

The Effect of Work Engagement, Job-Individual Suitability, and Knowledge Sharing Behavior on Employee Performance through Innovative Work Behavior as a Mediation Variable (Study at the SME Cooperative Office of Central Java Province)

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Abstract

This study aimed to analyze the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance through innovative work behavior as a mediating variable. This research was conducted at the Office of Cooperatives and SMEs of Central Java Province. The research problem highlighted the importance of improving employee performance to address increasingly dynamic and innovation-driven organizational demands. This study employed a quantitative approach using a census method, in which the population consisted of 118 employees and the sample included 117 respondents. Data were collected through questionnaires distributed to employees at the Office of Cooperatives and SMEs of Central Java Province. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine the direct and indirect effects among variables. The results showed that work engagement, person–job fit, and knowledge-sharing behavior had positive and significant effects on innovative work behavior and employee performance. Innovative work behavior also had a positive and significant effect on employee performance and was found to mediate the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance. These findings indicated that improved employee performance was influenced not only by individual factors and the work environment but also by employees’ ability to generate and implement innovations in their work.

INTRODUCTION

The dynamics of organizational work environments over the past decade have been characterized by rapid changes and high uncertainty, a condition commonly referred to as the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era (Cernega et al., 2024; Shashibhushan & Bharti, 2024; Zamani & Ait Soudane, 2022). This era requires organizations to develop adaptive and innovative human resources with strong alignment between individual competencies and evolving job demands (Ra’is, 2025). In this context, individuals’ ability to adapt to their work, known as person–job fit, has become a key factor influencing employee performance (Goetz & Wald, 2022; Li et al., 2023; Rahman et al., 2022; Sørli et al., 2022; Sylvana et al., 2024). When employees perceive that their abilities, values, and personal characteristics align with job demands, they are more likely to experience psychological satisfaction and intrinsic motivation to perform optimally (Lee et al., 2022). Recent studies have shown that person–job fit not only contributes to performance improvement but also strengthens organizational commitment and loyalty in response to complex work dynamics

(Dewi & Anugerah Izzati, 2022). Therefore, organizations operating in the VUCA era need to emphasize alignment between job characteristics and individual potential as a strategy for maintaining and developing sustainable performance (Banister & Ardi, 2025).

In addition to compatibility between individuals and their work, social and psychological factors within the workplace also play important roles in maintaining employee performance (Ahmad et al., 2024; Dumitriu et al., 2025; Mohammed & Saber, 2026; Syahir et al., 2025; Zeb et al., 2025). One widely studied factor is knowledge-sharing behavior, which refers to the practice of exchanging knowledge, experiences, and ideas among colleagues (Tarigan & Imelda Gultom, 2020). Knowledge sharing among employees has become an important foundation for organizational innovation amid increasing competition and changing market demands (Castaneda & Cuellar, 2020). Employees who actively engage in knowledge sharing contribute to improving organizational problem-solving capabilities and adaptability to change (Suryanto et al., 2023).

Furthermore, employees with high work engagement tend to demonstrate strong commitment, positive energy, and greater initiative in finding new approaches to completing tasks (Lintang Kamulyanisa Hadi & Rifki Hanif, 2022). In other words, knowledge-sharing behavior and work engagement function as social and psychological forces that influence employee performance, particularly in a work environment that requires high levels of collaboration and flexibility (Nanda et al., 2025).

Amid rapid organizational change and uncertainty, individual innovative behavior has become a key factor in maintaining competitive advantage. Innovative work behavior includes an individual's ability to generate new ideas, promote them, and implement them in workplace practices (Yusuf & Etikariena, 2023). Recent research has shown that several factors are closely associated with the emergence of innovative behavior, including person–job fit (Mulyani & Santosa, 2024), knowledge-sharing behavior (Sudibjo & Prameswari, 2021), and work engagement (Sitompul et al., 2024).

When employees perceive a strong fit with their work, have opportunities to share knowledge, and demonstrate emotional engagement with their jobs, they tend to be more creative and proactive in developing innovations that improve work effectiveness (Vidya P & Nugraheni, 2021). In this context, innovative work behavior functions as a mediating variable that links psychological and social factors with employee performance (Ajiardani & Anjaningrum, 2022). These findings reinforce the perspective that employee performance in the VUCA era is determined not only by individual and job alignment but also by organizational capabilities in fostering knowledge-sharing cultures and facilitating innovative behaviors (Fanani & Wiratama, 2024).

Public organizations, including government agencies, face challenges associated with the VUCA era, which demands increased efficiency, accountability, and innovation in public service delivery. This condition requires organizations to have human resources who not only demonstrate alignment with their work but also actively share knowledge, maintain high work engagement, and exhibit innovative behaviors. At the Central Java Provincial Office of Cooperatives and SMEs, these challenges are reflected in the substantial gap between the number of assisted SMEs and the total number of SMEs in Central Java, where only approximately 20.14% of SMEs received assistance during the 2019–2024 period. In addition, the number of active cooperatives has continued to decline, while inactive cooperatives have

shown an increasing trend. This condition indicates that optimizing employee performance is a strategic necessity to ensure that services, mentoring, supervision, and capacity development programs for SMEs and cooperatives can be implemented more effectively and sustainably.

Previous studies examining the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance have produced varied findings, including positive, negative, and insignificant relationships. Magfijar and Ekhsan (2024) found that innovative behavior mediates the effect of employee engagement on employee performance, while Noerchoidah et al. (2023) showed that work engagement positively affects innovative behavior and performance. Pudjiarti and Hutomo (2020) revealed that person–job fit affects innovative work behavior, while Widiana and Bagia (2022) found that person–job fit positively affects employee performance. Noerchoidah et al. (2021) and Juni Astuti and Budi Setyorini (2024) demonstrated that knowledge sharing affects innovative work behavior and performance through innovative behavior mediation. However, studies integrating these three variables into a single model with innovative work behavior as a mediating variable within government organizations, particularly cooperatives and SME institutions, remain limited.

The novelty of this research lies in integrating three predictor variables, namely work engagement, person–job fit, and knowledge-sharing behavior, into a single model with innovative work behavior as a mediating variable in the context of a government organization, specifically the Central Java Provincial Office of Cooperatives and SMEs. This context has received limited attention in previous studies. This research also examines the mediating role of innovative work behavior among the three independent variables simultaneously, thereby providing a more comprehensive understanding of the mechanisms underlying employee performance improvement in the public sector. Furthermore, this study applies a census approach involving all employees as respondents, providing broader coverage compared with previous studies that generally used limited samples. Therefore, this research offers novelty in terms of research context, respondent coverage, and integrated analytical framework.

Based on these conditions, this study aimed to analyze the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance with innovative work behavior as a mediating variable. This research is expected to contribute theoretically to the development of Social Cognitive Theory (SCT), particularly regarding mechanisms for improving employee performance through innovative work behavior. Practically, the findings may serve as a basis for the Central Java Provincial Office of Cooperatives and SMEs in formulating human resource management strategies that enhance work engagement, employee placement according to competencies, knowledge-sharing culture, and innovation to optimize organizational performance.

METHOD

Research Object, Population and Sample

This study was conducted at the Central Java Provincial Office of Cooperatives and SMEs, located at Jalan Sisingamangaraja No. 3A, Kaliwiru, Candisari District, Semarang City. The study population consisted of all employees working at the Central Java Provincial Office of Cooperatives and SMEs, totaling 118 employees. This research applied a saturated sampling technique (census), in which all members of the population were included as respondents.

However, the final number of respondents involved in this study was 117 employees.

Data Types and Sources

1. Data Type

Primary data refers to data collected directly by individuals, organizations or institutions from the source or object of the research concerned.

2. Data Source

Data was collected through the distribution of questionnaires to employees working within the Central Java Provincial SME Cooperative Office.

Data Collection Methods

1. Questionnaire

Questionnaires refer to data collection tools designed to systematically obtain relevant information, with the aim of achieving a high level of validity and reliability (Abdullah et al., 2022). This instrument is prepared in the form of a series of written questions that are directly related to the focus or given to the respondents that have been determined. In the context of this study, the questionnaire plays a role as the main instrument for collecting data, which includes questions regarding respondents' perception of work involvement, work-individual suitability, knowledge-sharing behavior, and innovative work behavior in relation to employee performance. Each question item was measured using a Likert scale with five answer choices, ranging from a score of 1 to 5, where respondents were asked to choose the option that best reflects their actual views or conditions.

5 = Strongly Agree (SS)

4 = Agree (S)

3 = Agree Enough (CS)

2 = Disagree (TS)

1 = Strongly Disagree (STS)

As well as briefly answering the open-ended questions provided.

2. Literature Study

Literature studies are carried out by examining various relevant sources, such as literature, scientific journals, and various previous findings that are related to the topic being studied. The purpose of this activity is to build a solid theoretical foundation, as well as provide support in formulating problems and strengthening the analysis developed in this research.

Data Analysis Techniques

This study uses the Partial Least Square–Structural Equation Modeling (PLS-SEM) method which is analyzed with SmartPLS 4.0 software because it is able to process data without requiring normal distribution, can be used on relatively small sample sizes, and supports models with reflective and formative indicators. Data analysis began with a descriptive analysis to describe the characteristics of the data and respondents' perceptions using the three box method. Furthermore, an evaluation of the outer model was carried out through a convergent validity test based on the value of the loading factor (>0.60) and Average Variance Extracted (AVE >0.50), as well as a reliability test using the Composite Reliability and Cronbach's Alpha values which must exceed 0.70, respectively. The next stage is the internal evaluation of the model by analyzing the R-Square (R^2) value to see the ability of independent variables to explain the dependent variable, as well as testing the path coefficient and t-statistical value to determine the direction, strength, and significance of the relationship

between variables in the research model.

RESULTS AND DISCUSSION

Multicollinearity Test

The multicollinearity test was carried out to assess whether there is a high correlation between independent variables in a regression model. If the value of the Variance Inflation Factor (VIF) exceeds 5, this indicates a corlinearity between latent variables, which means that there is a multicollinearity problem and can cause bias in the regression estimation. On the other hand, if the VIF value is below 5, then the model is considered free of multicollinearity problems. The results of the multicollinearity test are presented in Table 1.

Table 1. Multicollinearity Test Results

Variabel	VIVID
Innovative Work Behavior → Employee Performance	2.616
Employee Performance → Knowledge Sharing Behavior	1.539
Knowledge Sharing Behaviors → Innovative Work Behaviors	1.006
Individual Job Suitability → Employee Performance	1.515
Individual Job Suitability → Innovative Work Behavior	1.012
Employee Performance → Work Involvement	1.611
Innovative Work → Behavior Work Engagement	1.006

Source: Primary data processed, 2026

Based on the table, it can be seen that the entire VIF value is below 5. This shows that there is no multicollinearity between variables, so relationships between independent variables do not show strong correlation.

Model Fit Test

Table 2. Model Fit Test Results

Fit Summary	Cut Off	Estimation	Explanation
SRMR	< 0.10	0.038	Good
d_ULS	Output Confidence Interval Larger Original Sample (OS)	0.418 > 0.325	Good
d_G	Output Confidence Interval Larger Original Sample (OS)	0.535 > 0.458	Good
Chi-Square	χ^2 Statistics	310.522	Good
NFIs	Approaching value 1	0.894	Good

Source: Data processed by researchers using SmartPLS, 2026

The fit model test in the Partial Least Square-Structural Equation Modeling (PLS-SEM) analysis aims to evaluate the extent to which the research model is able to comprehensively describe empirical data. The evaluation of the suitability of the model in PLS-SEM was carried out using alternative indicators, including Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and discrepancy measures in the form of d_ULS and d_G (Hair et al., 2021). SRMR values that are below the 0.1 limit indicate that the difference between the matrices estimated by the model is still at an acceptable level. Meanwhile, an NFI value close to 1 reflects a good level of model suitability (Henseler et al., 2015), then the model can be declared to have an adequate level of suitability (Hair et al., 2022). Thus, based on the results

of the fit model evaluation, it can be concluded that the PLS-SEM model developed has met the required suitability criteria and is suitable for analyzing the relationship between constructs in this study.

1. Path Coefficients

Path Coefficients is used to describe the extent to which an independent variable exerts an influence on the dependent variable in a structural model. The results of the path coefficients can be seen in table 3

Table 3. Hasil Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovative Work Behavior → Employee Performance	0.642	0.638	0.078	8.265	0.000
Employee Performance → Knowledge Sharing Behavior	0.126	0.128	0.068	1.857	0.032
Knowledge Sharing Behaviors → Innovative Work Behaviors	0.451	0.450	0.059	7.659	0.000
Individual Job Suitability → Employee Performance	0.161	0.164	0.068	2.380	0.009
Job Suitability Is An Individual's → Innovative Work Behavior	0.438	0.438	0.058	7.611	0.000
Employee Performance → Work Involvement	0.117	0.120	0.071	1.654	0.049
Innovative Work → Behavior Work Engagement	0.481	0.480	0.058	8.329	0.000

Source: Primary data processed, 2026

The linear equations of Work Engagement, Individual Job Suitability, Knowledge Sharing Behavior to Innovative Work Behavior are as follows:

Innovative Work Behaviors = 0.481 Work Engagement + 0.438 Individual Job Suitability + 0.451 Knowledge-Sharing Behaviors

The equation can be interpreted as follows:

- A coefficient of 0.481 on the Work Engagement variable indicates that an increase in work engagement will encourage an increase in innovative work behaviors, assuming that other variables are constant.
- The coefficient of 0.438 on Individual Job Suitability indicates that the higher the level of conformity between an individual's characteristics and his job, the greater the tendency of employees to display innovative work behaviors.
- The coefficient of 0.451 on Knowledge Sharing Behavior shows that increasingly intensive knowledge sharing activities will contribute positively to the emergence of ideas, the delivery of ideas, and the application of innovations in the SME Cooperative Office of Central Java Province.

The linear equations of Work Engagement, Individual Job Suitability, Knowledge Sharing Behavior on Employee Performance are as follows:

$$\text{Employee Performance} = 0.117 \text{ Work Engagement} + 0.161 \text{ Individual Job Suitability} + 0.126 \text{ Knowledge Sharing Behavior} + 0.642 \text{ Innovative Work Behavior}$$

The equation can be interpreted as follows:

- A positive Work Engagement Coefficient of 0.117 indicates that increased employee engagement in work will contribute to improved performance.
- A positive Individual Job Suitability Coefficient of 0.161 indicates that the more aligned the individual's abilities, knowledge and characteristics with the demands of the job, the employee performance tends to increase.
- Positive Knowledge Sharing Behavior with a coefficient of 0.126 shows that the activity of sharing information, experience, and work insights also plays a role in improving employee performance.
- Innovative Work Behavior is positive with a coefficient of 0.642 which indicates that innovative work behavior is the most dominant factor in influencing employee performance. This shows that employees' ability to generate, promote and realize new ideas makes a significant contribution to performance improvement.

Hypothesis Test

Hypothesis testing was carried out using the bootstrapping resampling method. The t-statistic test was performed to test the influence of each partially independent variable on the bound variable. In hypothesis testing, it can be said to be significant when the t-statistics value is greater than 1.96, while if the t-statistics value is less than 1.96, it is considered insignificant.

Then seen from the p-values, this criterion is also used to test the significance of a result. The p-values that must be achieved for a hypothesis to be accepted are 5% or 0.05. If one or more of these criteria is not met, the alternative hypothesis (H_a) is rejected. Here's a bootstrap test image

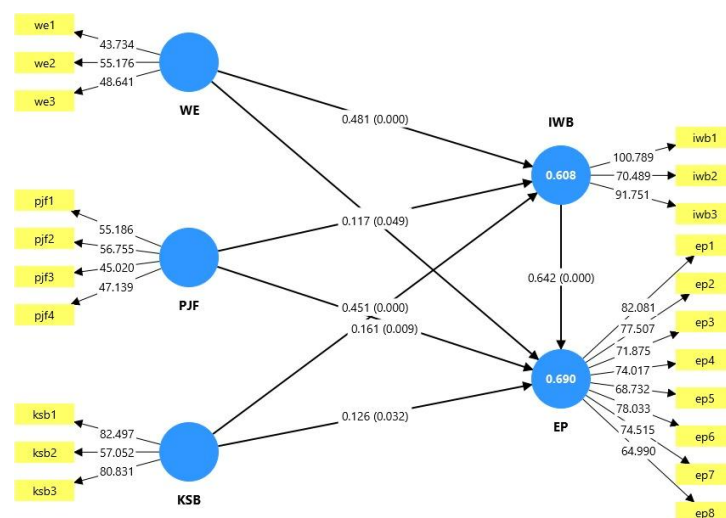


Figure 1. Model Bootstrapping
Source: SmartPLS Output, 2026

1. Direct Effect

Table 4. Direct Effect

		Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
Innovative Behavior	Work Engagement → Work	0.481	0.480	0.058	8.329	0.000	Accepted
Employee Performance	→ Work Involvement	0.426	0.426	0.067	6.318	0.000	Accepted
Individual Job Suitability	→ Innovative Work Behavior	0.438	0.438	0.058	7.611	0.000	Accepted
Individual Job Suitability	→ Employee Performance	0.442	0.443	0.061	7.268	0.000	Accepted
Knowledge Behaviors	Sharing → Innovative Work Behaviors	0.451	0.450	0.059	7.659	0.000	Accepted
Employee Performance	→ Knowledge Sharing Behavior	0.415	0.416	0.064	6.511	0.000	Accepted
Innovative Behavior	→ Work Employee Performance	0.642	0.638	0.078	8.265	0.000	Accepted

Source: Primary data processed, 2026

1. The Effect of Work Engagement on Innovative Work Behavior

Based on the t-statistic of 8.329 and greater than 1.96 and p-values of 0.000 and less than 0.05, the H1 hypothesis which states that Work Involvement has a positive and significant effect on Innovative Work Behavior is accepted.

2. The Effect of Work Involvement on Employee Performance

Based on the t-statistic of 6,318 and greater than 1.96 and p-values of 0.000 and less than 0.05, the H2 hypothesis which states that Work Involvement has a positive and significant effect on Employee Performance is accepted.

3. The Effect of Job-Individual Suitability on Innovative Work Behavior

Based on a t-statistic of 7.611 and greater than 1.96 and p-values of 0.000 and less than 0.05, the H3 hypothesis which states that Individual Work Suitability has a positive and significant effect on Innovative Work Behavior is accepted.

4. The Effect of Job-Individual Suitability on Employee Performance

Based on the t-statistic of 7.268 and greater than 1.96 and p-values of 0.000 and less than 0.05, the H4 hypothesis which states that Individual Job Suitability has a positive and significant effect on Employee Performance is accepted.

5. The Influence of Knowledge Sharing Behavior on Innovative Work Behavior

Based on a t-statistic of 7.659 and greater than 1.96 and a p-value of 0.000 and less than 0.05, the H5 hypothesis which states that Knowledge Sharing Behavior has a positive effect

on Innovative Work Behavior is accepted.

6. The Influence of Knowledge Sharing Behavior on Employee Performance

Based on the t-statistic of 6,511 and greater than 1.96 and p-values of 0.000 and more than 0.05, the H6 hypothesis which states that Knowledge Sharing Behavior has a positive and significant effect on Employee Performance is accepted.

7. The Influence of Innovative Work Behavior on Employee Performance

Based on the t-statistic of 8,265 and greater than 1.96 and p-values of 0.000 and less than 0.05, the H7 hypothesis which states that Innovative Work Behavior has a positive and significant effect on Employee Performance is accepted.

8. Based on the test results in table 4, the variable that has the greatest influence on the Innovative Work Behavior variable is the Work Engagement variable with a coefficient value of 0.481. A positive coefficient value indicates a unidirectional relationship between work engagement and innovative work behavior, which means that any increase in work engagement by one unit will be followed by an increase in innovative work behavior by 0.481 units, assuming the other variables remain constant. This value shows that work involvement has a strong enough influence in encouraging the formation of innovative work behaviors in employees.

9. Based on the test results in table 4, the variable that has the greatest influence on the Employee Performance variable is the Innovative Work Behavior variable with a coefficient value of 0.642. The positive coefficient value indicates a one-way relationship between innovative work behavior and employee performance, meaning that every increase in innovative work behavior by one unit will be followed by an increase in employee performance by 0.642 units, assuming other variables are in a fixed condition. Employees who have innovative work behaviors are more adaptive to change, able to complete work creatively and make a more optimal contribution to the organization.

2. Specific Indirect Effect

Table 5. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value	
Knowledge Sharing Behavior → Innovative Work Behavior → Employee Performance	0.290	0.288	0.055	5.271	0.000	Accepted
Individual Job Suitability → Innovative Work Behavior → Employee Performance	0.281	0.280	.0049	5.697	0.000	Accepted
Employee Engagement → Innovative Work Behavior → Employee Performance	0.308	0.306	0.050	6.185	0.000	Accepted

Source: Data processed by researchers using SmartPLS, 2026

Based on the results of the indirect influence test, innovative work behavior has been proven to act as a mediating variable between several independent variables and the dependent

variable of employee performance. The results of the analysis are as follows:

1. The effect of work involvement through innovative work behavior, with a coefficient value of 0.308, t-statistics of 6.185 and p-value of 0.000 is less than 0.05 so that the H8 hypothesis which states that Innovative Work Behavior is able to mediate the relationship between Work Involvement and Employee Performance is accepted. These results suggest that a high level of employee engagement can promote innovative work behaviors, which further contributes to improved employee performance.
2. Individual Job Suitability also showed a significant indirect influence on employee performance through innovative work behaviors, with a coefficient value of 0.281. The t-statistical value of 5.697 and the p-value of 0.000 confirm that the relationship is significant so that the H9 hypothesis which states that Innovative Work Behavior is able to mediate the relationship between Individual Work Suitability and Employee Performance is accepted. These findings indicate that the fit between individual abilities and job demands will drive innovative work behaviors, ultimately impacting employee performance improvements.
3. Innovative Work Behavior is able to mediate the relationship between Knowledge Sharing Behavior and Employee Performance

The results of the analysis showed that knowledge sharing behavior had a positive indirect influence on employee performance through innovative work behavior with a coefficient value of 0.290. The t-statistical value of 5.271 and the p-value of 0.000 indicate that the influence is statistically significant so that the H10 hypothesis which states that Innovative Work Behavior is able to mediate the relationship between Knowledge Sharing Behavior and Employee Performance is accepted. This shows that knowledge-sharing behaviors that encourage the formation of innovative work behaviors are able to improve employee performance.

4. Mediating Nature of Innovative Work Behavior

The test results showed that the independent variables of Work Engagement, Individual Work Suitability, and Knowledge Sharing Behavior were able to directly affect the dependent variables of employee performance or indirectly through the mediating variables of innovative work behavior so that the existing influence was partial mediation.

Overall, these findings confirm that innovative work behaviors have an important role as a partial mediator in strengthening the influence of free variables on employee performance. Based on the test results in table 5, the variable that has the most effective relationship in improving Employee Performance is the independent variable of Work Involvement mediated by Innovative Work Behavior with a coefficient value of 0.308, where every one unit increase in the Work Involvement variable will increase Employee Performance by 0.308 units through Innovative Work Behavior assuming other variables are constant.

Based on the results of a study on the influence of Work Engagement, Job-Individual Suitability, and Knowledge Sharing Behavior on Employee Performance mediated by Innovative Work Behavior at the Central Java Provincial SME Cooperative Office, the following is a discussion of the results of the research:

The Effect of Work Engagement on Innovative Work Behaviors

Work Engagement has a positive effect on Innovative Work Behavior: the higher employee engagement, the more likely they are to behave innovatively. According to Social Cognitive Theory (SCT), work engagement is a positive psychological condition (energy,

dedication, absorption) that forms self-confidence, intrinsic motivation, and proactive orientation, so that employees are more courageous to explore new ideas.

The average Work Engagement index is in the medium category (60.17%), with the highest dedication (60.34%), followed by vigor (60.17%) and absorption (60%). This shows that employees are sufficiently aware of their work as important, which is a source of internal motivation to contribute innovatively. In line with that, the Innovative Work Behavior index is also moderate (60.46%), with the highest idea promotion and idea realization (60.51%) while idea generation is slightly lower (60.34%) — employees are relatively more active in promoting and realizing ideas than creating new ideas, which in SCT is explained by work experience and environmental support that shape outcome expectations, although the level of idea exploration still needs to be strengthened through feedback and a safe psychological climate.

Respondents' characteristics also support: the majority of working periods <5 years (32.48%) and 6–10 years (29.06%), reflecting a workforce in the early-middle stage of their careers that are open to learning and change (according to the SCT that early learning experiences shape subsequent patterns of behavior). The relatively even distribution of age in the productive range illustrates a combination of experience and work energy that strengthens self-efficacy.

Overall, work engagement serves as a psychological mechanism (through SCT) that fosters self-confidence, motivation, and behavior regulation, so that employees are better prepared to generate, promote, and realize innovative ideas. Therefore, strengthening vigor, dedication, and absorption through meaningful work design, supervisor support, and a conducive work climate can be an effective strategy for the Central Java Provincial SME Office.

The Effect of Work Involvement on Employee Performance

Work Involvement has a positive effect on Employee Performance: employees with high involvement show enthusiasm, focus, and commitment that encourage optimal work results. In SCT, work engagement strengthens self-efficacy, which encourages greater effort, perseverance, and effective work strategies, resulting in more consistent and quality performance.

The average Work Engagement index of 60.17% (vigor 60.17%, dedication 60.34%, absorption 60%) reflects the capacity of employees to manage work demands in a relatively stable manner. The average Employee Performance Index is 59.79%, with the quantity of work (60.34%), quality of work (59.15%), job knowledge (59.83%), and dependability and personal qualities in the range of 60%. The consistency of these values suggests a harmonious connection: psychologically engaged employees are more motivated to improve the quantity of work, deepen the knowledge of the task, and build effective cooperation, driven by intrinsic motivation, rather than mere administrative obligations.

The majority of respondents were 29–32 years (20.51%) and 33–36 years (17.09%) with a working period of <10 years—a phase of career development and competency that is responsive to social learning and environmental feedback (peer observation). The dominance of civil servant status (49.57%) and PPPK-PW (31.62%) provides a positive behavior model that strengthens high performance standards through social imitation.

Thus, the positive relationship between Work Engagement and Employee Performance

is the result of mutually reinforcing cognitive-social processes. The organization's space for participation, social support, and opportunities to thrive strengthens employees' confidence, so they are motivated to make their best contributions—the essence of SCT is that performance is born from an interaction of self-confidence, active behavior, and a supportive environment.

The Effect of Job-Individual Suitability on Innovative Work Behavior

Job-Individual Suitability has a positive effect on Innovative Work Behavior. According to Bandura's concept of reciprocal determinism, when employees feel the match between their abilities, knowledge, and personal characteristics with the demands of the job, self-confidence arises that encourages them to be more proactive in producing, promoting, and realizing new ideas — job suitability becomes a source of success experiences that reinforce positive expectations.

The average Job-Individual Fit index is quite high (59.27%), with the match of abilities (59.25%), knowledge (58.97%), and personal satisfaction (59.83%), creating a cognitive environment conducive to self-confidence and intrinsic motivation. This is reinforced by the Innovative Work Behavior index of 60.46% which is relatively balanced in idea generation (60.34%), idea promotion (60.51%), and idea realization (60.51%) — employees who feel "right in place" tend to have better self-control, clear goal orientation, and the courage to take initiative and risk in innovating.

Thus, individual-job suitability not only improves work comfort, but becomes an important psychological foundation for the sustainable growth of innovative work behaviors.

The Influence of Job-Individual Suitability on Employee Performance

Job-Individual Suitability has a positive effect on Employee Performance: the higher the suitability of individual abilities, knowledge, and characteristics with job demands, the more optimal the performance produced. The average Job-Individual Suitability (59.27%) and Employee Performance (59.79%) indices showed a consistent relationship pattern.

The majority of respondents were 29–32 years old (20.51%), 33–36 years, and 53–57 years old (17.09% each). According to SCT, productive age correlates with more stable self-confidence due to previous work experience, explaining the relatively good quantity of work (60.34%) and dependability (60.17%) indices. In terms of working period, the majority <10 years (1–5 years 32.48%; 6–10 years 29.06%) — the phase of strengthening competencies and professional identity that increases motivation to learn and adapt when work is perceived to be in accordance with competence; On the other hand, the >30-year service period (12.82%) strengthens performance stability through habituation and mastery of tasks.

In terms of positions, it is dominated by civil servants (49.57%), PPPK-PW (31.62%), TPK (11.11%), and PPPK (7.69%). The job stability of civil servants allows the development of systematic competencies, strengthening the perception of work suitability and self-efficacy which is reflected in personal qualities (60.17%) and job knowledge (59.83%).

These respondent characteristics function as contextual factors that strengthen the relationship between Job-Individual Suitability and Employee Performance through the framework of reciprocal determinism. Therefore, HR management strategies that consider age, working period, and job placement will be more effective in improving sustainable performance.

The Influence of Knowledge Sharing Behavior on Innovative Work Behavior

Knowledge Sharing Behavior has a positive effect on Innovative Work Behavior. The

average indices of Knowledge Sharing Behavior (60.34%) and Innovative Work Behavior (60.46%) showed a one-way relationship, with the indicators of knowledge donation (61.03%), knowledge gathering (59.83%), and lurking (60.17%) confirming that employees are quite active in sharing and receiving knowledge.

In the perspective of SCT (reciprocal determinism and observational learning), knowledge sharing is part of the social environment that enriches employees' cognitive structure and strengthens self-confidence to try new ideas. The majority of respondents aged 29–36 years and 53–57 years tend to have high social learning capacity that supports knowledge donation and collecting, strengthening idea generation.

The majority of <10-year service periods correlate with the spirit of exploration and the need to build a professional reputation; Knowledge sharing strengthens self-efficacy through Mastery Experience and Vicarious Experience, which encourage the courage to generate, promote, and realize ideas. The dominance of the status of civil servants and PPPK-PW creates stability and a sense of ownership of the organization that encourages innovative contributions, as well as a culture of knowledge sharing that fosters trust that reduces social risks in putting forward ideas — explaining the high idea promotion and idea realization (60.51%).

Thus, knowledge sharing is not just an exchange of information, but a cognitive-social process that strengthens the innovative capacity of employees, so that the Central Java Provincial SME Office needs to build a culture of openness and sustainable collaboration.

The Influence of Knowledge Sharing Behavior on Employee Performance

Knowledge Sharing Behavior has a positive effect on Employee Performance. The average index of Knowledge Sharing Behavior (60.34%) is in line with Employee Performance (59.79%): knowledge donation (61.03%), knowledge collecting (59.83%), and lurking (60.17%) contribute to the quantity of work (60.34%), dependability and personal qualities (60.17%), and job knowledge (59.83%) — information exchange enriches insight as well as the quality of job execution.

According to SCT, knowledge sharing becomes a social environment that provides vicarious experiences and social feedback, strengthening self-efficacy so that employees are more confident, responsible, and proactive in achieving targets. Productive age (29–36 years) and working period <10 years encourage openness in social interaction and knowledge network development as a means of strengthening self-efficacy. Position stability (civil servants and PPPK-PW dominate) creates an environment conducive to collaboration and trust between long-term employees.

Overall, knowledge sharing is a social-cognitive process that strengthens self-confidence, competence, and performance, so a systematic culture of knowledge sharing has the potential to create sustained performance improvements.

The Influence of Innovative Work Behavior on Employee Performance

Innovative Work Behavior has a positive effect on Employee Performance (indices 60.46% and 59.79%): employees who actively produce, promote, and realize ideas tend to perform more optimally — innovation is not only conceptual creativity, but the courage to implement ideas.

Idea promotion and idea realization (60.51%) were slightly higher than idea generation (60.34%), in line with the quantity of work (60.34%) and dependability (60.17%) which showed that innovation boosted productivity and reliability of work. In SCT, employees with

strong self-confidence are more courageous to take intellectual risks and defend ideas until realization; The success of innovation strengthens self-efficacy, forming a positive cycle of innovation-performance.

Productive age (29–36 years) supports energy and cognitive flexibility to develop ideas systematically. The working period of <5 years (32.48%) encourages employees to prove their competence through innovative contributions as a means of self-proof. The stability of civil servant positions (49.57%) provides a sense of security to develop ideas without excessive worry about failure.

Overall, innovative work behaviors serve as a catalyst for improved performance—a social learning mechanism (SCT) that strengthens self-confidence and forms sustainable productive behavior patterns.

The Effect of Work Engagement on Employee Performance Mediated by Innovative Work Behavior

Innovative Work Behaviors have been shown to mediate the influence of Work Engagement on Employee Performance — work engagement does not directly improve performance, but rather through innovative behavior as a transformational bridge.

The average indices of Work Engagement (60.17%), Innovative Work Behavior (60.46%), and Employee Performance (59.79%) are in the category of good but not optimal, reflecting that employee enthusiasm, dedication, and centeredness have been translated into the ability to produce, promote, and realize ideas, although they can still be further developed.

In SCT, Work Engagement represents a personal factor, Innovative Work Behavior is a behavioral manifestation, and Employee Performance is the result of the interaction of the two — high self-confidence drives creative initiatives and solutions, so that innovative behavior transforms positive psychological conditions into measurable performance outputs.

The age composition (predominantly 29–36 years and 53–57 years) illustrates a combination of productive energy and mature experience that allows for intergenerational social learning. The majority of the <10-year working period reflects an adaptive-exploratory phase with high cognitive flexibility. The dominance of civil servant status and PPPK-PW affects the perception of job security and motivation to excel, becoming an environmental factor that strengthens expectations of results and strengthens innovative behavior.

Thus, Innovative Work Behavior is an important mediation mechanism: work engagement provides psychological energy that needs to be directed into innovative behavior in order to improve the quality, quantity, creativity, and effectiveness of work. Organizations need to build a work culture that supports innovation and a safe space to experiment.

The Effect of Job-Individual Suitability on Employee Performance Mediated by Innovative Work Behavior

Innovative Work Behavior is able to mediate the influence of Individual-Work Suitability on Employee Performance — competency suitability does not automatically produce optimal performance, but rather encourages innovative behavior that then improves performance.

The average index of Job-Individual Suitability (59.27%), Innovative Work Behavior (60.46%), and Employee Performance (59.79%) was in the category of quite good and consistent, strengthening the allegation of a mediation mechanism. In SCT, Job-Individual Suitability represents a personal factor that fosters self-confidence, intrinsic motivation, and self-regulation, becoming the psychological foundation for producing, conveying, and

realizing ideas.

Idea generation, idea promotion, and idea realization (average 60.46%) show that employees with high self-confidence tend to view challenges as learning opportunities, so that job suitability develops into the courage to do job updates. Employee performance (59.79%), especially creativity, initiative, and work quality, shows a real contribution of innovative behavior as an active process, not just an idea.

The combination of productive (29–36 years) and senior (53–57 years) reflects generational dynamics that support social learning. The majority of the <10-year working period shows a phase of strengthening experience which is the source of mastery experience, strengthening self-confidence to innovate. The dominance of the status of civil servants and PPPK-PW provides structural and psychological support that strengthens the expression of innovative behavior.

Thus, the relationship between Job-Individual Fit and Employee Performance is indirect: conformity builds self-confidence that drives innovative behavior, which then transforms it into real performance. Organizations need to ensure work fit while creating an environment that encourages innovation.

The Effect of Knowledge Sharing Behavior on Employee Performance Mediated by Innovative Work Behavior

Innovative Work Behaviors are able to mediate the influence of Knowledge Sharing Behavior on Employee Performance — sharing knowledge does not directly improve performance, but first forms cognitive processes and innovative behaviors that lead to performance improvement, according to the concept of reciprocal determinism in SCT.

The average index of Knowledge Sharing Behavior (60.34%), with knowledge donation (61.03%), knowledge collecting (59.83%), and lurking (60.17%), shows a fairly good practice of knowledge sharing and creates a social learning environment that enriches the cognitive structure and self-confidence of employees.

However, increased knowledge does not necessarily improve performance. Innovative Work Behavior (index 60.46%: idea generation 60.34%, idea promotion and idea realization 60.51% each) emphasized that the knowledge shared needs to be internalized into ideas, communicated, and then realized — the stage of cognitive transformation into actual behavior through self-regulation.

Employee performance (average index of 59.79%) is a behavioral consequence that arises after individuals process information, form intentions, and execute innovative actions — so that innovative work behavior bridges knowledge sharing with performance output.

The majority of respondents aged 29–36 years with a working period of <10 years (61.54%) reflect a career phase that is adaptive to social learning and exploration of ideas, accelerating the conversion of knowledge into work innovation.

Thus, Innovative Work Behavior mediation is a cognitive-behavioral process that bridges knowledge transfer to performance: knowledge sharing forms cognitive resources, innovative behavior activates it through creative actions, and employee performance becomes the final manifestation of the cycle. Improving the performance of modern organizations requires the facilitation of innovative behaviors as a catalyst for cognitive transformation into real work outputs, not just knowledge distribution.

CONCLUSION

This study aimed to analyze the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance through innovative work behavior at the Central Java Provincial Office of Cooperatives and SMEs. The results showed that innovative work behavior was the most dominant factor in improving employee performance while also acting as a partial mediator that linked the effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance. These findings reinforced the relevance of Social Cognitive Theory (SCT), which explains that interactions among personal, behavioral, and environmental factors can contribute to performance improvement, particularly through the development of innovative work behavior. Practically, the Central Java Provincial Office of Cooperatives and SMEs needs to strengthen employee involvement in organizational activities, ensure appropriate employee placement based on competencies, and develop a collaborative culture that supports knowledge sharing and sustainable innovation. This study was limited by the effect size (f^2) values, which indicated that the direct effects of work engagement, person–job fit, and knowledge-sharing behavior on employee performance were relatively low. Therefore, future research is recommended to incorporate additional relevant variables to improve the explanatory power of the model in predicting employee performance.

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