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Innovative Work Behavior and Employee Performance: An Empirical Study on the Influence of Person-Organization Fit, Organizational Climate, and Knowledge Sharing Behavior among Employees of PT. PLN (Persero) Customer Service Implementation Unit (UP3) Pangkalanbun

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Abstract

This study aims to empirically examine the influence of Person-Organization Fit, Organizational Climate, and Knowledge Sharing Behavior on Innovative Work Behavior and Employee Performance among employees of PT PLN (Persero) UP3 Pangkalanbun. A quantitative approach was employed using a survey method, and data were collected from 165 respondents through a structured questionnaire. Data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique. The findings reveal that all independent variables significantly affect both Innovative Work Behavior and Employee Performance, either directly or indirectly. Knowledge Sharing Behavior emerged as the strongest predictor, while Innovative Work Behavior plays a significant mediating role between the organizational factors and employee performance. These findings offer both theoretical and practical contributions to the development of innovation-based human resource management strategies in the public service sector. The study also recommends strengthening knowledge sharing culture, value alignment, and a supportive organizational climate as key foundations for enhancing employee performance.
***Keywords**: innovative work behavior, employee performance, person-organization fit, knowledge sharing.*

INTRODUCTION

In the era of digital transformation and increasingly complex global competition, Innovative Work Behavior (IWB) has become a crucial element in fostering sustainable competitive advantage and adaptive organizational performance. IWB reflects employees' behaviors in generating, introducing, and applying new and useful ideas within their work contexts (De Jong & Den Hartog, 2010). Organizations that promote individual-level innovation have been shown to possess higher resilience to market disruptions and technological change (OECD, 2023).

One of the key determinants of IWB is the alignment between individual and organizational values, known as Person-Organization Fit (P-O Fit). Studies have shown that high P-O Fit not only increases job satisfaction and organizational commitment (Kristof-Brown et al., 2005), but also fosters proactive and innovative behavior in the workplace (Afsar, 2016). Wartini et al. (2023) further found that P-O Fit plays a mediating role in the relationship between organizational culture and innovative behavior by enhancing employees' intrinsic motivation.

A conducive organizational climate is also a critical factor in facilitating innovative behavior. Amabile et al. (1996) emphasize that a creativity-supportive climate is characterized by autonomy, managerial support, and freedom of expression. Liu et al. (2022) found that an innovative climate significantly enhances IWB through increased psychological safety and knowledge-sharing behavior. In Indonesia, Sudibjo and Prameswari (2021) found that organizational support for learning and collaboration improves the contribution of new ideas among educators.

Knowledge Sharing Behavior (KSB) also plays a pivotal role in connecting organizational climate and P-O Fit to IWB. KSB refers to individuals' voluntary behavior in sharing information, experiences, and expertise with colleagues. Akram et al. (2020) state that KSB mediates the relationship between organizational justice and IWB. Listyanti and Hendarman (2023) underscore that KSB strengthens the creation of an innovative climate and a learning culture, particularly in knowledge-based industries such as telecommunications.

Although many studies have explored the antecedents of IWB, there remains a scarcity of research that simultaneously examines the relationships among P-O Fit, organizational climate, KSB, IWB, and employee performance—especially in the context of the Indonesian public service sector. Most previous studies have focused on education, creative industries, or academic institutions. Within the strategic energy sector, state-owned enterprises (SOEs) such as PT PLN (Persero) face increasing pressure to improve employees' innovative capabilities in response to the rising demand for technology-based customer services, green energy regulations, and massive operational digitalization (Ministry of Energy and Mineral Resources, 2023).

Furthermore, units such as UP3 PT PLN (Persero) Pangkalanbun play a strategic frontline role in customer service. Challenges related to maintaining customer satisfaction, operational efficiency, and adapting to big data and smart metering systems require active employee engagement in innovation and collective knowledge sharing. Therefore, it is highly relevant and urgent to empirically examine the influence of P-O Fit, organizational climate, and KSB on IWB and employee performance.

Given this background, this study contributes not only to the theoretical foundation in organizational behavior and human resource management, but also provides practical implications for policymakers and public sector leaders in fostering an innovative culture. It is expected that this research offers valuable contributions to the development of strategic human resource frameworks in Indonesia's public sector, particularly within state-owned enterprises.

METHOD

This study employs a quantitative approach with the objective of empirically examining the influence of person-organization fit, organizational climate, and knowledge sharing behavior on innovative work behavior and employee performance within PT. PLN (Persero) Customer Service Implementation Unit (UP3) Pangkalanbun. This method was chosen because it allows for the simultaneous and in-depth examination of causal relationships among latent variables.

The research design used is a quantitative survey, with a structured questionnaire as the primary data collection instrument. Data were gathered by distributing the questionnaire to employees of PT. PLN UP3 Pangkalanbun, both offline and online. The study population comprises all permanent employees working in the unit, with a total sample of 165 respondents selected using purposive sampling. The inclusion criteria for respondents are: (1) permanent employee status, (2) a minimum of one year of tenure, and (3) direct involvement in customer service and information management activities in their respective units. This approach is deemed appropriate for reaching respondents who are relevant to the research objectives.

The research instrument was developed based on standardized scales that had been validated in previous studies. The person-organization fit variable was measured using indicators from Cable and DeRue (2002); organizational climate referred to the scale developed by Patterson et al. (2005); knowledge sharing behavior followed the scale developed by Bock et al. (2005); innovative work behavior was measured using the indicators from De Jong and Den Hartog (2010); and employee performance referred to the individual performance model developed by Koopmans et al. (2013). All items were measured using a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree."

Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the latest version of the SmartPLS software. SEM-PLS was chosen for its ability to accommodate complex theoretical models, suitability for relatively small sample sizes (< 200), and robustness without requiring strict multivariate normality assumptions. The analysis process was carried out in two main stages: (1) assessment of the measurement model (outer model) to evaluate construct validity and reliability, and (2) assessment of the structural model (inner model) to examine the relationships among latent variables based on path coefficients, R^2, f^2, and predictive relevance (Q^2).

Convergent validity was assessed by examining the Average Variance Extracted (AVE) and factor loadings, while construct reliability was tested using composite reliability and Cronbach's alpha. Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). All statistical procedures were conducted to ensure that the model is statistically robust and scientifically generalizable.

With this clean and clear methodological approach, it is expected that the findings of this study can be replicated by other researchers in different contexts

and populations, while strengthening empirical contributions in the field of innovative work behavior and employee performance within the public service sector.

The conceptual framework of this research is presented in Figure 1.

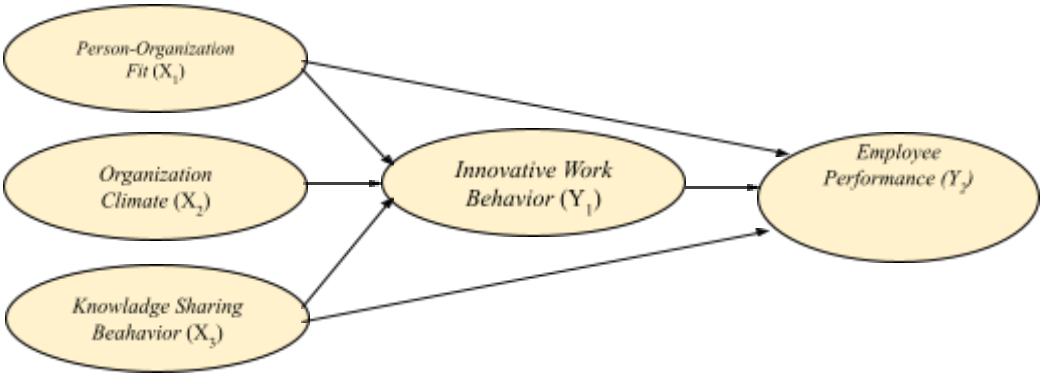

Figure 1. Conceptual Framework of the Study

RESULTS AND DISCUSSION

Respondent Characteristics Description

The characteristics of the respondents based on the demographic aspects of PT PLN (Persero) UP3 Pangkalanbun employees are presented in Table 1.

Table 1. Respondent Characteristics Description

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	97	58.79%
	Female	68	41.21%
Age	18–25 years	15	9.09%
	26–35 years	60	36.36%
	36–45 years	55	33.33%
	> 45 years	35	21.21%
Education Level	High School	10	6.06%
	Diploma	33	20.00%
	Bachelor/MA	122	73.94%
Work Tenure	< 2 years	20	12.12%
	2–5 years	75	45.45%
	> 5 years	70	42.42%
Work Unit	Service	45	27.27%
	Administration	38	23.03%
	Technical	62	37.58%
	Others	20	12.12%

Source: Primary Data Processed, 2025.

In terms of gender, the majority of respondents are male (58.79%), compared to female (41.21%). This finding aligns with the energy and engineering sectors' historical tendency to involve more male labor (International Labour Organization, 2022). Regarding age, most respondents fall within the productive age range of 26–35 years (36.36%) and 36–45 years (33.33%),

indicating a workforce that is mature and relatively adaptive to technology. The younger group (18–25 years) accounts for only 9.09%, suggesting that most employees have work experience beyond the entry-level stage. In terms of education level, most respondents are bachelor's or master's degree holders (73.94%), indicating intellectual capacity and readiness for strategic and innovative roles within the organization (Koopmans et al., 2013).

Work tenure also serves as an important psychographic indicator. Most respondents have worked for more than two years, with 2–5 years (45.45%) and >5 years (42.42%). This suggests that the majority of employees have been in the organization long enough to understand its culture, values, and develop behaviors related to knowledge sharing and innovation (Kristof-Brown et al., 2005).

Regarding work units, most respondents come from the technical division (37.58%) and customer service (27.27%). This aligns with the study's focus on employees involved in direct customer engagement and operational systems. The administration unit contributes 23.03%, while others account for 12.12%, reflecting that the core job functions are focused on service and technical roles—two areas where IWB and active collaboration are highly essential (Sudibjo & Prameswari, 2021).

Research Variable Assessment Description

Descriptive analysis was conducted on the mean values of each indicator. All variables were measured using a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The results were categorized into five assessment levels: Very Poor (1.00–1.79), Poor (1.80–2.59), Fair (2.60–3.39), Good (3.40–4.19), and Very Good (4.20–5.00) (Sugiyono, 2017). A detailed description is presented in Table 2.

Table 2. Respondent Assessment of Each Variable

Variable	Indicator	Mean Score	Assessment Category
Person-Organization Fit	POF1	4.21	Very Good
	POF2	4.15	Good
	POF3	4.09	Good
	POF4	4.18	Good
Organizational Climate	OC1	4.05	Good
	OC2	3.98	Good
	OC3	4.12	Good
	OC4	4.08	Good
Knowledge Sharing Behavior	KSB1	4.25	Very Good
	KSB2	4.31	Very Good
	KSB3	4.20	Very Good
	KSB4	4.18	Good
Innovative Work Behavior	IWB1	4.11	Good
	IWB2	4.19	Good
	IWB3	4.24	Very Good
	IWB4	4.17	Good
Employee Performance	EP1	4.00	Good

Variable	Indicator	Mean Score	Assessment Category
	EP2	4.05	Good
	EP3	3.97	Good
	EP4	4.10	Good

Source: Primary Data Processed, 2025.

In general, the descriptive results show that all variables fall within the "Good" to "Very Good" categories, indicating positive respondent perceptions toward the measured dimensions. *Person-Organization Fit* received the highest average score on its first indicator (4.21 – Very Good), reflecting a strong alignment between individual and organizational values. This supports the findings of Kristof-Brown et al. (2005), which suggest that high P-O Fit enhances employee engagement and affiliation with the organization.

Organizational Climate was consistently rated as "Good," indicating that the PLN work environment is perceived as supportive of openness, collaboration, and organizational participation. According to Amabile et al. (1996), a positive organizational climate is crucial for fostering innovative behavior.

Assessment of *Knowledge Sharing Behavior* showed "Very Good" ratings on nearly all indicators, suggesting that a culture of information and expertise sharing is well-embedded among employees. This aligns with Akram et al. (2020), who identified KSB as a key predictor of performance and innovation.

In the case of *Innovative Work Behavior*, the third indicator received the highest score (4.24 – Very Good), indicating that respondents feel actively involved in implementing new ideas in their work. This supports the theory by De Jong and Den Hartog (2010) on the importance of internal support in fostering employee innovation. Finally, *Employee Performance* was rated “Good” by most respondents, suggesting that employees perceive themselves as working effectively and efficiently. According to Koopmans et al. (2013), high performance perceptions are closely related to task accomplishment, communication, and work quality.

Results of Instrument Validity and Reliability Testing

Convergent validity testing was conducted to ensure that each indicator within the latent variables accurately represents the construct being measured. In the Partial Least Squares (PLS) approach, convergent validity is assessed through the *outer loading* value of each indicator. According to Hair et al. (2019), an indicator is considered valid if its loading value is ≥ 0.70, although values between 0.60 and 0.70 may still be accepted in exploratory studies. The results of the convergent validity test based on outer loadings are presented in Table 3.

Table 3. Instrument Validity Test Results (Outer Loading)

Variable	Indicator	Outer Loading
Person-Organization Fit	POF1	0.805
	POF2	0.874
	POF3	0.832
	POF4	0.861
Organizational Climate	OC1	0.789

Variable	Indicator	Outer Loading
	OC2	0.801
	OC3	0.844
	OC4	0.826
Knowledge Sharing Behavior	KSB1	0.911
	KSB2	0.888
	KSB3	0.869
	KSB4	0.903
Innovative Work Behavior	IWB1	0.857
	IWB2	0.901
	IWB3	0.849
	IWB4	0.874
Employee Performance	EP1	0.812
	EP2	0.839
	EP3	0.858
	EP4	0.845

Source: Processed Primary Data, 2025.

All indicators of each variable have outer loading values exceeding 0.70, indicating strong convergent validity and that the indicators consistently measure their respective constructs. The highest loading value was found in KSB1 (0.911), indicating that this item most strongly represents knowledge sharing behavior, reinforcing the assertion by Akram et al. (2020) that such behavior is deeply embedded in the work context of respondents. Other high-loading items such as POF2 (0.874), IWB2 (0.901), and EP3 (0.858) further support the robustness of construct representation. None of the indicators had loadings below 0.70, confirming that all items are appropriate for retention in the final measurement model. Strong convergent validity is critical for ensuring accurate hypothesis testing within SEM-PLS (Hair et al., 2019).

Results of Instrument Reliability Testing

Reliability testing was conducted to ensure the internal consistency of the items used to measure each construct. The two primary measures used in the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach are Composite Reliability (CR) and Cronbach's Alpha (α). According to Hair et al. (2019), CR and α values ≥ 0.70 are considered to indicate good reliability, although values between 0.60 and 0.70 may be acceptable for exploratory research. The reliability results are shown in Table 4.

Table 4. Construct Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Person-Organization Fit	0.901	0.863
Organizational Climate	0.883	0.842
Knowledge Sharing Behavior	0.936	0.910
Innovative Work Behavior	0.918	0.884
Employee Performance	0.902	0.870

Source: Processed Primary Data, 2025.

The results in Table 4 show that all constructs achieved Composite Reliability above 0.88 and Cronbach's Alpha above 0.84, indicating very strong internal consistency across all variables. The highest CR was found for Knowledge Sharing Behavior (0.936), followed by Innovative Work Behavior (0.918). This suggests that the items measuring knowledge sharing and innovation exhibit strong inter-item consistency. The Cronbach's Alpha of 0.910 for KSB also indicates that the scale is almost free from random measurement error, consistent with Nunnally and Bernstein's (1994) standard for high-reliability social measurement instruments. Overall, these results confirm that the instruments used in this study meet recommended reliability standards and are suitable for further structural model testing.

Results of Model Fit Assessment

In the PLS-SEM approach, the evaluation of the structural model's goodness of fit is conducted using several indicators, such as SRMR (Standardized Root Mean Square Residual), NFI (Normed Fit Index), Chi-square, and the values of R^2 and Q^2 to assess the explained variance and predictive relevance of the endogenous constructs (Hair et al., 2019). The model fit results are shown in Table 5.

Table 5. Model Fit Assessment Results

Model Fit Measure	Value
SRMR (Standardized Root Mean Square Residual)	0.062
NFI (Normed Fit Index)	0.910
Chi-square	245.38
R^2 (Innovative Work Behavior)	0.650
R^2 (Employee Performance)	0.610
Q^2 (Predictive Relevance – IWB)	0.47
Q^2 (Predictive Relevance – Performance)	0.43

Source: Processed Primary Data, 2025.

The model fit results indicate that the structural model built in this study demonstrates a good level of goodness of fit. The SRMR value of 0.062 is below the threshold of 0.08, suggesting minimal discrepancy between the empirical and predicted covariance matrices, which denotes a good model fit (Henseler et al., 2016). The NFI value of 0.910 exceeds the commonly accepted threshold of 0.90, indicating strong model-to-data fit (Hair et al., 2019).

The R^2 values for the endogenous variables are also substantial: 0.650 for Innovative Work Behavior and 0.610 for Employee Performance. According to Chin (1998), R^2 values above 0.60 indicate a strong predictive power in PLS-SEM models, meaning that the independent variables explain more than 60% of the variance in the dependent variables.

Furthermore, Q^2 values of 0.47 (IWB) and 0.43 (Performance) demonstrate strong predictive relevance. Q^2 values greater than zero confirm that the model has predictive accuracy, and values approaching 0.50 suggest excellent predictive power (Fornell & Cha, 1994). Although the Chi-square value (245.38) is presented, it is considered informative rather than decisive in PLS-SEM, which

focuses more on prediction than on strict statistical model testing (Sarstedt et al., 2014). In conclusion, these results confirm that the research model used in this study meets the criteria for a well-fitting model in terms of both data suitability and predictive capability.

Direct Effect Test Results

Hypothesis testing in the **Structural Equation Modeling–Partial Least Squares (SEM-PLS)** model was conducted to determine the significance of relationships between variables using the values of **path coefficients**, **t-statistics**, and **p-values**. A relationship is considered statistically significant if the p-value is less than 0.05 and the t-statistic is greater than 1.96 (Hair et al., 2019). The results of the direct effect test in this study are presented in Table 6.

Table 6. Hypothesis Test Results Between Variables

Hypothesis	Path Coefficient (β)	t-Statistic	p-Value	Conclusion
H1: Person-Organization Fit → Innovative Work Behavior	0.284	4.12	0.000	Significant
H2: Organizational Climate → Innovative Work Behavior	0.251	3.87	0.000	Significant
H3: Knowledge Sharing Behavior → Innovative Work Behavior	0.379	5.03	0.000	Significant
H4: Person-Organization Fit → Employee Performance	0.198	2.74	0.006	Significant
H5: Organizational Climate → Employee Performance	0.223	3.02	0.003	Significant
H6: Knowledge Sharing Behavior → Employee Performance	0.403	5.45	0.000	Significant
H7: Innovative Work Behavior → Employee Performance	0.347	4.68	0.000	Significant

Source: Processed Primary Data, 2025.

Based on the hypothesis test results, all direct paths from independent to dependent variables showed statistically significant effects (p-value < 0.05). These findings suggest that the conceptual model developed in this study is acceptable and relevant in explaining innovative work behavior and employee performance within the context of PT PLN (Persero) UP3 Pangkalanbun.

H1 and H4 show that *Person-Organization Fit* has a significant influence on both *Innovative Work Behavior* (β = 0.284, p = 0.000) and *Employee Performance* (β = 0.198, p = 0.006). These results are consistent with Kristof-Brown et al. (2005) and Afsar (2016), who argue that alignment between individual and organizational values enhances engagement, loyalty, and innovation-based performance.

H2 and H5 reveal that *Organizational Climate* significantly affects both endogenous variables. This indicates that a work environment that supports innovation and collaboration encourages employees to be more creative and perform better. As explained by Amabile et al. (1996), a positive organizational climate serves as a catalyst for innovative behavior in professional settings.

H3 and H6 demonstrate that *Knowledge Sharing Behavior* contributes the most to both *Innovative Work Behavior* (β = 0.379) and *Employee Performance* (β = 0.403), making it the strongest predictor in the model. This supports findings by Akram et al. (2020), who emphasized the importance of knowledge sharing in enhancing team effectiveness, work efficiency, and idea development.

H7 shows that *Innovative Work Behavior* significantly influences *Employee Performance*, with a path coefficient of 0.347 ($p < 0.001$). This suggests that the more innovative behaviors employees demonstrate, the higher their performance tends to be. This aligns with Janssen (2000), who stated that innovative behaviors such as generating and applying new ideas at work—positively impact work outcomes, efficiency, and problem-solving. Individual-level innovation can streamline work processes, enhance service quality, and strengthen organizational positioning in response to dynamic environmental changes (De Jong & Den Hartog, 2010). These findings further reinforce the argument that public organizations like PT PLN (Persero) require human resources that are not only technically competent but also capable of innovating in response to digitalization and customer-driven service demands.

Indirect Effect Test Results

The indirect effect test using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was conducted to examine whether there is a mediating effect through an intervening variable. In this study, Innovative Work Behavior (IWB) functions as a mediator linking Person-Organization Fit (POF), Organizational Climate (OC), and Knowledge Sharing Behavior (KSB) to Employee Performance (EP). A mediating effect is considered significant if the *p-value* < 0.05 and *t-statistic* > 1.96 (Hair et al., 2019). The results of the indirect effect test are presented in Table 7.

Table 7. Indirect Effect Test Results (Mediation via IWB)

Indirect Pathway	Indirect Effect (β)	t-Statistic	p-Value	Conclusion
POF → IWB → EP	0.099	3.12	0.002	Significant
OC → IWB → EP	0.087	2.89	0.004	Significant
KSB → IWB → EP	0.131	3.65	0.000	Significant

Source: Processed Primary Data, 2025.

Based on the mediation test results, all indirect effects through *Innovative Work Behavior* are statistically significant, indicating that IWB plays an important role in bridging the influence of organizational factors on employee performance.

POF → IWB → EP (β = 0.099): This result shows that the alignment between individual and organizational values not only directly affects performance but also enhances it indirectly by increasing innovative behavior. This is in line with the findings of Afsar (2016), who argued that a high P-O Fit

fosters a psychological climate conducive to innovation, ultimately contributing to performance.

OC → IWB → EP (β = 0.087): An organizational climate that supports openness, participation, and collaboration enhances innovative behavior, which in turn leads to better performance. This finding supports the organizational innovation climate model developed by Amabile et al. (1996) and empirically validated by Liu et al. (2022).

KSB → IWB → EP (β = 0.131): This is the strongest indirect effect among the three pathways, indicating that a strong knowledge-sharing culture promotes individual-level innovation, which then enhances productivity and work quality. This is consistent with Akram et al. (2020), who emphasized the importance of KSB in creating added value through innovative processes.

These findings underscore the critical role of IWB as a mediator in organizational work behavior models. Strengthening organizational factors such as value congruence, supportive climate, and knowledge sharing will not only directly impact performance but also indirectly enhance it by fostering innovative behavior.

This study demonstrates that all independent variables—POF, OC, and KSB—have significant effects on IWB and EP, both directly and through IWB as a mediating variable. Notably, KSB has the most dominant influence on both IWB (β = 0.379) and EP (β = 0.403). This is in line with research by Akram et al. (2020) and Liu et al. (2022), which concluded that knowledge sharing encourages collective learning, creativity, and cross-functional collaboration, ultimately improving work performance. In the context of public organizations such as PT PLN (Persero), these results highlight the importance of fostering a culture of information sharing among individuals and teams.

POF and OC also contribute significantly, indicating that value congruence and a supportive work environment foster innovative behavior. Kristof-Brown et al. (2005) argue that such alignment creates psychological comfort and enhances loyalty, forming a foundation for idea development and innovation. A good organizational climate also plays a key role in providing space for new ideas to grow and be implemented (Amabile et al., 1996). Overall, IWB has been proven to be a significant mediating variable that connects the three predictors to employee performance. This is in line with individual innovation theory (De Jong & Den Hartog, 2010), which states that the implementation of new ideas in work processes results in more optimal performance outcomes.

The findings of this study provide several strategic implications for public service leaders and managers, particularly at PT PLN (Persero):

1. Develop Value-Based Hiring Systems: To strengthen Person-Organization Fit, companies should incorporate value alignment and organizational culture into the employee recruitment and selection process. This helps establish emotional and cultural connections from the outset (Cable & DeRue, 2002).
2. Build an Innovative Work Climate: Management should create an environment that encourages innovation, including recognizing new ideas, providing job autonomy, and reducing excessive hierarchical structures (Amabile et al., 1996).

3. Institutionalize Knowledge Sharing Culture: The company should implement incentive systems based on collaboration and knowledge, build internal platforms for sharing information, and facilitate practitioner-based training programs to continuously promote KSB (Wang & Noe, 2010).
4. Integrate IWB into Performance Evaluation: Since IWB has been shown to enhance employee performance, innovation-related behaviors should be included in human resource development and evaluation systems, especially in customer-facing units such as UP3 Pangkalanbun.

CONCLUSION

This study aims to empirically examine the influence of Person-Organization Fit, Organizational Climate, and Knowledge Sharing Behavior on Innovative Work Behavior and Employee Performance within the context of PT PLN (Persero) Customer Service Implementation Unit (UP3) Pangkalanbun. The analysis using Structural Equation Modeling–Partial Least Squares (SEM-PLS) revealed that all three independent variables significantly affect both innovative behavior and employee performance, either directly or indirectly through the mediation of innovative work behavior.

The main finding of this study is that Knowledge Sharing Behavior is the strongest predictor of both innovative behavior and employee performance. Furthermore, Innovative Work Behavior was confirmed to be an effective mediating variable that links organizational factors to employee performance. These results reinforce prior literature on the importance of collaborative work culture, value alignment, and a supportive organizational environment in promoting optimal performance—particularly in the public service sector.

The implications of this study suggest that PT PLN (Persero) management should enhance programs for strengthening organizational values, foster an inclusive and adaptive work climate, and promote a culture of knowledge sharing as part of its human resource development strategy. Moreover, indicators of innovative work behavior should be incorporated into the organization's performance evaluation system.

As a recommendation, future research may extend this study by exploring other potential predictors such as transformational leadership, technological support, or workplace resilience in influencing innovative work behavior and employee performance. It is also recommended that future studies adopt a longitudinal approach to better capture the dynamic nature of innovative behavior over time.

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