

# **The Influence of Empowering Leadership and Person-Organization Fit on Innovative Work Behavior Through Knowledge-Sharing Behavior As An Intervening Variable**

Muhammad Taufik<sup>a</sup>, Syarifah Hudayah<sup>b</sup>, Yohanes Kuleh<sup>b</sup>

*Mastergraduate Students of the Faculty of Economics and Business, Mulawarman University<sup>a</sup>  
Lecturer at the Faculty of Economics and Business, Mulawarman University<sup>b</sup>*

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## **ABSTRACT**

*The purpose of this research is to determine the relationship between the influence of empowering leadership on knowledge sharing behavior; to determine the effect of person organization fit on knowledge sharing behavior; to determine the effect of knowledge sharing behavior on innovative work behavior; to determine the effect of empowering leadership on knowledge sharing behavior through innovative work behavior; as well as proving the influence of person organization fit on knowledge sharing behavior through innovative work behavior. The data analysis used by CB-SEM is covariant based with the help of the AMOS program, 26 in data processing. The results of these findings indicate that empowering leadership has a negative and significant effect on knowledge sharing behavior; person organization fit has a positive and significant effect on knowledge sharing behavior; knowledge sharing behavior has a positive and significant impact on innovative work behavior; empowering leadership has a positive and insignificant impact on innovative work behavior through knowledge sharing behavior; and person-organization fit has a positive and significant effect on innovative work behavior through knowledge sharing behavior.*

**Keywords:** *Empowering Leadership; Person-Organization Fit; Knowledge Sharing Behaviour; and Innovative Work Behaviour.*

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## **I. INTRODUCTION**

The development of science and technology is currently getting higher along with higher human civilization. The progress of science and technology is based on the existence of information that is needed by some humans because humans are social beings who need each other, especially in the scope of an organization or company. In today's competitive world of work, organizations need human resources that are innovative, flexible, and committed, and able to understand the things that drive innovative performance in them. One of the main goals of an organization is to win the competition, to be able to win the competition, organizations need human resources who are able to create new ideas that are innovative and beneficial for the progress of the organization. Organizations need to give employees the opportunity to manage their own tasks and work based on their abilities and knowledge, this will be a source of satisfaction and a factor that encourages the emergence of innovative work behavior of employees. Innovative work behavior is individual behavior that leads to the initiation and introduction of new ideas, processes, products or procedures that are beneficial to the organization. With innovative work behavior, employees will be able to provide optimal work results, so that the organization can win the competition.

Within the scope of the organization, humans, in this case employees, are a very important part in supporting the existence of a company where the development and advancement of the company is caused by good human resource management, especially at PT. Pupuk Kaltim. PT. Pupuk Kaltim PT Pupuk Kalimantan Timur (commonly shortened to Pupuk Kaltim or PKT) is a subsidiary of Pupuk Indonesia engaged in the production of fertilizer and ammonia. To support its business activities, until the end of 2021, this company has six factory units in Bontang, as well as representative offices in Balikpapan and Jakarta. Transformations in the last few decades, such as in the technological, economic, political aspects, have driven changes in organizational and work dynamics. Organizations rely on innovative behavior to adapt to changing environments to help them continuously build and maintain competitive advantage. Pupuk Kaltim is a subsidiary of BUMN Pupuk Indonesia engaged in the manufacturing, trading and service industries with a production center in Bontang City, East Kalimantan. Having a total of 13 factories consisting of 5 urea plants with a capacity of 3.43 million tons/year, 5 ammonia plants with a capacity of 2.74 million tons/year and 3 npk plants with a capacity of 300 thousand tons/year makes this company the largest fertilizer producer in Indonesia and also the largest in Southeast Asia

in one production location. PT. Pupuk Kaltim has the largest profit record based on the company's strategy of innovation.

Pupuk Kaltim implements strategic policies as well as good risk and operational management. A number of strategies have been prepared to support the company's performance including maximizing business potential by presenting PreciPalm Innovation, Pupuk Indonesia's innovation through Pupuk Kaltim as a satellite-based fertilizer recommendation solution for oil palm plantations to be a good prospect to support the marketing of non-subsidized NPK fertilizer. Also presenting a special formula NPK product innovation, to support national cocoa productivity. NPK 14-12-16-4 Fertilizer as a new breakthrough in fertilizing composition for cocoa plants using a special formula developed since 2017. In addition, accelerating the adoption of technological innovations is one of the focuses to continue to meet community needs and support the Company's competitiveness in the midst of development of industry 4.0, both at the national and global levels. In line with these data it was found that innovative work behavior in the workplace refers to the desire to create, produce and implement new ideas to benefit individual, group and organizational performance (Niesen et al., 2018). According to Niesen et al. (2018), one way to make organizations more innovative is to stop relying solely on the research and development division to innovate and instead improve the innovative abilities of all employees. Purc and Laguna (2019) also emphasize the important role of employees in innovation by stating that employees are individuals who create and implement innovative solutions within an organization. Therefore, it is important to examine the factors that develop and enhance employee innovative work behavior (IWB).

According to Wojtczuk-Turek and Turek (2016), when employees work according to their abilities or fields, this will be a factor of satisfaction and encourage the emergence of innovative work behavior. Employees with a high level of fit with the organization are more likely to propose innovative suggestions in organizational processes and prove it with action. In accordance with research conducted by Afsar, (2016) proved that person organization fit has a positive and significant influence on innovative work behavior. However, other research has found different things from Wahyudi et al., (2019) proving that person organization fit has a positive and not significant effect on innovative work behavior. Then, other findings from Wahyuningtias & Nugroho, (2023) further reinforce that person organization fit has a positive and significant effect on innovative work behavior. From the formulation of this second hypothesis, the researcher wants to prove and analyze the influence of person organization fit on innovative work behavior.

Innovative work behavior has also been examined from a person-organization fit (POF) perspective. Various studies have analyzed how person-organization fit (POF) influences innovative work behavior, also with contradictory results. Huang et al. (2005) and Jin et al. (2016) stated that there was no significant effect, while Afsar et al. (2018) and Wojtczuk-Turek and Turek (2016) found that person-organizational fit significantly influences innovative work behavior. This difference in results indicates a research gap regarding the effect of person-organization fit on Innovative Work Behavior.

According to Amundsen & Martinsen, (2014), when an empowering leader increases the sense of meaningfulness of work to subordinates by providing information regarding the goals and mission of the organization, the subordinates will feel the work being done is meaningful, and then bring up innovative work behavior. When employees feel empowered in the organization, they are more likely to display innovative work behaviors, because they feel that their job roles are valuable. In addition, when employees feel that they have control over their work situation, can make personal decisions, are able to influence others, have the freedom, flexibility, meaning of work, and inspiration to achieve an attractive future, then they tend to produce more creative and innovative efforts to improve performance.

In accordance with research conducted by DÜGER, (2021) proved empowering leadership has a positive and significant impact on innovative work behavior. Then, research conducted by Rao Jada et al., (2019) proved that knowledge sharing behavior mediates positively between empowering leadership and innovative work behavior. And, then in Yulita et al.'s research, (2022) also found that knowledge sharing behavior significantly mediates empowering leadership towards innovative work behavior. From the formulation of this fourth hypothesis, researchers want to prove and analyze related knowledge sharing behavior through person organization fit for innovative work behavior.

In accordance with research conducted by Sugianto et al., (2012) proved that knowledge sharing behavior has a positive and significant impact on innovative work behavior. Then, another study from Widayani et al., (2017) proved that knowledge sharing behavior has a positive and significant impact on innovative work behavior. From the formulation of this third hypothesis, the researcher wants to prove and analyze knowledge sharing behavior regarding innovative work behavior.

According to Afsar and Badir, (2016: 5), innovation is an important factor for long-term organizational welfare, competitiveness, and organizational survival. One of the choices for an organization to be more innovative and successful is to encourage its employees to have innovative work behavior. In this case, employees can help improve performance through their ability to generate new ideas and use these ideas to create new, better products, services and work systems. Innovative work behavior of employees can be created by the

presence of high employee involvement, meaningfulness in achieving goals, social support from co-workers, and conformity of individual values with the organization.

In accordance with research from Afsar, (2016) proved that person organization fit positively and significantly influences innovative work behavior mediated by knowledge sharing behavior variables. Then, Sudibjo & Prameswari, (2021) proved that person organization fit positively and significantly influences innovative work behavior through knowledge sharing behavior. Then, other research from Purdiarini & Tanuwijaya, (2023) proves that person organizations are positively and significantly fit for innovative work behavior mediated by knowledge sharing behavior. From the formulation of this fifth hypothesis, researchers want to prove and analyze related knowledge sharing behavior through person organization fit for innovative work behavior. someone, especially the teacher, the negative impact on performance degradation is carried out especially in the teaching and learning process for students or students. The high demands of the workload of work that must be fulfilled make teachers feel tired at work; difficult to control emotions; to sometimes become irritable; and offended. Therefore, teachers are needed who are able to meet and adapt to various kinds of demands from the workload they carry out because in general, if they are unable to meet various work demands, individuals will experience pressure or stress which will ultimately have a negative impact on activities, the environment and productivity. work normally.

In this study, 1) does empowering leadership affect innovative work behavior?; 2) does person-organization fit affect innovative work behavior?; 3) Does knowledge sharing behavior affect innovative work behavior?; 4) does empowering leadership affect innovative work behavior through knowledge sharing behavior?; and 5) does person-organizational fit affect innovative work behavior through knowledge sharing behavior?.

## **II. LITERATURE REVIEW**

### **Social Exchange Theory**

According to Bass quoted by Schaap (2018) states that social exchange theory is aimed at understanding the relationship between leaders and employees and understanding related factors. Positive and negative exchanges with individuals and organizations (leaders and organizations) affect employee behavior and feelings of commitment in achieving goals. In social exchange theory, these interactions are usually seen as interdependent and dependent on the actions of others so that the experience gained is a mutual influence between individuals and organizations (Connelly et al., 2012).

### **Empowering Leadership**

According to Kim et al., (2018: 2), empowering leadership is a broad concept that includes more than just participation in decision-making and allows subordinates to take responsibility for part of their work. Further explanation of Lee et al., (2018: 2), empowering leadership is defined as leader behavior directed at individuals or teams that involve delegating authority to employees, promoting their self-directed and autonomous decision making, coaching, sharing information, and asking for input.

### **Person Organization Fit**

According to Özçelik & Afacan, (2014: 1122) explains in his journal entitled "The Relationship between Internal Branding and Organizational Citizenship Behavior: The Mediating Role of Person-Organization Fit" about "person-organization fit is concerned with the match that individuals perceive between their own values and those of the organization. Individuals who feel fit with their organization are more satisfied with their job and are more committed to their organization." This means that P-O fit relates to the fit that individuals feel between their own values and those of the organization. Individuals who feel fit with their organization are more satisfied with their jobs, more committed to their organization. Meanwhile, according to Kristof, (2016:54), person organizational fit (PO-Fit) is generally defined by experts as the suitability between the values that exist in the organization and the values that individuals believe in. Then, according to Mathis & Jackson, (2016:191), person organizational fit (PO-Fit) is an adjustment between individuals and company organizational factors. Person organization fit is a selection method that takes into account the suitability between individuals and organizational values, and a technique that places the selection process as a means for interaction between organizations and individuals, where the fit between individuals and jobs (person job fit); and individual fit with the organization.

### **Knowledge Sharing Behaviour**

According to Lumantobing, (2016: 18), knowledge sharing is a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts between individuals or between organizations through various methods or media. Knowledge sharing can also be defined as a culture of social interaction, which includes the exchange of knowledge, experience and skills, between employees through all

departments or organizations.

### **Innovative Work Behaviour**

Jong & Hartog, (2010:24), “define innovative work behavior (IWB) as an individual’s behaviour that aims to achieve the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures. IWB differs from employee creativity – the production of new and useful ideas concerning products, services, processes and procedures, because it also includes the implementation of ideas. Unlike creativity, IWB is explicitly intended to provide some kind of benefit. It has a clearer applied component and is expected to result in innovative output. Bos-nehles, (2017:1232), “innovative work behavior (IWB) is defined as the intentional behaviours of individuals to produce and implement new and useful ideas explicitly intended to benefit the individual, group or organisation.”

### **Hypothesis**

#### **Empowering Leadership on Innovative Work Behaviour**

Leadership empowerment is thought to prioritize patterns of harmonious relationships between leaders and subordinates to foster empowerment that leads to creativity and innovation (Zhang and Bartol, 2010 in Arizqi and Olivia, 2017: 289). In accordance with research conducted by Gkorezis, (2016) proved that leadership empowerment has a positive and significant effect on innovative work behavior. Then another study from Rao Jada et al., (2019) proved that leadership empowerment also has a positive and significant effect on innovative work behavior. And other research reinforces Yadav et al., (2023) that leadership empowerment also has a direct, positive and significant influence on innovative work behavior. From the formulation of this first hypothesis, researchers want to prove and analyze the effect of person organization fit on innovative work behavior. Based on the theoretical and empirical studies disclosed, the hypotheses proposed are:

H1: Leadership empowerment has a positive and significant effect on innovative work behavior.

#### **Person Organization Fit on Innovative Work Behaviour**

Wojtczuk-Turek and Turek (2016), when employees work according to their abilities or fields, this will be a factor of satisfaction and encourage the emergence of innovative work behavior. Employees with a high level of fit with the organization are more likely to propose innovative suggestions in organizational processes and prove it with Action. A low level of Person Organization fit will find it difficult to build strong social bonds with co-workers due to differences in values and personalities with the organization, lack of ability to communicate well, lack of motivation, often experiencing role conflict so that it has an impact on employee innovative behavior. In accordance with research conducted by Afsar, (2016) proved that person organization fit has a positive and significant influence on innovative work behavior. However, other research has found different things from Wahyudi et al., (2019) proving that person organization fit has a positive and not significant effect on innovative work behavior. Then, other findings from Wahyuningtias & Nugroho, (2023) further reinforce that person organization fit has a positive and significant effect on innovative work behavior. From the formulation of this second hypothesis, the researcher wants to prove and analyze the influence of person organization fit on innovative work behavior. Based on the theoretical and empirical studies disclosed, the hypothesis presented is:

H2: person-organization fit has a positive and significant effect on innovative work behavior.

#### **Knowledge Sharing Behaviour on Innovative Work Behaviour**

Innovative work behavior that is often perceived as intentional creativity is related to the introduction and application of new ideas (Aristana et al., 2022; Javed et al., 2017). Support from the surrounding environment is important in promoting ideas that arise from social activities (Janssen, 2000). To accelerate the development of new ideas cannot be separated from knowledge sharing behavior. Usmanova et al. (2020) explained that knowledge-sharing behavior can make employees more creative and critical. Therefore, knowledge has in fostering the innovation process. To be able to support the process of innovative behavior, employees need interaction between employees to collect and donate knowledge. According to Wang et al. (2014) reported that knowledge sharing is a source of creativity. Furthermore, Usmanova et al. (2020) stated that accelerating the knowledge transfer process can help develop mindsets, creativity and innovative work behavior. In accordance with research conducted by Sugianto et al., (2012) proved that knowledge sharing behavior has a positive and significant impact on innovative work behavior. Then, another study from Widyani et al., (2017) proved that knowledge sharing behavior has a positive and significant impact on innovative work behavior. From the formulation of this third hypothesis, the researcher wants to prove and analyze knowledge sharing behavior regarding innovative work behavior. Based on the theoretical and empirical studies disclosed, the hypothesis presented is:

H3: knowledge sharing behavior has a positive and significant effect on innovative sharing behavior.

### **Empowering Leadership on Innovative Work Behavior through knowledge sharing**

Behavior According to Amundsen & Martinsen, (2014), when an empowering leader increases the sense of meaningfulness of work to subordinates by providing information regarding the goals and mission of the organization, the subordinates will feel the work being done is meaningful, and then bring up innovative work behavior. When employees feel empowered in the organization, they are more likely to display innovative work behaviors, because they feel that their job roles are valuable. In addition, when employees feel that they have control over their work situation, can make personal decisions, are able to influence others, have the freedom, flexibility, meaning of work, and inspiration to achieve an attractive future, then they tend to produce more creative and innovative efforts to improve performance. In accordance with research conducted by DÜGER, (2021) proved empowering leadership has a positive and significant impact on innovative work behavior. Then, research conducted by Rao Jada et al., (2019) proved that knowledge sharing behavior mediates positively between empowering leadership and innovative work behavior. And, then in Yulita et al.'s research, (2022) also found that knowledge sharing behavior significantly mediates empowering leadership towards innovative work behavior. From the formulation of this fourth hypothesis, researchers want to prove and analyze related knowledge sharing behavior through person organization fit for innovative work behavior. Based on the theoretical and empirical studies disclosed, the hypothesis presented is:

H4: Empowering leadership has a positive and significant effect on innovative work behavior through knowledge sharing behavior.

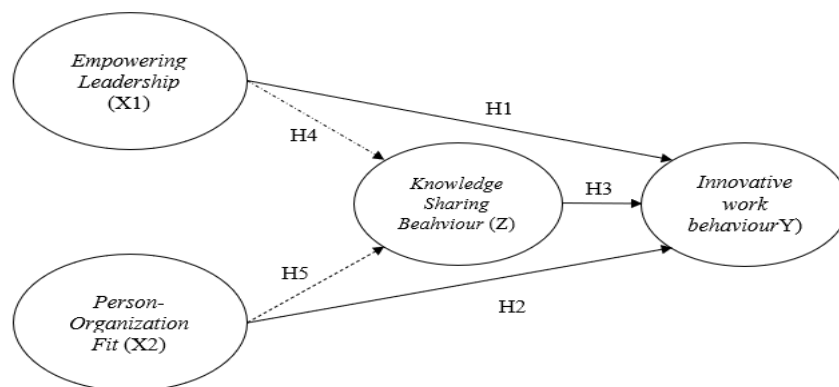
### **Person-Organization Fit on Innovative Work Behaviour through knowledge sharing behavior**

According to Afsar and Badir, (2016:5), innovation is an important factor for long-term organizational welfare, competitiveness, and organizational survival. One of the choices for an organization to be more innovative and successful is to encourage its employees to have innovative work behavior. In this case, employees can help improve performance through their ability to generate new ideas and use these ideas to create new, better products, services and work systems. Innovative work behavior of employees can be created by the presence of high employee involvement, meaningfulness in achieving goals, social support from co-workers, and conformity of individual values with the organization. In accordance with research from Afsar, (2016) proved that person organization fit positively and significantly influences innovative work behavior mediated by knowledge sharing behavior variables. Then, Sudibjo & Prameswari, (2021) proved that person organization fit positively and significantly influences innovative work behavior through knowledge sharing behavior. Then, other research from Purdiarini & Tanuwijaya, (2023) proves that person organizations are positively and significantly fit for innovative work behavior mediated by knowledge sharing behavior. From the formulation of this fifth hypothesis, researchers want to prove and analyze related knowledge sharing behavior through person organization fit for innovative work behavior. Based on the theoretical and empirical studies disclosed, the hypothesis presented is:

H5: person-organization fit has a positive and significant effect on innovative work behavior through knowledge sharing behavior.

### **Research Conceptual Model**

Based on the background and the formulation of the problems that have been put forward, the research conceptual model to prove the relationship or influence can be seen in Figure 1.



**Figure 1. Reseach Conceptual Framework**

### **III. RESEARCH METHOD**

#### **Operationalization Variable**

1. Empowering leadership (X1) is a process carried out to influence subordinates through the sharing of power, support and motivation with the aim of promoting the experience that exists within employees about the ability to work independently within the limits of the strategy and goals of an organization. The indicators or parameters used to measure empowerment leadership according to (Jones, 2013), namely.
  - a. Respect for employees is a leader who believes in the ability of his employees and is willing to listen to the opinions conveyed by his employees.
  - b. Developing employees is a leader who can be a role model for employees and provide opportunities for employees to continue learning in making decisions.
  - c. Building a community is leaders can create pleasant working relationships, along with caring and good communication between one another.
  - d. Delegation of power is a leader can delegate tasks and responsibilities clearly to achieve the goals set.
2. Person-organization fit (X2) is the suitability between individuals, in this case employees, and company organizations. The indicators or parameters used to measure person organization fit according to Kristof, (2016) in Pudjiarti & Hutomo, (2020:43), namely.
  - a. Appropriate values are employees who have individual value compatibility with company values.
  - b. Conformity of goals means that employees have the same goals as the company's goals in general.
  - c. Meeting the needs of employees is that employees feel that their individual needs have been fulfilled.
  - d. The suitability of personality characteristics is an employee has compatibility between the work environment and the individual employees concerned.
3. Knowledge sharing behavior (Y1) is an activity of exchanging information, ideas and expertise between one employee and another employee. The indicators or parameters used to measure knowledge sharing behavior according to Hooff & Ridder (2004), namely.
  - a. Knowledge collecting is getting knowledge and skills from colleagues.
  - b. Knowledge donating is sharing knowledge and skills with colleagues.
4. Innovative work behavior (Y2) is a process of implementing new ideas into work that aims to improve work performance both individually, in groups and organizations. The indicators or parameters used to measure the decision to choose according to Ferdinand, (2002) in Saidani & Arifin, (2012: 7), are as follows.
  - a. Idea exploration is the behavior of an employee who is able to find problems or opportunities in his work unit.
  - b. Idea generation is the behavior of an employee who is able to develop innovative ideas and by creating and suggesting ideas for new processes in his work unit develops ideas.
  - c. Idea championing, employees are expected to be encouraged to seek support to realize new innovative ideas that have been generated.
  - d. Idea realization is the behavior of an employee who dares to apply new ideas to the work process that can be done.

#### **Population & Sampling**

The population that will be sampled in this study are employees at PT. Pupuk Kaltim has a total of 1,324 employees, The sampling technique in this study used a non-probability sampling technique in determining the sample where each element in the population did not have the same opportunity or opportunity to be selected as a sample and one of these sampling techniques was the Proportionate Stratified Random Sampling method with using Isaac & Michael formula so obtain 298 respondents.

### **IV. DATA ANALYSIS METHOD**

#### **Structural Equation Modelling (SEM)**

According to Thakkar (2020:1), structural equation modelling (SEM) is a multivariate quantitative technique employed to describe the relationships among observed variables. The technique helps the researcher to test or validate a theoretical model for theory testing and extension. The multivariate analysis is conducted with an objective to help the researcher for in-depth explanatory analysis with a required statistical efficiency. As a result, the researcher wants to verify that to what extent the hypothesized theoretical model is adequate for the sample data. On verification of this, the researcher gets exposed to two options: (i) if the hypothesized theoretical model is supported by the sample data, then a researcher can incorporate more phenomena in the basic model and attempt to investigate a more complex structure; (ii) if the theoretical model is not adequately supported by the data, then a researcher should either modify the basic model or develop an alternative model for testing. SEM enables the researcher to indulge in a deeper enquiry through a process of scientific hypothesis testing and extend the present body of knowledge by discovering complex relationships among constructs.

## V. ANALYSIS & DISCUSSION

### Analysis

#### Outlier Test

The outlier test is used to find out whether there are extreme values that look much different from other observations in one observation condition for the number of samples or respondents. To see the evaluation of multivariate outliers, use the p level <0.001. This distance is evaluated using X<sup>2</sup> in degrees of freedom equal to the number of measured variables used in the study. In this study, there were 18 parameter items and 42.312 that meant no multivariate outliers.

#### Evaluation of Measurement Models

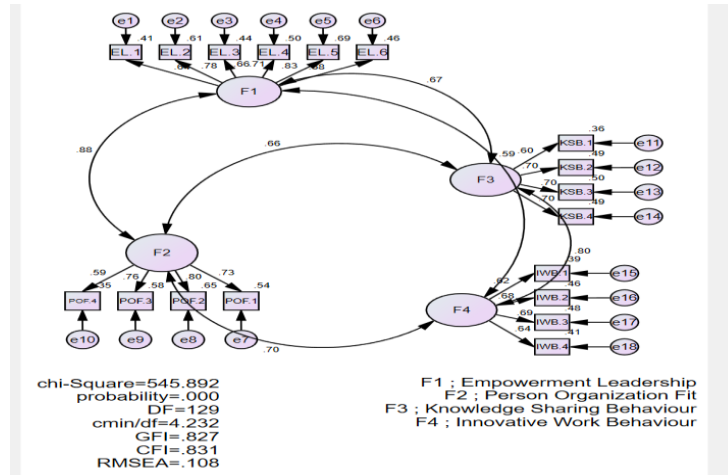


Figure 1. Confirmatory Factor Analysis (CFA) Model Before Modification

Source: Data Processed by AMOS 26 Graphics, Year 2023.

Seen from Figure 1 there is a model feasibility test which is the most important according to Hair, al., (2019: 641), "the researcher should report at least one incremental index and one absolute index." That is, researchers should report at least incremental model fit and absolute fit. From the results of Figure 5.2 the CFI value of 0.831 is less than 0.90 while the RMSEA is 0.108 greater than 0.08 so that the feasibility of the model does not meet the standards or threshold values or thresholds set so it needs to be modified to produce better results. To modify models whose values are reflected in modification indexes (MI) by covariant between errors in a construct or variable. According to this, according to Collier (2020:69), "add covariances between error terms within the same constructs." Which means add covariance between errors with the same construct.

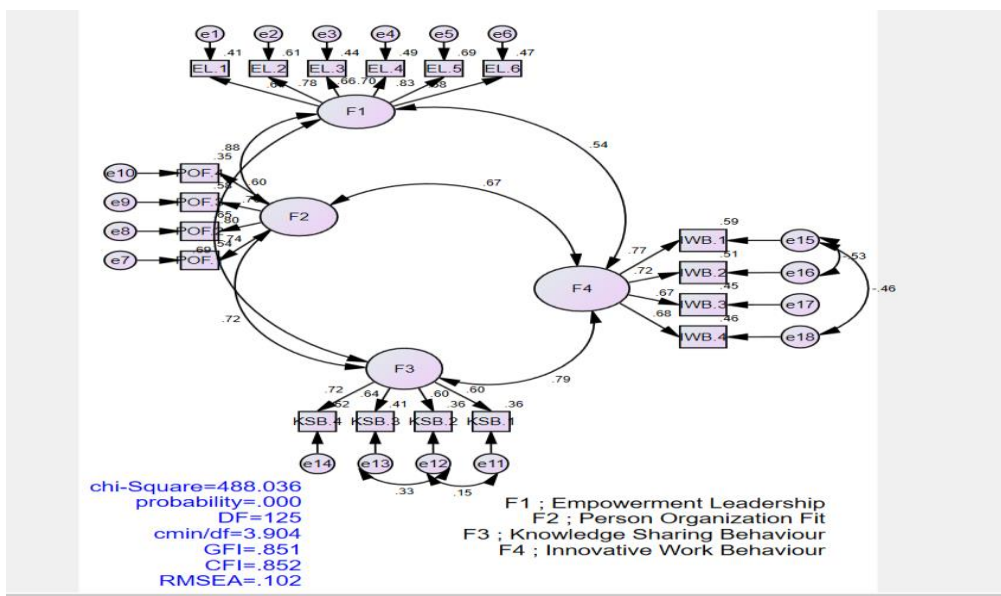


Figure 2. SEM Structural Model Results After Modification

Source: Data Processed AMOS 26, Year 2023.

According to Figure 2 above, it shows that there is a causality (regression) relationship between latent variables which is reflected in one arrow in the endogenous construct which will be tested based on predetermined theory and empirical and there is a covariance or correlation relationship which is reflected in two curved arrows in the exogenous construct . After the overall feasibility test is accepted, the next step is to evaluate the fit model (measurement model) with the reliability test which can be seen in the construct reliability value and the variance extracted questionnaire. According to Ghozali, (2017: 227), explains that reliability is a measure of the consistency of the indicators of a variable formation that shows the degree to which each indicator indicates a general variable formation. The cut off value for construct reliability is at least 0.70, while the cut off value for variance extracted is at least 0.50. Then there is also a discriminant validity value to measure validity with a cut off value of 0.70. Following are the results of testing the measurement model as shown in Table 1 below.

**Table 1. Validity and Realibility Test Measurement Model**

Konstruk	Composite Reliability	Variance Extracted	Average Variance Extracted (AVE)
Empowering Leadership (X1)	0.811	0.600	0.774
Person Organization Fit (X2)	0.743	0.603	0.862
Knowledge Sharing Behaviour (Z)	0.719	0.554	0.860
Innovative Work Behaviour (Y)	0.739	0.540	0.860

Source: Data Processed AMOS 26, Year 2023.

According to Table 1 above, the results show that as a whole all constructs for composite realibility values > 0.70 and variance extracted values > 0.50, it can be concluded that they have fulfilled the reliable requirements, which means that the values of the indicators or parameters used as observed variables are relatively able to explain the latent variables formed while testing the value of discriminant validity which is reflected in the average variance extracted value > 0.70, which means that the validity of each construct is good or high from the correlation value between latent constructs.

**Goodness of Fit Evaluation**

Assessing the goodness of fit aims to find out how far the hypothesized model fits the sample data. The results of the goodness of fit test are shown in Figure 2 below.

In accordance with Figure 3 above, it can be seen that the model has been modified, which of these results can determine the evaluation of the model after modification, the results of which can be seen in Table 2 below.

**Table 2. Godness of Fit after Modification Indexes**

Uji Kelayakan Model Indeks	Threshold	Hasil Analisis	Evaluasi Model
<i>Absolute Fit Measures</i>			
Chi-Square (X <sup>2</sup> )	df = 125 dengan X <sup>2</sup> <sub>Tabel</sub> (156.508) dengan α = 0,05	488.036	Poor fit
Sig (probability)	≥ 0,05	0.000	Poor fit
RMSEA	< 0,08	0.102	Poor fit
GFI	≥ 0,90	0.851	Approximatley fit
CMIND/DF	< 2,00	3.904	Good fit
AGFI	≥ 0,90	0.771	Poor fit
RMR	< 0,05	0.027	Good fit
TLI	> 0,90	0.799	Poor fit
<i>Incremental Fit Measures</i>			
NFI	> 0,90	0.791	Poor fit
CFI	> 0,90	0.852	Approximatley fit
<i>Parsimony Fit Measures</i>			
PNFI	< 0,90	0.667	Good fit
PGFI	< 1,00	0.624	Good fit

Sumber : Data Diolah AMOS 26, Tahun 2023.



According to Table 2 above, it can be seen that the evaluation of the model is based on predetermined thresholds, where in the absolute fit type, there are 2 models that are fit, namely CMIND/DF; and RMR, then for incremental fit, there is 1 (one) model that is approximately fit, namely CFI, while for parsimony fit, there are 2 (two) models. According to Hair, et. al., (2019:641), "the researcher should report at least one incremental index and one absolute index." Researchers should report at least incremental model fit and absolute fit. And in Table 5.6 above there is also a CMIN/DF of 4,232 which means greater than 2.00 while the CFI value is 0.831 which means less than 0.90, but close to 0.90. For this, it means after it's done.

**Inner Model**

According to Yamin, (2021: 57), this test uses a critical ratio (CR) benchmark  $\geq$  (greater) 1.96 or 2.00 with  $\alpha$  or a probability level of 0.05 or 5%. Following are the results of the causality test (regression weight) as shown in Table 5.7 below.

**Table 3. Hasil Uji Regression Weight**

Relationship Between Variabes	Estimate	S.E.	C.R.	P-Values	Label
Empowering leadership (X1) on Innovative work behaviour (Y)	-0.416	0.211	-1.970	0.049	par_20
Person organization fit (X2) on Innovative work behaviour (Y)	0.541	0.191	2.829	0.005	par_1
Knowledge sharing behaviour (Z) on Innovative work behaviour (Y)	0.705	0.130	5.432	***	par_9
Empowering leadership (X1) on Knowledge sharing behaviour (Z)	0.371	0.190	1.957	0.050	par_18
Person organization fit (X2) on Knowledge sharing behaviour (Z)	0.260	0.161	1.613	0.107	par_8

**Source: Data Processed by Amos 26, 2023.**

According to Table 3 above, the results show that the regression coefficient for each variable has 3 estimation path coefficients whose hypothesis is accepted because it has an overall critical ratio (CR) value above 1.96 at a significant level of 5% while only 2 (two) relationships variable whose hypothesis is because it has an overall critical ratio (CR) value above 1.96 at a significant level of 5%.

**Indirect Effect**

Indirect effect is the influence of an exogenous variable with endogenous variables that occurs through other endogenous variables (intervening) or mediation contained in this research model. Following are the results of the indirect effect analysis as shown in Table 4. below.

**Table 4. Indirect Effect**

**Standardized Indirect Effects (Group number 1 - Default model)**

	X1	X2	Z	Y
Z	.000	.000	.000	.000
Y	.257	.211	.000	.000

**Source: Data Processed by Amos 26, 2023.**

According to Table 5.9 above regarding the indirect effect, it can be seen that the magnitude of the indirect effect between Empowering Leadership (X1) variables on innovative work behavior (Y) through knowledge sharing behavior (Z) is 0.257 while the indirect effect between person organization fit (X2) variables on innovative work behavior (Y) through knowledge sharing behavior (Z) of 0.211. Then, the following are the results of the significance test using the two-tailed probability (two-tailed test) on the bootstrap confidence as shown in Figure 3. below.

**Figure 3. Results of Calculation of Significance of Inter-Variable Construct Mediation**

Standardized Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	X1	X2	Z	Y
Z	...	...	...	...
Y	.377	.015	...	...
EL6	...	...	...	...

Source: Data Processed by Amos 26, 2023.

Figure 3 above regarding the indirect effect using the two-tailed probability (two-tailed test) it can be seen that the significance of the Empowering Leadership (X1) variable on innovative work behavior (Y) through knowledge sharing behavior (Z) is 0.377. Then, for the variable person organization fit (X2) to innovative work behavior (Y) through knowledge sharing behavior (Z) of 0.015. This indicates that the variable knowledge sharing behavior (Z) is not an intervening variable in Empowering Leadership (X1) towards innovative work behavior (Y). However, the knowledge sharing behavior variable (Z) acts as an intervening variable in the person organization fit variable (X2) towards innovative work behavior (Y).

## VI. DISCUSSION

### 1. The First Hypothesis Test; The Effect of Empowering Leadership on Innovative Work Behavior

Empowering Leadership with an estimate of -0.416 negatively and significantly influences innovative work behavior because the critical ratio (CR) is -1.970 > 1.96 whereas when viewed from the probability level (p-value) it is 0.049. <0.05 These findings have a negative relationship direction which means not unidirectional and significant because the formulation of the hypothesis in H1 states a positive and significant effect, so these findings in the First Hypothesis are rejected.

### 2. The Second Hypothesis Test; The Effect of Person Organization Fit on Innovative Work Behavior

Person organization fit with an estimate of 0.541 positively and significantly influences innovativework behavior because the critical ratio (CR) is 0.541 > 1.96, while when viewed from the probability level (p-value) it is 0.005 < 0.05. The results of these findings have a positive relationship direction, which means significant because the formulation of the hypothesis in H2 states that the effect is positive and significant, so the findings on the second hypothesis are accepted.

### 3. The Third Hypothesis Test; The Influence of Knowledge Sharing Behavior on Innovative Work Behavior

Knowledge sharing behavior with an estimate of 0.705 influences innovative work behavior at PT. Pupuk Kaltim because the critical ratio (CR) is 5,432 > 1.96 with a p-value level of 0.000 <0.05. The results of this finding have a positive relationship direction, which means it is directional and significant because the formulation of the hypothesis in H3 states that the effect is positive and significant, so the results of these findings in the Third Hypothesis are accepted.

### 4. The Fourth Hypothesis Test; The Effect of Empowerment Leadership on Innovative Work Behavior Through Knowledge Sharing Behavior

Empowering leadership with a value of 0.257 has a positive but not significant effect on innovative work behavior through knowledge sharing behavior due to p-values of 0.377 > 0.05. The results of these findings have a positive relationship which means directional but not significant because the formulation of the hypothesis in H4 states that the effect is positive and not significant, so the findings in the fourth hypothesis are rejected.

### 5. The Fifth Hypothesis Test; The Effect of Person Organization Fit on Innovative Work Behavior Through Knowledge Sharing Behavior

Person organization fit with a value of 0.211 indirectly and significantly influences innovative work behavior through knowledge sharing behavior at PT. Pupuk Kaltim because it has a positive and significant effect on innovative work behavior through knowledge sharing behavior at PT. Pupuk Kaltim because the p-values are 0.015 < 0.05. The results of these findings have a positive relationship or direction which and significant because the formulation of the hypothesis in H5 states that the effect is positive and significant, so the findings on the fifth hypothesis are accepted.

## **CLOSING**

### **Conclutions**

Empowering leadership has a negative and significant effect on innovative work behavior which started with the community factor because the loading factor is the most dominant, forms empowering leadership for innovative work behavior. This means that empowering leadership through community factors can encourage an increase in innovative work behavior felt by employees needs to be maintained; Person organization fit has a positive and significant impact on innovative work behavior started with the goal suitability factor because the loading factor is the most dominant in forming a person organization fit for innovative work behavior. This means that knowledge sharing behavior through the goal suitability factor is able to encourage an increase in knowledge sharing behavior felt by employees needs to be maintained; Knowledge sharing behavior has a positive and significant impact on innovative work behavior started with the knowledge donating factor because the loading factor is the most dominant in forming knowledge sharing behavior towards innovative work behavior. This means that the creation of innovative work behavior can encourage knowledge or experience sharing behavior that is felt by employees needs to be maintained; Empowerment leadership has a positive and insignificant impact on innovative work behavior through knowledge sharing behavior. Besides that, knowledge sharing behavior has not been able to act as an intervening variable that influences empowering leadership towards innovative work behavior; and Person organization fit has a positive and significant impact on innovative work behavior through knowledge sharing behavior. Besides that, knowledge sharing behavior can act as an intervening variable that influences person organization fit for innovative work behavior.

### **Recommendation**

The results of the research show that empowering leadership has a negative and significant effect on innovative work behavior starting from community factors because it is proven to be able to encourage the creation of innovative work behavior of employees. This needs to be a managerial consideration that community factors can be created to build innovative behavior among employees in this corporate environment; The results of the study show that person organization fit has a positive and significant influence on innovative work behavior starting from the suitability of goals because it is proven to be able to encourage the creation of knowledge sharing behavior that is felt by employees. This needs to be taken into consideration by a managerial that the goal compatibility factor is so that the organization and individual employees have the same vision to achieve goals; The results of the study show that knowledge sharing behavior has a positive and significant influence on innovative work behavior starting from the knowledge donating factor because it is proven to be able to encourage innovative work behavior that is felt by employees. This needs to be a managerial consideration that knowledge donating factors can be carried out by employees; The results of the study show that empowering leadership has a negative and insignificant effect on innovative work behavior through knowledge sharing behavior. If the research results show that innovative work behavior is influenced by empowering leadership, then this is a consideration for a manager or business owner to make a decision, and this can be seen from community values or factors; and the person organization fit has a positive and significant influence on innovative work behavior through knowledge sharing behavior. If the results of the study show that knowledge sharing behavior is highly influenced by person organization fit, then this becomes a consideration for a managerial or business owner to make a decision and this can be seen from the value or goal suitability factor. And then for the future research; 1) For future research, it is necessary to add a sample size up to 300 respondents in order to accommodate knowledge sharing behavior as a variable that mediates empowerment leadership towards innovative work behavior; and 2) For further research, it is best to only examine one directorate or one division.

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