Inovasi Terbuka dengan Kekhasan yang Optimal sebagai Antesedent dan Consequences dari Perilaku Kerja Inovatif

Optimal Distinctive Open Innovation as Antesedent and Consequences of Innovative Work Behavior

Luhgiatno¹, Emiliana Sri Pudjiarti²*,

¹Prodi Manajemen, PELITA Nusantara Semarang, Indonesia
²Prodi Manajemen, Fakultas Ekonomika dan Bisnis, Universitas 17 Agustus 1945 Semarang, Indonesia

*Coresponding Email: emulpujarti@gmail.com

Abstract

The main objective of this study is to explain the effect of the concept of optimal distinctive open innovation as mediation in relation to Person-Job Fit and employee engagement on innovation work behavior. The research uses quantitative methods with primary data and lecturers from private universities as the object of research. Data were collected using google form facility with a sample size of 190 lecturers. Measurement of variables using a likert scale of 1 to 7. Through structural equation modeling analysis it was concluded that the mediating effect on the hypothesized relationship was statistically significant. Thus the success-oriented way of thinking requires the expertise of employees to always create creative, superior and unique ideas. Higher Education must always pay attention to the principles of industrial management and professionalism in human resource management, in order to survive and develop. Superior skills produce superior performance, and superior skills are distinctiveness competences which are one of the assets for organizations to achieve positive advantages. The company's positional advantage is expressed by performance outcomes which include customer satisfaction and loyalty.

Keywords: Optimal Distinctive Open Innovation, Person-Job Fit, Employee Engagement, Innovative Work Behaviour

INTRODUCTION

Human resources (HR) is an important factor for the achievement of organizational goals. In the organizational structure there is one department that is responsible for managing HR. Good HR management is expected to be able to maximize the contribution of the workforce in achieving organizational goals. The challenges faced by universities related to HR are the correlation between the recruitment process and the level of employee engagement and the alignment of individual work. Bowen, Ledford, & Nathan, (2011) suggested that conventional selection practices are to recruit employees who have the knowledge, skills and abilities (KSA) that are in accordance with job requirements.

This practice ignores personal characteristics in recruitment, arguing that personal characteristics are not relevant to certain job requirements which are more often called person-job fit (P-J-fit) (Onyeizugbe, Orogbu, Obuebite, & Enaini, 2018). (Kristof-Brown, A. L., & Billsberry, 2012), describes P-J-Fit as work alignment at work, and this work alignment will ensure the effectiveness of work completion (Weibo, Kaur, & Zhi, 2010). Kahya, (2009), concluded that the level of suitability of a person with work can affect work productivity.

The new employee selection/recruitment practice is carried out in full, reflected in the orientation of employees who are not only in conformity with KSA with job requirements, but also adapted to personal characteristics including the ability of involvement. Someone who has the compatibility of personality types with work, will tend to feel comfortable at work. Comfort is obtained because they have the initial capital in the form of basic abilities that are appropriate to their personalities and have a natural interest in the field of work they are engaged in (R. S. J. d Baker, Corbett, & Wagner, 2006). They also feel their involvement and have more stock in carrying out work tasks because of conformity of mindset (R. L. Baker, Bealing, Nelson, & Staley, 2006). Furthermore, comfort will make a person work with a calm mind and heart so that they can perform optimally. In other words, the compatibility between personality types with work and employee engagement will affect their performance for innovative work behavior.

Optimal distinctive open innovation (ODOI) is a model for developing employee expertise to create superior and unique creative ideas, through different creativity, dynamic interactions, harmonization of cooperation, exchange of information, thinking without boundaries, and relationship complexity (Luhgiatno, 2020). The expertise of employees in creating superior and unique creative ideas, through different creativity, dynamic interactions, harmonization of cooperation, exchange of
information, thinking without boundaries, and the complexity of relationships is needed by organizations.

The results of previous studies related to employee work performance were found to still very. In a separate study, P-J fit was found to be closely related to productivity and commitment (Rousseau & Parks, 1993), work performance (Greenberg, 2002), and had a positive effect on performance, job satisfaction, and reduction in work pressure and motivation (Edwards, 1991). When the compatibility of people with work and with the organizational environment is proven, it will increase job performance, even though the correlation has a weak tendency (Kristof-Brown, Barrick, & Stevens, 2005). These findings contradict the findings (Li & Hung, 2010), where person-job suitability is highly correlated to work performance. Although these studies prove that P-J fit can affect work performance, the number of studies related to this topic is still limited (Mosley, 2003). Seeing these problems, it is felt that further research is needed to explore the relationship that might occur between P-J fit with innovative work behavior.

Higher education is considered an industry that produces and sells higher education or science services. So that universities must pay attention to the principles of industrial management and professionalism in human resource management, in order to survive and develop. This research was conducted on lecturers at PTS, because in general there are several things that can hinder the ability of lecturers to innovate, including: (1) The low level of totality awareness to be a lecturer who must carry out the Tri Dharma of Higher Education activities; (2) There is a communication distance that is not harmonious between senior lecturers and junior lecturers in terms of a synergistic culture, for example conducting joint research or transplantation; (3) Reluctance to share knowledge between senior lecturers and junior lecturers; (4) Lack of enthusiasm for learning and the courage to innovate; and (5) Limited facilities/infrastructure and funds to support the achievement of lecturer performance. So different creativity as an action for the development of unique and new ideas, is stated to be useful in work situations as above (Ross, Amabile, & Steinmetz, 1977). Several studies focus on P-J fit, productivity and commitment (Rousseau & Parks, 1993), job performance (Greenberg, 2002), performance, job satisfaction, work pressure reduction and motivation (Edwards, 1991). Not much research has been done on ODOI. Therefore, in this study intensively discusses the influence of the relationship between person job fit variables, employee engagement, ODOI and innovative work behavior. The purpose of this study was to examine the influence of ODOI as the
Luhgiatno dan Pudjiarti, E.S., Optimal Distinctive Open Innovation as Antecedent and Consequences of Innovative Work Behavior

antecedent and consequences of innovative work behavior.

LITERATURE REVIEW

Innovative work behavior allows employees to pursue proactive behavior in the form of personal initiatives and new ideas are directly related to effective performance in organizations (Afsar, Badir, & Khan, 2015). Innovative work behavior is a physical and cognitive work activity carried out by employees in the context of their work, both alone and in groups to achieve a set of tasks with the aim of developing innovation (Messmann & Mulder, 2011). Innovation is a gradual process with different activities and behaviors at each stage (Scott, Bruce, Scott, & Bruce, 1994). Innovative ideas make employees always improve their personal performance (Shalley, Zhou, & Oldham, 2004). New ideas can take the form of new products, services, and improvements in procedures or processes and findings on alternative solutions that are more efficient and effective for completing tasks (Zhou & Shalley, 2003). Employee creative ideas can improve the performance of job supervisors (Brown & Eisenhardt, 2013; Oldham & Cummings, 1996).

Innovation is one of the priorities of the organization (Slater, Mohr, & Sengupta, 2014). The company's ability to compete can be offset by innovation. Innovation is the company's ability to change ideas into commercial value (Chen, Zhao, Liu, & Wu, 2012). The organization seeks to focus innovation on open innovation. The organization seeks to implement open innovation in each of its activities (Cassiman & Valentini, 2016). Open innovation can accelerate the maximization of company profits (van de Vrande, de Jong, Vanhaverbeke, & de Rochemont, 2009). The development of open innovation is very closely related to external factors in the development of new products (Burcharth, Præst Knudsen, & Søndergaard, 2017).

Optimal distinctiveness theory (ODT) is a social psychology theory proposed by Fritz Heider (Pownall, Kennedy, & Acquaye, 2019). ODT is related to human effort in looking for different things within groups at the individual level (Leonardelli, G. J., Pickett, C. L., dan Brewer, 2010). Every individual with different needs are differentiated. These needs are an important part of satisfying his desires. Optimal distinctive needed occurs at the point of contact of equilibrium between a person's need for assimilation and differentiation, so that there is identification in the group to be strong. The optimal distinctiveness theory explains why a person identifies a group that allows them to simultaneously meet the need for assimilation and differentiation.

In the world of education, innovation and innovative behavior are important issues. Lecturers, as part of educational institutions, have a very crucial role.
Lecturers need to have a clear vision and have awareness and knowledge about innovation and how to make it happen (Romina, Anuska, & Cachia, 2009). Good dedication is needed for each lecturer to be able to implement this. In order to advance change and innovation and encourage lecturers to get involved, an understanding of how a teacher’s experience in teaching is needed (Vähäsantanen & Eteläpelto, 2009).

Implementing an idea requires courage to take risks because it introduces ‘something new’ that contains a risk. Risk taking is the ability to encourage new ideas to face obstacles that are facing. Risk taking is a way of turning creative ideas into reality (Byrd, J., & Brown, 2003). The purpose of innovation is for the benefit of the organization, but if not managed properly it will backfire.

Optimal distinctive open innovation is a model for developing employee expertise to create superior and unique creative ideas, through different creativity, dynamic interactions, harmonizing cooperation, exchanging information, thinking without limits, and the complexity of relationships (Luhgiatno, 2020). Day & Wensley (1986), explained that distinctive competence is a specific ability of an organization. These special actions are carried out in order to be able to carry out activities that are better than those of its competitors because the company has distinctive competence. There are two types of distinctive competence, namely: labor expertise and resource capabilities, (Day & Wensley, 1986). Superior expertise/skills will produce performance superiority. Superior skills are distinctive competencies that support the company to achieve positional advantages, and positional advantages. Positional excellence is expressed as performance outcomes in the form of customer satisfaction and loyalty.

Innovative employee work behavior is analogous when a good interpersonal relationship together with the exchange of high-quality team member relationships exists between colleagues (Janssen, Van De Vliert, & West, 2004), as well as between work teams and organizational teams (Zakaria, Amelinckx, & Wilemon, 2004). The role of trust is intended to promote innovation in teams and/or perform similar tasks to achieve predetermined organizational targets (Van der Vegt & Janssen, 2003). Based on these arguments, the hypotheses proposed are:

H1: There is an influence of ODOI on innovative work behavior.

The concept of P-J fit involves matching individual skills, knowledge, and abilities with certain characteristics of an employee within the scope of the organization (Dessler, 2011). The suitabiliy of employee work characteristics, organizational demands, and availability of resources in accordance with intrinsic capabilities and needs greatly influences
employee commitment. Employees tend to be more creative in certain situations, due to their high level of commitment and satisfaction with their work (Hon & Rensvold, 2006). P-J fit focuses on the level of individual analysis. Employees are required to have technical expertise to do assigned work and make value-added contributions (Werbel & Johnson, 2001). Match between employee perceptions about his assignment and personal preferences will affect the results at the individual level more positively (Weibo et al., 2010) and more creative (Kim, Hon, & Crant, 2009). Creativity is part of innovative work behavior.

A person’s compatibility with his environment (work and organizational characteristics) can be related to the level of innovative work behavior. The adaptation-innovation theory shows that the interaction between people and their work choices determines their working attitude towards solving organizational problems. The belief in innovation is defined as the mutual trust between an individual and his colleagues about innovative ideas (Damanpour & Schneider, 2006). When employees believe that coworkers listen and support their ideas and relate the importance of novelty suggestions, they tend to display highly innovative work behaviors (Clegg, Unsworth, Epitropaki, & Parker, 2002). Employees who are trusted to provide suggestions for improving the quality of procedures and processes in an organization will be more motivated (Thomas & Kenneth W, 1990) and can improve innovative work behavior. Employees tend to create and implement many innovative ideas in increasing control over work (Damanpour & Schneider, 2006). P-J fit plays an important role in influencing employees regarding their involvement in innovative work behavior through employee motivation. The successful development of employee expertise to create superior and unique creative ideas, through different creativity, dynamic interaction, harmonization of cooperation, information exchange, unlimited thinking, and the complexity of relationships (Luhgiatno, 2020) is strongly influenced by P-J Fit.

Expertise or superior skills will produce superior performance. Superior skills are distinctive competencies that companies can use to achieve positional advantages. Positional excellence is expressed by performance outcomes which include, among others, customer satisfaction and loyalty (Craven, 1999). Laursen & Salter (2006), defines open innovation with 3 types of processes, namely: (1) outside processes to enrich the knowledge base are carried out through integration with suppliers, and customers; (2) internal and external processes reflect company experience that the locus of knowledge creation is not necessarily the same as the locus of innovation (Enkel, Gassmann, &
Chesbrough, 2009); and (3) is a new form of customer integration, mass customization, and integration of the customer community (Piller, F., & Ihl, 2009). Based on the arguments above, the hypothesis proposed is:

H2 : There is an effect of P-J fit on innovative work behavior.
H3 : There is an effect of P-J fit on ODOI.

Employee engagement is defined as a positive and satisfying condition of thought work characterized by strength, dedication, and absorption (Schaufeli, Salanova, & Bakker, 2016). Involvement represents three separate dimensions. The first dimension, enthusiasm, is defined as a high level of energy and stamina of employees in the work. The second dimension, dedication, is characterized by individuals who are very involved in work. They feel meaningful, uplifting, and challenged (Sweetman, D. & Luthans, 2010).

The third dimension, involvement and absorption, can be defined as a fully engrossed state of work. It is believed that the workers involved are able to outperform those who are less involved, mainly because they: (1) create their own work with personal resources (for example, peer/supervisor support); (2) experiencing positive emotions (for example, enthusiasm, happiness); and (3) often psychologically and physically healthier (R. S. J. d Baker et al., 2006). Empirical research has shown a positive relationship with employee involvement in innovative work behavior. Studies related to employee work engagement show that employees experience involvement in work when supported by appropriate work resources such as supervisory support, performance feedback, autonomy, and learning opportunities (Leiter, M. & Bakker, 2010). Employment resources are believed to bring up the motivational process. In growing motivation, organizations will provide means for employees to achieve work goals and also stimulate employee learning, growth, and development (R. L. Baker et al., 2006).

The relationship between ODOI and employee involvement is supported by work demands. The theoretical framework used in understanding how certain job characteristics, such as demands and resources, contribute to explain variance in roles and roles of extra performance through employee involvement (Bakker, Demerouti, & Verbeke, 2004). Specifically, performance in roles refers to activities related to formal job roles (Chughtai & Buckley, 2011) while the role of extra performance involves discretionary behavior displayed by employees in relation to the effective functioning of the organization (Bakker, Tims, & Derks, 2012). Employee skills development models to create superior and unique creative ideas, can be through different creativity, dynamic interaction, harmonization of cooperation,
information exchange, unlimited thinking, and relationship complexity. Based on the arguments above, the hypothesis proposed is:

H4 : There is an influence of employee engagement on innovative work behavior.

H5 : There is an influence of employee engagement on ODOI.

METHODE

This study uses primary data with the object of the lecturers. Data were collected using google form facility with a sample size of 190 lecturers. Measurement of variables using a Likert scale of 1 to 7 (Strongly Disagree Once = Score 1, and Strongly Agree Once = score 7). Structural equation modeling (SEM) is used as a tool to test the hypotheses of relationships between complex variables and obtain a comprehensive picture of the whole model. P-J fit measurement uses 5 indicators adapted from (Cable & DeRue, 2002), namely: common expectation, suitability of needs, suitability of expertise, suitability of ability and suitability of education. Employee engagement is measured by 5 indicators adapted from (Shuck & Reio, 2011): meaningful, hardworking, enjoying work, exerting energy and resisting challenges. ODOI measurement with 6 indicators adapted from (Luhgiatno, 2020) namely: creativity creates different values, dynamic interaction, harmonization of cooperation, information exchange, thinking without limits and complexity of the relationship. Measurement of innovative work behavior with 4 indicators was adopted from (Jong & Hartog, 2008), namely: opportunity exploration, idea generation, becoming a champion, and application capabilities.

RESULT

Analysis Reliability and Validity

Data validity testing is used to determine the extent of the accuracy and accuracy of a measurement instrument in carrying out its measurement function. While reliability shows how much the degree of measurement tests are consistent with the measured target. The validity test results obtained that all indicators of the variable declared valid ("estimate" > 0.05). Reliability of all variables is considered adequate because the value is higher than 0.7 (Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, 1998). Similarly the EVA value is higher than 0.5 (table 1).

<table>
<thead>
<tr>
<th>No</th>
<th>Indikator</th>
<th>Std. Loading</th>
<th>Std. Loading²</th>
<th>Error</th>
<th>Construct Reliability</th>
<th>Variance Extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Person-Job Fit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Similarity of expectations</td>
<td>.685</td>
<td>.469</td>
<td>.531</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Suitability of needs</td>
<td>.717</td>
<td>.514</td>
<td>.486</td>
<td>.857</td>
<td>.545</td>
</tr>
<tr>
<td>3.</td>
<td>Suitability of expertise</td>
<td>.737</td>
<td>.543</td>
<td>.457</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Suitability of ability</td>
<td>.812</td>
<td>.659</td>
<td>.341</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Demographic of respondents shows the majority of respondents are women (55.2%). Most respondents aged 51 - 60 years (32.1%) belong to adults who are not easily influenced by others in the selection of work, innovation, and self-development. Related to the research topic is ODOI, the potential respondents are very good in innovating. They are very experienced, able to share knowledge and aware of the need to improve innovative work behavior. Based on functional positions, most of them were expert assistants (36.1%), lecturers (31.3%), head lecturers (30.2%) and professors (2.4%). Then there needs to be an effort to increase functional positions for respondents, because 67.4% are still below the associate professor. Most respondents' work experience is above 15 years (74.2%), so they can better understand their duties and responsibilities. Respondents have the knowledge and experience to behave well, innovate and share knowledge and will ultimately be able to improve innovative work behavior.

**Goodness of Fit Model**

Testing the SEM model can be done through testing individual and simultaneous measurement models. Test statistics individually using the t test, through the output of the t-values statistical path diagram. The test results are significant if the t-value < 0.05. Furthermore, the overall model fit test in SEM is the match between the sample
covariance matrix and the estimated population covariance matrix. In general,
population diversity can be explained by diversity in representative samples.

Figure 1: Full Model SEM

Source: Primary data processed, 2020

Table 2: Goodness of Fit Model

<table>
<thead>
<tr>
<th>Kriteria Of Fit</th>
<th>Cut of value</th>
<th>Result</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute Fit Test</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Chi-Square</td>
<td>&gt; 159,563</td>
<td>194,883</td>
<td>Fit</td>
</tr>
<tr>
<td>2. P Value</td>
<td>&gt; .05</td>
<td>.583</td>
<td>Fit</td>
</tr>
<tr>
<td>3. Goodness of Fit Index (GFI)</td>
<td>&gt; .90</td>
<td>.923</td>
<td>Fit</td>
</tr>
<tr>
<td>4. Root Mean Square Error of Approximation (RMSEA)</td>
<td>&lt; .08</td>
<td>.000</td>
<td>Fit</td>
</tr>
<tr>
<td>5. Adjusted GFI (AGFI)</td>
<td>&gt; .90</td>
<td>.902</td>
<td>Fit</td>
</tr>
<tr>
<td>6. Comparative Fit Index (CFI)</td>
<td>&gt; .90</td>
<td>1.000</td>
<td>Fit</td>
</tr>
<tr>
<td>7. Tucker-Lewis Index</td>
<td>&gt; .90</td>
<td>1.004</td>
<td>Fit</td>
</tr>
<tr>
<td>8. Chi-Square/DF (Cmin/DF)</td>
<td>&lt; 2.00</td>
<td>.973</td>
<td>Fit</td>
</tr>
</tbody>
</table>

The results can be concluded that the path model is declared fit because it is in the required cut of value range (table 2). In SEM testing it can be shown that the data has been declared normal, both in the multivariate and univariate dimensions. Data is free from outlier data, free from multicollinearity and singularity. Testing 5 hypotheses as shown in table 3 below:

Table 3: Regression Weights

<table>
<thead>
<tr>
<th>Causal</th>
<th>Standardized Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Job Fit</td>
<td>ODOI</td>
<td>.266</td>
<td>.077</td>
<td>2.943,022</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>ODOI</td>
<td>.392</td>
<td>.088</td>
<td>4.144,***</td>
</tr>
</tbody>
</table>
The first hypothesis testing showed significant results with standardized estimate = 0.327, CR of 3.397 and p-value = ***. The conditions for accepting hypotheses for CR values > 1.96 at the significance level of 0.05, and p-values < 0.05. Based on the test results, there is no reason to reject hypothesis 1 (H1), meaning that the influence of ODOI on innovative work behavior has been proven to be very significant. Empirical findings in the study indicate that if respondents can enhance creativity creating different values, dynamic interactions, harmonizing cooperation, exchanging information, thinking without limits and the complexity of relationships, it can improve innovative work behavior. In actualizing themselves, they have unique/different creativity, for example: in the fields of innovation, communication, IT, adaptation, research, and others. They must always interact dynamically to explore opportunities in developing/discovering new ideas/ideas. Dynamic interaction with maintaining harmony in cooperation is very necessary in internal and external organizations. The complexity of relationships that tend to increase and the rapid and massive exchange of information, requires them to get accustomed to thinking without limits (out of the field of science or expertise) in order to find new ideas/ideas in improving innovative work behavior.

While the complexity of the relationship occurs because of: additional tasks that seize energy, organizational culture that has been formed, seniority in the organization, different personal needs/goals, duties and responsibilities within the organization, and conflicts between individuals in one organization. The exchange of information that is often done in terms of exchange of material and administration of lectures, research and community service, cooperation between institutions and cooperation activities programs, publication of scientific papers, works of creativity and findings, student handling, and the development of science and technology.

The second hypothesis testing, shows a significant value with standardized estimate = 0.225, and a critical ratio value of 2.486 and p-value = 0.037. Based on the test results, there is no reason to reject hypothesis 2 (H2), meaning that P-J fit has a positive and significant effect on innovative work behavior. These results are in line with research (Cable & Judge, 1994) which found that employee perceptions about the
climate and the innovative attractiveness of organizations to work settings that are closer to self-value influence their involvement in proactive and innovative behavior. Compatibility related to employees' perceptions about their assignments and personal preferences will affect positive outcomes at the individual level (Edwards, 1991), and make him more creative/innovative (Kim et al., 2009). Person-job fit plays an important role in influencing employees regarding their involvement in innovative work behavior through employee motivation (Collins, M., & Amabile, 1999).

Empirical findings indicate that lecturers are more able to behave in an innovative way is indicated because of the similarity of expectations, suitability of salary, suitability of training, suitability of needs, suitability of expertise, suitability of ability and suitability of education. Generally they have felt a match between what he hopes and what he gets from his organization. The similarity of expectations is related to self-actualization and their perceptions of the teaching profession as a worship field so that it can spur an increase in innovative work behavior. Expertise suitability, suitability of ability and suitability of education can improve the ability of lecturers to get used to having a way of thinking (idea generation) that is oriented to the continuous development of new discoveries. The idea of this generation can sustain its performance as a lecturer. They must always contribute in doing creative things to explore new opportunities for organizational growth. In exploring new opportunities, it will be more visible when he has the task of becoming a structural official.

The third hypothesis testing, showed significant results with standardized estimate=0.266, CR value of 2.943 and p-value=0.022. So there is no reason to reject hypothesis 3 (H3), meaning that the influence of P-J fit on ODOI has proven to be very significant.

The higher the degree of P-J fit, the stronger will be pushing ODOI. Respondents will be more creative/innovate when they have high work harmony. Work harmony tends to make them more focused, flexible, and risk-taking. They can generate new ideas that are useful for the organization and have the courage to express their opinions and ideas to others.

The results of this test are in line with research (Clegg et al., 2002) that found that when employees believe their coworkers listen and support their ideas and relate their importance to whatever renewal advice they start, they tend to display very innovative work behavior. Employees who are trusted to provide suggestions for improving the quality of procedures and processes in an organization will be more motivated (Thomas & Kenneth W, 1990). The trust he receives can be a motivation
for collaborating and supporting ideas with one another through mutual reciprocity in sharing knowledge (Janssen, 2003). Innovative employee work behavior is analogous when a good interpersonal relationship in innovating among high quality team members is among coworkers (Janssen et al., 2004; Scott et al., 1994), as well as between work teams and team organizations (Zakaria et al., 2004).

Empirical facts in research with the discovery of respondent who’s try to improve the harmony of their work through ways to adjust abilities, adjust education, adjust expertise, adjust needs, and equalize expectations. They believe that their needs are in accordance with the demands of their work, and they will suggest new ways of completing various tasks. They help each other and work together with colleagues in the team and encourage mutual cooperation to increase trust and support for him.

The fourth hypothesis testing, showed significant results with standardized estimate = 0.279, and the value of C.R. amounted to 2.649 and p-value = 0.008. It can be concluded that there is an influence of employee engagement on innovative work behavior positively and significantly. These results are in line with research (Schaufeli et al., 2016) which found that employee engagement as something positive will be able to encourage innovative behavior. Employee engagement is closely related to innovative behavior (Messmann & Mulder, 2011; Slåtten & Mehmetoglu, 2011). Employee engagement correlates with commitment and cooperation, and influences innovative behavior (Macey, W., & Schneider, 2008).

Empirical findings in this study indicate that respondents have felt the work they are engaged in is very meaningful because it is in accordance with the principles of life and beliefs. When carrying out their work duties they feel: (1) their lives have benefits for others in sharing and developing knowledge; (2) the profession undertaken in accordance with the calling of his soul or in accordance with his ideals; (3) they consider that working as a means of worship and self-actualization. From the side of enjoying work, they feel: (1) they enjoy working and are part of the work team of their college; (2) happy, proud, comfortable, satisfied, grateful, enjoy, happy, sincere and enjoy life.

The fifth hypothesis testing, showed significant results with standardized estimate = 0.392, and the value of C.R. of 4.144 and p-value = ***. It can be concluded that there is a positive and significant influence of employee engagement on ODOI. This means that the higher the degree of employee engagement felt by the respondents, the higher the unique or unique innovations that can be generated and they are open to sharing knowledge. In general, respondents already feel optimis-
tic about their profession related to meeting needs. In the future, the lecturer profession is predicted to be better/more promising, from a social and economic perspective.

The results of this test are in line with research (Vähäsantanen & Eteläpelto, 2009) which found that when employees try to improve innovation and change and are encouraged to excel, then their involvement is necessary. Related to their involvement, employees need to have a clear vision and have awareness and knowledge about innovation and how to make it happen (Romina et al., 2009). Employee engagement is closely related to innovative behavior (Messmann & Mulder, 2011; Slåtten & Mehmetoglu, 2011).

Empirical findings related to employee engagement in performance have provided information that respondents often discuss, dialogue and reflect to find original new ideas and commitments in order to improve the quality of education services based on the basic vision of foundations and higher education. They are loyal to the progress of the organization. This reflects the involvement of lecturers in obeying rules or agreements that have been determined both written and oral. Likewise they are willing to support each work program of study programs, faculties and colleges that have been and will be carried out, and will do their part well and responsibly.

CONCLUSION

Achieving different and unique innovations requires coordinated efforts of many different actors and integration of activities across specialist functions, knowledge domains and contexts and applications. The ability of organizations to create unique and different innovations is the success of developing innovative HR. In order for innovation to be created it is necessary for employee involvement to find new information and knowledge and be able to create sustainable work behavior. The organization must develop the ability of its human resources to achieve the desired results. Continuous employee involvement is important for every employee.

Indications of the achievement of P-J fit and employee engagement are organizations that are able to carry out a process of continuous improvement, through improving the quality of perspective and ways of thinking in HR development. The organization is able to drive the process of innovation and improving the quality of human resources. The goal of P-J fit and employee engagement is to institutionalize HR collective abilities as a result of actualization of integration in the form of strategies, programs, systems, or organizational guidelines for optimizing innovative work behavior. The results of this study contribute to the development and study of
optimal distinctiveness theory and innovation theory.

LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

The limitation of this study is that it uses a cross-sectional approach, so the relationship between the concepts tested is a brief description at a certain time. Because the performance of lecturers has further implications in the future, it is proposed to conduct longitudinal studies. The results can be known to assess better long-term HR development as an effort to improve innovative work behavior. Other limitations in this study do not discuss the concept of employee performance which is the goal of the organization. In future studies, it is suggested to add or discuss these variables.

REFERENCE


Luhgiatno dan Pudjiarti, E.S., Optimal Distinctive Open Innovation as Antecedent and Consequences of Innovative Work Behavior

https://doi.org/10.1016/j.technovation.2008.10.001


