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Person–Job Fit, Organizational Culture, and Organizational Commitment on Innovative Work Behavior: The Role of Work Engagement as an Intervening Variable

Arvinda Khawa Khumairoh^{1*}, Marsudi Lestariningsih¹

¹ Department of Management, Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Surabaya, Indonesia

* Corresponding author: Arvinda Khawa Khumairoh (arvindakhawak@gmail.com)

Abstract

Innovative work behavior is increasingly essential for organizational competitiveness, yet its determinants remain inconsistent, particularly in construction-related service companies facing challenges in employee initiative and adaptation to changing work demands. This study examines the effects of person–job fit, organizational culture, and organizational commitment on innovative work behavior, with work engagement as an intervening variable. A quantitative approach was used, employing a census sampling technique with 80 respondents. Data were collected through a validated and reliable questionnaire and analyzed using partial least squares. The findings indicate that organizational culture significantly and positively affects innovative work behavior, whereas person–job fit and organizational commitment have positive but insignificant direct effects. However, work engagement significantly mediates the effects of person–job fit, organizational culture, and organizational commitment on innovative work behavior. These findings highlight the importance of strengthening work engagement as a mechanism for translating person–job fit, organizational culture, and commitment into innovative behavior. Organizations should foster supportive work environments and engagement-oriented practices to encourage employee innovation and improve organizational adaptability.

Keywords

Innovative Work Behavior, Organizational Commitment, Organizational Culture, Person–Job Fit, Work Engagement.

1. Introduction

In an increasingly competitive business environment, organizations must continuously adapt through workplace innovation to sustain competitiveness. Human resources play a central role in this process, as employees' willingness to explore opportunities, generate ideas, and implement improvements constitutes Innovative Work Behavior (Scott & Bruce, 1994; Janssen, 2000). This issue is particularly relevant in the construction industry, where growing infrastructure projects and demand for scaffolding have intensified competition in price, equipment quality, service, and delivery timeliness. CV Manunggal Jaya Abadi, a scaffolding rental and manufacturing company in Sidoarjo, East Java, faces challenges arising from fluctuating project demands and workforce stability. Preliminary observations indicate that employee turnover increased from 6.50% in the first quarter of 2024 to 10.00% in the third quarter, while absenteeism rose from 3.50% to 4.80%. Moreover, routine work patterns, limited employee initiative in generating ideas and improving processes, and slow adaptation to new technologies and work systems may constrain organizational responsiveness and Innovative Work Behavior. These conditions highlight the need to examine factors that encourage employee innovation.

Various internal organizational factors influence innovative work behavior, including person–job fit, organizational culture, organizational commitment, and employees' level of work engagement. Employees who are interested in their work, operate within a positive organizational culture, and have strong commitment and emotional attachment to the organization are more likely to engage in innovative behavior (Scott & Bruce, 1994). Conversely, employees who feel uncomfortable in their work environment may be less able to develop innovative ideas and make meaningful contributions. Therefore, organizations need to pay particular attention to the factors that encourage the development of Innovative Work Behavior in the workplace.

Person–Job Fit refers to the alignment between employees' abilities, skills, and job demands, enabling them to adapt comfortably and remain motivated to perform effectively (Cable & Judge, 1997). In scaffolding operations, appropriate employee job matching is particularly important because tasks require technical competence, accuracy, and responsibility. However, empirical findings remain inconsistent, with Afsar et al. (2015) and Huang et al. (2019) reporting significant positive effects of person–job fit on innovative work behavior, while Purdiarini and Tanuwijaya (2023) found no significant direct effect. Similarly, organizational culture, defined by shared values, norms, and principles that guide workplace behavior, can foster creativity through openness, flexibility, and support for new ideas (Luthans, 2011). Nevertheless, findings regarding its influence on innovative work behavior are also mixed. Purwanto et al. (2020), Sofiyan et al. (2022), and Ekmekcioglu and Öner (2024) reported significant positive effects, whereas Cardina et al. (2022) found an insignificant relationship. These inconsistencies indicate empirical gaps requiring further investigation.

Organizational commitment shapes employee behavior by fostering responsibility, dedication, discipline, and concern for organizational outcomes. In construction-related operations, strong commitment is essential because tasks require teamwork, punctuality, and accountability, while committed employees are more likely to contribute ideas and improve work processes (Yuan & Woodman, 2010). However, empirical findings remain inconsistent, with Vuong et al. (2023) reporting a positive and significant effect on innovative work behavior, whereas Oktaviani et al. (2025) found no significant relationship. Similarly, work engagement reflects employees' enthusiasm, energy, and psychological involvement in their work, supporting productivity, creativity, and effective management of job demands (Bakker, 2008). It is particularly relevant in construction-related operations, where

employees require accuracy, resilience, and responsibility. Nevertheless, findings regarding its relationship with innovative work behavior are also mixed. Jia et al. (2022) and Elamin et al. (2024) reported significant effects, while Oyeng (2023) found an insignificant relationship. These inconsistencies highlight empirical gaps requiring further investigation across organizational contexts.

Although previous studies have examined determinants of innovative work behavior, findings remain inconsistent regarding the effects of person–job fit, organizational culture, and organizational commitment. Some studies report significant relationships, while others find insignificant effects, suggesting that these relationships may depend on organizational contexts. Furthermore, limited research has examined work engagement as a mediating mechanism linking these factors to innovative work behavior, particularly in construction-related service companies. This gap is relevant to CV Manunggal Jaya Abadi, where preliminary observations indicate limited employee initiative in generating ideas, adapting to new work systems, and improving processes, alongside fluctuations in turnover and absenteeism. Therefore, this study examines the effects of person–job fit, organizational culture, and organizational commitment on innovative work behavior and investigates the mediating role of work engagement.

2. Literature Review and Hypothesis Development

2.1. The Determinants of Innovative Work Behavior

Person–Job Fit refers to the degree of compatibility between an individual's abilities and skills and the demands and characteristics of their job (Caplan, 1987). Employees who perceive their jobs as aligned with their skills tend to feel more comfortable and confident and demonstrate higher levels of work motivation. A study by Afsar et al. (2015) found that compatibility between individuals and their jobs enhances employees' innovative work behavior. When individuals perceive that their interests and abilities are aligned with their jobs, they are more likely to be open to and willing to pursue innovative approaches in their work processes.

Organizational culture encompasses the systems, norms, values, and rules that guide employees' behavior (Nursalimah et al., 2025). From the perspective of Social Cognitive Theory, it serves as an environmental factor that shapes employees' innovative behavior. Ekmekcioglu and Öner (2024) found that organizational culture significantly affects Innovative Work Behavior, while Purwanto et al. (2020) confirmed that a positive organizational culture encourages experimentation and innovation at individual and group levels.

Organizational commitment refers to the level of employees' emotional attachment, sense of belonging, and willingness to remain part of an organization. Meyer and Allen (1991) identified three dimensions of organizational commitment: affective, continuance, and normative commitment. Employees with high levels of commitment tend to demonstrate greater willingness and dedication toward the organization. Vuong et al. (2023) found that organizational commitment has a significant effect on innovative work behavior. Highly committed employees are more motivated to participate and contribute ideas to improve organizational work quality. Organizational commitment can enhance employees' motivation, encouraging them to engage in innovative behavior as a form of contribution to the organization.

H1: Person–job fit has a significant effect on innovative work behavior.

H2: Organizational culture has a significant effect on innovative work behavior.

H3: Organizational commitment has a significant effect on innovative work behavior.

2.2. Work Engagement as Mediating Variable

Work Engagement can serve as a psychological mechanism that explains how individual and organizational factors are translated into innovative work behavior. From a Job Demands–Resources (JD-R) perspective, employees are more likely to invest energy and become engaged when their work environment and personal resources support them of completing job demands effectively. In this context, Person–Job Fit reflects the compatibility between employees’ abilities, skills, and job requirements. A high level of fit can enhance employees’ confidence and comfort at work, fostering greater enthusiasm and dedication (Kristof, 1996; Schaufeli & Bakker, 2004). Highly engaged employees are more likely to invest additional energy in exploring ideas, developing solutions, and taking initiative. Thus, work engagement may function as a pathway through which person–job fit strengthens innovative work behavior.

Work engagement may explain how organizational factors influence employees’ innovative behavior. A supportive and adaptive culture fosters openness, learning, recognition, and participation, thereby strengthening employees’ engagement. Purwanto et al. (2020) found a positive relationship between organizational culture and work engagement. Thus, organizational culture may promote innovation indirectly by fostering sustained work engagement, which is expected to mediate the relationship between organizational culture and innovative work behavior.

Similarly, organizational commitment represents employees’ emotional attachment and sense of responsibility toward their organization. Employees with strong commitment are more likely to perceive their work as meaningful and valuable, which can encourage greater dedication and involvement. Rich et al. (2010) explained that affective commitment is associated with stronger work engagement because employees perceive their work as worthwhile. In turn, engaged and committed employees are more likely to identify opportunities, take risks, and implement new approaches (Jia et al., 2022). Therefore, work engagement can serve as a mechanism through which organizational commitment is translated into innovative work behavior.

H4: Person–job fit has a significant effect on innovative work behavior mediated by work engagement.

H5: Organizational culture has a significant effect on innovative work behavior, mediated by work engagement.

H6: Organizational commitment has a significant effect on innovative work behavior, mediated by work engagement.

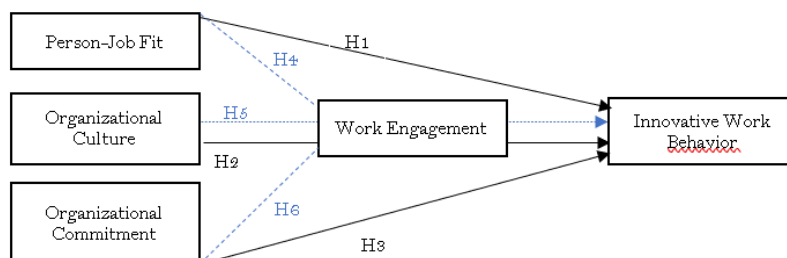


Figure 1. Conceptual Framework

Figure 1 illustrates the conceptual framework examining the relationships among person–job fit, organizational culture, organizational commitment, work engagement, and innovative work behavior. The framework proposes that person–job fit, organizational culture, and organizational commitment directly influence innovative work behavior. In addition, these three factors are proposed to influence work engagement, which subsequently affects innovative work behavior. Thus, work

engagement serves as a mediating variable that explains how individual and organizational factors contribute to employees' innovative behavior.

3. Methods

This study employed a quantitative approach using an explanatory research design to examine the causal relationships among person–job fit, organizational culture, organizational commitment, work engagement, and innovative work behavior. The study used a survey method with a structured questionnaire distributed to all permanent employees of CV Manunggal Jaya Abadi. The study population consisted of 80 permanent employees working at the company in 2025. Given the relatively small population size and the accessibility of all population members, this study used a census, or saturation, sampling technique. According to Sugiyono (2013), saturation sampling involves including all members of the population as research participants and is appropriate for relatively small populations. Therefore, the study included all 80 permanent employees as respondents.

The study utilized both primary and secondary data. Primary data were collected through questionnaires designed to measure respondents' perceptions. All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from relevant literature and company-related information to strengthen the theoretical foundation, support the analysis, and provide context for the research setting. The variables comprised three exogenous variables, namely person–job fit, organizational culture, and organizational commitment; one intervening variable, work engagement; and one endogenous variable, innovative work behavior. Innovative Work behavior was measured through four dimensions: opportunity exploration, idea generation, idea promotion, and idea implementation (De Jong & Den Hartog, 2010). Person–job fit was assessed through demands–abilities fit and needs–supplies fit (Edwards, 1991). Organizational culture was measured using seven dimensions: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Robbins & Judge, 2019). Organizational commitment consisted of affective, normative, and continuance commitment (Meyer & Allen, 1991). Work engagement was measured through vigor, dedication, and absorption (Schaufeli & Bakker, 2004).

Data analysis used Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with SmartPLS software. The measurement model (outer model) was evaluated for convergent validity, discriminant validity, and reliability. Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE), while discriminant validity was examined through cross-loading values to ensure that each indicator adequately represented its respective construct. Construct reliability was assessed using Cronbach's alpha and composite reliability, with values above the recommended threshold indicating satisfactory internal consistency. The structural model (inner model) was subsequently evaluated using the coefficient of determination (R^2) to assess the explanatory power of the exogenous constructs. Hypothesis testing used a bootstrapping procedure with resampling to obtain t-statistics and p-values to determine the significance of direct and indirect relationships among the constructs.

4. Results

This section presents the empirical findings of the study based on data collected from 80 permanent employees of CV Manunggal Jaya Abadi. The analysis begins with a description of the respondents' demographic characteristics, followed by the evaluation of the measurement model to ensure the validity and reliability of the

constructs. Subsequently, the structural model is assessed to examine the explanatory power of the proposed relationships. Finally, the results of hypothesis testing for both direct and mediating effects are reported and interpreted.

Table 1. Respondent Characteristics

Category	Characteristics	Frequency	Percentage (%)
Gender	Male	63	78.75 %
	Female	17	21.25 %
Age	<25 years	9	11.25 %
	25 – 35 years	33	41.25 %
	36 – 45 years	29	36.25 %
	46 – 50 years	7	8.75 %
	> 50 years	2	2.5 %
	Highschool	28	35.00 %
Education	Diploma	9	11.25 %
	S1/S2	43	53.75 %
Tenure	1- 5 Years	33	41.25 %
	5 – 10 Years	35	43.75 %
	10 – 15 Years	6	7.50 %
	> 15 Years	6	7.50 %

Based on Table 1, the demographic characteristics indicate that the 80 respondents were predominantly male, comprising 63 employees (78.75%), while female employees accounted for 17 respondents (21.25%). This composition aligns with the characteristics of CV Manunggal Jaya Abadi's profile as a construction company, where operations often involve physical work, high mobility, and field-based tasks. In terms of age, most respondents were aged 25–35 years (41.25%), followed by those aged 36–45 years (36.25%). This distribution indicates that the workforce is largely within the productive-age category, providing the company with employees who possess adequate energy, adaptability, and work experience. The presence of younger and older employees also supports intergenerational knowledge exchange.

Regarding educational attainment, 43 respondents (53.75%) held bachelor's or master's degrees, followed by 28 respondents (35.00%) with senior high school or equivalent education and 9 respondents (11.25%) with diploma qualifications. This composition reflects a workforce with relatively strong educational backgrounds, complemented by practical and technical competencies. In terms of tenure, 35 respondents (43.75%) had 5–10 years of experience, while 33 respondents (41.25%) had 1–5 years of experience. These findings indicate that most employees possess sufficient familiarity with organizational processes, workplace culture, and operational standards. Employees with longer tenure also contribute organizational stability through accumulated experience and knowledge, while newer employees may support organizational adaptability and renewal.

Convergent validity is established when the indicators adequately represent their respective latent variables. The results in Table 2 of the outer loading analysis show that all indicators have loading values above 0.70, indicating that each indicator meets the recommended validity threshold. This finding is further supported by the AVE values, which exceed 0.50 for all constructs. Therefore, all indicators demonstrate adequate convergent validity and are considered valid for use in subsequent analysis.

Table 2. Outer Loading

Variable	Item	Item	AVE	Cronbach Alpha	Composite Reliability
Person Job Fit	PJF 1	0.922	0.819	0.780	0.900
	PJF 2	0.888			
Organizational Culture	OCL 1	0.809	0.642	0.907	0.926
	OCL 2	0.819			
	OCL 3	0.851			
	OCL 4	0.820			
	OCL 5	0.760			
	OCL 6	0.734			
	OCL 7	0.810			
Organizational Commitment	OCT 1	0.914	0.840	0.905	0.940
	OCT 2	0.927			
	OCT 3	0.909			
Work Engagement	WE 1	0.910	0.770	0.849	0.909
	WE 2	0.904			
	WE 3	0.815			
Work Innovative Behavior	WIB 1	0.838	0.776	0.903	0.932
	WIB 2	0.903			
	WIB 3	0.896			
	WIB 4	0.885			

Reliability was assessed using Cronbach's alpha and composite reliability to determine the internal consistency of each construct. A construct is considered reliable when the reliability coefficient exceeds the recommended threshold of 0.70. The results indicate that person–job fit, organizational culture, organizational commitment, work engagement, and innovative work behavior all have Cronbach's alpha and composite reliability values above 0.70. These findings demonstrate that all constructs meet the established reliability criteria and can therefore be considered reliable for further analysis.

Table 3. Cross-Loading Test

Variable	Item	PJF	OC	OCM	WE	IWB
Person-Job Fit	PJF 1	0.922	0.423	0.279	0.504	0.500
	PJF 2	0.888	0.453	0.316	0.469	0.375
Organizational Culture	OCL 1	0.483	0.809	0.466	0.485	0.615
	OCL 2	0.320	0.819	0.549	0.522	0.665
	OCL 3	0.388	0.851	0.478	0.593	0.675
	OCL 4	0.517	0.820	0.651	0.615	0.573
	OCL 5	0.377	0.760	0.480	0.521	0.508
	OCL 6	0.258	0.734	0.630	0.539	0.583
	OCL 7	0.365	0.810	0.507	0.665	0.658
Organizational Commitment	OCT 1	0.314	0.681	0.914	0.670	0.662
	OCT 2	0.326	0.638	0.927	0.687	0.660
	OCT 3	0.256	0.518	0.909	0.706	0.542
Work Engagement	WE 1	0.436	0.637	0.603	0.910	0.701
	WE 2	0.549	0.644	0.693	0.904	0.643
	WE 3	0.428	0.575	0.671	0.815	0.719
Work Innovative Behavior	WIB 1	0.342	0.643	0.515	0.697	0.838
	WIB 2	0.420	0.621	0.614	0.727	0.903
	WIB 3	0.426	0.722	0.620	0.653	0.896
	WIB 4	0.527	0.709	0.640	0.689	0.885

According to Table 3, discriminant validity was assessed by examining the cross-loading values, where an indicator is considered valid when its loading value exceeds 0.70. Adequate discriminant validity is demonstrated when the loading of an

indicator on its respective construct is higher than its loadings on other constructs, ensuring a clear distinction among the latent variables examined in the study. The cross-loading results show that all indicators of person–job fit, organizational culture, organizational commitment, work engagement, and innovative work behavior have higher loadings on their respective constructs than on other constructs. These findings indicate that the indicators used in this study demonstrate satisfactory discriminant validity.

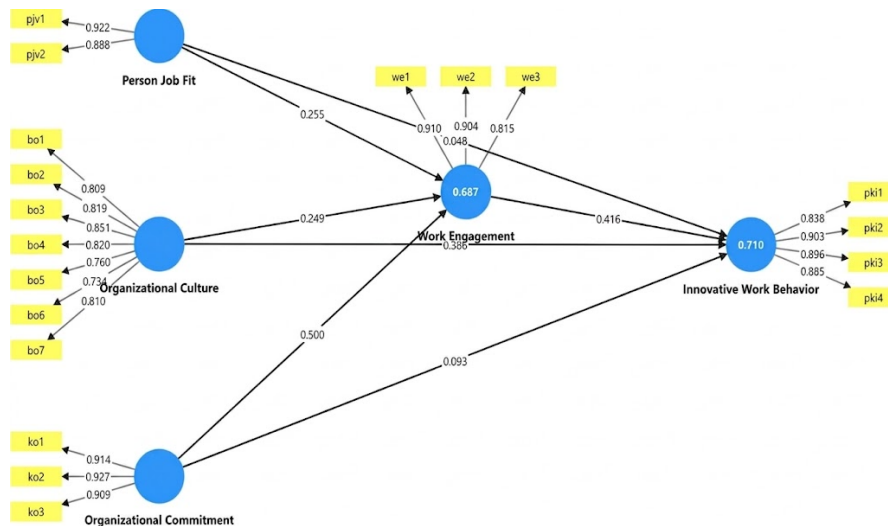


Figure 2. SEM-PLS Result

Table 4. Hypothesis Effect Testing

Variable	Original Sample	Decision
Person–Job Fit → Innovative Work Behavior	0.048	Positive
Person–Job Fit → Work Engagement	0.255	Positive
Organizational Culture → Innovative Work Behavior	0.386	Positive
Organizational Culture → Work Engagement	0.249	Positive
Organizational Commitment → Innovative Work Behavior	0.093	Positive
Organizational Commitment → Work Engagement	0.500	Positive
Work Engagement → Innovative Work Behavior	0.416	Positive
Person–Job Fit → Work Engagement → Innovative Work Behavior	0.106	Positive
Organizational Culture → Work Engagement → Innovative Work Behavior	0.104	Positive
Organizational Commitment → Work Engagement → Innovative Work Behavior	0.208	Positive

The results in Figure 2 and Table 4 indicate that person–job fit, organizational culture, organizational commitment, and work engagement have positive effects on innovative work behavior, although their magnitudes differ. Work engagement has the strongest effect ($\beta = 0.416$), indicating that employee engagement is the most dominant factor in promoting innovative work behavior. Organizational culture also demonstrates a relatively strong positive effect ($\beta = 0.386$), suggesting that a supportive organizational environment can encourage employees to develop and implement innovative ideas. In contrast, organizational commitment ($\beta = 0.093$) and person–job fit ($\beta = 0.048$) have relatively weak positive effects on innovative work behavior, indicating that their direct contributions are comparatively limited.

Regarding work engagement, organizational commitment has the strongest positive effect ($\beta = 0.500$), followed by person–job fit ($\beta = 0.255$) and organizational culture ($\beta = 0.249$). These findings indicate that employees with stronger organizational commitment tend to show higher levels of work engagement. Meanwhile, compatibility between employees and their jobs, as well as a supportive organizational culture, also contributes positively to employee engagement. The findings suggest that organizational commitment plays a central role in strengthening work engagement, while work engagement subsequently represents the most prominent factor associated with innovative work behavior.

The indirect effect analysis shows that person–job fit, organizational culture, and organizational commitment positively influence innovative work behavior through work engagement. Person–job fit has an indirect effect of $\beta = 0.106$, while organizational culture has an indirect effect of $\beta = 0.104$, indicating that greater job compatibility and a supportive organizational culture can enhance innovative work behavior by increasing employees' work engagement. Organizational commitment demonstrates the strongest indirect effect ($\beta = 0.208$), suggesting that stronger organizational commitment contributes most substantially to innovative work behavior through increased work engagement. Therefore, strengthening organizational commitment, fostering a supportive organizational culture, and improving employee–job compatibility can enhance employee engagement and, in turn, promote sustainable innovative work behavior.

Table 5. R Square Test

Variable	R Square	R Square Adjusted
Innovative Work Behavior	0.710	0.694
Work Engagement	0.687	0.675

Based on the R-Square results presented in Table 5, the R-Square value for Innovative work behavior is 0.710, with an adjusted R-Square of 0.694. This indicates that 71.0% of the variance in innovative work behavior can be explained by the independent variables in the model, namely person–job fit, organizational culture, organizational commitment, and work engagement. The remaining 29.0% is attributable to other factors not included in the research model. Based on the evaluation criteria for PLS-SEM, this value is considered substantial, indicating that the model has strong explanatory power for innovative work behavior.

Meanwhile, the R-Square value for work engagement is 0.687, with an adjusted R-Square of 0.675. This means that person–job fit, organizational culture, and organizational commitment explain 68.7% of the variance in work engagement, while factors outside the model explain the remaining 31.3%. This value is also considered substantial, indicating that the exogenous constructs adequately explain employees' work engagement. The R-Square values demonstrate that the structural model has strong explanatory and predictive capabilities and is appropriate for examining the relationships among the variables in this study.

The hypothesis testing results in Table 6 show that person–job fit does not have a significant effect on innovative work behavior, as indicated by a p-value of 0.643 (> 0.05); therefore, H1 is rejected. In contrast, organizational culture has a significant effect on innovative work behavior ($p = 0.005 \leq 0.05$), supporting H2. Organizational commitment does not significantly affect innovative work behavior ($p = 0.531 > 0.05$), so H3 of rejected. These findings indicate that, among the three direct relationships examined, only organizational culture demonstrates a significant effect on employees' innovative work behavior.

Table 6. Hypothesis Testing

Hypothesis	Variable	Coefficient	P-value	Conclusion
H1	Person–Job Fit → Innovative Work Behavior	0.048	0.643	Not significant
H2	Organizational Culture → Innovative Work Behavior	0.386	0.005	Significant
H3	Organizational Commitment → Innovative Work Behavior	0.093	0.531	Not significant
H4	Person–Job Fit → Work Engagement → Innovative Work Behavior	0.106	0.039	Significant
H5	Organizational Culture → Work Engagement → Innovative Work Behavior	0.104	0.043	Significant
H6	Organizational Commitment → Work Engagement → Innovative Work Behavior	0.208	0.018	Significant

The mediation analysis indicates that work engagement significantly mediates the relationships between person–job fit and innovative work behavior ($p = 0.039$), organizational culture and innovative work behavior ($p = 0.043$), and organizational commitment and innovative work behavior ($p = 0.018$). Accordingly, H4, H5, and H6 are supported. These results indicate that person–job fit, organizational culture, and organizational commitment can significantly contribute to innovative work behavior through work engagement, highlighting the mediating role of employee engagement in these relationships.

5. Discussion

Based on the hypothesis testing results, person–job fit has a positive but insignificant effect on innovative work behavior. This finding suggests that although compatibility between employees and their jobs tends to encourage innovative behavior, the effect is not strong enough to directly influence employees' innovative work behavior. This result is consistent with the findings of Kristof-Brown et al. (2005), who stated that person–job fit does not always have a direct effect on innovative work behavior. Therefore, the effect of person–job fit on innovative behavior tends to be indirect and may require psychological factors as mediators to produce a significant impact. In the context of CV Manunggal Jaya Abadi, a construction company, management should not only assign employees to positions that match their competencies but also create a work environment that encourages engagement, initiative, and opportunities for innovation. By combining person–job fit with the enhancement of other factors, particularly work engagement, employees' innovative potential can be optimized more effectively.

The hypothesis testing results demonstrate that organizational culture has a positive and significant effect on innovative work behavior. This finding indicates that a stronger organizational culture increases employees' tendency to engage in innovative behavior. The result is consistent with Purwanto et al. (2020), Sofiyan et al. (2022), and Ekmekcioglu and Öner (2024), who found that organizational culture positively and significantly influences innovative work behavior. These studies emphasize that an open and supportive culture that encourages creativity and employee participation in expressing ideas can foster workplace innovation. Therefore, CV Manunggal Jaya Abadi should strengthen organizational values emphasizing openness, collaboration, creativity, and appreciation to encourage

innovation while enhancing organizational competitiveness and business sustainability in the construction industry.

The hypothesis testing results indicate that organizational commitment has a positive but insignificant effect on innovative work behavior. This finding suggests that although organizational commitment tends to encourage innovative behavior, its effect is not strong enough to directly stimulate innovation. The result is consistent with Oktaviani et al. (2025), who found no significant relationship between organizational commitment and innovative work behavior. High commitment may promote employee loyalty, stability, and adherence to organizational rules, but does not necessarily encourage innovation. In CV Manunggal Jaya Abadi, management should therefore develop commitment beyond loyalty and compliance by fostering engagement, continuous improvement, and opportunities for innovation, enabling committed employees to contribute ideas and support organizational development more effectively.

The indirect effect results show that person–job fit has a positive and significant effect on innovative work behavior through work engagement. This finding indicates that job compatibility can encourage innovative behavior when accompanied by strong employee engagement. The result is consistent with Kristof-Brown et al. (2005) and Bakker (2008), who explain that person–job fit can foster positive psychological conditions, including work engagement, which subsequently supports innovative behavior. Thus, work engagement serves as a key mechanism linking person–job fit to innovative work behavior. For CV Manunggal Jaya Abadi, management should complement appropriate employee placement with initiatives that strengthen engagement, dedication, and participation, enabling employees to contribute ideas and solutions that support organizational development and innovation.

The indirect effects show that organizational culture and organizational commitment positively and significantly influence innovative work behavior through work engagement, confirming its important mediating role. A supportive culture that promotes openness, collaboration, and appreciation of ideas can strengthen engagement and innovation (Bakker, 2008; Asbari et al., 2019). Similarly, organizational commitment can encourage innovation when supported by strong engagement, as psychological attachment fosters greater work involvement (Meyer & Allen, 1997). Thus, CV Manunggal Jaya Abadi should strengthen supportive culture and commitment while promoting open communication, participation, recognition, trust, meaningful work, and development opportunities to enhance engagement and sustainable innovation.

6. Conclusion

This study examined the effects of person–job fit, organizational culture, and organizational commitment on innovative work behavior, with work engagement as an intervening variable among employees of CV Manunggal Jaya Abadi. The findings indicate that person–job fit and organizational commitment have positive but insignificant direct effects on innovative work behavior, whereas organizational culture has a positive and significant direct effect. However, work engagement significantly mediates the effects of person–job fit, organizational culture, and organizational commitment on innovative work behavior. These findings highlight the importance of work engagement as a key mechanism through which individual and organizational factors can encourage employees to demonstrate innovative behavior. Therefore, organizations should not only ensure appropriate job placement and strengthen employee commitment but also foster engagement through participation, recognition, supportive working conditions, and opportunities for development and innovation.

This study has several limitations. First, the research was conducted only among employees of one company, CV Manunggal Jaya Abadi, which operates in the scaffolding rental sector. Consequently, the findings may have limited generalizability to organizations with different industries, scales, and workforce characteristics. Second, although the model explains 71.0% of the variance in innovative work behavior, the remaining 29.0% is attributable to other factors not included in the model. Future research should therefore expand the research context by involving multiple organizations and industries and consider additional variables that may explain innovative work behavior, such as transformational leadership, innovation climate, and psychological empowerment. Future studies may also employ broader samples and alternative research methods to provide more comprehensive evidence regarding the mechanisms underlying employee innovative behavior.

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