

KNOWLEDGE SHARING AS MEDIATION: THE EFFECT OF SELF-EFFICIENCY AND PERSON ORGANIZATION FIT ON INNOVATIVE WORK BEHAVIOR OF STATE VOCATIONAL HIGH SCHOOL TEACHERS IN BEKASI CITY

Seviana Nurlaelita ¹, Susan Febriantina ², Umi Widyastuti ³

Faculty of Economics and Business, State University of Jakarta, Indonesia

Correspondence		
Email: seviananurlita@gmail.com , susanfebriantina@unj.ac.id , umiwidyastuti_feunj@unj.ac.id	No. Telp:	
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ABSTRACT

This study aims to examine the effect of self-efficacy and person organization fit on innovative work behavior in teachers, with knowledge sharing as a mediator. This study is a quantitative study using a survey research method with a population of 830 teachers, which was determined through proportional random sampling so that 270 teachers were obtained as samples. Data processing using SmartPLS 4.0 with the results of the study showing that self-efficacy and person organization fit on innovative work behavior mediated by knowledge sharing have a positive and significant influence where the independent variable has an influence on the dependent variable.

Keywords: Self-Efficacy, Person Organization Fit, Innovative Work Behavior and Knowledge Sharing

ABSTRACT

Penelitian ini bertujuan untuk menguji pengaruh *self-efficacy* dan *person organization fit* terhadap *innovative work behavior* pada guru, dengan *knowledge sharing* sebagai mediasi. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan metode penelitian survei dengan populasi sebanyak 830 guru, yang ditentukan melalui *proporsional random sampling* sehingga diperoleh 270 guru sebagai sampel. Pengolahan data menggunakan SmartPLS 4.0 dengan hasil penelitian menunjukkan bahwa *self-efficacy* dan *person organization fit* terhadap *innovative work behavior* yang di mediasi oleh *knowledge sharing* memiliki pengaruh positif dan signifikan yang dimana variabel independen memiliki pengaruh terhadap variabel dependen.

Kata Kunci: Self-Efficacy, Person Organization Fit, Innovative Work Behavior dan Knowledge Sharing

INTRODUCTION

The rapid era of globalization has caused many impacts and changes in various fields. This makes every organization more competitive in facing competition and various challenges. so that it is required to be able to adapt to environmental changes to continue to help, build and maintain competitive advantage. Quoted from the World Intellectual Property Organization (WIPO), it has released the Global Innovative Index (GII), this index assesses the most innovative countries per year, this index assesses the performance of innovation in the economic sector in 132 countries in the world. Indonesia is a country that is ranked 75 out of 132 countries with a score of 27.9 in 2022. However, in 2023 Indonesia has been ranked 61 out of 132 countries with a score of 30.3. It can be said that the level of productivity and innovation in Indonesia shows positive developments. So that continuous innovation is needed to make Indonesia ranked the best as a country that has innovation (Global Innovative Index, 2023).

In Indonesia, the education system still faces various challenges, such as inequality in access to education, low quality of education, and low community participation in education. Currently, there are still many teachers who do not have innovation in their work, often their work is done by waiting for orders from superiors. In addition, the way they work tends to be

the same as the old way without any innovation.(Made Febrie Arisandi Alangkajeng et al., 2023).

Several studies have shown that teachers who are going to innovate in their work are often hampered by limited resources, such as limited time, funds, and administrative support needed to implement innovative ideas (West & Farr, 1990). Teachers who have low self-efficacy will doubt their ability to carry out specific tasks, often feel disoriented, threatened, and unable to maintain their methods (Akmalia et al., 2023). Another factor that causes teachers to be non-innovative is that teachers often feel they do not fit in with the values, culture, and environment of the school, so that this causes teachers to look for work elsewhere, which can increase their work motivation.(Meglino & Ravlin, 1998).

Knowledge is usually acquired through self-study or sharing knowledge with colleagues.*Knowledge sharing* a basic mechanism that allows an innovator to obtain new information and stimuli in exploring external ideas and utilizing internal knowledge.(Jufrizen J & Riana Sitompul S. M, 2023). However Common problems among teachers that can affect the effectiveness and success of knowledge sharing are mostly due to technological barriers, although technology can be a powerful tool for sharing knowledge, lack of access to appropriate technology or lack of technological skills among teachers can be a barrier. Teachers may feel uncomfortable or inadequately trained to use knowledge sharing platforms effectively(Zamiri & Esmaeili, 2024).

It is important for all parties, including the government, educational institutions, and the community to encourage and support innovation in the education system in Indonesia. With innovation, it is expected to advance the education system in Indonesia and achieve the goal of developing better education for future generations. Based on this, the author is interested in analyzing the Influence of Self-Efficacy and Person Organization Fit on Innovative Work Behavior mediated by Knowledge Sharing.

LITERATURE REVIEW

Innovative Work Behavior

*Innovative work behavior is defined*by adapting the definition of innovation from West and Farr (1990) as all individual behavior aimed at generating, introducing, and implementing new ideas, processes, and practices to a group or organization.(Dewi et al. 2023). Another opinion regarding innovative work behavior explained byKhan et al. (2020) that *innovative work behavior* is individual behavior that is supported by the ability to produce solutions with the knowledge, experience and skills that he has.

According to Scott & Bruce (1994) in (Febriani, 2019) which explains that there are three dimensions that influence innovative work behavior, namely idea generation is the process of individuals producing new ideas in any form to solve a problem, idea promotion is the process in which individuals seek out coworkers to participate in social activities and build a coalition of supporters behind them that provides the necessary strength and idea realization is the process of someone implementing ideas in a work role, group or organization.

There are factors that influence innovative work behavior, namely a higher level of individual involvement, individuals must make choices and continuously face obstacles in carrying out innovative work behavior, innovative work behavior by having ideas that can be realized in the long term so that with these factors, innovation in workers will always develop in any situation.

Self-Efficacy

Self-efficacy is a concept that comes from social cognitive theory which was first put forward by Bandura. This social cognitive theory defines self-efficacy as *Perceived self-efficacy is defined as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They include cognitive, motivational, affective and selection processes* (Bandura, 1994). Another opinion regarding self-efficacy was also explained by Colondam, (2018), that self-efficacy is an individual's belief in his/her ability to organize and carry out actions or tasks to achieve a goal. This shows that self-efficacy is a belief in an individual's self-assessment of the competencies he/she has so that he/she is able to carry out and carry out his/her duties and obligations.

Self-efficacy that a person has is different, this can be seen based on several aspects that have an important influence on behavior. According to Bandura in (Baharun et al. 2020) stated that there are three dimensional aspects in self-efficacy, including the magnitude dimension which is an aspect related to the level of difficulty of a task carried out by a person, the generality dimension is the various types of behavior that people do when they feel competent in various activities and certain conditions and the strength dimension is related to the level of strength or stability of a person in their beliefs.

Lack of innovative work produced by individuals, lack of commitment to self that provides an indication of this, causing weak innovative work behavior of teachers. Support from school management, including the principal and administration, is very important in encouraging innovative behavior. This can be done by providing resources, training, and awards for innovative ideas. With these factors, innovation will not develop well if it is always applied.

Person Organization Fit

According to Kristof (1996) in (Kooij & Boon, 2018) states that person organization fit is a condition of conformity between organizational and individual values. Person organization fit is very important to maintain flexibility, inspiration, and commitment because of the relationship between employees and organizational values. (Sudibjo & Prameswari, 2021). By selecting members who demonstrate a high degree of alignment with the organization's values and goals, organizations can nurture and foster employees' imagination and ability to seek new opportunities, as well as encourage creativity.

There are other opinions from Chandra & Indriyani (2018), person organization fit is the alignment between the company and employees to meet each other's needs and create experiences that can strengthen the alignment. O'Reily (1991) defines person organization fit as a feeling of compatibility that exists between individuals and organizations and is a reciprocal attraction when there is a match between each other. (Anindita, 2019).

The suitability between the intrinsic values of individuals and the organization, the suitability between the goals of individuals and the organization in this case the leader and his/her co-workers, the suitability between the needs and strengths found in the work environment with the organizational system and structure, the suitability between the personality of each individual (non-values) with the climate or culture of the organization are indicators that can influence person-organization fit.

Knowledge Sharing

Knowledge sharing defined as the act of providing task information or knowledge to help others, collaborating with others to solve problems, develop new ideas, or implement policies or procedures. (David et al., 2018). Knowledge sharing activities are an important

process in organizations that can produce shared intellectual capital as an increasingly important resource.(RT Dewi et al., 2023). According to Widyani et al. (2017), defines knowledge sharing as two aspects, collecting and contributing knowledge. The definition of contributing knowledge as communication based on one's desire to transfer intellectual capital, and collecting knowledge as an effort to persuade others to share knowledge.

According to Van Den Hoof & De Ridder (2004) in(Laura, 2019), mentioned that there are two dimensions related to knowledge sharing, namely knowledge collecting, collecting is an effort to persuade others to share what they know and knowledge donating is communication that occurs when an individual is expected to transfer their intellectual capital. Different from what Panahi, Watson and Partridge said that there are five dimensions that influence knowledge sharing, including social interaction, experience sharing, informal relationships, communication and mutual trust (Muizu et al. 2018).

Factors that describe knowledge sharing include effective knowledge transfer, knowledge is shared by itself, knowledge is shared between various entities such as individuals, groups, departments and organizations. So that with these factors, the exchange of knowledge between individuals, families, and organizations can produce shared intellectual capital.

Hypothesis

The subjects in this study were self-efficacy, person-organization fit, innovative work behavior and knowledge sharing.

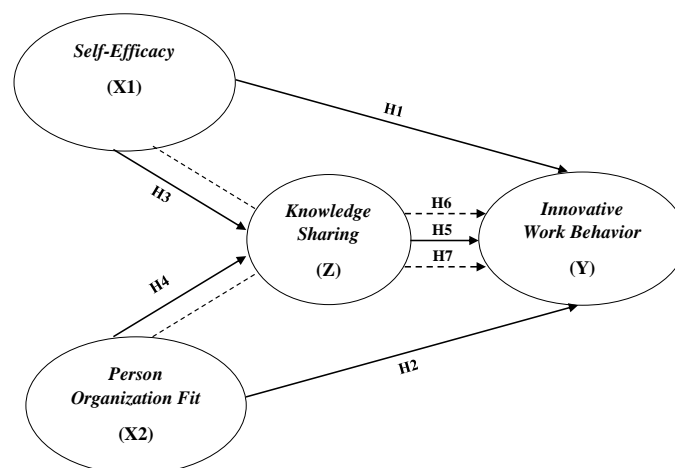


Figure 1. Research Design

Then the hypothesis in this study, as follows:

H1: Self-efficacy has a positive effect on innovative work behavior

H2: Person organization fit has a positive effect on innovative work behavior

H3: Self-efficacy has a positive effect on knowledge sharing

H4: Person organization fit has a positive effect on knowledge sharing

H5: Knowledge sharing has a positive effect on innovative work behavior

H6: Self-efficacy has a positive effect on innovative work behavior with knowledge sharing as a mediating variable

H7: Person organization fit has a positive effect on innovative work behavior with knowledge sharing as a mediating variable

METHOD

This research is a quantitative research using survey research method because the data source in this research is taken using questionnaires and questionnaires. Kerlinger (1973) said that survey research is research conducted on large or small populations, but the data studied is data from samples taken from the population (Tanjung et al., 2020).

The population in this study were all teachers of State Vocational High Schools in Bekasi City, totaling 830 teachers. The sampling technique was Proportional Random Sampling which provided equal opportunities for all members of the population to be sampled according to their proportions (Asteria Nur Vinny, 2023). In determining the number of elements or sample members from a population using the Slovin formula in (Machali, 2021), with an error rate of 5%, the sample that can be taken in this study is 270 teachers.

This study uses SmartPLS 4.0 software by applying various model measurement analysis and structural model testing. Among them are Outer models with convergent validity testing, discriminant validity testing and reliability testing. There is also an inner model with r-square, f-square, q-square, variance inflation factor (VIF) tests. In addition, this study also conducts hypothesis testing which is seen in the values and t-statistics obtained through the bootstrapping method in the Path Coefficients table which functions to decide whether to accept or reject the given hypothesis.

RESULTS AND DISCUSSION

Respondent Profile

Of the 15 schools used as research sites, only 11 schools gave permission to conduct the research. The results of the questionnaire collection are shown in the table below.

Table 1. Details of Questionnaire Distribution

No	Respondents	Amount
1	State Vocational School 1, Bekasi City	9
2	State Vocational School 3, Bekasi City	43
3	State Vocational School 5, Bekasi City	43
4	State Vocational School 6, Bekasi City	26
5	State Vocational School 8, Bekasi City	21
6	State Vocational School 9, Bekasi City	8
7	State Vocational School 11, Bekasi City	12
8	State Vocational School 12, Bekasi City	8
9	State Vocational School 13, Bekasi City	23
10	State Vocational School 14, Bekasi City	41
11	State Vocational School 15, Bekasi City	13
Amount		247

Table 1 shows that the population obtained was only 247 people out of 270 people from 11 State Vocational Schools in Bekasi City.

Table 2. Respondent Characteristics Based on Gender

No	Gender	Amount	Presentation
1	Man	90	36.4%
2	Woman	157	63.6%
	Total	247	100%

From table 2 above, the characteristics of respondents based on gender show that there are 90 male respondents and 157 female respondents, with a total number of respondents of 247 people.

Table 3. Characteristics Based on Age

No	Age	Amount	Presentation
1	18	1	0.4%
2	22	1	0.4%
3	23	1	0.4%
4	24	1	0.4%
5	25	4	1.6%
6	26	6	2.4%
7	27	3	1.2%
8	28	13	5.3%
9	29	15	6.1%
10	30	12	4.9%
11	31	4	1.6%
12	32	18	7.3%
13	33	10	4.0%
14	34	10	4.0%
15	35	10	4.0%
16	36	9	3.6%
17	37	9	3.6%
18	38	14	5.7%
19	39	9	3.6%
20	40	9	3.6%
21	41	8	3.2%
22	42	6	2.4%
23	43	6	2.4%
24	44	7	2.8%
25	45	8	3.2%
26	46	8	3.2%
27	47	10	4.0%
28	48	7	2.8%
29	49	4	1.6%
30	50	5	2.0%
31	51	2	0.8%
32	52	3	1.2%
33	53	4	1.6%
34	54	4	1.6%
35	56	2	0.8%
36	57	2	0.8%
37	58	1	0.4%
38	59	1	0.4%
Total		247	100%

From table 3 above, the characteristics of respondents based on age show that there are 17 respondents aged 18-27 years, 110 respondents aged 28-37 years, 92 respondents aged 38-48 years, 28 respondents aged 49-59 years with a total number of respondents of 247 people.

Table 4. Characteristics Based on Worker Status

No	Worker Status	Amount	Presentation
1	civil servant	60	24.3%
2	First Aid Kit	127	51.4%
3	Honorary	60	24.3%
Total		247	100%

From table 4 above, the characteristics of respondents based on worker status show that

there are 60 respondents who have PNS status, 127 respondents who have P3K status, 60 respondents who have Honorary status with a total number of respondents of 247 people.

Outer Model Analysis

Convergent Validity

Table 5. Outer Loading Values

Variables	Indicator	Outer Loading	Information
<i>Self-Efficacy(X1)</i>	X1.1	0.715	<i>Valid</i>
	X1.2	0.705	<i>Valid</i>
	X1.3	0.710	<i>Valid</i>
	X1.4	0.713	<i>Valid</i>
	X1.5	0.721	<i>Valid</i>
	X1.6	0.724	<i>Valid</i>
	X1.7	0.726	<i>Valid</i>
	X1.8	0.714	<i>Valid</i>
	X1.9	0.712	<i>Valid</i>
	X1.10	0.717	<i>Valid</i>
	X1.11	0.759	<i>Valid</i>
<i>Person Organization Fit(X2)</i>	X2.1	0.717	<i>Valid</i>
	X2.2	0.720	<i>Valid</i>
	X2.3	0.721	<i>Valid</i>
	X2.4	0.717	<i>Valid</i>
	X2.5	0.720	<i>Valid</i>
	X2.6	0.726	<i>Valid</i>
	X2.7	0.718	<i>Valid</i>
	X2.8	0.707	<i>Valid</i>
	X2.9	0.714	<i>Valid</i>
	X2.10	0.708	<i>Valid</i>
	X2.11	0.712	<i>Valid</i>
	X2.12	0.718	<i>Valid</i>
	X2.13	0.715	<i>Valid</i>
	X2.14	0.714	<i>Valid</i>
<i>Innovative Work Behavior(Y)</i>	Y1.1	0.738	<i>Valid</i>
	Y1.2	0.725	<i>Valid</i>
	Y1.3	0.722	<i>Valid</i>
	Y1.4	0.718	<i>Valid</i>
	Y1.5	0.736	<i>Valid</i>
	Y1.6	0.718	<i>Valid</i>
	Y1.7	0.749	<i>Valid</i>
	Y1.8	0.718	<i>Valid</i>
	Y1.9	0.704	<i>Valid</i>
	Y1.10	0.718	<i>Valid</i>
	Y1.11	0.706	<i>Valid</i>
	Y1.12	0.703	<i>Valid</i>
<i>Knowledge Sharing(Z)</i>	Z1.1	0.710	<i>Valid</i>
	Z1.2	0.733	<i>Valid</i>
	Z1.3	0.737	<i>Valid</i>
	Z1.4	0.709	<i>Valid</i>
	Z1.5	0.706	<i>Valid</i>
	Z1.6	0.743	<i>Valid</i>

Z1.7	0.751	Valid
Z1.8	0.746	Valid

Based on table 5 above after calculating on SmartPLS, it is found that the indicator with outer loading already has a value > 0.70 . This means that the indicator can be considered valid.

Discriminant Validity

Table 6. Discriminant Validity

	Average Variance Extracted(AVE)	Information
<i>Self-Efficacy</i>	0.720	Valid
<i>Person Organization Fit</i>	0.716	Valid
<i>Innovative Work Behavior</i>	0.721	Valid
<i>Knowledge Sharing</i>	0.729	Valid

Based on table 6 above after performing calculations on SmartPLS, it can be seen that the AVE value of the Self-Efficacy variable > 0.5 with a value of 0.720, for the Person Organization Fit variable > 0.5 with a value of 0.716, for the Innovative Work Behavior variable > 0.5 with a value of 0.721, and for the Knowledge Sharing variable > 0.5 with a value of 0.729.

Reliability Validity

Table 7. Composite Reliability

	Composite Reliability	Cronbach's Alpha	Information
<i>Self-Efficacy</i>	0.922	0.907	Reliable
<i>Person Organization Fit</i>	0.937	0.927	Reliable
<i>Innovative Work Behavior</i>	0.929	0.916	Reliable
<i>Knowledge Sharing</i>	0.901	0.875	Reliable

Based on the data in table 7 above, it can be seen that the Composite Reliability value of the self-efficacy variable is > 0.70 . This shows that each variable has a Composite Reliability > 0.70 , indicating that the four variables are reliable. It can also be seen that the Cronbach's Alpha value of the self-efficacy variable is > 0.70 . This shows that each variable has a Cronbach's Alpha > 0.70 , indicating that the four variables are reliable.

Inner Model Analysis

Coefficient Determination (R²)

Table 8. Coefficient of Determination

	R-square	R-square adjusted
Innovative Work Behavior	0.612	0.607
Knowledge Sharing	0.485	0.481

Based on the data in table 8 above, it can be seen that the Innovative Work Behavior variable has an R-square value interpretation of 0.612 which is stated as moderate and the knowledge sharing variable has an R-square value interpretation of 0.485 which is stated as moderate.

Goodness of Fit (Q²)

Table 9. *Q-Square Values*

	<i>Q²predict</i>	<i>RMSE</i>	<i>MAE</i>
<i>Innovative Work Behavior</i>	0.571	0.657	0.468
<i>Knowledge Sharing</i>	0.470	0.732	0.581

Based on the data in table 9 above, it can be seen that the Innovative Work Behavior variable has a Q-square value interpretation of 0.571 which is stated as large/strong and the knowledge sharing variable has a Q-square value interpretation of 0.470 which is stated as large/strong.

F-Square

Table 10. *F-Square Value*

	<i>Self-Efficacy</i>	<i>Person Organization Fit</i>	<i>Innovative Work Behavior</i>	<i>Knowledge Sharing</i>
<i>Self-Efficacy</i>			0.051	0.318
<i>Person Organization Fit</i>			0.324	0.080
<i>Innovative Work Behavior</i>				
<i>Knowledge Sharing</i>			0.072	

The f-square effect value is 0.35 (large/strong), 0.15 (moderate), and 0.02 (small/weak). The f-square value describes how the self-efficacy variable influences (0.051 = small) towards innovative work behavior, the self-efficacy variable influences (0.318 = moderate) towards knowledge sharing, the person organization fit variable influences (0.324 = moderate) towards innovative work behavior, the person organization fit variable influences (0.080 = small) towards knowledge sharing, and the knowledge sharing variable influences (0.072 = small) towards innovative work behavior.

VIF

Table 11. Variance Inflation Factor (VIF)

	<i>Q²predict</i>
X1.1	8,003
X1.10	4,673
X1.11	5,534
X1.2	9,046
X1.3	3,527
X1.4	2,577
X1.5	3,097
X1.6	3,310
X1.7	2,859
X1.8	2,414
X1.9	3,089
X2.1	5,567
X2.10	2,764
X2.11	2,689
X2.12	3,168
X2.13	3,930
X2.14	3,681
X2.2	5,216

X2.3	2,196
X2.4	2,620
X2.5	2,553
X2.6	2,889
X2.7	3,021
X2.8	3,337
X2.9	3,377
Y1.1	3,419
Y1.10	2,546
Y1.11	2,571
Y1.12	2,060
Y1.2	3,360
Y1.3	2,256
Y1.4	2,182
Y1.5	2,411
Y1.6	2,068
Y1.7	2,454
Y1.8	2,258
Y1.9	2,039
Z1.1	6,689
Z1.2	7,384
Z1.3	2,790
Z1.4	2,409
Z1.5	2,447
Z1.6	2,645
Z1.7	5,173
Z1.8	4,793

Variance Inflation Factor (VIF), is a multicollinearity test to show whether the correlation between variables is strong or not, if the VIF does not exceed 5, then there are no symptoms of multicollinearity.

Hypothesis Testing

Based on the data processing carried out, the indicators used in testing the research hypothesis aim to see whether or not there is an influence between the independent variables on the dependent variable. To see whether the influence given by the variables Self-Efficacy, Person Organization Fit, Innovative Work Behavior and Knowledge Sharing is significant or not, the following hypothesis test is carried out.

Table 12. *Path Coefficients*

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SE -> IWB	0.203	0.205	0.078	2,600	0.009
PO-FIT -> IWB	0.465	0.465	0.065	7,201	0,000
SE -> KS	0.511	0.514	0.067	7,647	0,000
PO-FIT -> KS	0.255	0.256	0.070	3,635	0,000
KS -> IWB	0.232	0.231	0.066	3,542	0,000
SE -> KS -> IWB	0.119	0.119	0.037	3,213	0.01
PO-FIT -> KS -> IWB	0.059	0.059	0.024	2,445	0.015

Based on the table above, the results of the path coefficients: (1) The first hypothesis is 0.203 (positive), the positive value indicates that Self-Efficacy has a positive effect on Innovative Work Behavior of 0.203. The P Value is $0.009 \leq 0.05$, which means that Self-Efficacy has a significant effect on Innovative Work Behavior or in other words, this result supports the first hypothesis, namely that Self-Efficacy has a positive and significant effect on Innovative Work Behavior. (2) The second hypothesis is 0.465 (positive), the positive value indicates that Person Organization Fit has a positive effect on Innovative Work Behavior of 0.465. The P Value is $0.000 \leq 0.05$, which means that Person Organization Fit has a significant effect on Innovative Work Behavior or in other words, this result supports the second hypothesis, namely that Person Organization Fit has a positive and significant effect on Innovative Work Behavior. (3) The third hypothesis is 0.511 (positive), the positive value indicates that Self-Efficacy has a positive effect on Knowledge Sharing of 0.511. The P Value is $0.000 \leq 0.05$, which means that Self-Efficacy has a significant effect on Knowledge Sharing or in other words, this result supports the third hypothesis, namely that Self-Efficacy has a positive and significant effect on Knowledge Sharing. (4) The fourth hypothesis is 0.255 (positive), the positive value indicates that Person Organization Fit has a positive effect on Knowledge Sharing of 0.255. The P Value is $0.000 \leq 0.05$, which means that Person Organization Fit has a significant effect on Knowledge Sharing or in other words, this result supports the fourth hypothesis, namely that Person Organization Fit has a positive and significant effect on Knowledge Sharing. (5) The fifth hypothesis is 0.232 (positive), the positive value indicates that Knowledge Sharing has a positive effect on Innovative Work Behavior of 0.232. The P Value is $0.000 \leq 0.05$, which means that Knowledge Sharing has a significant effect on Innovative Work Behavior or in other words, this result supports the fifth hypothesis, namely that Knowledge Sharing has a positive and significant effect on Innovative Work Behavior. (6) The sixth hypothesis is 0.119 (positive), the positive value indicates that Self-Efficacy has a positive effect on Innovative Work Behavior with Knowledge Sharing of 0.119. The P Value is $0.001 \leq 0.05$, which means that Self-Efficacy has a significant effect on Innovative Work Behavior with Knowledge Sharing as a mediator. (7) The seventh hypothesis is 0.059 (positive), the positive value indicates that Person Organization Fit has a positive effect on Innovative Work Behavior with Knowledge Sharing of 0.059. The P Value is $0.015 \leq 0.05$, which means that Person Organization Fit has a significant effect on Innovative Work Behavior with Knowledge Sharing as a mediator.

Discussion

The results of this study indicate that self-efficacy has a significant positive influence on innovative work behavior in State Vocational High School teachers in Bekasi City. This result is in line with research conducted by Berliana & Arsanti (2018), stated that self-efficacy influences the way individuals think, act, and make decisions. Teachers with high self-confidence are able to face obstacles without losing motivation, so that teachers are more proactive in finding creative ways to improve the quality of education in schools.

This finding shows that the higher the fit between individual values and the culture or goals of the school organization, the more likely the individual is to demonstrate innovative work behavior. This result is in line with research conducted by Salwa & Diatmika (2024), stating that person-organization fit affects work results that will increase innovative work behavior, because when someone feels they have the same values as the organization, they tend to actively participate and demonstrate good performance by finding innovative ways.

This indicates that teachers with high confidence in their abilities tend to be more active in sharing knowledge with colleagues. This result is in line with research conducted by Nisa & Larassaty (2024) stated that a high level of self-efficacy can encourage individuals to share

knowledge and increase knowledge sharing with coworkers.

The higher the level of individual fit with the organization, the greater the tendency to share knowledge. This study is in line with research by Silalahi & Nasution (2023), which explains that person-organization fit can increase proactive behavior in the workplace, including knowledge sharing. When individuals feel a good fit with their organization, it will be easier to feel comfortable sharing information or experiences.

Knowledge sharing activities, both formally and informally, can encourage individuals to be more active in generating new ideas and implementing creative solutions in their work. These results are in line with research conducted by Wahyuningtias & Nugroho (2023), stating that knowledge sharing activities held routinely by the organization will trigger each educator to provide their experiences and ideas to colleagues to support their duties and responsibilities and encourage innovation in the workplace.

Individual confidence in their abilities not only drives innovative work behavior but also strengthens the motivation to share knowledge, which ultimately contributes to increased innovation. These results are in line with research conducted by Nisa & Larassaty (2024), stating that when individuals believe in their abilities, they tend to be more open to sharing information and engaging in productive collaboration.

Individual fit with the organization not only directly increases innovative work behavior, but also strengthens the tendency to share knowledge which ultimately drives further innovation. This result is in line with research conducted by Silalahi & Nasution (2023), stating that to increase innovative work behavior, Person Organization Fit mediated by knowledge sharing is very necessary.

CONCLUSION AND RECOMMENDATION

In accordance with the research questions and objectives regarding Knowledge Sharing as Mediation: The Influence of Self-Efficacy and Person Organization Fit on Innovative Work Behavior in State Vocational School Teachers in Bekasi City, it can be concluded that: (1) There is the influence of Self-Efficacy on Innovative Work Behavior in State Vocational High School Teachers in Bekasi City, with the path coefficients results being 0.203 (positive), a P Value of $0.009 \leq 0.05$ which has a significant effect, and a t-statistic value of $2,600 > 1.96$, then H_0 is rejected and H_1 is accepted; (2) There is an influence of Person Organization Fit on Innovative Work Behavior in State Vocational High School Teachers in Bekasi City, with the path coefficients results being 0.465 (positive), a P Value of $0.000 \leq 0.05$ which has a significant effect, and a t-statistic value of $7,201 > 1.96$, then H_0 is rejected and H_1 is accepted; (3) There is an influence of Self-Efficacy on Knowledge Sharing in State Vocational High School Teachers in Bekasi City, with the path coefficients being 0.511 (positive), a P Value of $0.000 \leq 0.05$ which has a significant influence, and a t-statistic value of $7.647 > 1.96$, so it is stated that H_0 is rejected and H_1 is accepted; (4) There is an influence of Person Organization Fit on Knowledge Sharing in State Vocational High School Teachers in Bekasi City, with the path coefficients being 0.255 (positive), a P Value of $0.000 \leq 0.05$ which has a significant influence, and a t-statistic value of $3.635 > 1.96$, so it is stated that H_0 is rejected and H_1 is accepted; (5) There is an influence of Knowledge Sharing on Innovative Work Behavior in State Vocational High School Teachers in Bekasi City, with the path coefficients of 0.232 (positive), a P Value of $0.000 \leq 0.05$ which has a significant influence, and a t-statistic value of $3.542 > 1.96$, so it is stated that H_0 is rejected and H_1 is accepted; (6) There is an influence of Self-Efficacy on Innovative Work Behavior with Knowledge Sharing as a mediating variable in State Vocational High School Teachers in Bekasi City, with the path coefficients of 0.119 (positive), a P Value of $0.001 \leq 0.05$ which has a significant influence, and a t-statistic

value of $3.213 > 1.96$, so it is stated that H_0 is rejected and H_1 is accepted; (7) There is an influence of Person Organization Fit on Innovative Work Behavior with Knowledge Sharing as a mediating variable in State Vocational School Teachers in Bekasi City, with the path coefficient results being 0.059 (positive), a P Value of $0.015 \leq 0.05$ which has a significant influence, and a t-statistic value of $2.445 > 1.96$, so it is stated that H_0 is rejected and H_1 is accepted.

Based on the conclusions, implications, and limitations of the research that have been presented, the researcher provides several recommendations with the hope that they can be used as considerations and useful references in the future, including: (1) Companies are advised to hold training that focuses on increasing employee self-efficacy, evaluate the recruitment process and develop organizational culture; (2) Other researchers are advised to increase the number of samples and replace research objects that can affect research results so that the results of subsequent research are more varied.

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