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Analysis of Second Order Person-Environment Fit on Innovative Work Behavior and Individual Performance

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Abstract

The most important aspect of generating a competitive advantage is to advance the quality of human resources controlled by the company. One way to advance the quality of human resources is to enhance the quality of work-life as well as creating Innovative Work Behavior. This study aims to ascertain whether there is a positive and significant correlation between the second-order (2nd order) person-environment fit, quality of work-life on Innovative Work Behavior, and individual performance. The study was conducted on employees of PDAM Tirto Panguripan of Kendal District with a total of 180 respondents. Samples were taken using the technique of Stratified Random Sampling. The data collection method is carried out using questionnaires and interviews. Data analysis was performed with SEM through AMOS version 22 software. The outcomes of the analysis showed that the P-E fit and quality of work-life are significant with employee performance and Innovative Work Behavior has proven to be a mediation.

Keywords

Person-environment fit, quality of work-life, innovative work behavior, employee performance, SEM

1. Introduction

The job satisfaction of an employee depends on the conditions of work itself which are considered essential in the work-life. Experts argue that employees are found to be more productive when they are satisfied at work. The working environment is considered to be significantly associated with job satisfaction (Raziq & Maulabakhsh, 2015). The person-environment fit (P-E fit) concept explains the suitability between a person's characteristics and his/her environment results in positive outcomes for the person and his/her environment (Kristof et al., 2005). This relationship is not the most significant, because understanding the activities lead to innovation. In business management, this leads to innovative work behavior. According to Farr & Ford (1990) in De Jong & Den Hartog (2010), Innovative Work Behavior is defined as individual behavior whose objective is to reach introduction and initiation in a group, work role, processes, organization, products, ideas, or new procedures that are advantageous. The factors that influence it according to De Jong & Kemp (2003) are work challenges, autonomy, strategic attention, supportive situations, contact with outsiders, differences, and variations in demand. Previous research Altındağ & Kösedağı (2015); Kim & Koo (2017) found that innovative work behavior is significantly affecting the performance of the employees.

Pure Innovative Work Behavior is the behavior of individual discretion which exceeds expectations in their formal job descriptions (Nagarajan et al., 2005). Therefore, the influence of P-E fit on Innovative Work Behavior deserves to be examined. Person-environment fit has a combination of three dimensions of perspective including person-job fit, and person-group fit, and person-organization fit. Edwards & Billsberry (2010) also stated that employees will achieve suitability with the organization, work, and colleagues. In other words, the proper person for the proper job and the proper organization (Tyson, 1975). Therefore, the multidimensional construct of P-E fit correlates to each other in a distinctive way (Herdman & Carlson, 2009 in Shahidan et al., 2018). Cable & Edwards (2004) also states that P-E fit influences the outcomes of the employee both directly and indirectly. Lately, researchers have paid attention to the construction of quality of work-life and performance. They found a positive relationship between the two concepts representing various sectors in various countries (Bernardez, 2011). According to Schouler & Youngblood (1986), the quality of work-life contains the design of work and the environment of work.

This research was conducted at the Regional Water Supply Company (PDAM) as a Regional-Owned Enterprise (BUMD) which expected to provide clean water for the community. Based on the BPKP evaluation report (2018), the Health Level of PDAM Tirto Panguripan of Kendal Regency based on BPPSPAM's assessment received a score of 3.51 and was classified as "Healthy". Meanwhile, the indicators of the level of health performance related to human resources have not been considered good. Here, human resource competency is still low, as seen from the small number of employees participating in education and training, as well as the

small portion of the budget for funding to improve employee quality. Departing from the above background, this research aims to determine the suitability of individuals with the environment and the quality of work-life, as well as their influences on Innovative Work Behavior and individual performance. The object of research in this research is the employees of PDAM Tirto Panguripan of Kendal Regency. The issues raised in this research are: Can Innovative Work Behavior mediate the relationship between person-environment and quality of work-life with individual performance?

2. Literature Review

2.1. Performance

Mangkunegara (2010) believes that performance is a work achievement measured by the quantity and quality obtained by an employee in carrying out their duties under the responsibilities given to them. In line with Edison et al., (2016) which states that performance is the result of a process that is referred to and measured over a certain time based on predetermined provisions or agreements. Meanwhile, Dessler (2010) states that employee performance is work execution, which is a comparison between the established work standards and the exact work results.

2.2. Innovative Work Behavior

There are various business risks that make companies unsustainable. One of the biggest risks is rapid changes in business, in terms of markets, competition, and technology that cause uncertainty (Pudjiarti & Darmanto, 2020). To win the competition, organizations need human resources capable of creating innovative new ideas. Innovative behavior defined by Farr & Ford (1990) in De Jong & Den Hartog (2010) as individual behavior which objective is to achieve initiation of ideas and processes (in an organization, group, or work role), as well as new procedures or products that advantageous. Creativity is considered as a vital component of innovative behavior. The process of innovation occurs when the gaps of performance and problems are recognized and ideas are produced because of the perceived need for innovation (West, 2002). Innovative employees are inclined to want to study, create and generate new ideas to solve driving problems, thereby improving the performance of work (Amabile et al., 2005). According to De Jong & Den Hartog (2008), innovative work behavior usually involves exploring opportunities and new ideas (related to creativity behavior). However, it can also include behavior of using new knowledge, performing changes, or developing processes to improve performance. According to research by Kim & Koo (2017), Innovative Work Behavior has a significant influence on the performance of the employee. In other words, the higher the Innovative Work Behavior, the higher the performance of an individual. Based on the description, the first hypothesis is:

H1: There is an effect of Innovative Work Behavior on performance.

2.3. Person-Environment Fit

Specifically, the P-E fit addresses the connection between expectation and reality. If there is a gap between individual attitudes and reality, it will create dissatisfaction, stress, and unwanted consequences in the work environment. Edwards & Billsberry (2010) in Ahmad et al., (2011) states individuals suitability with their environment refers to the level of correspondence between individual personalities and the characteristics of the work environment. Ahmad et al., (2011) define the suitability of individuals with environments that also operate simultaneously on three different levels of dimensions: person-organization fit (P-O fit), person-job fit (P-J fit) and person-group fit (P-G fit).

Person-organization fit relates to how well the behavior and values of individuals are fit with organizational culture. Person-job fit relates to how the individual is matched with the type of work presently being occupied. Meanwhile, person-group fit explains how well individuals can work together with colleagues or team members. According to (Pudjiarti, 2017) when individual values are considered in harmony with organizational norms (P-O fit), trust and responsibility will become greater and feel more empowered. This condition tends to make employees more involved. The concept of P-O fit is essential for organizations because it shows that if individuals are fit with the organization, they tend to show more positive attitudes and behaviors. Employees tend to be satisfied when their behavior, values, and attitudes are fit to their work environment and become dissatisfied when inequalities occur. Bowen et al., (1991) put forward the practice of selecting a new model, namely recruiting the "perfect" employees which are reflected in the orientation of the recruited employees. Not only is fit between KSA (Knowledge, Skill, and Ability) with job requirements, but also must fit between personal characteristics with organizational culture, or "person-organization fit".

Bowen et al., (1991) put forward the conventional selection practices, recruiting applicants who have a match between KSA (Knowledge, Skill and Ability) with certain job requirements. This practice ignores personal characteristics in recruitment, arguing that it is not relevant to certain job requirements, or "person-job fit". Kristof et al., (2005) describe person-job fit as harmony between employees and work-life. It includes alignment based on employee demands and accessible work facilities to meet those demands, as well as job needs and employee skills to meet these needs. Werbel & Gilliland (1999) define P-G fit as alignment between employees and direct workgroups (supervisors and coworkers). The quality of interaction is essential because it can improve the performance of other group members. Overall, realising alignment with team members has been confidently associated with the quality of work relationships. As an example, an individual with high-quality work relationships can communicate more effectively with colleagues so that they can achieve more tangible contributions to group decisions (Werbel &

Johnson, 2001). Furthermore, individuals who have influential relationships with coworkers are more inclined to receive and give and valuable abilities from coworkers. Empirical research conducted by Kristof et al., (2005) has found a positive relationship between P-G fit and individual performance.

Edwards & Billsberry (2010) in Ahmad et al., (2011) explained that P-E fit relates to the level of suitability between personal characteristics and work environment characteristics. Therefore, P-E fit is a match between what is owned by the needs of each individual with the things provided by the organizational environment. The better the suitability of the individual with the organization, work, and colleagues, the performance at the company will increase. Some researchers also prove that there is a significant influence between person-environment fit on performance (Kristof et al., 2005; Shahidan et al., 2018). Based on the description above, the second hypothesis is:

H2: There is an influence of person-environment fit on performance.

Farr and Ford (1990) in (De Jong & Den Hartog, 2010) defined Innovative Work Behavior as behavior of an individual aimed at achieving introduction and initiation (in an organizational, work, or group role) products, ideas, processes, or new procedures that are advantageous. Research Afsar et al., (2015) found employees were more likely to be motivated to display innovative work behavior when they felt greater compatibility with the work environment (P-E fit). Also, there is a positive influence of person-environment fit on Innovative Work Behavior. Based on the description, the third hypothesis is:

H3: There is an influence of person-environment fit on Innovative Work Behavior.

2.4. Quality of Work-Life

The most important aspect of generating a competitive advantage is by developing the quality of human resources held by the company. One way to improve the quality of human resources is to improve the quality of work-life and create Innovative Work Behavior. Organizations and managers are required to understand the significance of quality of work-life and their influence on creativity, proactivity, and employee responsiveness (Adah et al., 2018). Quality of Work-life (QWL) guarantees that the quality relationship between employees and all work eligibility covers opportunities for development, acceptable and rational compensation, opportunities for career paths, safe working conditions, integration among colleagues, balanced work-life both, as well as adequate rewards and recognition (Chelte, 1983). Quality of Work-life is not only intended for employee welfare but also increases employee happiness for their work (Beaudoin & Edgar, 2003). Research from (Adah et al., 2018) found that corporate culture can influence the positive correlation between the quality of work-life and Innovative Work Behavior of employees. Improved employee welfare is very instrumental in

creating innovative employee behavior. Based on the description, the fourth hypothesis is:

H4: There is an effect of quality of work-life on Innovative Work Behavior.

Sheel et al., (2012) argue that the quality of work-life creates positive employee attitudes, making them have a harmonious relationship with colleagues and organizations, which ultimately leads to organizational success. Muthukumaran (2018) findings explain that the quality of work-life is significantly correlated with performance. This finding is in line with Bernardez (2011); Ramawickrama et al., (2018) who found that the quality of work-life is significantly correlated to performance. Based on the description, the fifth hypothesis is:

H5: There is an effect of work-life quality on performance.

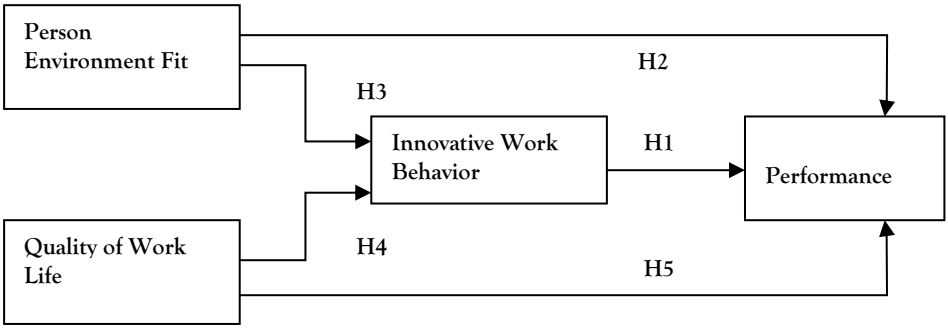

Figure1: Theoretical framework

3. Methodology

This research attempts to examine the correlation between person-environment fit variables (quality of work-life with individual performance) and the role of Innovative Work Behavioral mediating variables in bridging the influence of person-environment fit variables.

The method used in this research is using a survey with a questionnaire to collect data. Measurement variables using a Likert scale 1 to 7, strongly disagree = score 1, and strongly agree = score 7. The population of this study is employees in PDAM Tirto Panguripan of Kendal Regency, with a total sample of 180 respondents determined by stratified random technique sampling. The analysis is conducted using structural models (SEM) through AMOS version 22 software.

Table 1: Measurement of Research Variables

Variable	Definition	Reference	Indicator	Reference
Person - Organization Fit	the congruence between individuals and their organization	(Autry & Daugherty, 2003; Kristof, 1996; Sekiguchi, 2004)	Congruence between individual and organizational values Congruence between individual and organizational goals Personal Interest Personality characteristics Congruence between individual and organizational Knowledge	(Autry & Daugherty, 2003; Bowen et al., 1991; Kristof, 1996; Sekiguchi, 2004)
Person - Job Fit	Individuals' congruence with the requirements of their job	(Cable & DeRue, 2002; Kristof et al., 2005)	The congruence between individuals and their job knowledge The congruence between individuals and their job skill The congruence between individuals and their job ability Social skill Employees' needs	(Bowen et al., 1991; Kristof et al., 2005)
Person - Group Fit	Interpersonal congruence between the individual and other members of the immediate work group	(Kristof et al., 2005; Vogel & Feldman, 2009; Werbel & Johnson, 2001)	Similarity on goals Similarity on Values Personality traits Preferences for working climates Preferred working pace and style	(Kristof et al., 2005; Seong et al., 2015; Vogel & Feldman, 2009)
Quality of Work Life	Program are improved working conditions and greater organizational effectiveness	(Parvar et al., 2013)	Growth Benefit Satisfaction Communication Fair	(Bernardez, 2011; Zin, 2004)
Innovation Work Behavior	Individual's behavior whose objective is to achieve the intentional introduction and initiation of new and beneficial processes, ideas products or procedures	(De Jong & Den Hartog, 2010)	Idea exploration Idea generation Idea promotion Championing Implementation	(De Jong & Den Hartog, 2010; Kleysen & Street, 2001)
Performance	the results of an achievement measured by established work standards	(Dessler, 2010; Edison et al., 2016; Mathis & Jackson, 2001)	Quality Timeliness Professional Standard Effort Productivity	(Abdullah, 2014; Bernardez, 2011; Tsui et al., 1997)

4. Data Analysis

4.1. Demographic Characteristics of Respondents

Most of the respondents were men which consist of 136 people (75.56%), and were at productive ages, with formal education ranging from D3 to S2 were 64 people (26.67%). Respondents with high school education were 111 people (61.67%) and elementary school education up to junior high school were 5 people (1.78%). The highest number of job positions were staff with 149 people (82.78%), with 31 structural officials (17.22%). Meanwhile, most work periods are more than 40 years. Thus, in terms of years of service, employees are considered quite experienced. However, in terms of education, the number of employees with bachelor's degrees is still lacking. Therefore, it needs to be increased according to market requirements demands. Likewise, postgraduate degrees are only 1.67%. The details are presented in Table 2.

Table 2: Demographics of Respondents

Characteristics of Respondents	Classification	Total	%
Gender	Female	44	24,44%
	Male	136	75,56%
Department	General Affairs	64	35,56%
	Engineering	116	64,44%
Position	Director	3	1,67%
	Head of Division	8	4,44%
	Supervisor	15	8,33%
	Branch Head	5	2,78%
	Staff	149	82,78%
Age	<20	0	0,00%
	20-30	40	22,22%
	31-40	65	36,11%
	>40	75	41,67%
Education	Elementary School	3	1,67%
	Junior High School	2	1,11%
	High School	111	61,67%
	Diploma	16	8,89%
	Bachelor	45	25,00%
	Post graduate	3	1,67%
years of service	< 5	64	35,56%
	5-10	34	18,89%
	11-15	23	12,78%
	>15	59	32,78%

5. Result

5.1. Descriptive Analysis

Table 3 explains the results of a pilot research test for the validity and reliability of the data. The Cronbach Alpha coefficient for all variables is above the

cut of value of 0.6 and the validity coefficient is above the cut of value of 0.3 (DF: 30; α = 0.05), and the coefficient of the matrix component is above the cut of value 0.5. Thus, data research can be declared valid and reliable. In other words, in first-order CFA, all observed variables are proven to be able to form latent variables. Next, on the second-order CFA, all latent variables are proven to be able to form its construct. Second-order confirmatory factor analysis (2nd Order CFA) is a measurement model which consists of two levels. The first level analysis is performed from the latent construct of the aspect to its indicators, and the second analysis is performed from the latent construct to the construct of the aspect (Latan, 2012). Table 4 explains the mean and standard deviation of the 6 variables studied. For the Person-Organization Fit variable (mean = 5.79; standard deviation = 0.79); Person-Job Fit variable (mean = 5.88; standard deviation = 0.77); Person-Group Fit variable (mean = 5.67; standard deviation = 0.82); Quality of Work-life variable (mean = 5.74; standard deviation = 0.89); Innovative Work Behavior variable (mean = 6.03; standard deviation = 0.77); Performance variable (mean = 6.1; standard deviation = 0.63).

Table 3: Data Instrument Test

Variable/Indicator	**Cronbach Alpha**	**Validity**	**KMO**
Person-Organization Fit	0,843		
Congruence between individual and organizational values		0,742	0,859
(X11)		0,792	0,887
Congruence between individual and organizational goals		0,445	0,592
(X12)		0,609	0,760
Personal Interest (X13)		0,691	0,819
Personality characteristics (X14)			
Congruence between individual and organizational			
Knowledge (X15)			
Person-Job Fit	0,797		
Congruence between individuals and their job knowledge		0,788	0,816
(X21)		0,662	0,771
Congruence between individuals and their job skill (X22)		0,712	0,665
Congruence between individuals and their job ability (X23)		0,785	0,728
Social skill (X24)		0,884	0,745
Employees' needs (X25)			
Person-Group Fit	0,862		
Similarity on goals (X31)		0,686	0,806
Similarity on Values (X32)		0,674	0,807
Personality traits (X33)		0,755	0,854
Preferences for working climates (X34)		0,595	0,732
Preferred working pace and style (X35)		0,794	0,816
Quality of Work Life	0,819		
Growth (X41)		0,441	0,604
Benefit (X42)		0,648	0,785
Satisfaction (X43)		0,569	0,729
Communication (X44)		0,779	0,889
Fair (X45)		0,633	0,784
Innovative Work Behavior	0,846		
Idea exploration (Z1)		0,716	0,842

Idea generation (Z2)		0,487	0,641
Idea promotion (Z3)		0,705	0,824
Championing (Z4)		0,568	0,725
Implementation (Z5)		0,814	0,903
Performance	0,858		
Quality (Y1)		0,728	0,836
Timeliness (Y2)		0,468	0,611
Professional Standard (Y3)		0,812	0,896
Effort (Y4)		0,651	0,785
Productivity (Y5)		0,731	0,855

Source: Author's own work, 2020

Table 4: Mean and Standard Deviation

Variable	Mean	Std. Dev.
Person-Organization Fit	5,79	0,79
Person-Job Fit	5,88	0,77
Person-Group Fit	5,67	0,82
Quality of work life	5,74	0,89
Innovative Work Behavior	6,03	0,77
Performance	6,1	0,63

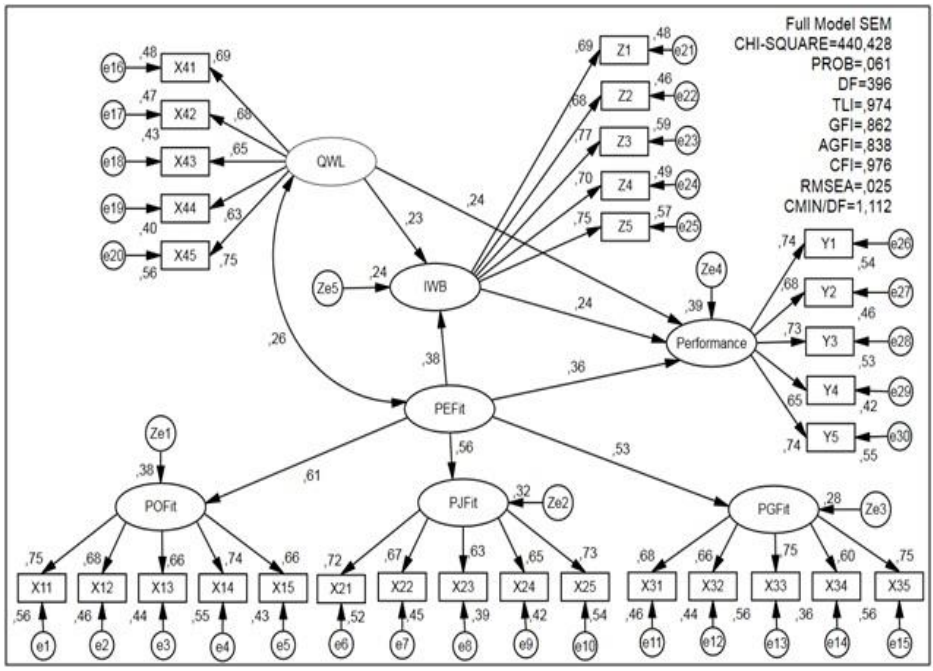

Figure 2: Full Model SEM

5.2. Good of Fit Test

SEM testing using AMOS V.22.00 showed Chi-Square results (440,428 <444.46); Probability (0.61 ≥ 0.05); GFI/Goodness of Fit Index = 0.862;

AGFI/Adjusted Goodness of Fit Index 0.838; RMR/Root Mean Square Residual 0.025 <0.1; CFI/Comparative Fit Index 0.976 ≥ 0.95; Cmin/DF 1,112 ≤ 2.00 and RMSEA 0.028 ≤ 0.08. So, it can be concluded that the resulting path model is declared fit because it is in the required cut of value range. Likewise, SEM assumption testing indicates that the data are normal, both multivariate and univariate, and free of multivariate and univariate outliers. Data is also independent from multicollinearity and singularity. Furthermore, variance extract and reliability testing of each construct are also carried out. The results of the analysis produce coefficients for all variables above the expected cut of value of 0.7 and 0.5.

6. Conclusion

In this study, P-E fit and quality of work-life have a significant relationship with employee performance. Furthermore, innovative behavior has proven to be a mediation. PDAM Kendal must have a conducive work climate, placing employees in accordance with the knowledge, skills, abilities and organizational culture. Every employee is encouraged to continue to improve capabilities, expand and enrich the work culture, and make innovative behavioral development strategies the centre of work policy to realize excellent service for the people of Kendal Regency. An understanding of innovative behavior can help PDAM in improving employee performance and form superior HR in dealing with business risks, technological developments, and global competition

7. Research Limitations and Suggestion

This research has limitations since it uses a cross-sectional study. Thus, the relationship between the concepts experimented in this research is a brief overview at a particular time. Research respondents were limited to employees of PDAM Tirto Panguripan of Kendal Regency. This research is likely to show different results if applied to employees in manufacturing and trading companies. Experience and educational background of respondents can generate variations in respondents' perceptions in understanding the context of questions in the instrument. For future research, it is advisable to perform it on broader research objects. It can be done not only on employees of PDAM Tirto Panguripan of Kendal Regency but can also be extended to other industries for research. Use of indicators or observed variables should be increased and should be adjusted to the conditions of the relevant research object. Other variables that are considered to be influential in achieving employee performance can be used as alternative research in the future relating to the application of innovative behaviors such as workplace spirituality, organizational support, and organizational citizenship behavior.

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