

The Effect of Person Job Fit and Work Autonomy on Innovative Behavior of Media Workers in Cirebon

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ABSTRACT

Creativity, innovation, and expertise are widely recognized as important competitive advantages that greatly enhance the survival and efficiency of organizations in a corporate environment. In this case, appropriate person job fit and job autonomy can drive employee innovation, which in turn drives competitive advantage in today's changing business environment. The study aims to analyze the extent to which independent variables influence the dependent variable. By collecting data and conducting analysis, this study contributes to how person job fit and job autonomy can influence the increase in innovative behavior of employees. The hypothesis is derived theoretically and then tested empirically using statistical analysis with a quantitative study of 130 respondents working in media companies in Cirebon. The results of the study indicate that there is an influence between person job fit and employee innovative behavior. Furthermore, the results of the study also reveal that job autonomy also influences innovative behavior.

INTRODUCTION

The most important component of a company's capacity to continue operating and fulfilling its responsibilities as a member of an institution or organization is the human resources (HR) department. Every business has the advantage of having highly skilled and competitive human resources to run all its operations in accordance with the organization's internal rules and procedures (Sabrina, Harahap, & Datuk, 2023). To obtain more and more competitive human resources, a company or organization examines factors that can affect the quality of human resources, one of which is the ability to think innovatively.

In today's era, companies must be innovative (Kundu, Kumar, & Lata, 2020). To face the transition from the economic era to the highly creative and dynamic industrial era, companies must innovate (Nathaniel & Dewi, 2024). Businesses that are able to innovate will be able to compete in the creative industry era and gain a competitive advantage. Innovation does not happen by itself; rather it is the result of innovative solutions produced by each employee of a particular company when they face work-related problems (Akram, Lei, Haider, & Hussain, 2018). Namely by applying imaginative concepts in practice is also seen as innovative behavior in the workplace.

Creativity, innovation, and expertise are widely recognized as important competitive advantages that greatly enhance the survival and efficiency of organizations in the modern economic environment. In this regard, the placement of appropriate workers can drive organizational innovation, which in turn drives competitive advantage in today's changing business environment (Olfat, 2024). Innovative behavior is generally recognized in marketing research as crucial to organizational performance in dynamic contexts. Innovative behavior requires the development and application of new concepts to improve work performance (Dedahanov, Rhee, & Yoon, 2017).

Workers' actions in the company also have an impact on individual work dedication, organizational fit, and their work results. A study defines personal job fit as a person's adaptability in keeping goals and visions in mind while working. At the institutional level, institutions have a significant impact on individual values (Sabrina et al., 2023). Therefore, a worker will not feel sorry for his coworkers if they do not fit into the institution or have different goals. Worker alignment with organizational goals will increase awareness and inspire individuals to act in a high-class manner. Therefore, personal job fit is very important for companies in fostering innovative behavior.

In addition, according to the study findings, the psychological and social well-being of workers that influence innovative behavior will increase if they have control over how they work, are competent in their jobs, and have autonomy with their jobs (Gan & Cheng, 2021). Job

autonomy is the degree to which a job can provide workers with autonomy, freedom, and control over how they carry out their tasks (Johari, Tan, & Zukarnain, 2016). Autonomy can be described as a type of independence in carrying out workers' obligations and responsibilities (Malinowska, Tokarz, & Wardzichowska, 2018). Compared to workers who do not have enough freedom, individuals with high levels of autonomy often like their jobs (Oluwaseun & Boboye, 2017).

Meanwhile, a workplace that gives workers the opportunity to discuss, create, evaluate, and implement ideas in the workplace shows that contextual variables that workers can interpret as work freedom are prioritized in the organization's work process. Workers can get an overview of their level of control over their work methods through job autonomy. Workers' autonomy in their work allows them to complete tasks in a variety of ways. Workers are also encouraged to find new ideas and develop them more successfully and efficiently, this is what can encourage workers' innovative behavior at work (Mulyana & Izzati, 2022).

This research article further explains the influence between person job fit and job autonomy on innovative work behavior in media workers in Cirebon. The purpose of this study is to analyze the extent to which the independent variables influence the dependent variable. By collecting data and conducting analysis, this study contributes to how person job fit and job autonomy can influence the increase in innovative behavior possessed by workers.

LITERATURE REVIEW

Person Job Fit

Human resources with good quality must be able to carry out their work according to the assigned tasks (Solahudin, Fatimah, & Sulistiowati, 2024). Person-job fit (PJF) emphasizes the alignment between an employee's skills, knowledge, and abilities with job requirements (Harzer, 2017). This concept is rooted in the broader framework of person-environment fit theory, which suggests that compatibility between individuals and their work environment enhances job satisfaction and performance (Kristof-Brown et al., 2005). According to Kristof-Brown and Guay (2011), PJF is critical in predicting employee outcomes such as creativity, motivation, and retention, as it ensures that employees feel competent and valued in their roles. High PJF fosters intrinsic motivation, which is essential for employees to engage in proactive and innovative behaviors (Akmal & Mehmood, 2022).

The notion of PJF also aligns with the principles of human resource management, where organizations seek to match worker characteristics with organizational culture and job demands (Yu, 2016). For instance, Schneider's Attraction-Selection-Attrition (ASA) theory posits that employees naturally gravitate toward organizations that align with their

values, further reinforcing the importance of PJF in maintaining a harmonious and productive workforce (Schneider et al., 1995). When employees perceive a strong fit with their job, they are more likely to exhibit loyalty, engagement, and innovative contributions, as their personal goals align with organizational objectives (Sabrina et al., 2023).

Work Autonomy

Autonomy, a core dimension of Hackman and Oldham's (1976) Job Characteristics Theory, refers to the degree of freedom employees have in planning and executing their tasks. Morgeson and Humphrey (2006) define job autonomy as the flexibility granted to workers to make decisions about work methods, schedules, and outcomes. This freedom empowers employees to experiment with novel approaches, fostering creativity and innovation (Garg & Dhar, 2017).

Deci and Ryan's (1985) Self-Determination Theory further highlights autonomy as a fundamental psychological need. When employees experience autonomy, they feel a sense of ownership over their work, leading to higher intrinsic motivation and proactive behaviors (Gan & Cheng, 2021). Empirical studies, such as those by Parker et al. (2017), demonstrate that autonomous work environments reduce burnout and enhance problem-solving capabilities, as employees can tailor their workflows to suit their strengths.

In media industries, where rapid adaptation to technological changes is crucial, autonomy allows workers to explore creative solutions without rigid constraints (Johari et al., 2016). For example, granting autonomy in scheduling enables media professionals to align their peak creative hours with task demands, thereby optimizing innovative output (Wicaksono & Pusparini, 2022).

Innovative Behavior of Media Workers

Innovative behavior involves generating, promoting, and implementing new ideas to improve organizational processes (Dara et al., 2022). This concept is central to Amabile's (1996) Componential Theory of Creativity, which identifies autonomy, resources, and encouragement as key drivers of innovation. In dynamic sectors like media, where content trends and technologies evolve rapidly, employees must continuously innovate to maintain competitiveness (Zhao et al., 2022).

West and Farr (1990) define innovative work behavior (IWB) as the intentional introduction of new ideas that benefit the organization. This behavior encompasses three stages: idea generation, advocacy, and implementation (Janssen, 2000). Media workers, tasked with creating engaging content, rely on IWB to adapt to audience preferences and digital disruptions (Hussein, 2021). For instance, the shift from traditional broadcasting to digital platforms necessitates innovative strategies in content delivery and audience interaction (Nathaniel & Dewi, 2024).

Organizations that foster a climate of psychological safety, as described by Edmondson (1999), enable employees to take risks and experiment without fear of failure. This environment, coupled with autonomy and PJJ, amplifies media workers' capacity to innovate (Akçay & Sevinc, 2021).

HYPOTHESES

The basic idea of person-job fit is that an employee's individual activities and life experiences shape their perception of the world, including their thoughts and feelings, which in turn influence their level of job satisfaction and, ultimately, their emotional commitment to the organization. Companies seek to find and hire such individuals, and researchers have shown that person-job fit and innovative behavior are linked (Hussein, 2021). The cornerstone of the idea of social cognitive theory is the development of trust in employees and a certain level of belief in their intelligence, which is built upon by achieving work goals and successful work behaviors. Individual performance is strongly influenced by this sense of fit, according to research (Hossen, Akter, & Islam, 2019). Generally, because companies do not want to miss out on the opportunity to match their personal talents and abilities with the needs of the job and ultimately the benefits of organizational membership, employees who perceive greater job fit will impose greater costs on the company that moves (Hasan, Jawaad, & Butt, 2021).

Therefore, it can be assumed that there is strong innovative behavior in companies when the person-job fit possessed by employees is at a high level.

H1: Person job fit has a significant influence on the innovative behavior of media workers in Cirebon

Since it is one of the human needs related to the level of control or flexibility in carrying out work, job autonomy is an important component in organizational practices. It includes three aspects of job autonomy: autonomy related to work methods, the extent to which an individual can choose their own work style. The next step in making a work plan is to exercise autonomy over the division of work time. Finally, the freedom to choose the position used to carry out their duties is workplace autonomy (Fida & Najam, 2019). Compared to people who are directed and controlled, people tend to be more motivated and innovative when they are given autonomy. Workers will have the opportunity to experience performance achievement, inspiration, creativity, and achievement experiences, which will be manifested as new behaviors, if they are more creative and ready to complete tasks (Jin & Kim, 2015). In this regard, a study explains that the values that govern organizations, including companies, are correlated with the degree of job autonomy and worker skills (Hayslip, 2021). Workers' professional growth also increases when they have autonomy in their work, which shows that worker autonomy is very important for improving the

quality and skills of work activities. The findings show that job autonomy and innovative behavior are positively correlated (Akcaý & Sevinc, 2021). So one of the elements that can influence workers' inventive behavior is their level of job autonomy (Dara et al., 2022).

Therefore, it can be assumed that there is strong innovative behavior in the company when the level of job autonomy possessed by workers is high.

H2: Work autonomy has a significant influence on the innovative behavior of media workers in Cirebon

The interaction between person-job fit and work autonomy may create a synergistic effect on innovative behavior. According to Self-Determination Theory (Deci & Ryan, 1985), autonomy enhances intrinsic motivation, which could amplify the positive effects of person-job fit on innovation. Employees who feel both aligned with their roles (high PJF) and empowered to make decisions (high autonomy) are more likely to engage in risk-taking and creative problem-solving (Garg & Dhar, 2017). Similarly, Job Characteristics Theory (Hackman & Oldham, 1976) suggests that job design elements like autonomy interact with individual fit to optimize outcomes. Empirical studies, such as those by Parker et al. (2017), indicate that autonomy moderates the relationship between job characteristics and innovative behavior. In media industries, where adaptability is critical, this interaction ensures that workers not only possess the right skills but also the freedom to experiment with novel ideas (Zhao et al., 2022).

H3: The interaction of person job fit and work autonomy significantly enhances the innovative behavior of media workers in Cirebon.

METHODOLOGY

This research employs a correlation design and a quantitative approach to investigate the relationships between variables. Statistical analysis techniques will be applied to analyze the data collected. The research was conducted within the timeframe of January to February 2025, focusing on workers in Cirebon, Indonesia.

The target population for this study consists of all workers in Cirebon who have been employed for at least one month. To obtain the research sample, a non-probability sampling strategy was implemented. This sampling technique selects participants based on their availability, accessibility, and willingness to participate, rather than through random selection (Etikan, Musa, & Alkassim, 2016). Consequently, the respondents for this research are those workers who expressed their willingness to participate and provide the necessary data.

In total, 130 workers, all employed for a minimum of one month in a company within the media sector in Cirebon, were included in the final sample. This structured approach ensures that the study captures relevant insights while adhering to the principles of non-probability sampling.

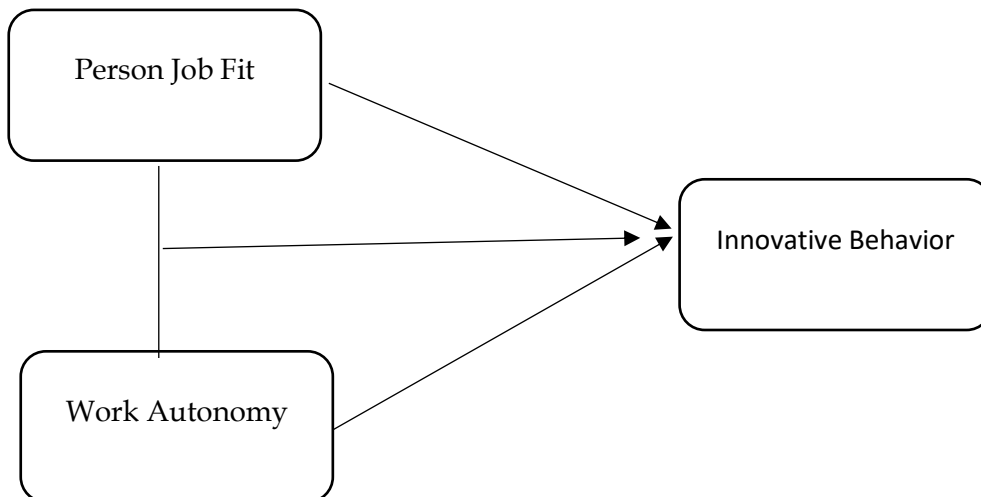
FRAMEWORK

This study aims to analyze the influence of person-job fit and work autonomy on innovative behavior in media workers in Cirebon. Based on the fit theory, the suitability between individuals and their jobs (person-job fit) increases intrinsic motivation, which then encourages the emergence of innovative behavior. Individuals who feel suited to their jobs will be more confident, comfortable, and motivated to contribute new ideas to their work.

Meanwhile, job characteristics theory explains that work autonomy is one of the important characteristics in designing motivating jobs. When employees have the freedom to determine how to complete tasks, they tend to feel more responsible and motivated to innovate. Autonomy provides space for creativity because it reduces structural pressure and allows for the exploration of new ideas.

Thus, both person-job fit and work autonomy are hypothesized to have a positive effect on innovative behavior.

Thinking Framework Diagram



Variables

Any variable that influences or causes a change or initiation of a dependent variable is called an independent variable. Person job fit and job autonomy are the independent variables in this study. Worker fit with job, fulfillment of job attributes, desire in the job, job fit, and ability fit are components of person job fit. Having full control over their work techniques, schedules, and locations, including freedom, independence, and adaptability are components of job autonomy. Furthermore, variables that are influenced by or result from the independent variable are known as dependent variables. Innovative behavior is a variable established in this study. A person's effort to stay working for a long period of time is called career commitment. Career commitment is associated with a person's emotional attachment to the career they have chosen (career identity), their

assessment of their professional development needs, their career goal setting (career planning), and their persistence in achieving those goals (career resilience).

To collect data in this study, the research instrument used a questionnaire given to respondents. The Likert scale approach was used in this study. Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS), and Strongly Disagree (STS) are five possible responses that form the Likert scale model in this study. The following is a description of the operationalization of variables for the research questionnaire.

Table 1: Operationalization of Variables

Variable	Statement
Person Job Fit	There is a good fit between what my job offers and what I look for in a job.
	The attributes I look for in a job are met very well by my current job.
	My current job provides most of what I want from a job.
	There is a very good fit between the demands of my job and my personal skills.
	My abilities and training match the requirements of my job
	My personal abilities and education provide a good match to the demands of my job.
Work Autonomy	This job gives me significant autonomy in making decisions.
	This job allows me to determine for myself how to complete my work.
	This job allows me to make decisions about the methods I use to complete my work.
	This job allows me to plan how I do my work.
	This job gives me a great deal of independence and freedom in completing my work.
	This job allows me to determine the order in which I perform tasks in my job.
	This job allows me to make my own decisions about my work schedule.
	This job allows me to make many decisions independently.
	This job gives me the opportunity to use my own initiative or judgment in completing my work.

Innovative Behavior	I generate new ideas to solve problems.
	I look for new work methods, techniques, or tools.
	I provide original solutions to the problems we face.
	I am good at getting support for innovative ideas.
	I get key people in my organization excited about innovative ideas.
	I translate innovative ideas into valuable solutions.
	I systematically introduce innovative ideas.
	I evaluate the usefulness of innovative ideas.

Conduct of the survey

This study used a questionnaire. The questionnaire was created based on the operationalization of the variables that had been prepared. The reliability of the survey was guaranteed by creating an online questionnaire through the Printed Questionnaire and Google Form so that it was easy to use. The questionnaire was distributed to respondents, namely the entire sample in this study who were workers in the media sector. The media industry was chosen because media companies are considered important today because they shape the way people view the world, and media companies also help businesses market their products and services (Hussein, 2021). A total of 39 companies were contacted for the purposes of this study to obtain permission to conduct research by distributing questionnaires to their workers. The data generated from the distribution of the questionnaire will be analyzed using SPSS 26.0 software.

Next, data analysis is carried out. The process of finding and collecting data methodically is known as data analysis. This process involves grouping data, characterizing data into units and synthesizing them, then proceeding to organize the data into patterns to determine which are significant and should be examined, and drawing conclusions that can be understood by individuals and others. The analysis includes validity tests, reliability tests, classical assumption tests, and hypothesis tests. The following is the multiple linear regression analysis model used in this study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Description :

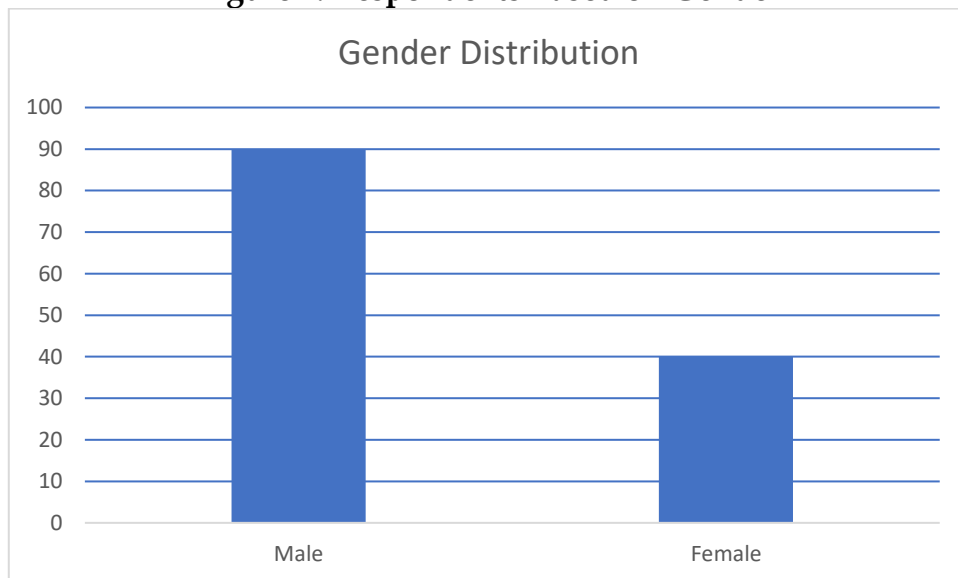
- **Y (Dependent Variable):** The result or output you want to predict.
- **X₁ (Independent Variable 1):** The first factor that influences Y.
- **X₂ (Independent Variable 2):** The second factor that influences Y.

- β_0 (Constant/Intercept): The base value of Y when both X_1 and X_2 are zero.
- β_1 (Coefficient of X_1): The effect of X_1 on Y, when X_2 is zero.
- β_2 (Coefficient of X_2): The effect of X_2 on Y, when X_1 is zero.
- ε (Error/Residual): The variation in Y that is not explained by the model.

RESULTS

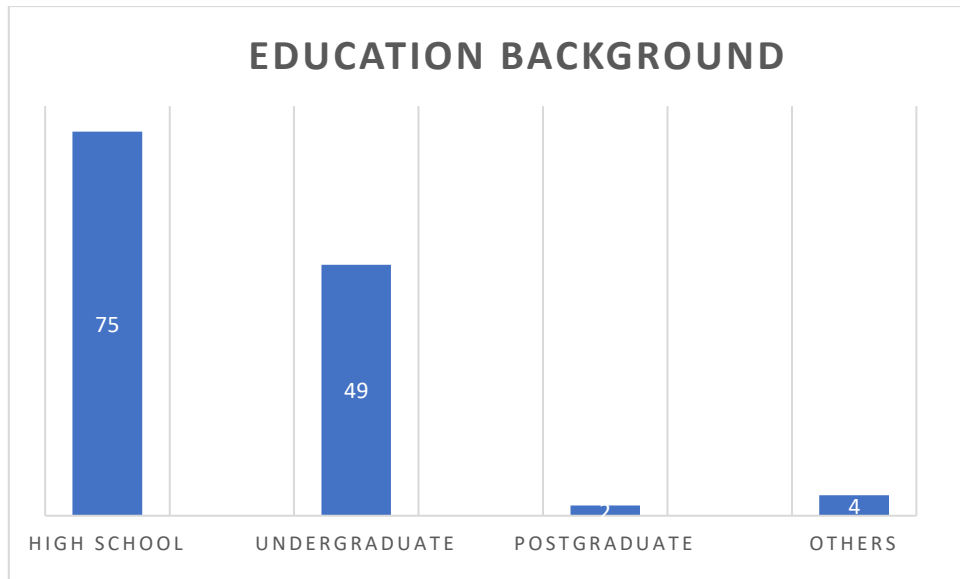
The results of the questionnaire distribution obtained the following respondent data.

Figure 1. Respondents Based on Gender



Based on Figure 1. Of the total respondents in this study, 90 were male and 40 were female. The large number of males compared to females indicates that male workers have a larger population in the media company sector.

Figure 2. Respondents Based on Education



Based on Figure 2. From all respondents of this study, they have various educational backgrounds ranging from junior high school to postgraduate. Respondents who took junior high school education were 1 person, respondents who took education up to vocational high school were 1 person, respondents who graduated from high school were 75, this is the number of respondents with the most graduates, then respondents who graduated from D3 were 2 people, respondents who completed undergraduate education were 49 people, and respondents who took education up to postgraduate were 2 people.

Statistical Test Results

1. Validity Test Results

Variable	Item	Sig. Value	Validity Status
X1	1-6	0.000-0.045	Valid
X2	1-9	0.000-0.030	Valid
Y	1-5	0.000-0.028	Valid
(All items)	-	< 0.05	Valid

Based on the validity test results, all indicators of each variable have a significance value below 0.05, so all items are declared valid.

2. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Status
X1	0.754	Reliable (≥ 0.7)
X2	0.732	Reliable (≥ 0.7)
Y	0.710	Reliable (≥ 0.7)

The reliability test results show that all variables have Cronbach's Alpha values above 0.7, indicating that all instruments are reliable.

3. Regression Coefficients

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 ^a	.326	.315	3.943

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	931.882	2	465.941	29.966	.000 ^b
	Residual	1928.055	124	15.549		
	Total	2859.937	126			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.046	2.939		2.397	.018		
	X1	.608	.129	.414	4.700	.000	.701	1.426
	X2	.251	.097	.227	2.581	.011	.701	1.426

a. Dependent Variable: Y

Regression Equation: $Y = 7.046 + 0.608X1 + 0.251X2 + e$

Model Summary:

- $R^2 = 0.310$ (X1 and X2 explain 31% of Y)
- F value = 29.966, F table = 3.069, Sig. = 0.000

Interpretation:

- X1 has a significant positive effect on Y (t value > t table, Sig < 0.05)
- X2 also has a significant positive effect on Y
- Together, X1 and X2 significantly affect Y.

From the estimated regression equation, the calculated F value was **29.966**, which is greater than the F table value of **3.069**, with a significance level of **0.000**

($p < 0.05$). This indicates that the variables **Person-Job Fit (X_1)** and **Work Autonomy (X_2)** simultaneously have a significant influence on **Innovative Behavior (Y)**. Furthermore, the t-test results show that both X_1 ($t = 4.700$) and X_2 ($t = 2.581$) have t-values greater than the critical value (1.979), with significance levels below 0.05. Therefore, it can be concluded that each independent variable individually has a significant partial effect on the dependent variable. The coefficient of determination ($R^2 = 0.31$) indicates that **31% of the variance in innovative behavior can be explained by the combined influence of person-job fit and work autonomy**, while the remaining 69% is influenced by other factors outside the model. In other words, all hypotheses proposed in this study are supported, both simultaneously and partially, and the regression model is statistically valid and relevant in explaining the relationship between person-job fit and work autonomy on the innovative behavior of media workers in Cirebon.

These findings reinforce the theory that **a strong alignment between an individual and their job (person-job fit)** plays a crucial role in promoting innovative behavior, as individuals who feel suited to their roles and responsibilities tend to have stronger intrinsic motivation to innovate. Similarly, **work autonomy** provides individuals with the freedom to express ideas, take initiative, and explore new approaches to completing tasks, ultimately encouraging the emergence of innovative behavior. The results of this study are consistent with prior research that highlights the importance of a flexible work environment aligned with individual characteristics as a prerequisite for fostering workplace innovation. Therefore, the practical implication of this study emphasizes the need for media organizations, particularly in Cirebon, to establish a work environment that supports appropriate job-person placement and offers a sufficient degree of autonomy to cultivate an innovative work climate. This study also opens avenues for future research to explore additional external variables that may strengthen or moderate the relationship between person-job fit, work autonomy, and innovative behavior – both within the media industry and in other sectors.

Research Hypotheses

H₁: There is no significant effect of Person-Job Fit on Innovative Behavior.

H_{a1}: There is a significant effect of Person-Job Fit on Innovative Behavior.

H₂: There is no significant effect of Work Autonomy on Innovative Behavior.

H_{a2}: There is a significant effect of Work Autonomy on Innovative Behavior.

H₃: There is no significant simultaneous effect of Person-Job Fit and Work Autonomy on Innovative Behavior.

H_{a3}: There is a significant simultaneous effect of Person-Job Fit and Work Autonomy on Innovative Behavior.

Conclusion

Based on the results, it can be concluded that all alternative hypotheses (H_a) are accepted (and all null hypotheses (H_0) are rejected), which means:

1. **Person-Job Fit has a significant effect on the innovative behavior of media workers.**
→ This implies that the higher the alignment between an individual's characteristics and their job, the greater their tendency to engage in innovative behavior.
2. **Work Autonomy significantly influences innovative behavior.**
→ The greater the level of freedom or autonomy granted in the workplace, the higher the creativity and innovation that emerge.
3. **Both variables (Person-Job Fit and Work Autonomy) simultaneously have a significant effect on innovative behavior.**
→ The combination of these two factors makes a meaningful contribution to enhancing the innovative behavior of media workers.

DISCUSSION AND IMPLICATIONS

Discussion of results

Based on the results of the study, person job fit is concluded to have a significant influence on innovative behavior. Because person job fit behavior involves carrying out activities outside of assigned work, this behavior is included in innovative work behavior. Companies can encourage innovative work practices by using various techniques to solve problems and provide original concepts for their progress (Nasib, 2022). Companies need to understand the many factors that encourage workers to behave innovatively in the workplace. One important factor that drives the growth of innovative work practices is the alignment between the organization and its workers. When workers believe that they and their organization are very aligned, they tend to exhibit creative work behavior (Afsar & Yuosre, 2016). Workers who have a deep sense of belonging to the company, such as executives and their coworkers, will feel comfortable and at peace in this atmosphere. Thus, these workers will show a strong passion for their work and carry out their duties effectively, which will ultimately increase their total productivity. A study suggests that having a job that matches their interests and expertise, participating in knowledge sharing, and feeling supported by superiors can help a person's capacity to generate new concepts and solutions (Wijaya, 2024). Employees tend to have better attitudes toward innovation, feel more satisfied with their jobs, perform better, and demonstrate stronger commitment to the company when they perceive substantial congruence between their values and goals and those of the company. Employees are more likely to actively seek out new ideas

and demonstrate innovative work behaviors when they feel psychologically empowered and aligned with the company's values.

Based on the research results, job autonomy is concluded to have a significant influence on innovative behavior. Job autonomy can encourage people to think differently and more freely about their work, which can increase their level of creativity. Thus, workers' job autonomy opportunities can also increase the task of taking initiative in the workplace, generating innovative ideas, and exploring possible work methods (Garg & Dhar, 2017). According to several studies, workers who have a healthy work-life balance and high levels of job autonomy will perform better at work (Johari et al., 2016). The level of worker ability to choose or change work goals and assessment standards is known as the criterion of job autonomy. People who have less authority over their work tend to be more dependent on organizational processes (Swaroop & Dixit, 2018). Individuals who have greater job autonomy will feel less anxious because they will be able to rearrange their work and generate more innovative ideas. They will also be more willing to try new things at work when things get tough. Therefore, Li & Zhu (2022) found a good correlation between job autonomy and innovative practices used by workers in the workplace.

Implications for research

The results of this study contribute to the existing body of knowledge on innovative work behavior (Wong & Tetrick, 2017). Specifically, the term "innovative work behavior" describes workers' extracurricular activities that involve fresh ideas and deviate from conventional thinking. Person-job fit, defined as the alignment between employees' skills and job demands (Roussel, Ali, & Audi, 2021), emerges as a critical predictor of innovative behavior. This finding aligns with prior studies by Afsar and Yuosre (2016), who emphasized the role of person-organization fit in fostering creative work practices, and Akmal and Mehmood (2022), who identified intrinsic motivation as a mediator between person-job fit and innovation. While most earlier studies focused on person-organization fit, this research highlights the underexplored direct relationship between person-job fit and innovative behavior, suggesting that future investigations should prioritize job-specific alignment over broader organizational congruence.

Similarly, the significant influence of work autonomy on innovation echoes findings by Garg and Dhar (2017), who linked autonomy to employee service innovation, and Jin and Kim (2015), who demonstrated that autonomy enhances job engagement and creativity. Consistent with Akcay and Sevinc (2021), who observed a positive correlation between teacher autonomy and innovative practices in educational settings, this study reinforces the universal applicability of autonomy as a driver of innovation across industries. Additionally, the introduction of organizational support as a third variable (H3) extends the discourse on job

design theories, corroborating Nasution et al. (2021), who identified autonomy and support as dual catalysts for employee innovation in dynamic workplaces.

This research also addresses gaps in media industry-specific studies. As noted by Zhao et al. (2022), media workers operate in rapidly evolving environments where autonomy and fit are paramount. The current findings validate their assertion, demonstrating that media companies must prioritize job design and support systems to sustain innovation. Future studies could explore cross-industry comparisons or longitudinal designs to assess the durability of these relationships.

Implications for practice

For practitioners, the findings underscore actionable strategies:

Recruitment and Job Design: HR managers should refine recruitment processes to assess person-job fit rigorously. Multi-stage evaluations, as suggested by Hasan et al. (2021), can ensure alignment between candidates' skills and role requirements.

Autonomy Enhancement: Departments should decentralize decision-making, allowing employees flexibility in task execution. As demonstrated by Johari et al. (2016) in educational contexts, autonomy reduces dependency on rigid protocols and fosters creative problem-solving.

Organizational Support Systems: Companies must institutionalize support mechanisms, such as innovation grants or mentorship programs, to sustain employee motivation. This aligns with Dedahanov et al. (2017), who found that supportive structures amplify innovative output in dynamic industries.

For media companies, these strategies are particularly urgent. In line with Hussein's (2021) observations on media's role in shaping consumer behavior, fostering innovation ensures relevance in a digital-first economy. Managers should also invest in continuous training to adapt to technological shifts, as emphasized by Abun et al. (2023).

LIMITATIONS AND CONCLUSION

From the results of the research and data analysis, this article shows that there is an influence between person job fit and innovative behavior of workers. Furthermore, the results of the study also revealed that work autonomy also has an influence on innovative behavior. It is explained that person job fit can increase innovative behavior, the suitability of workers with the work they have will foster a person's motivation in creating creative and innovative ideas in solving a problem at work. Furthermore, full control over work techniques, schedules, including freedom,

independence, and the ability to adjust that workers have well will stimulate innovative behavior for workers.

The limitations of this study are mainly limited by the fact that only media companies and media workers were involved in this study, so the results of the study only focus on the influence between variables on media companies. Another limitation of this study is that it was only conducted at one point in time, so research over time is still needed to produce more credible data. This study is also limited because it only discusses two variables used as independent variables that influence innovative behavior, and for further research, other variables are still needed that can influence innovative behavior for workers.

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