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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Strengthening Person Organization Fit and Innovative Work Behavior Through Psychological Capital and Leader-Member Exchange

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Abstract: This study investigates the interrelationships among Psychological Capital, Leader-Member Exchange (LMX), Person-Organization Fit (POF), and Innovative Work Behavior (IWB) within the context of the construction industry in Makassar. The research aims to determine the direct and indirect effects of Psychological Capital and LMX on POF and, subsequently, on IWB among employees. Specifically, the study poses the following research questions: (1) Does Psychological Capital influence Person-Organization Fit among construction company employees? (2) What is the impact of Leader-Member Exchange on Person-Organization Fit in this setting? (3) How do Psychological Capital and Leader-Member Exchange directly affect Innovative Work Behavior? (4) Do Psychological Capital and Leader-Member Exchange indirectly influence Innovative Work Behavior through Person-Organization Fit? The significance of this research lies in its potential to enhance understanding of key human resource constructs and their interplay, which could inform the development of HR management practices. Moreover, the findings are expected to provide actionable insights for construction companies aiming to foster a culture of innovation among their workforce. The methodology encompasses the collection of primary data from 397 employees across various construction companies, employing proportional stratified random sampling to select 199 respondents based on the Slovin Formula with a 5% precision level. Path analysis is conducted using the AMOS 24 software to analyze the data. The anticipated outcomes of this research include the establishment of significant relationships between Psychological Capital and both Person-Organization Fit and Innovative Work Behavior, as well as between Leader-Member Exchange and Person-Organization Fit. Furthermore, the study seeks to explore whether Psychological Capital and Leader-Member Exchange can enhance Innovative Work Behavior mediated by Person-Organization Fit. The results aim to contribute both theoretically to academic discourse and practically as a resource for organizational development in the construction sector.

Keywords: Psychological Capital, Leader-Member Exchange (LMX), Person-Organization Fit, Innovative Work Behavior, Human Resource Management.

JEL Classification Code: M12, M54, O31, J24, L74

1. INTRODUCTION

In the competitive landscape of modern business, companies are compelled to distinguish themselves by creating unique products and services or adopting innovative methods that provide added value and are not easily replicated by competitors. The market is increasingly saturated with numerous businesses offering diverse products and services, which intensifies competition and leads to the exit of companies unable to sustain competitive advantages and survive.

Wojtczuk and Turek (2015) emphasize the critical role of Psychological Capital in enhancing employees' innovative work behavior, suggesting that intrinsic motivational states contribute to

innovation within organizations. Furthermore, Schermuly, Meyer, & Dameer (2013) elucidate the importance of Leader-Member Exchange (LMX), proposing that high-quality relationships between employees and their superiors—characterized by support, trust, care, and loyalty—motivate employees to engage deeply, exert effort, and achieve superior work outcomes. These relationships are reciprocal, as employees tend to repay the positive treatment from leaders with increased involvement and productivity.

Additionally, Akhtar et al. (2019) identify a significant positive correlation between Person-Organization Fit (POF) and Innovative Work Behavior (IWB). This suggests that when employees perceive alignment between their values and the organization's culture, their propensity to innovate is enhanced. The concept of individual creativity is further supported by spiritual perspectives, such as those presented in the Al-Qur'an. For instance, QS. Al-Baqarah (2): 219-220 suggests that humans are divinely commanded to utilize and process the creations of Allah SWT through thoughtful reflection, leveraging the cognitive abilities bestowed upon them. This verse underscores the notion that human reasoning and intellectual engagement are fundamental to development and innovation.

يَسْأَلُونَكَ عَنِ الْخَمْرِ وَالْمَيْسِرِ قُلْ فِيهِمَا إِثْمٌ كَبِيرٌ وَمَنْفَعَةٌ لِلنَّاسِ وَإِثْمُهُمَا أَكْبَرُ مِنْ نَفْعِهِمَا وَيَسْأَلُونَكَ مَاذَا يُنْفِقُونَ قُلِ الْغَيْرُ كَذَلِكَ ﴿٢٢٠﴾
 يَبِينُ اللَّهُ لَكُمْ الْآيَاتِ لَعَلَّكُمْ تَتَفَكَّرُونَ فِي الدُّنْيَا وَالْآخِرَةِ وَيَسْأَلُونَكَ عَنِ الْيَتَامَى قُلْ إِصْلَاحٌ لَهُمْ خَيْرٌ وَإِنْ تُخَالطُوهُمْ فَاحْزَنُوا وَاللَّهُ يَعْلَمُ
 الْمُفْسِدَ مِنَ الْمُصْلِحِ وَلَوْ شَاءَ اللَّهُ لَأَعْتَبْتُمْ إِنْ اللَّهُ عَزِيزٌ حَكِيمٌ

Translation: 219. They ask you about wine and gambling. Say, "There is great sin in it, and there is benefit for humans. However, the sin is greater than the benefit." Moreover, they ask you what they should spend. Say, "The excess is [beyond the necessity]." Thus, Allah clarifies the verses [revelations] so you can think about them. 220. To this world and the hereafter. Moreover, they ask you about orphans. Say, "Reparation for them is best. Moreover, if you mix your affairs with theirs, they are your brothers. Moreover, Allah knows those who do damage from those who repair. Almighty and Wise.

Creativity and innovation from employees contribute to influencing success within the organization. Both are developing and introducing something new and improving previous conditions. Creativity emphasizes finding ideas, while innovation refers to the continuity of the idea implementation stage. Innovation generates and implements creative ideas. (Nefedova et al., 2022) The ability to innovate is an important process for every organization. Innovative work behavior contributes to the sustainability and development of innovation within the organization. (Akinci et al., 2022; Nefedova et al., 2022; Ullah et al., 2023). Innovation requires contributions from all organizational elements to complement each other's abilities, exchange information and resources, and work together. (Martínez-Costa et al., 2019; Mothe et al., 2015). Creativity is a very meaningful ability in human life. A creative person can take varied approaches and have various possible solutions to a problem. From his creative potential, a person can show the results of his actions, performance/work, both in the form of goods and ideas, with meaning and quality. The quality of human performance, work, ideas, and actions can be anticipated from the extent to which a person has a certain level of creativity. A person's creativity can give rise to invaluable personal satisfaction. Creativity is important to develop all individual talents and abilities in developing their life achievements. High creativity can use their ideas to create new creations for survival.

Individual, interpersonal, and contextual factors can influence innovative work behavior. (Costa et al., 2022). Looking at different factors allows an organization to understand that interrelated factors are needed instead of looking at a single factor in isolation, which would have a more limited impact. This enables the stimulation of employee potential and the creation of a work environment that develops the desired behavior. (Wu et al., 2021). Innovative work behavior cannot be achieved by just looking at one factor. (Knight, 1965; Ostlund, 1973). Research by Mussner et al. (2017) Individual innovative work behavior is based on personality, motivation, and demographic factors. Personality factors greatly impact innovative work behavior, namely self-efficacy. (Bartlett, 2023). Innovating requires high self-efficacy, optimistic behavior, and high expectations. Several studies have concluded that innovation requires optimistic employees with high expectations of innovation. Optimistic individuals will have positive self-expectations and be able to control their feelings. (Dzimidienė & Bagdziuniene, 2022; Hu, 2023).

Meanwhile, employees who are full of hope will become more independent, think freely, and have more creative thoughts. Employees will have stress tolerance and will not give up easily when faced with an environment full of uncertainty. They will also be able to solve problems creatively. This refers to psychological Capital. Positive psychology has been applied in various activities, such as education, health, and clinical, including in organizations and work (Saksena, 2023). The interactions between employees and systems in an organization will have a good or bad influence on the company's life, leading to problems within the organization. Problems that may arise are related to systems within a company, such as the payroll system, new employee acceptance system, organizational structure, organizational culture, bureaucracy group communication, and so on. Several studies suggest that psychological Capital significantly influences employees' innovative work behavior (Asghar & Minichiello, 2022). Belief in your ability to generate creative ideas can support efforts to implement ideas. These efforts are supported by the belief that success is possible now and in the future. They enable employees to struggle endlessly to implement their ideas and use alternative methods to find solutions when faced with problems. Employees with high psychological Capital also believe that success can happen and always have full hope because they have psychological resilience (Álvarez et al., 2022).

Apart from system problems, problems can also occur in individuals as members of the organization, for example, employees arriving late, often not coming in, decreased performance, and higher error rates. (Smith, 2023). If this problem is not addressed positively, it will hurt the company, including losing employees. In overcoming these various problems, organizations usually fix the problems by structuring systems, such as payroll systems, new employee acceptance systems, and organizational structures. Meanwhile, if we explore further, the psychological condition of individual emotions at work plays an important role. (Wawersik et al., 2023). Not only that, but positive psychology also has a role in forming positive organizational behavior. (Madhavan et al., 2023). This means that companies should also pay Attention to the positive aspects of employees so that they can develop positive organizational behavior. Employees can build and develop themselves if this happens, leading to superior individual and organizational performance. (Morquin et al., 2023).

Collaboration with other people or groups is an important part of the innovation process. Interpersonal factors are among the most important factors for organizational innovation, especially in full innovation. (Verger, 2023). Stated that to innovate, group interaction is needed to sharpen and shape ideas into concrete forms. The interpersonal factors that can increase innovative work behavior in organizations place more emphasis on the role of the leader. Suppose you look at interpersonal factors in an organization, of course. In that case, you need to look at the composition of employees in the organization because employee composition will influence the form of interaction within the organization. (Björklund et al., 2022). Companies are currently dominated by millennial employees with idealism, high optimism, and self-confidence. They take pride in themselves if they can contribute to the organization. Millennials consider that the ideal job is a position that allows interaction with other people and is fun. (Nefedova et al., 2022). Leadership is one of the most vital antecedents for innovation in organizations. Leaders help develop creativity and implement new ideas, inspire and help develop a learning climate, and facilitate productive exchanges among employees. (Colladon et al., 2022).

The leadership needed, according to Graybill (2014), is respecting groups/cooperation (41.6%), vision (25%), influencing (14.5%), Respect (12.5%), and communication (8.3%) (Tyler, 2002). Millennial employees prefer leaders who can build interpersonal relationships, are willing to listen and give personal Attention, have intense communication, are caring and can be trusted. Expect the relationship between leaders and their subordinates to be social exchange rather than hierarchical. Millennials need a close relationship with leaders. (Mrayyan, 2022). The leader-member exchange can meet the needs of employees, especially the millennial generation. Several studies have concluded that leader-member exchange predicts innovative work behavior. High leader-member exchange means that employees perceive that their superiors have a supportive, caring, trustworthy, and loyal attitude so that employees will reciprocate by providing high levels of involvement, effort, roles, and positive work results. The high leader-member exchange makes employees enjoy and get much support from leaders to achieve innovation. Employees will get relevant knowledge from leaders, can

share problems at work, and have good access to information and resources. They will also be more confident in conveying their ideas. (Garland et al., 2018; Steed et al., 1999).

Innovative work behavior is a crucial aspect of employee performance, influenced by factors such as person-organization fit and environmental dynamics. (Zhou et al., 2023). Person-organization fit plays a significant role in encouraging employees to engage in innovative behaviors, as individuals who align well with the organization are more likely to demonstrate passion, commitment, and effectiveness in their work, leading to better career opportunities and achievements. (Ullah et al., 2023). Moreover, creating a work environment that fosters engagement, long-term commitment, social support, and values congruence between employees and the organization is essential for promoting innovative work behavior. (AlEsa & Durugbo, 2022). Organizations that focus on developing processes to enhance this alignment can expect employees to exhibit innovative behaviors voluntarily, contributing positively to the organization's overall innovative capacity. (Nefedova et al., 2022).

Kaizen, a continuous improvement philosophy, is crucial in enhancing construction company outcomes by focusing on efficiency in time, costs, processes, and quality improvement. (Senyk, 2023; Stevens & Thevissen, 2023; Vieira et al., 2022). Implementing structured Kaizen events within construction projects can lead to flow improvements, reduced workload, and adherence to lead times, ultimately optimizing production processes. (Syaputra & Aisyah, 2022). Furthermore, Kaizen emphasizes the importance of employee involvement and development, making it a key aspect of individual assessment and a KPI indicator for employees, aligning with the learning and growth perspective. (Theresia et al., 2023). Research indicates that Kaizen is widely accepted across various industries, including construction, manufacturing, logistics, and healthcare, as a method for continuous improvement and problem-solving, showcasing its versatility and effectiveness in driving organizational success.

Based on the existing background, it is stated that this research is important to conduct to find and explore whether there is a significant relationship between several variables, such as psychological capital and leader-member exchange with person-organization fit and innovative work behavior of employees, so the problem formulation is whether psychological Capital Does leader-member exchange influence person-organization fit? Does psychological Capital, leader-member exchange, and person-organization fit influence innovative work behavior? Moreover, does psychological Capital, leader-member exchange, influence innovative work behavior through person-organization fit? The benefits of research can be a reference source and contribute to developing HR management knowledge, especially those related to Psychological Capital, Leader-Member Exchange, Person Organizational Fit and Innovative Work Behavior. This research can be an input and a source of information for construction companies to increase the innovative work behavior of their employees. Researchers can increase knowledge about Psychological Capital, Leader-Member Exchange, Person Organizational Fit, and Innovative Work Behavior.

2. LITERATURE REVIEW

Authentic leadership and Psychological Capital are key factors in shaping and predicting employees' innovative work behavior (IWB). Research by Jaya et al. (2023) demonstrates that authentic leadership enhances IWB by mediating the sense of work meaningfulness, indicating that leaders who are genuine and transparent can foster a deeper connection between employees and their work, ultimately encouraging innovation. Similarly, Rafique et al. (2023) emphasize the role of authentic leadership in promoting both employees' voice behavior and their Psychological Capital, particularly during challenging periods like the COVID-19 pandemic. This underscores the resilience-building effects of authentic leadership, enabling employees to express their ideas and navigate uncertainty.

Battistelli et al. (2023) further explore how Psychological Capital, in conjunction with participative leadership, activates employees' internal resources and motivation, thereby increasing their propensity to engage in innovative behaviors. These studies collectively highlight that authentic leadership, when combined with Psychological Capital, not only enhances employees' innovation but also serves as a predictor of IWB across different organizational settings. In terms of quantitative

findings, research by Alola and Atsa'am (2020) and Lee et al. (2022) reports that Psychological Capital, employee satisfaction, and innovative intentions together account for 45% of the variance in IWB. More specifically, Psychological Capital alone predicts 17.8% of the variance in employee satisfaction and 23.3% of the variance in employees' innovative intentions, reinforcing the significance of these psychological resources in driving innovation.

Leader-Member Exchange (LMX) also plays a pivotal role in influencing IWB. Studies consistently show a direct impact of LMX on IWB, with Dar et al. (2021) finding a positive relationship between LMX and job crafting, which, in turn, enhances IWB. Dar et al. (2023) further confirm that job crafting mediates the relationship between LMX and IWB. On the contrary, Chen (2023) reveals that LMX relational separation can negatively affect individual creativity, though this effect can be mitigated by emotional support. The importance of congruence in learning goal orientation between leaders and followers for fostering higher-quality LMX and boosting innovation is emphasized by Sethi et al. (2023). Moreover, Liu et al. (2023) find that LMX and employees' learning orientation are positively associated with IWB, with creative self-efficacy acting as a mediator. These findings collectively suggest that LMX, along with factors such as emotional support, learning orientation, and goal alignment between leaders and employees, significantly contributes to fostering innovation in organizational settings. Thus, the research highlights a multidimensional understanding of how authentic leadership, Psychological Capital, and LMX contribute to innovative work behavior, positioning these factors as essential for organizations aiming to cultivate an innovative workforce.

Psychological Capital, as highlighted by Battistelli et al. (2023), significantly influences innovative work behavior, employee creativity, and employee engagement. Additionally, Isselbacher et al. (2022) suggests that Psychological Capital impacts innovative work behavior both directly and indirectly. A positive leader-member exchange (LMX) significantly enhances person-organization fit. Furthermore, Newman et al. (2014) assert that a high level of Psychological Capital aids individuals in adapting to organizational demands and culture, increasing their alignment with the organization. As Anggoro KR et al. (2022) described, human resource management involves planning, recruitment, training, and career development to effectively drive organizational development. Mukminin et al. (2019) argue that human resource management is a blend of science and art in efficiently managing people to achieve organizational goals. Ultimately, Psychological Capital is crucial in fostering innovation, employee engagement, and alignment, highlighting its significance in driving organizational success.

Human resource management plays a crucial role in organizations by effectively utilizing human resources to achieve goals through planning, mobilizing, and controlling human strengths. (Channuwong, 2023). It involves acquiring, training, compensating employees, and addressing issues of labor relations, health, safety, and justice. The function of human resource management is to manage people efficiently to create a satisfied and productive workforce. HRM is essential for organizational success as it focuses on developing and improving the competence of employees, such as teachers and principals, to enhance the quality of education and support the achievement of organizational goals (Supriyadi & Martini, 2023). By emphasizing professionalism, competitive power, functional competence, participatory excellence, and cooperation, human resource management contributes significantly to an organization's overall success and growth.

Psychological Capital or psychological Capital is a part of the positive psychological aspects possessed by individuals that increase motivation, self-efficacy, optimism, hope, and resilience and are oriented toward success and success in the workplace. (Al-Ghazali & Afsar, 2022; Dóci et al., 2023; Kariri & Radwan, 2023). Psychological Capital individuals possess is characterized by self-confidence, a sense of joy, positive expectations about the future, and the ability to face problems that occur. Psychological Capital is a part of positive psychology that is useful for helping individuals develop self-efficacy, hope, optimism, and resilience within themselves. (Batoool et al., 2023; Junjunan & Putra, 2023). Psychological Capital is an individual's basic capacity that is important for providing self-motivation, cognitive processes, the will to fight, and good performance in the workplace. Psychological Capital is an individual's psychological aspect related to feelings of joy and the ability to manipulate, control, and impact the environment according to the wishes and abilities of employees, which is characterized by self-efficacy, optimism, hope, and resilience. (Dóci et al., 2023). Hope, one of the dimensions of Psychological Capital, plays a crucial role in individuals' ability to

envision a positive future, set goals, and persevere despite obstacles. (Batool et al., 2023; Dóci et al., 2023). High levels of hope lead to increased motivation, confidence, energy, and determination to achieve objectives, enabling individuals to navigate challenges effectively and maintain performance. (AlEssa & Durugbo, 2022). Research indicates that hope is key in driving individuals toward their goals, fostering resilience, and providing the necessary drive to overcome barriers and succeed in various endeavors. (Banda-Castro, 2023). This dimension, optimism, resilience, and self-efficacy, form a comprehensive framework for understanding and enhancing individuals' psychological capital, ultimately influencing their performance and success in different domains. (Restuningsih et al., 2017).

Optimism, resilience, and self-efficacy are interconnected psychological constructs that play crucial roles in individuals' lives. Optimism, as a positive expectation for the future, is linked to various positive outcomes such as mental health, physical health, and academic success. (Andriani, 2023; Wrenn, 2023). Resilience, the ability to overcome adverse conditions, is enhanced by optimism, enabling individuals to effectively cope with stress and challenges. (Wada et al., 2023). Self-efficacy, the belief in one's success capabilities, is positively associated with optimism and resilience, leading individuals to persist in tasks, view difficulties as challenges, and set ambitious goals. (Rawat et al., 2022). These traits form a powerful combination that fosters personal growth, adaptability, and success in navigating life's obstacles.

Person-organization fit (P-O fit) is commonly defined as the alignment between individual and organizational values, leading to positive outcomes such as higher job satisfaction and organizational commitment. (Kristof-Brown et al., 2023; Wörsdörfer, 2022). This fit is crucial as it influences employee well-being, job performance, and organizational citizenship behaviors. (Resch, 2023; Xie, 2023). When employees perceive a high level of congruence between their values and those of the organization, they are more likely to experience a sense of belonging and purpose, which enhances their overall job satisfaction and commitment to the organization. This, in turn, can reduce turnover rates and increase retention, fostering a stable and motivated workforce.

The concept of P-O fit has evolved, with models like the attraction-selection-attrition (ASA) model and supplementary/complementary fit contributing to its understanding and measurement. (Treviño et al., 2020). The ASA model posits that individuals are attracted to organizations with similar values and are selected based on this fit. Those who do not fit tend to leave over time, thus reinforcing the homogeneity of organizational values. Supplementary fit refers to the similarity between individual and organizational values, while complementary fit involves aligning an individual's unique attributes with the organization's needs. Both types of fit are essential for creating a cohesive and productive work environment, highlighting the multifaceted nature of P-O fit. Research emphasizes that a favorable P-O fit is essential for optimal performance and engagement, with organizational culture playing a significant role in shaping this fit, especially in contexts like East Asia. In these regions, cultural values such as collectivism, harmony, and respect for hierarchy can significantly influence the perception and impact of P-O fit. Organizations that foster a culture aligning with these values will likely see enhanced employee engagement and performance. Overall, the compatibility between individual and organizational values remains a central aspect of person-organization fit, impacting both individual and organizational outcomes significantly. This alignment not only drives positive individual behaviors but also contributes to the overall effectiveness and success of the organization.

Person-organization fit (PO fit) is broadly defined as the compatibility between an individual and their employing organization, encompassing various aspects beyond values, such as characteristics and attributes. (Kristof-Brown et al., 2023; Subramanian et al., 2022). While individual values are crucial components of PO fit, recent research also emphasizes the importance of competencies, trust, commitment, and skills in shaping this fit. (Resch, 2023). Cross-cultural studies further highlight the significance of societal values in influencing PO fit relationships, showing that individual values align more consistently with organizational values in individualistic societies than collectivistic ones. (Xie, 2023). Additionally, the impact of PO fit on work performance, especially during challenging times like the COVID-19 pandemic, underscores the need for tailored support based on career stages and national contexts to enhance researchers' well-being and organizational performance. (Treviño et al., 2020).

Innovation is about generating new ideas but also about implementing and applying these ideas to create novel products, services, processes, methods, policies, and more. (Sigala & Kyriakidou, 2015; Singh, 2023; Tolić et al., 2022). It involves a continuous process of rethinking existing practices and embracing change to drive progress and meet the evolving needs of stakeholders. (Wijngaarden et al., 2019). The creative industries, in particular, emphasize innovation as a continuous recombination of new and existing elements, highlighting the contextual nature of innovation within specific fields and localities. (Garud et al., 2013). Innovation processes involve evolutionary, relational, temporal, and cultural complexities that must be harnessed rather than controlled to sustain ongoing innovation. Therefore, innovation is a multifaceted process beyond mere ideation, encompassing the practical application of these ideas to bring about tangible advancements in various domains.

Organizational innovation can be fostered through innovation carried out by individual members of the organization, known as employee-driven innovation (EDI) (Nefedova et al., 2022). Research indicates that companies adopt various structures to organize EDI, such as open, closed, or hybrid approaches, depending on their goals of creating a community or producing innovation. (Flocco et al., 2022). Furthermore, studies emphasize the importance of employees' innovative behavior, cooperation, external collaborations, and the ability to work in complex environments to drive complex innovations within the public sector. (Dani & Gandhi, 2021). Additionally, the analysis of innovation indicators at organizational and individual levels highlights the significance of understanding the drivers of innovation for enhancing organizational performance and efficiency. (Inków, 2020). By encouraging and supporting individual employees to contribute innovative ideas voluntarily, organizations can tap into a valuable source of creativity and drive toward organizational innovation.

Several factors can influence innovative work behavior in organizations, including individuals' perceived creative self-efficacy (CSE) and creative collective efficacy (CCE) (Jansen et al., 2023). Change management elements such as organizational goals, transformational leadership, participation and communication, and education and training also play a significant role. (Sung & Kim, 2021). Expectations for positive performance outcomes, image risks, and image gains are additional important factors. (Yuan & Woodman, 2010). Proactive goal-generation activities, like envisioning and planning, are influenced by learning goal orientation, psychological climate for innovation, and task variety. (Montani et al., 2014). Furthermore, high-quality leader-member relationships positively affect engagement, job commitment, and the generation and implementation of ideas, particularly when aligned with organizational support for innovation and a culture that promotes risk-taking behavior. (Bysted, 2013).

Perceived creative self-efficacy (CSE) refers to an individual's belief in their capability to produce creative outcomes. Employees who believe in their creative potential are likelier to engage in innovative behavior. Similarly, creative collective efficacy (CCE) is the shared belief in the team's creative abilities, which can foster collaboration and collective innovation efforts. Change management elements are crucial in setting a conducive environment for innovation. Transformational leadership inspires and motivates employees towards innovation, with clear organizational goals and effective communication, which can significantly enhance innovative behavior. Participation and communication ensure that employees feel involved and informed, which boosts their commitment to innovative initiatives. Education and training provide the necessary skills and knowledge, making employees more capable and confident in their creative endeavors. Expectations for positive performance outcomes, image risks, and image gains influence individuals' motivation to innovate. If employees expect their innovative efforts to be rewarded and recognized, they are likelier to engage in such behavior. Conversely, fear of image risks, such as failure or criticism, can hinder innovative efforts. Proactive goal-generation activities, like envisioning and planning, are essential for innovation. These activities are driven by a learning goal orientation, which focuses on developing new skills and knowledge, a psychological climate for innovation that supports creative thinking and experimentation, and task variety, which keeps work engaging and stimulating. The hypothesis of the research is:

H1: Psychological Capital has a significant positive effect on person-organization fit.

H2: Leader-member exchange has a significant positive effect on person-organization fit.

- H3: Psychological Capital has a significant positive effect on innovative work behavior.
 H4: Leader-member exchange does not have a significant effect on innovative work behavior.
 H5: Person-organization fit has a significant positive effect on innovative work behavior.
 H6: Psychological Capital has a significant positive effect on innovative work behavior through person-organization fit.
 H7: Leader-member exchange has a significant positive effect on innovative work behavior through person-organization fit.

3. RESEARCH METHOD AND MATERIALS

This study employs a quantitative approach, focusing on the analysis of numerical data through statistical methods. The primary data collected for this research is derived from employees in the construction industry located in Makassar. The population consists of 397 employees, from which a sample of 199 respondents was selected using proportional stratified random sampling. The sample size was determined using the Slovin Formula with a precision level of 5%. To analyze the relationships between variables, path analysis was conducted using the AMOS 24 software. This methodological approach ensures robust statistical analysis and provides insights into the significant factors influencing the research variables.

4. RESULTS AND DISCUSSION

4.1. Result

The predictive power of the observed variables, both at the personality level and the construct level, is evaluated through the critical ratio (CR). If the critical ratio is significant, it indicates that the variable has an effect on the subsequent variable. Based on the empirical model proposed in this study, the hypotheses can be tested by examining the path coefficients in the structural equation model (SEM). For the direct effects (H1, H2, H3, H4, and H5), hypothesis testing is determined by the p-value; if the p-value is less than 0.05, the relationship between the variables is considered significant. Meanwhile, the testing of indirect effects (H6 and H7) is conducted using Sobel analysis. The results of the hypothesis testing are summarized in Table 1.

Table 1. Path Analysis Test Values

HIP	Variable Independent	Variables Dependent	Standardize	CR	p-value	Description
H1	Psychological Capital	Person-Organization Fit	0.629	5.123	0.000	Significant
H2	Leader-Member Exchange	Person-Organization Fit	0.273	2.873	0.000	Significant
H3	Psychological Capital	Innovative Work Behavior	0.393	4.124	0.000	Significant
H4	Leader-Member Exchange	Innovative Work Behavior	0.08	0.153	0.877	Insignificant
H5	Person-Organization Fit	Innovative Work Behavior	0.515	4.512	0.000	Significance
H6	Psychological Capital	Innovative Work Behavior	Person-Organization Fit	0.321	0.000	Significance
H7	Leader-Member Exchange	Innovative Work Behavior	Person-Organization Fit	0.13	0.000	Significance

Based on the hypothesis testing results in this study, several significant relationships were identified. Psychological Capital exerts a significant positive influence on person-organization fit, with a p-value of 0.000 ($p < 0.05$) and a coefficient value of 0.629. Similarly, Leader-Member Exchange

has a significant positive effect on person-organization fit, with a p-value of 0.000 ($p < 0.05$) and a coefficient value of 0.273.

In terms of innovative work behavior, Psychological Capital also shows a significant positive effect, with a p-value of 0.000 ($p < 0.05$) and a coefficient value of 0.393. However, Leader-Member Exchange does not have a significant impact on innovative work behavior, as indicated by a p-value of 0.877 ($p > 0.05$) and a coefficient value of 0.08.

Person-organization fit significantly influences innovative work behavior, with a p-value of 0.000 ($p < 0.05$) and a coefficient value of 0.515. Furthermore, Psychological Capital has a significant indirect effect on innovative work behavior through person-organization fit, with a coefficient of 0.321. Likewise, Leader-Member Exchange significantly impacts innovative work behavior through person-organization fit, with a coefficient of 0.13. The complete analysis results are illustrated in Figure 1 below.

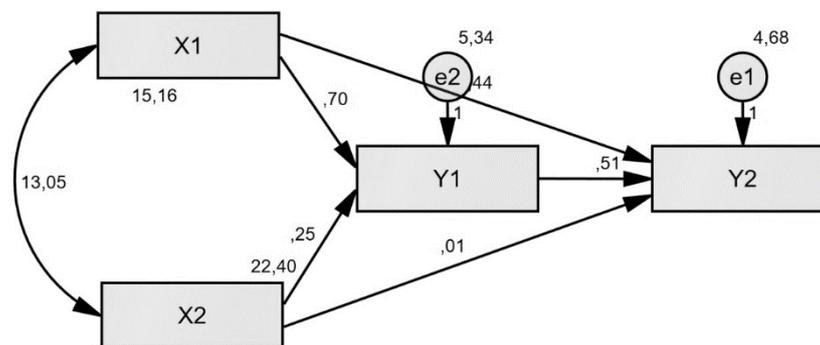


Figure 1. Research Model

Validity and reliability tests are critical components of the research process, ensuring that the data collected is both accurate and consistent. In this study, we conducted these tests on four key variables: Organizational Culture (X1), Work-Life Balance (X2), Job Satisfaction (X3), and Work Engagement (Y). These assessments are crucial for validating the measurement instruments and establishing a reliable foundation for further data analysis. The validity test measures the extent to which an instrument accurately reflects the concept it is intended to measure. In this research, the validity of each item was assessed by examining the correlation between individual items and the total score of the corresponding variable. For the Organizational Culture (X1) variable, all items demonstrated significant correlation values above the critical threshold of 0.2632, confirming their validity. Similar results were observed for the Work-Life Balance (X2), Job Satisfaction (X3), and Work Engagement (Y) variables, with all items showing significant correlations exceeding the critical value, thereby affirming their validity.

Reliability, on the other hand, refers to the consistency of the measurement instrument in capturing the intended concept. Cronbach's Alpha was employed to evaluate internal consistency, with a value above 0.60 generally considered acceptable for reliability. The results showed that the Cronbach's Alpha for Organizational Culture (X1) was 0.942, indicating strong reliability. Likewise, Work-Life Balance (X2) had a Cronbach's Alpha of 0.933, Job Satisfaction (X3) scored 0.944, and Work Engagement (Y) exhibited an excellent Cronbach's Alpha of 0.961, all surpassing the accepted reliability threshold. These results collectively demonstrate that the instruments used in this study are both valid and reliable. Validity ensures that the tools measure what they are supposed to, while reliability confirms the consistency of these measurements over time. Together, these tests solidify the credibility of the research findings, ensuring that the data collected is both accurate and trustworthy for further analysis and interpretation.

4.2. Discussion

Psychological Capital has a significant positive effect on person-organization fit, indicating that the more positive the employee's attitude, the better their ability to adapt and grow within the organization. This finding is consistent with research by Newman, Ucbasaran, Zhu, and Hirst (2014), which showed that individuals with higher Psychological Capital are more adaptable to organizational demands and culture, enhancing their conformity to organizational norms. Observation results reveal that employees can align their personal values with company values by developing strategies to achieve company goals within their scope of work. This alignment becomes particularly important under high work pressure, driving employees to perform at their best. While employee Psychological Capital is already high, it can be further strengthened through development programs aimed at boosting hope, self-efficacy, resilience, and optimism.

Leader-Member Exchange (LMX) also has a significant positive impact on person-organization fit, aligning with findings by Dar et al. (2023) that highlight the positive relationship between LMX and innovative work behavior (IWB), mediated by job crafting. Other studies, such as those by Martin et al. (2023) and Zheng et al. (2022), further emphasize the role of LMX in fostering well-being and helping behaviors through social and affective exchanges, respectively. These studies collectively underscore how strong leader-member relationships can enhance organizational fit and promote alignment between employee and organizational values. Observational data support this, showing that employees maintain positive relationships across hierarchical levels, fostering a sense of kinship that aligns personal and organizational values.

Psychological Capital also has a significant positive influence on innovative work behavior. Multiple studies highlight that Psychological Capital fosters innovation through mechanisms such as increased creativity, proactive personality, and knowledge sharing (Karimi et al., 2023; Ullah et al., 2023). Research by Lee et al. (2022) and Lin et al. (2022) further shows that Psychological Capital contributes to breakthrough innovations by facilitating knowledge sharing. Additionally, Ababneh (2022) illustrates how the empathetic abilities of managers, influenced by employee Psychological Capital, promote innovative behaviors. These findings collectively demonstrate that Psychological Capital is a vital driver of employee innovation. In contrast, Leader-Member Exchange does not significantly affect innovative work behavior directly. Some employees noted that the reciprocal nature of relationships between superiors and subordinates did not stimulate innovation, possibly due to a strong sense of kinship and stability within the organizational structure. Furthermore, the company's focus on efficiency in cost, quality, and time drives employees to innovate mainly within the scope of achieving operational efficiency, particularly in project-related work.

Person-organization fit significantly influences innovative work behavior, with numerous studies supporting this finding. Research indicates that person-organization fit is a key factor in encouraging innovative work behavior, with elements such as proactive personality, Psychological Capital, and cultural intelligence playing critical roles (Afsar et al., 2021; Ullah et al., 2023; Xie, 2023). The mediating role of psychological empowerment and the moderating influence of knowledge sharing further emphasize the importance of organizational fit in fostering a culture of innovation (Afsar et al., 2018). This demonstrates how aligning personal characteristics with organizational values enhances employee innovation. Psychological Capital also exerts a significant indirect effect on innovative work behavior through person-organization fit. Research by Chen et al. (2021) confirms that Psychological Capital directly influences innovative work behavior while person-organization fit serves as a mediator. Observational findings further support this, showing that employees who align their work strategies with company goals, especially under high pressure, achieve better innovative outcomes by internalizing company values.

Lastly, Leader-Member Exchange significantly influences innovative work behavior through person-organization fit. Several studies highlight that LMX positively correlates with job crafting behaviors, which mediate the LMX-IWB relationship (Dar et al., 2023; Sethi et al., 2023). The congruence between leader and follower learning goal orientation (LGO) also affects the quality of LMX and follower innovation (Lan et al., 2023). Moreover, the paradox mindset moderates the relationship between social and economic LMX with IWB, emphasizing the role of individual

perspectives in driving innovation (Assen & Caniels, 2022). These findings underscore the importance of LMX in promoting innovative behavior, particularly through the alignment of personal and organizational values.

5. CONCLUSION

The research concludes that Psychological Capital has a significant positive impact on person-organization fit. Similarly, Leader-Member Exchange (LMX) significantly influences person-organization fit. In terms of innovative work behavior, Psychological Capital shows a substantial positive effect, while LMX does not have a direct significant impact. However, Psychological Capital significantly influences innovative work behavior indirectly through person-organization fit, and LMX also exerts an indirect effect on innovative work behavior via person-organization fit. Based on these findings, management in construction companies can implement targeted training and development programs to maintain and enhance the Psychological Capital of their employees. This can include strategies to boost employees' hope, self-efficacy, resilience, and optimism. Additionally, developing effective mentoring systems and improving communication programs would help preserve high levels of LMX, fostering stronger employee alignment with organizational values and encouraging innovative behaviors.

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