. The data source used is primary data, with data collection methods using questionnaires. The analysis technique used is the Structural Equation Model Partial Least Square. The research results showed that P-O Fit had a significant positive effect on employee performance; OCB has a significant positive effect on Employee Performance and Innovative Behavior has a significant positive effect on Employee Performance. The results of the research show that from the mediation effect test the innovative behavior variable acts as a mediator variable for the influence between Person Organizational Fit and Organizational Citizenship Behavior on Employee Performance in 16 spring roll businesses in Semarang.

Keywords: Person organization fit, Organizational citizenship behavior, Innovative Behavior, Employee Performance

Introduction

The food and beverage industry in Indonesia experienced an increase from 2020 to 2021 by 2.54 percent. The Central Statistics Agency (BPS) reported that the gross domestic product (GDP) of the national food and beverage industry at current prices (ADHB) was IDR 1.12 quadrillion in 2021. The contribution of the food and beverage industry to GDP until the second quarter of 2022 contributed the most compared to products other manufacturing businesses, reaching 38.38 percent. The trade surplus in the food and beverage sector from January to September 2022 was also quite high, reaching US\$ 23.23 billion. Growth in the food and beverage industry in the third quarter of 2022 reached 3.57%, higher than the same period last year which was recorded at 3.49% (Ministry of Industry). This large contribution value makes this sector one of the drivers of the Indonesian economy.

Semarang is known as the City of Spring Rolls (Lumpia), because in various corners of the city there are many people selling Lumpia Culinary businesses. However, only 16 have brands that are well known to customers, such as lumpia mbak lien, lumpia check me me, lumpia amoy, lumpia express, lumpia pak sastro, lumpia gang Lombok, lumpia Mataram. The spring roll business experienced ups and downs, the owners had to rack their brains to continue to exist, one of which was by using employees to behave innovatively. One of the keys to success in the spring roll business, according to the owner of the fifth generation of spring roll business, Ms. Lien, Christian Edonis, is innovation.

The biggest challenge facing organizations today is recruiting human resources and developing them. One way to face this challenge is to ensure there is a match between organizational values and employee values or Person-Organization Fit (P-O Fit). P-O Fit to help organizations select organizational members with values and beliefs that are compatible with the organization and create experiences that can strengthen that fit. P-O Fit is defined as the conformity between organizational values and individual values (Kristof, 1996). Practitioners and researchers argue that P-O Fit is the main key to maintaining employee commitment which is very necessary in a competitive business environment (Bowen, Ledroff & Nathan, 1991; Kristof, 1996).

The results of P-O Fit's research on performance still contain contradictions. Winfred et al., (2006) show that there is no direct influence of P-O Fit on performance, but it must go through work attitudes. In research, Winfred et al (2006) recommended that P-O Fit is more suitable for post-employment use such as placements, and not during employee recruitment. Winfred et al (2006) P-O Fit has no significant effect on employee performance. Meanwhile, Guntur Mahardika (2006) P-O Fit has a significant effect on employee performance. This contradiction is what becomes this research gap.

According to owner Christian Edonis, owner of the fifth generation Lumpia brand Mbak Lien, the main challenge is innovative behavior because the main market segment at the moment is the millennial generation. This is intended to maintain the sales target of 1000 spring rolls per day. The millennial generation market segment as customers demands progressive change by using information technology or digital transformation, for example payments via Shopee Pay which contributes 15% to 25% of revenue. Apart from that, to be more hygienic, we use a new concept by reducing oil by using coconut oil. Also offering innovations such as chicken, seafood, vegetarian, mozzarella, nuggets, smoked beef.

The research results of Sri Rizki Amalia et al (2017) succeeded in proving that the innovative behavior variable is a mediating variable, with the independent variables P-O Fit and OCB on performance as the dependent variable. Research by Bilal Afsar et al (2018); shows that person organization fit has a significant positive effect on innovative work behavior. The research results placed innovative behavior variables as mediators of performance. The results of their research concluded that innovative behavior had a significant positive effect on performance.

Based on the description above, there are gaps in research results, so there are research gaps as well as gap phenomena or problems that occur in the field. This research is urgent so that further research can be carried out. The problem formulation is how innovative employee behavior can be an effective solution for improving employee performance through P-O Fit and OCB.

Literature Review

Person Organization Fit (P-O Fit)

P-O Fit can be interpreted as a match or suitability between prospective employees and organizational attributes. Person Organization Fit (P-O Fit) is defined as the compatibility between organizational values and individual values (Kristof, 1996; Netmeyer et al, 1999). Person Organization Fit is the main key to maintaining and maintaining employee commitment which is very necessary in a competitive business environment. Researchers use values congruence as an operational form of P-O Fit based on: (1) values are fundamental and sustaining characteristics of individuals and organizations, (2) values predict individual outcomes which include satisfaction and purposeful behavior (Chatman, 1991 ; Meglino et al., 1992)

The concept of Person Organization Fit according to Kristof (1996) is as follows: 1). Value congruence is the compatibility between an individual's intrinsic values and those of the organization. 2). Goal congruence is the compatibility between individual goals and the organization, in this case the leader and co-workers. 3) Fulfillment of employee needs, namely the compatibility between employee needs and the strengths contained in the work environment and the organizational system and structure. 4). The suitability of personality culture characteristics is the suitability between the personality of each individual and the climate and culture of the organization. 5). As well as the existence of strong beliefs of individuals towards their organization.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an action carried out by members of an organization in completing their work beyond formal requirements (Podsakoff, Nathan P 2009). Many terms are used to refer to good behavior at work, such as Organizational Citizenship Behavior (OCB), prosocial organizational behavior, extra role behavior, and counter role behavior (Podsakoff, Nathan P , 2009). Jehad, et al, (2011) define OCB as work-related behavior that is discretionary, that is, not related to the organization's formal reward system, and in aggregate promotes the organization's affective function. Organizational Citizenship Behavior is built from five dimensions, each of which is unique, namely (Organ, et al, 2006): 1). Altruism, is behavior that helps lighten work aimed at individuals in an organization. 2). Courtesy,

namely assisting colleagues in helping with problems arising in connection with their work by helping provide consultation and information and respecting their needs. 3). Sportsmanship, namely tolerating less than ideal work situations without complaining. 4). Civic virtue, namely being involved in organizational activities and caring about the survival of the organization. 5). Conscientiousness, employees with a high level of conscientiousness have traits such as reliability, attention to detail, and a strong work ethic.

Innovative Behavior

According to Kleysen & Street (2001) innovative behavior is the totality of individual actions that lead to the emergence, introduction and implementation of something new and profitable at all levels of the organization. The five dimensions of innovative behavior (Kleysen & Street, 2001) identify the various opportunities that exist. 1. Opportunity exploration: Refers to the search for novel ideas and methods to perform tasks and design new products from a different and often original perspective. 2). Generativity: related to behavior to produce beneficial changes for the development of organizations, people, products, processes and services. 3). Informative investigation: this dimension is related to the form and release of ideas, solutions and opinions as well as trying through investigations. 4). Championing: relates to behavior that involves the innovation process and is important for realizing potential solutions, ideas and innovations. 5). Application: the behavior shown is implementing, modifying and getting used to.

(Kleysen & Street, 2001) break down innovative behavior in carrying out the innovation process into four indicators, namely: Opportunity Exploration, Generativity, Informative investigation, Championing, Application.

Employee Performance

Dessler (2006) states that employee performance is work performance, namely the comparison between visible work results and work standards set by the organization. According to Cokroaminoto (2007), the definition of employee performance refers to the employee's ability to carry out all the tasks that are their responsibility. Fuad Masud's (2004) performance dimensions

include: a) Quality of employee work. b) Quantity of employee work. c) Employee work efficiency. d) Employee work attitude. e) Employee work ability. f). Timeliness

Relationship Between Variables

The Influence of Person Organization Fit on Employee Performance

Previous research from Zulfiqar Ali Rajper Et al (2020) aimed to examine the influence of Person Organization Fit, Person organization fit on employee job performance; The research results show that person organization fit relationship between Person Job Fit, POF (Person Organization Fit) and EJP (Employee Job Performance). Likewise, research results from H. S. Maria, & A Yuniawan. ((2016). and Guntur Mahardika (2006) also support the opinion that person organization fit has a significant positive effect on performance.

Based on the description above, a hypothesis can be formulated as follows:

Hypothesis 1:

Person organization fit has a positive and significant effect on employee performance

The Influence of Organizational Citizenship Behavior on Performance

Research from Robbins and Judge (2008) explains that organizations that have employees with OCB will have better performance than other organizations. Research from Fatma Triani et al (2020); The results show that organizational citizenship behavior has a positive and significant effect on employee performance.

Based on this description, the hypothesis that can be proposed is as follows:

Hypothesis 2:

Organizational citizenship behavior has a positive and significant effect on employee performance

The Influence of Innovative Work Behavior on Employee Performance

Research conducted by Djuariati (2018), one of the aims of which was to examine the effect of innovative behavior on performance, showed the results that innovative behavior had a positive and significant effect on performance. The results of this research are in accordance with the opinions of previous researchers, namely Anton Sujarwo and Wahyono (2017), explaining that innovative behavior has a positive and significant influence on performance. This shows that the higher the innovative behavior, the higher the employee performance.

Based on this description, the hypothesis that can be proposed is as follows:

Hypothesis 3:

Innovative behavior has a positive and significant effect on employee performance

Innovative Behavior as a Mediating Variable on Employee Performance

The results of research on innovative work behavior as a mediating variable were carried out by Afsar and Badir (2017) where based on the results of hypothesis testing using the path analysis method, it was found that Organizational Citizenship Behavior had a positive and significant effect on Organizational Performance through the mediation of innovative work behavior. The research results related to the influence of person organizational fit on innovative work behavior, as well as innovative behavior on performance were adopted from a combination of research results from Afsar and Badir (2017) which concluded that workplace spirituality, person organizational fit, and perceived organizational support (Perceived Organizational Support/ POS) positively influences innovative behavior.

Hypothesis 4:

Innovative behavior mediates the influence of Person Organization Fit and Organizational Citizenship Behavior on employee performance.

Materials and Methods

The population of this research is all spring roll businesses in the city of Semarang which already have brands that are known to the public, totaling 16 businesses. A total of 120 employees were taken as samples using purposive sampling technique. The characteristics of the respondents according to the research objectives are employees who have worked in the lumpia business environment, have worked for more than 1 year; Understanding the spring roll business. All data was analyzed and tabulated, then input and processed using AMOS with PLS Ver 3.0. Answers to questions for each variable are measured on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The sample of respondents consisted of 120 employees, broken down from 16 branded Lumpia, namely: Lumpia Mbak Lien 16 respondents, Lumpia Gang Lombok 7 respondents, Lumpia Amoy 5 respondents, Lumpia Cak Me Me 5 respondents, Lumpia Express 8 respondents, Lumpia Pak Sastro 4 respondents, Lumpia Cendrawasih 9 respondents, Lumpia Cendrawasih 9 respondents, Lumpia Mataram 6 respondents, Lumpia Lanny 9 respondents, Lumpia Sari Rasa 5 respondents, Lumpia Djoe 6 respondents, Lumpia 57 totaling 9 respondents, Lumpia Kartika 8 respondents, Queen Lumpia 8 respondents, Lumpia Life Joy 5 respondents; Lumpia Hoki 6 Respondents

Table 1. Operational definitions of variables and indicators

Variable	Definition	Indicator
Independent : Person organization fit (P-OFit)	Person-Organization Fit (P-O Fit) is broadly defined as the compatibility between organizational values and individual values Kristof (1996) Person-Organization Fit (P-O Fit) as the compatibility between individual beliefs and values and organizational culture (Meglino et al., 1992)	1. Value congruence. 2. Goal congruence. 3. Employee need fulfillment, 4. Culture personality congruence 5. Beliefs
Organizational Citizenship Behavior (OCB)	Organizational Citizenship Behavior (OCB) is discretionary individual behavior that is not related to rewards, employees do work beyond their duties. (Organ, et al, 2006)	1. Altruism, 2. Courtesy, 3. Sportmanship, 4. Civic virtue, 5. Conscientiousnes
Innovative Behavior (IB)	Innovative behavior is individual action directed at producing, introducing or applying new findings,	1. Opportunity Exploration 2. Generativity 3. Informative investigation.

	in the form of ideas or solutions that benefit the organization (Kleysen & Street ; 2001)	4. Championing 5. Application.
Dependent: Employee Performance	The results of employee work over a certain period of time as measured by quality and quantity of output produced (Fuad Mas'ud, 2004)	1. Quality 2. Quantity 3. Efficiency 4. Attitude 5. Ability 6. Timeliness

Source: Extracted from several previous studies (2023)

Table 2. Respondent Identity

Characteristics	Description	Total	Percentage
Gender	Man	32	26,9
	Woman	88	73,1
	Sum	120	100
Age	< 21 years	5	4.3
	21 – 30 years	83	68.8
	31 – 40 years	23	19.4
	41 – 50 years	6	5.4
	> 50 years	3	2,2
	Sum	120	100
Education	High School / Vocational School	91	76,3
	Diploma	12	9,7
	Bachelor	17	14,0
	Sum	120	100
length of work	01 – 05 years	63	52.7
	06 – 10 years	46	38.7
	11 – 15 years	4	3.2
	16 – 20 years	5	4.3
	> 20 years	2	1.1
	Total	120	100

Source: Primary data processed, 2023.

Table 2 shows that the 120 employees are dominated by female employees with a total of 88 people (73.1%), while the remaining 32 people (26.9%) are male employees. This is because spring roll companies need more employees in the service department, so women are considered more suitable to fill that department.

Usually female employees are friendlier, more responsive and full of attention, so that the resulting performance is more optimal.

The majority of employees are in the age range of 21 to 30 years with a total of 83 people (68.8%), while the fewest are over 50 years old with a total of 3 people (2.2%). This shows that ages 21 to 30 years are included in the productive and working age, so they have high work enthusiasm and can work well in a team to improve the resulting performance; Meanwhile, those aged 50 years are categorized as working more slowly or being less productive.

Most of the employees have a high school/vocational school education with a total of 91 people (76.3%), while at least 9 people (9.7%) have a diploma education. This shows that employees with high school or vocational school education in the spring roll business are considered to have education in accordance with the proposed requirement criteria; However, in the future, it is hoped that those with higher education will have the ability and quality of work according to business owners' expectations, such as innovative behavior, so that it will be easy to improve the resulting performance.

Most employees have worked for 1 to 5 years with a total of 63 people (52.7%), and the fewest have worked for more than 20 years with a total of 1 person (1.1%). This shows that there are many new employees or new workers working in this business so they are still easy to direct and coach, these employees have a higher level of enthusiasm for work.

Table 3. Respondents' responses

variable	Indicator	Average score	Average Total
P- O Fit (X1)	Value congruence	4,24	
	Goal congruence	4,23	
	Employee need fulfillment	4,14	
	Culture personality congruence	4,25	
	Beliefs	4,12	
	P- O Fit (X1)	4,19	4,19
OCB (X2)	Altruism	4,18	
	Courtesy	4,37	
	Sportmanship	4,37	

	Civic virtue	4,31	
	Conscientiousnes	4,40	
	OCB (X2)	4,32	4,32
Innovative Behavior (Z)	Opportunity exploration	4,28	
	Generativity	4,11	
	Informative investigation	4,14	
	Championin	4,28	
	Application	4,32	
	IB (Z)	4,23	4,23
Employee Performance (Y)	Quality	4,32	
	Quantity	4,28	
	Efficiency	4,14	
	Attitude	4,29	
	Ability	4,27	
	Timeliness	4,13	
	E P(Y)	4,24	4,24
	Total		4,245

Source: Primary data processed, 2023.

The total average score of the variable is 4.245, this result explains that the best variable is OCB with the total average score of 4.32 > 4.245; while the variable that is still not good is P-O Fit, because it only has a total score of 4.19 < 4.245. These results can also be further explained that the lowest variable in P-O Fit with indicators of beliefs and employee need fulfillment still needs to be improved because it only has scores of 4.12 and 4.14. In the OCB variable, only the altruism indicator needs to be improved because it only has an average of 4.18 < 4.245.

Results and Discussion

Convergent Validity and Composite Reliability Test Results

Convergent Validity

Testing the convergent validity of variable indicators is carried out by looking at the results of the outer loading indicators for each variable. The criterion for measuring the validity test is that if the loading factor value is between 0.6-0.7, then it is acceptable.

Table 5. Outer Loading Results

Indicator	Person – organization Fit	OCB	Innovative Behavior	Employee Performance
X1.1	0,723			
X1.2	0,748			
X1.3	0,760			
X1.4	0,773			
X1.5	0,752			
X2.1		0,703		
X2.2		0,759		
X2.3		0,753		
X2.4		0,769		
X2.5		0,736		
Z.1			0,816	
Z.2			0,852	
Z.3			0,846	
Z.4			0,822	
Z.5			0,800	
Y.1				0,809
Y.2				0,878
Y.3				0,904
Y.4				0,811
Y.5				0,860
Y.6				0,849

Source: Primary data processed, 2023

Table 6. AVE, Cronbach's Alpha and Composite Reliability values

Variable	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
P-O-Fit	0,565	0,807	0,866
OCB	0,554	0,803	0,861
Innovative Behavior	0,685	0,885	0,916
Employee Performance	0,727	0,925	0,941

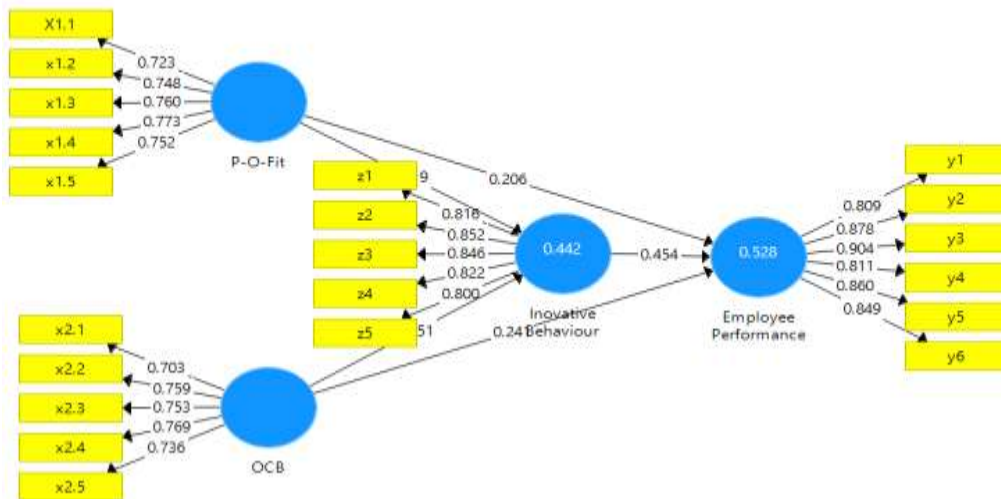
Source: Primary data processed, 2023

Table 5 shows that the loading factor value for each variable indicator used is greater than 0.70. This means that all indicators

used to measure the P-O FIT, OCB, Innovative Behavior and employee performance variables can be said to be valid. Table 6 shows that the results of the analysis show that the Average Variant Extracted (AVE) value for each of the P-O FIT, OCB, Innovative Behavior and employee performance variables is greater than 0.500. This result means that each measure for each variable can be said to be valid. The results of the reliability analysis seen in the Cronbach's alpha and composite reliability values for each of the P-O Fit, OCB, Innovative Behavior and employee performance variables are greater than 0.70. These results mean that the research variables are said to be reliable so they meet the requirements for research.

Previously, a discriminant validity test was also carried out using the Fornell-Lacker Criterion, showing that all the root values of the AVE (Fornell-Larcker Criterion) for each variable used were greater than the correlation value with other variables. The root value of AVE (Fornell-Larcker Criterion) for innovative behavior is 0.827 which is greater than the correlation value with other variables, for example with P - O Fit = 0.494, with OCB = 0.521. AVE (Fornell-Larcker Criterion) Employee performance of 0.853 greater than P - O Fit = 0.465; and OCB = 0.511 and innovative behavior = 0.681. The cross loading results of each indicator variable P O Fit, OCB, Innovative Behavior and employee performance are greater than the correlation values between other variable indicators. This result means that from the results of the cross loading analysis, it is concluded that it has valid indicators.

Figure 1: Structural Model

**Table 7. R-Square**

Variable	R Square	R Square Adjusted
Innovative Behavior	0,442	0,432
Employee Performance	0,528	0,516

Source: Primary data processed, 2023

Table 8. f-Square

Variable	Employee Performance	Innovative Behavior
P O Fit	0,067	0,306
OCB	0,088	0,355
Innovative Behavior	0,244	

Source: Primary data processed, 2023

The R-Square value in this analysis is between zero (0) to one (1). The R Square value criteria are 0.67 = strong, 0.33 = moderate and 0.19 weak (Chen, B., & Pearl, J. (2015). Table 11 shows the R-Square value for the first model of 0.528. This means that P-O Fit, OCB, and Innovative Behavior can explain the variation in employee performance variables by 52.8% ($0.528 \times 100\%$), while the remaining 47.2% of the variation in employee performance variables is explained by other variables that were not studied or not included. in models. This value shows that the first model is moderate.

The R-Square value of the second model is 0.442. This means that P-O Fit and OCB can explain the variation in the Innovative Behavior variable by 44.2% ($0.442 \times 100\%$), while the remaining 55.8% of the variation in the Innovative Behavior variable is explained by other variables that were not studied or not included in the model. This value shows that the second model also falls within the moderate criteria.

For the assessment, the f-square category is divided into three, namely if the influence value is 0.02 – 0.15 is a weak influence, the value 0.15 – 0.35 is a moderate influence, and a value of 0.35 or more is a strong influence (Chen, B., & Pearl, J. (2015). Table 12 shows Po Fit on employee performance and the influence of work OCB on employee performance in the weak category, with values of 0.067 and 0.088 which are in the value range of 0.02 – 0.15. The influence of innovative behavior on employee performance is in the range of 0.15 – 0.35, namely 0.244 in the medium category. Likewise, P-O Fit for innovative behavior is in the range of 0.15 – 0.35, meaning it is in the Medium Category. Meanwhile, the influence of OCB on Innovative Behavior > 0.355 means the strong category.

Regression Model

The regression model is used to determine how much influence P-O Fit, OCB, and Innovative behavior have on employee performance, as well as the influence of the P-O Fit and OCB variables on Innovative Behavior. The linear regression model can be seen in the following table:

Table 9. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
P-O Fit -> Employee Performance	0,206	0,213	0,081	2,538	0,011
OCB -> Employee Performance	0,241	0,246	0,095	2,532	0,012
Innovative Behavior -> Employee Performance	0,454	0,443	0,102	4,457	0,000
P-OFit -> Innovative Behavior	0,419	0,414	0,083	5,044	0,000
OCB -> Innovative Behavior	0,451	0,462	0,079	5,735	0,000

Source: Primary data processed, 2023

Based on Table 9, the first equation model produced can be written as follows:

$$Y = 0.206 X_1 + 0.241 X_2 + 0.454 Z$$

The second equation model can be written as follows:

$$Z = 0.419 X_1 + 0.451 X_2$$

The Path coefficient results show that all variables have positive values, thus innovative behavior is able to mediate the P-O Fit variable and the OCB variable with employee performance.

Hypothesis test results show significant results (Table 9). Hypothesis testing is carried out by comparing the calculated t value with the t table, if the calculated t value is > 1.96 and p value < 0.05 , then the result is accepting the alternative hypothesis (H_a). If the calculated t value < 1.96 and p value > 0.05 , then the result is accepting the null hypothesis (H_o).

Table 10. Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POFit -> Innovative Behavior -> Employee Performance	0,190	0,184	0,056	3,402	0,001
OCB -> Innovative Behavior -> Employee Performance	0,205	0,205	0,061	3,361	0,001

Source: Primary data processed, 2023

The results of the hypothesis test also show that the innovative behavior variable is able to mediate the P-O Fit variable and the OCB variable on employee performance.

Conclusion

Based on the test results, this research produced findings that can be concluded as follows:

1. Person Organization Fit has a positive and partially significant effect on employee performance. These results are in accordance with research by Zulfiqar Ali Rajper et al (2020) that person organization fit has a positive and significant influence on

employee performance. Also supports the research results of H. S. Maria et al (2016) and Guntur Mahardika (2006) that person organization fit has a significant positive effect on performance.

2. Organizational Citizenship Behavior has a positive and partially significant effect on employee performance. The results of this research strengthen Robbins and Judge (2008) that employees who have good OCB will have better performance in other organizations. Fatma Triani et al (2020); The results show that organizational citizenship behavior has a positive and significant effect on employee performance.

3. Innovative Behavior has a positive and partially significant effect on employee performance. These results are in accordance with Djuariati (2018) that innovative behavior has a positive and significant effect on performance. Also according to research by Anton Sujarwo and Wahyono (2017) that innovative behavior has a positive and significant influence on performance. This shows that the higher the innovative behavior, the higher the employee performance.

4. Innovative Behavior can mediate the influence of P-O Fit and OCB on employee performance.

The research results support Khuzaini et al (2019) that Organizational Citizenship Behavior has a positive and significant effect on Organizational Performance through the mediation of innovative work behavior. Also Person organization fit for innovative work behavior, as well as innovative behavior for performance adopted a combination of research results from Afsar and Badir (2017). Thus, it can be concluded that the existence of P-O Fit and OCB increases the innovative behavior of lumpia SME employees. By increasing Innovative Behavior, the performance produced by SMEs Lumpia employees will also increase.

Suggestion

There is a need to improve the P-O Fit variable because the indicator value is still below the total average score of the variable. The indicators that need to be improved are the beliefs and employee need fulfillment indicators. Employee confidence in the accuracy of employee values with organizational values needs to be increased, as well as meeting employee needs needs to be

further improved so that innovative behavior improves and employee performance results increase.

In the OCB variable, only the altruism indicator must be corrected because it only has a score that is lower than the variable's average value. Means behavior that prioritizes better, friendlier service, responsiveness to customer needs, so that performance is trusted and the company progresses quickly.

References

1. Afsar, B. and Badir, Y. (2017) Workplace Spirituality, Perceived Organizational Support and Innovative Work Behavior: The Mediating Effects of Person-Organization Fit. *Journal of Workplace Learning*, 29, 95-109.
<https://doi.org/10.1108/JWL-11-2015-0086>
2. Anton Sujarwo dan Wahjono (2017). Pengaruh Motivasi Kerja dan Perilaku Inovatif Terhadap kinerja Karyawan Dengan kepuasan kerja Sebagai Variabel Mediasi (Studi Pada LKP ALFABANK Semarang). *INFOKAM Nomor I Th. XIII/MARET/2017*.
3. Bowen D. E., Ledford, G. E., & Nathan, B. R. (1991). Hiring for the organization, not the job. *Academy of Management Executive*, 5 (4), 35-49. DOI:[10.5465/AME.1991.4274747](https://doi.org/10.5465/AME.1991.4274747)
4. Chatman, J.A. (1991) Matching People and Organization: Selection and Socialization in Public Accounting Firms. *Administrative Science Quarterly*, 36, 459-484.
<http://dx.doi.org/10.2307/2393204>
5. Chen, B., & Pearl, J. (2015). Graphical tools for linear structural equation modeling. Technical Report, R-432
6. Cokroaminoto. (2007). Membangun kinerja melalui motivasi kerja karyawan. Diambil dari www.cokroaminoto.wordpress.com
7. Davis, F. R. (2013). *Strategic Management*. New York. Prentice Hall International. Limited
8. Dessler, Gary. (2006). *Manajemen Sumber Daya Manusia*. Jilid 1 Edisi Kesepuluh. Jakarta: Indeks.
9. Djuriati. (2018). Pengaruh Kepemimpinan Visioner, Organisasi Pembelajaran dan Perilaku Inovatif Terhadap Kinerja Karyawan Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Bisnis dan Pariwisata Kementerian Pendidikan dan Kebudayaan Republik Indonesia. Disertasi. Program Doktor Manajemen Pendidikan Islam. Universitas Islam Negeri Raden Intan Lampung
10. Fatma Triani, Hamid Halin, Muhammad Wadud (2020); Effect of Organizational Citizenship Behavior on Employee Performance at PT Surya Dermato Medica Palembang; *International Journal of Community Service & Engagement*; Vol. 1, No. 1, November 2020

11. Fuad Mas'ud.(2004). *Survai Diagnosis Organisasional (Konsep dan Aplikasi)*. Badan Penerbit Universitas Diponegoro.
12. Guntur Mahardika. (2006). *Pengaruh Person Organization Fit (Kecocokan Nilai-nilai Individu Dengan Nilai-nilai Organisasi) Terhadap Kepuasan Kerja Komitmen Organisasi dan Kinerja Karyawan. (Studi Pada RSI PKU Muhammadiyah Pekalongan)*. Tesis Program Studi Magister Manajemen Program Pasca Sarjana Universitas Diponegoro.
13. H. S. Maria, & A Yuniawan. ((2016). *Analisis Pengaruh Person-Organization Fit Terhadap Kinerja Karyawan, Komitmen Organisasional dan Organizational Citizenship Behaviour Sebagai Variabel Intervening (Studi Pada Karyawan PT. Witel Pekalongan)*. *Diponegoro Journal Management*. Volume 5, Nomor 1, pp 78-92.
14. Jehad, M., Quoquad, H., Farzana, A and Mohamad, A. (2011). *Job Satisfaction and Organizational Citizenship Behaviour: an Empiricxal Study of Higher Leraning Institutions*. *Asian Academy of Management Journal*, Vol.16. No,2.
15. Khuzaini, Zainul, M., & Zamrudi, Z. (2019). *Organizational citizenship and employee performance: The role of spirituality*. *Pakistan Administrative Review*, 3(1), 16-26.
16. Kleysen, Robert F, and Christopher T. Street (2001). *To Ward a Multi Dimensional Measure of Individual Innovatice Behaviour*. *Journal of Intellectual Capital*. Vol. 2. No.3.
DOI:[10.1108/EUM0000000005660](https://doi.org/10.1108/EUM0000000005660)
17. Kristof, A. L. (1996). *Person-Organization Fit an Integrated Review of its Conceptualizations. Measurement, and Implications*. *Personel Pschycology*. <https://doi.org/10.1111/j.1744-6570.1996.tb01790.x>
18. Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1992). *The measurement of work value congruence: A field study comparison*. *Journal of Management*, 18: 33-43.
<https://doi.org/10.1177/014920639201800103>
19. Netemeyer, R.G, Boles, S. B., Mckee, D. O. (1999). *An Investigation Into The Antecedents of Organizational Citizienship Behaviors in a Personal Selling Context*. *Journal of Marketing*, Vol. 61, pp. 85-98;
<https://doi.org/10.1177/002224299706100306>
20. Organ, D.W., Podsakoff, P.M., and MacKenzie, S.B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, SAGE Publications. DOI:[10.4135/9781452231082](https://doi.org/10.4135/9781452231082)
21. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). *Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis*. *Journal of Applied Psychology*, 94(1), 122–141. <https://doi.org/10.1037/a0013079>
22. Purba, Sukarman. (2009). *Pengaruh Budaya Organisasi, Modal Intelektual, dan Perilaku Inovatif terhadap Kinerja Pemimpin*

Jurusan di Universitas Negeri Medan. KINERJA, Volume 13, No.2. pp 150-167.

DOI: [10.24002/kinerja.v13i2.37](https://doi.org/10.24002/kinerja.v13i2.37)

23. Robbins, S.P., and Judge, T.A. (2008). *Perilaku Organisasi*, Edisi Keduabelas, Jakarta: Salemba Empat. ISBN : 97 8-979-691-458-6
24. Sri Rizki Amalia, Nury Ariani wulansari. (2017). *Pengaruh Person Organization Fit Terhadap Perilaku Kerja Inovatif Melalui pemberdayaan psikologis Sebagai Mediasi Pada Karyawan KSPPS di Semarang*. Jurusan Managemen Faklutas Ekonomi dan Bisnis. Universitas Negeri Semarang. *Managemen Analyisi Journal* 6 (2) (2017).
<https://doi.org/10.15294/MAJ.V6i2.18932>
25. Winfred Arthur Jr., Suzanne T. Bell, Anton J Vilardo, & Dennis Doverspike (2006). The Use of Person-Organization Fit in Employment Decision Making: An Assesment of Its Criterion-Reliated Validity. *Journal of Applied Psychology*. 2006, Vol. 91, No. 4, 786–801. DOI: [10.1037/0021-9010.91.4.786](https://doi.org/10.1037/0021-9010.91.4.786)
26. Zulfiqar Ali Rajper, Ikhtiar Ali Ghumro, Riaz Ahmed Mangi (2020), The impact of person job fit and person organization fit on employee job performance: A study among employees of services sector; *Abasyn Journal of Social Sciences - AJSS*; Open Access. DOI: 10.34091/JASS.13.1.05