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ODOI as antecedents and consequences of employee performance

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Abstract

The standards of industry management and professionalism in human resource management are experiencing rapid advancement. This adaptability requires a corporation to continue innovating, especially in developing models to enhance employee capabilities. This research seeks to clarify the function of the Optimal Distinctive Open Innovation (ODOI) concept as a mediator in the relationship between Person-Organization Fit (P-O Fit) and employee engagement concerning employee performance. Data was collected via Google Forms from a sample of 195 instructors across diverse institutions in Indonesia. The research employed Partial Least Squares-Structural Equation Modeling (PLS-SEM) utilizing SmartPLS software. The Optimal Distinctive Open Innovation (ODOI) variable strongly mediates the relationship between Person-Organization Fit (P-O fit) and Employee Engagement in relation to Employee Performance. The Optimal Distinctive Open Innovation (ODOI) variable strongly mediates the relationship between Person-Organization Fit (P-O fit) and Employee Engagement in relation to Employee Performance. This study provides possible insights into a success-oriented attitude, requiring educators to continually provide unique, remarkable, and distinctive ideas. The findings of this study suggest that universities must consistently prioritize professionalism in human resource management and industrial management principles to guarantee their survival and success. Augmented abilities will yield superior performance. Enhanced talents are unique skills that can aid organizations in achieving a competitive advantage.

Keywords: Employee engagement, Employee performance, ODOI, Person-organization fit.

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1. Introduction

Human resources (HR) is a critical element in achieving organizational objectives. Typically, a firm includes a dedicated department for managing human resources (HR). Effective human resource management is expected to optimize the workforce's contribution to achieving organizational objectives [1]. The challenge facing universities with human resources is the relationship between the recruitment process and the levels of employee engagement and person-organization fit. The conventional recruiting method involves selecting individuals whose knowledge, skills, and abilities (KSA) match the job requirements. Traditional selection approaches often overlook personal attributes during recruitment, as these attributes are frequently considered irrelevant to specific job criteria. Person-Organization (P-O) fit is defined as the alignment of an employee's work with their workplace organization, which ensures that work is completed effectively. The degree to which a person fits their role within an organization can impact employee performance. New employee selection and hiring practices focus on onboarding employees based on KSAs, job requirements, and individual characteristics such as engagement. An individual whose personality type aligns with their occupation often experiences comfort in their work environment. A fundamental aptitude aligned with their personality and an intrinsic passion for their professional domain foster their comfort.

Because their mindsets are aligned, they feel involved and are better equipped to complete work tasks. Apart from that, being in a comfortable place will make someone feel relaxed and calm, so they can perform their best at work. In other words, employees' performance in innovative behavior is influenced by the match between their personality type and their work and employee engagement. One important factor in P-O Fit is the congruence of values between the individual and the organization. Individuals who feel their values align with the values upheld by their organization tend to feel more connected to their work and more motivated to succeed. Factors such as an individual's personality, needs, and preferences also influence P-O Fit. People who have a high level of autonomy may feel better suited to the culture, and high levels of P-O Fit are significantly correlated with better employee performance in the service sector [2]. Value congruence between workers and organizations increases productivity and quality of work [3]. When recruiting and managing employees, organizations must consider P-O Fit, which includes the use of appropriate evaluation tools to measure the fit between the organization and the employee, as well as the provision of suitable training and development to enhance employee performance. Organizations may improve the alignment between people and the organization by fostering a work climate that promotes collaboration, individual success, and the achievement of collective objectives.

Optimal Distinctive Open Innovation (ODOI) is a framework designed to enhance employee skills for generating novel and unique ideas through distinctive creativity, dynamic engagement, harmonious cooperation, information sharing, boundaryless thinking, and intricate interactions [4]. Universities require faculty members to possess proficiency in generating exceptional and innovative ideas through diverse creativity, dynamic interactions, collaborative synergy, information sharing, unrestricted thinking, and intricate connections. Higher education is regarded as an economic sector that produces and disseminates advanced educational services or information. To thrive and progress, colleges must adhere to industry management norms and uphold professionalism in human resource management.

This study focuses on lecturers, since several factors may impede their capacity for innovation. These issues include (1) insufficient awareness of their responsibilities as lecturers to execute the Tri Dharma of Higher Education; (2) inadequate communication between junior and senior lecturers, hindering a culture of synergy, such as collaborative research; and (3) limited opportunities for the development of innovative ideas. Consequently, the aforementioned working circumstances improve when various forms of creativity are used to produce novel and distinctive ideas. The results of the identification still show differences in research results regarding the influence of P-O fit and employee performance. Several factors in empirical phenomena can hinder teacher creativity. Additionally, aspects of the quality of higher education research still appear to be low. Therefore, the formulation of this research problem is ODOI as antecedents and consequences of employee performance.

2. Literature Review

2.1. Employee Performance

Employee performance is essential for the success of contemporary businesses. Employee performance may be influenced by several factors, including motivation, leadership, organizational culture, and other relevant characteristics. We aim to gain a better understanding of the dynamics underlying employee performance through this review. Motivation is an important component that has a direct impact on employee performance [5]. To improve performance, employees can be motivated with the right goals and challenges [6]. Apart from that, self-determination theory [7] highlights how important autonomy, competence, and collaboration are to motivating employees to do their best work. An extensive amount of research has been conducted on the role of leadership in shaping employee performance [8]. Subordinates can get inspiration and motivation from transformational leadership [9]; however, according to situational-path theory, effective leadership styles depend on the specific situation [10]. Relational theory also emphasizes that the relationship between leaders and followers is critical for high performance [11]. Company culture greatly influences employee performance [12]. Organizational cultural values can influence employee desires and behavior [13]. According to organizational justice theory, employees' perceptions of fairness in their workplace significantly influence their performance [14]. Other factors, such as those mentioned above, also contribute to employee performance. For example, it has been proven that work-life balance influences employee satisfaction and performance [15]. Additionally, research on employee performance and technology emphasizes the role of technology in increasing employee productivity and efficiency [16].

2.2. Person-Organization Fit (P-O Fit)

The concept of person-organization fit (P-O fit) is important in human resource management, relating to the degree of alignment between individuals and the organization's values, culture, and objectives [17]. P-O fit denotes the congruence between an individual's attributes, including values, personality, and needs, and the organization in which they are employed. The investigation of the correlation between person-organization fit and employee performance has emerged as a significant topic in management literature [18]. Because employees who feel comfortable with their organization tend to be more engaged, committed, and productive, these changes are thought to improve their performance. The three main dimensions of P-O fit are values fit, personality fit, and needs fit. Values fit refers to the suitability of an individual's values with the organizational culture, personality fit refers to the suitability of an individual's personality characteristics with the organizational culture, and needs fit refers to the fit between individual and organizational needs. Several factors, including the role of organizational culture as a mediator between P-O fit and employee performance, and research on transformational leadership, have shown that leadership styles that support and encourage congruence between the individual and the organization can strengthen the relationship between P-O fit and employee performance [8]. Empirical studies have shown that P-O fit is significantly related to employee performance. Employees who feel a good fit with their organization tend to have higher levels of performance, retention, and job satisfaction [19]. P-O fit is always positively correlated with productivity, creativity, and individual performance [18]. Knowing how important P-O fit is to improving employee performance has a real impact on human resource management. To recruit, select, and develop employees who fit the organization's culture and values, organizations can use P-O fit data. They may also take P-O fit into account when structuring roles, delivering feedback, and establishing a work atmosphere conducive to employee growth and development. Organizational culture, leadership, and organizational structure are key factors that influence the link between person-organization fit and organizational development and innovation outcomes. A culture of innovation contributes to the formation of an environment that encourages creativity and cooperation [20]. The study also investigated the role of leadership in encouraging open innovation practices [21], suggesting that supportive leadership and enabling collaboration can improve the relationship between P-O fit and ODOI. There is evidence that alignment between individuals and organizations and open innovation practices can have a positive impact on employee performance. Employees who feel they fit into their organizations and engage in open innovation practices tend to have higher levels of performance. P-O fit and open innovation practices are also better. People who feel comfortable with an organization's culture and principles tend to be more involved in the creative process and more receptive to new ideas from others [22]. This suggests that P-O fit can be an important component in creating a work environment that supports ODOI. Based on this argument, the hypothesis proposed is:

$H_{1:}$ There is an influence of P-O fit on employee performance.

$H_{2:}$ There is an influence of P-O fit on ODOI.

2.3. Employee Engagement

Employee engagement is defined as a positive and satisfying mental condition at work, distinguished by enthusiasm, dedication, and involvement. Engagement consists of three aspects. Passion is the primary component, shown by workers' considerable excitement and determination to attain job outcomes. The second quality is commitment, indicated by exceptional engagement in their tasks. They see significance, exhibit enthusiasm, and encounter challenges. The third degree of absorption occurs when individuals are in a wholly pleasurable mood while engaged in their task. Engaged workers are thought to surpass disengaged employees due to three primary factors: 1) their ability to use available resources (including peer or supervisor help) to accomplish tasks; 2) their experience of good emotions (such as excitement and happiness); and 3) their generally superior physical and mental health. Empirical research has shown a favorable correlation between employee engagement and creative job conduct. Research indicates that employee work engagement increases when individuals have appropriate workplace resources, including managerial support, autonomy, performance evaluation, and learning opportunities. Motivational processes are the result of job resources. By increasing employee motivation, companies encourage employee learning, growth, and development. Employees who feel engaged tend to have higher levels of performance and make greater contributions to organizational results [23]. Employee engagement and employee performance are positively correlated with productivity, job satisfaction and employee retention [24]. There is evidence that employee involvement can influence the success of ODOI implementation and overall organizational innovation performance. Engaged employees are more likely to participate in open innovation practices and contribute more significantly to their organization's innovation success [25]. The importance of employee engagement in creating a work culture that supports collaboration, experimentation, and learning is essential for the successful implementation of ODOI. Therefore, the proposed hypothesis is:

$H_{3:}$ There is an influence of employee engagement on employee performance.

$H_{4:}$ There is an influence of employee engagement on ODOI.

2.4. Optimal Distinctive Open Innovation (ODOI)

Innovation and inventive conduct are crucial in the realm of education. Within an educational institution, instructors assume a crucial position. Instructors must establish explicit objectives, comprehend innovation, and possess the ability to implement it effectively. Every speaker must exhibit unwavering commitment to execute this. Understanding a lecturer's teaching experience is crucial for fostering change and creativity, as well as motivating lecturers to engage actively. Because introducing “new things” requires the courage to take risks to implement ideas [4]. Taking risks is a way to realize creative ideas. Carrying out innovation for the benefit of the organization should be the goal, but if it is not

managed well, it will not benefit the organization. Optimal distinctive open innovation is a model for developing employee skills to produce extraordinary innovative ideas through different creativity, ever-changing interactions, harmonious cooperation, information exchange, unlimited thinking, and complexity of relationships [4]. The distinctive competence of an organization is called unique expertise. Companies can perform activities better than their competing organizations because of their unique skills. Labor capabilities and resource capabilities are two different types of capabilities. Better performance will result from superior expertise or skills. Superior skills are unique skills that help a company achieve a positional advantage. Performance output is expressed as customer satisfaction and customer loyalty. In the management and human resources literature, the relationship between an organization's unique capabilities and employee performance has become a major concern. Special capabilities, or abilities that differentiate an organization from its competitors, can have a major impact on employee performance [26]. These capabilities can take the form of human resources, technology, operational excellence, or branding. On the other hand, employee performance is the result of employee actions and contributions to achieving organizational goals [27]. The correlation between an organization's distinctive talents and employee performance is crucial, since these qualities may cultivate a work environment conducive to maximum performance. To attain organizational objectives, the function of trust must foster creativity within the team. Consequently, the suggested hypothesis is:

H_5: There is an influence of ODOI on employee performance.

Based on the problem, literature review, and previous related research, the conceptual framework of this research can be shown in Figure 1.

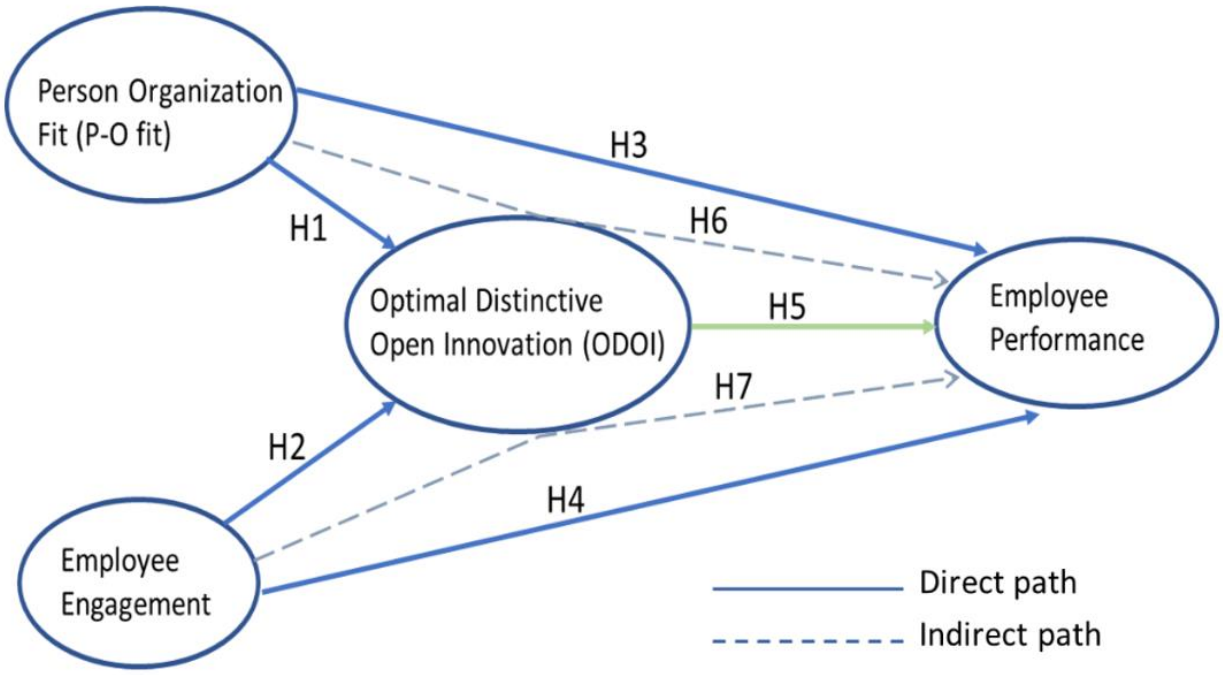

Figure 1.
Conceptual framework.

2.5. Hypothesis

From the conceptual framework of the research above, the formulation of the research hypothesis is as follows:

2.6. Direct Effect Hypothesis

H_1: The Person-Organization Fit (P-O fit) has a favorable and substantial influence on Optimal Distinctive Open Innovation (ODOI).

H_2: Employee engagement has a favorable and substantial influence on Optimal Distinctive Open Innovation (ODOI).

Mediation Effect Hypothesis:

H_3: Person-Organization Fit (P-O fit) has a positive and significant effect on Employee Performance.

H_4: Employee Engagement has a positive and significant effect on Employee Performance

H_5: Optimal Distinctive Open Innovation (ODOI) mediates the effect of Person Organization Fit (P-O fit), Employee Engagement simultaneously on Employee Performance.

Indirect Effect Hypothesis (Mediation):

H_6: The Person-Organization Fit (P-O fit) indirectly influences Employee Performance via Optimal Distinctive Open Innovation.

H_7: Employee Engagement has an indirect effect on Employee Performance through Optimal Distinctive Open Innovation (ODOI).

3. Research Methods

3.1. Demographic Respondent Profile

This study employs a quantitative methodology, specifically utilizing non-probability sampling through accidental sampling. The primary data for this research was sourced from Indonesian scholars. Data was gathered using Google Forms from a sample of 195 professors. Demographic data indicates that the majority of respondents were women (59.2%), with a significant portion residing in Central Java (13.1%). Adults, mostly aged 51 to 60 years (34.1%), face challenges in influencing others regarding employment choices, creativity, and self-development. Due to the association of ODOI with the study subject, respondents possess exceptional inventive capabilities. They have expertise, can disseminate information, and recognize the importance of enhancing employee performance. A majority of respondents are assistant experts (37.1%), lecturers (30.2%), associate professors (28.0%), and professors (4.7%), holding functional positions. Consequently, 67.3% of respondents remain below the rank of associate professor. Most respondents have over 15 years of professional experience (70.1%), which enhances their understanding of their roles and responsibilities. They possess the expertise and experience to innovate, disseminate information, and demonstrate commendable conduct, ultimately contributing to improved employee performance.

3.2. Measurement

Measured variables, using a Likert scale from 1 to 7 (Strongly Disagree has a score of 1, and Strongly Agree has a score of 7). Individual-Entity Fit was assessed using four items created by Liden et al. [11]. Employee engagement was assessed using a five-item scale established by De Jong and Den Hartog [28]. Optimal Distinctive Open Innovation (ODOI) used the scale established by Lin et al. [29] and Yeşil and Dereli [30]. This scale consists of six items. Employee Performance was measured by four items developed by Hallak et al. [31].

3.3. Analysis Method

The research assumptions were validated using Partial Least Squares-Structural Equation Modeling (PLS-SEM), employing SmartPLS software version 3.29 for the research. The application of PLS included (1) the evaluation of the measurement model, primarily through confirmatory factor analysis, and subsequently (2) the assessment of the structural model [32].

4. Result and Discussion

4.1. Confirmatory Factor Analysis (CFA) Test of All Exogenous Variables

To see whether the construct of all exogenous variables has valid indicators, a validity test (CFA) is carried out as in Figure 2.

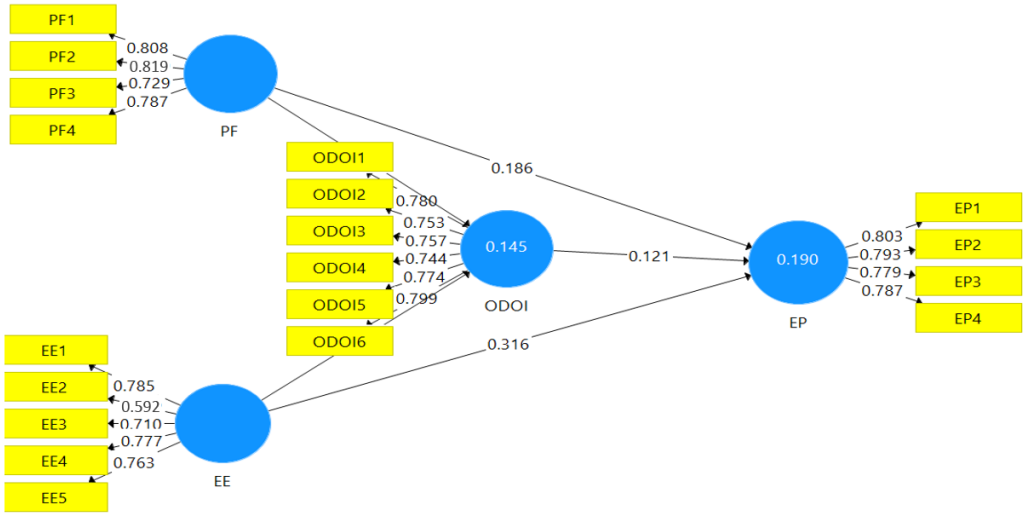

Figure 2.
CFA test results for all exogenous variables and all indicators.

4.2. Outer Model

All constructs were evaluated and deemed trustworthy for assessing the appropriateness of the measuring model. Convergent validity was attained through item loadings. Table 1 indicates that all structures had item loadings over 0.7 [32]. The average variance extracted (AVE) surpasses the minimum acceptable threshold of 0.5 for all constructs, thereby confirming convergent validity at the conceptual level. Furthermore, reliability is assessed through inter-item consistency using Cronbach's alpha (Alpha), rho_A, and composite reliability (CR). Table 1 demonstrates that all constructions had Alpha and CR values > 0.7, suggesting their reliability [33].

Table 1.
Validity (Source: Primary data processed, 2024).

Construct and AVE score	Indicator	Description	Loading Factor	Remark
Person-Organization Fit (PF)	PF1	Value Congruence	0.808	Valid
AVE = 0.531,	PF2	Goal Suitability	0.819	Valid
	PF3	Fulfillment of needs	0.729	Valid
	PF4	Cultural Suitability	0.787	Valid
Employee Engagement (EE)	EE1	Very Meaningful	0.785	Valid
AVE = 0.625	EE2	Hard Worker	0.592	Valid
	EE3	Enjoy Profession	0.710	Valid
	EE4	Mobilize Energy	0.777	Valid
	EE5	Resistant to Challenge	0.763	Valid
Optimal Distinctive Open Innovation (ODOI)	ODOI1	Creativity creates different values	0.780	Valid
	ODOI2	Dynamic interaction	0.753	Valid
AVE = 0.590	ODOI3	Harmonization of cooperation	0.757	Valid
	ODOI4	Exchange of information	0.744	Valid
	ODOI5	Think without limits	0.774	Valid
	ODOI6	Complexity of relationships	0.799	Valid
Employee Performance (EP)	EP1	Teaching Performance	0.803	Valid
AVE = 0.619	EP2	Research Performance	0.793	Valid
	EP3	Publication Performance	0.779	Valid
	EP4	Abdimas Performance	0.787	Valid

Table 2.
Construct Reliability and Validity(Source: Primary data processed, 2024).

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Remark
Person-Organization Fit (PF)	0.802	0.824	0.866	Reliable
Employee Engagement (EE)	0.781	0.799	0.849	Reliable
Optimal Distinctive Open Innovation (ODOI)	0.861	0.867	0.896	Reliable
Employee Performance (EP)	0.802	0.824	0.866	Reliable

Table 3.
Construct Reliability and Validity(Source: Primary data processed, 2024).

Construct	EE	EP	ODOI	PF
EE	0.729			
EP	0.358	0.791		
ODOI	0.247	0.256	0.768	
PF	0.067	0.244	0.305	0.787

Note(s): EE= Employee Engagment, EP=Employee Performance,
ODOI=Optimal Distinctive Open Innovation, PF=Employee Performance

4.3. Structural Model

Prior to testing the structural model, multicollinearity was examined using the variance inflation factor (VIF) to minimize potential biases in regression findings. All variables had VIF values below the threshold of 5.0, indicating the absence of multicollinearity in the model. The structural model evaluated both direct and indirect relationships among elements. The route coefficient and parameter coefficient are both relevant for hypothesis testing. The bootstrapped path coefficient assesses the correlation between one latent variable and another. The t-statistic and p-value determine the significance of these relationships. The t-statistic must exceed 1.96, and the p-value must be below 0.05. Parameter coefficients help identify the direction of hypothesis testing, as shown by the research. The parameter coefficient is derived from the initial sample value. A positive initial sample value indicates a positive relationship, while a negative value indicates a negative relationship.

Table 4.
The structural model.

Hypothesis	Path	Original Sample	t-statistics	P-Values	VIF	Remarks
H1	PF → ODOI	0.290	4.288	0.000	1.005	Significant
H2	EE → ODOI	0.228	3.156	0.002	1.005	Significant
H3	PF → EP	0.186	2.384	0.017	1.103	Significant
H4	EE → EP	0.316	4.181	0.000	1.065	Significant
H5	ODOI → EP	0.261	2.553	0.011	1.169	Significant
H6	PF→ODOI→EP	0.035	1.366	0.172	-	Not Significant
H7	EE →ODOI→EP	0.028	1.34	0.180	-	Not Significant

Note(s): EE= Employee Engagment, EP=Employee Performance,
ODOI=Optimal Distinctive Open Innovation, PF=Employee Performance.

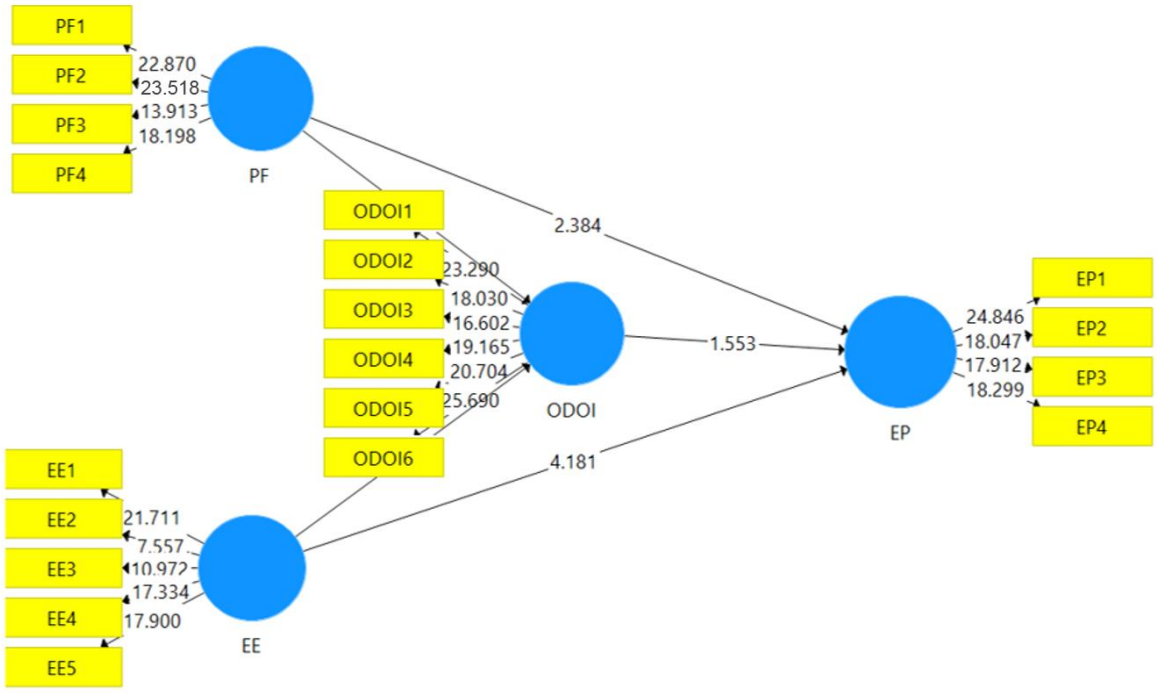

Figure 3.
Inner mode.

Based on Table 4 and Figure 3 above, it is concluded as follows:

4.4. Direct Effect Hypothesis

H_1: PF à ODOI = The correlation coefficient is 0.290 (positive), with P-values of 0.000, which is less than 0.05 (significant). Consequently, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected, indicating that Person-Organization Fit (P-O fit) has a positive and substantial effect on Optimal Distinctive Open Innovation (ODOI).

H_2: EE à ODOI = 0.228 (positive), P-values 0.002 < 0.05 (significant), thus H_a is accepted and H_0 is rejected, indicating that Employee Engagement exerts a positive and significant influence on Optimal Distinctive Open Innovation (ODOI).

4.5. Mediation Effect Hypothesis

H_3: PF à EP = The correlation coefficient is 0.186 (positive), with a P-value of 0.017, which is less than 0.05 (significant). Consequently, the alternative hypothesis (Ha) is accepted, and the null hypothesis (H0) is rejected, indicating that Person-Organization Fit (P-O fit) has a positive and significant effect on Employee Performance.

H_4: EE à EP = 0.316 (positive), P-Values 0.000 < 0.05 (significant); therefore, Ha is accepted, and H0 is rejected, indicating that Employee Engagement has a positive and significant effect on Employee Performance.

*H_5: PF*EE → ODOI → EP = 0.261 (positive), P-Values 0.011 < 0.05 (significant) then Ha is accepted, H0 is rejected, indicated "The Optimal Distinctive Open Innovation (ODOI) variable strongly mediates the effects of Person Organization Fit (P-O fit) and Employee Engagement to Employee Performance".*

4.6. Indirect Effect Hypothesis (Mediation)

H_6: PF → ODOI→EP = 0.035 (positive), P-Values 0.172 > 0.05 (not significant), then Ha is rejected, H0 is accepted, indicated, Person Organization Fit (P-O fit) doesn't have a positive and significant effect on Employee

Performance through Optimal Distinctive Open Innovation (ODOI).

H_7: EE → ODOI→EP = 0.028 (positive), P-Values 0.180 > 0.05 (not significant), then Ha is rejected, H0 is accepted, indicating Employee Engagement doesn't have a positive and significant effect on Employee Performance through Optimal Distinctive Open Innovation (ODOI).

4.7. Goodness of Fit Model

Testing the overall model fit, both for the outer model and the inner model, whether there is a match between the observed values with the expected values in the model. The criteria: Value 0.00 - 0.24 small category, Value 0.25 - 0.37 medium (moderate) category, Value 0.38 – 1 high category.

GoF = $\sqrt{Rata - rata\ AVE\ \times Rata - rata\ R^2}$

GoF = $\sqrt{0.1675 \times 0.5913}$ = 0.3147

From the calculation results above, the PLS Goodness of Fit value in the outer model and inner model is included in the moderate category. This indicates that the overall model fit, both for the outer model and the inner model, has a moderate observation value, consistent with the expected value in the model. It means that the data do not have singularity or multicollinearity and do not contain outliers.

Testing the first hypothesis, the results demonstrate that the influence of person-organization fit on employee performance is significant. The empirical findings of the study indicate that when respondents align their personal objectives with organizational goals, they are given the opportunity to engage in the attainment of these goals and experience professional passion linked to fulfilling requirements. Socially and economically, it is hoped that the teaching profession will be more promising in the future. By meeting their living needs, lecturers will feel comfortable at work, which will result in increased performance. Specifically, these goals are related to the aim of increasing the intelligence of the nation's young generation, the goal of dedication in their work, and the goal of producing high-quality and moral graduates. Although value congruence is more related to the alignment of self-values with organizational values, respondents generally state that they have congruence with the values that a teacher should possess. This will benefit employee performance because lecturers typically have a personal culture that matches the organizational culture. Lecturers are more likely to choose to join universities that have this cultural fit so that they can support the alignment of their organization, which in turn will improve their performance and that of their organization.

Testing the second hypothesis results indicate that value and culture congruence between individuals and organizations can help create a work environment that supports innovation, where employees feel compatible with the company's values and plans. The fit between the individual and the organization can foster self-confidence and make employees feel comfortable conveying new ideas without worrying that they will be criticized or belittled. This is important in ODOI, where imagination and creative thinking skills are very important to achieve the best innovation. A high level of P-O Fit is significantly correlated with the level of organizational innovation because organizational values and culture are aligned, creating a work environment that supports open collaboration and productive ideas [34]. Congruence in values, goals, needs, and culture allows lecturers to exhibit innovative work behavior, according to empirical findings. They have found that there is a correlation between what they expect and what they receive from their organization. In general, teachers are optimistic about their work. Socially and economically, it is hoped that the teaching profession will become more promising in the future. By fulfilling their needs and life goals, lecturers will feel comfortable working. This will enable them to increase creativity by creating new value (innovation), interacting dynamically in their workplace, collaborating harmoniously, exchanging information with colleagues, thinking across disciplines, and maintaining complexity in working relationships.

Testing the third hypothesis shows that the influence of employee engagement on employee performance has been proven to be very significant. Employee engagement is positively correlated with productivity. Respondents will be more involved in their work and more interested in what they do to improve lecturer performance. Good work enthusiasm can encourage someone to be more involved in their work. The willingness to work overtime, focus on the best results, be disciplined, adhere to standard operating procedures, and always make work plans demonstrates this work spirit. If lecturers are part of a work team, they tend to have a higher level of motivation in their work because they feel connected to the goals and principles of the organization, which encourages them to try harder to achieve better results. Employee engagement also correlates with higher levels of commitment to higher education. Engaged employees tend to achieve performance targets better and are more motivated to contribute to the company's success [35]. Empirical studies indicate that respondents have exerted considerable effort to complete the duties assigned by lecturers promptly in order to enhance their performance. Their acts include finishing assignments punctually, being amenable to extra or remote work, establishing priorities without procrastination, and maintaining engagement in research activities. Universities must recognize that staff engagement is crucial for enhancing professor performance. This includes creating strategies and policies to support employee engagement, such as open communication, career development opportunities, and recognition and rewards. Higher education institutions need to play an active role in creating a work environment that supports employee engagement. This includes helping people work together, providing useful feedback, and building a friendly and open organizational culture. Universities should also regularly track and evaluate employee engagement levels to ensure that efforts to improve performance will be more successful and sustainable.

Testing the fourth hypothesis the results indicate that employee involvement has a favorable and substantial impact on ODOI. These findings align with existing studies Ohnson and Lee [36] who found that employees who felt engaged had higher levels of participation in innovation activities and shared more new ideas with colleagues. In addition, employees who are involved in work teams are more likely to carry out unique and different innovations [37].

Respondents perceive their employment as highly significant due to their personal ideals and convictions. In their professional pursuits, they believe: (1) that their contributions benefit others through the dissemination and advancement of information; (2) that their efforts align with their spiritual aspirations or principles; and (3) that work serves as a means for devotion and self-actualization. Regarding job satisfaction, they report: (1) enjoyment in their work and a sense of belonging to their university team; (2) feelings of happiness, pride, comfort, contentment, and fulfillment. Leaders in higher education must recognize the importance of staff engagement in enhancing ODOI. This involves creating a work environment that encourages cooperation, creativity, and innovation. Universities should provide the necessary support and resources for academics to engage in innovative activities. This includes offering rewards, facilitating effective communication, and providing training. To increase professor participation in the innovation process, institutions need to establish systems of recognition and rewards. Acknowledging teachers' contributions to innovation can motivate individuals to be more receptive and courageous in pursuing new ideas.

Testing the fifth hypothesis shows that the level of ODOI felt by respondents is related to the level of performance lecturers can produce and their level of openness to share knowledge. Most respondents already feel optimistic about their profession because they have engaged in activities such as teaching, conducting research, writing publications, and serving the community. Socially and economically, it is hoped that the teaching profession will become more promising in the future. The results of this test are consistent with previous research Kim and Park [38], who found that the adoption of open innovation from outside the company was positively correlated with increased productivity and work quality of employees in the service industry. Additionally, working with external partners allows organizations to produce more relevant and competitive solutions. They also found that implementing open innovation had a positive impact on employee performance in manufacturing companies [39]. Researchers found that this method led to innovations that directly improved organizational performance. Empirical research shows that lecturers can collaborate and harmonize their responsibilities (tridharma of higher education). Collaboration is facilitated through responsibilities within (1) a comprehensive family (study program, faculty, and college), (2) an activity committee, (3) a research and community service team, and (4) a learning team. Additionally, instructors are familiar with sharing knowledge to enhance creative work behavior and engagement in fulfilling the tri-dharma responsibilities of higher education. Individuals frequently share information regarding: (1) course materials and administration; (2) research and community service; (3) collaboration between institutions or activity programs; (4) publication of scientific, creative works, and findings; (5) student management; and (6) scientific advancement. ODOI empowers organizations to generate superior ideas aligned with market demands. This method can increase the university's efficiency, effectiveness, and added value. Lecturers who have the opportunity to collaborate openly and contribute to the innovation process tend to be more motivated to perform well. With an open innovation process, ODOI allows lecturers to learn from others, expand their knowledge, and increase their creativity. Universities must understand how ODOI helps improve employee performance, including building a work culture that supports creativity, innovation, and collaboration. Higher education leaders must pay attention to leadership aspects that support, encourage, and facilitate the innovation process, as well as support internal and external team collaboration and provide the necessary resources to implement innovation. Effective leadership can help create an environment that fosters innovation and growth.

5. Conclusion

Cooperative endeavors among diverse stakeholders and the amalgamation of activities across specialized roles, knowledge areas, settings, and applications are essential for generating distinctive and innovative outcomes. The cultivation of a pioneering staff stems from an organization's capacity to generate distinctive innovations. To foster creativity, people must engage in learning, acquire new information, and develop sustainable work practices. Organizations must enhance the competencies of their human resources to attain the desired objectives. Each employee experiences a sustained increase in engagement.

The aim of P-O fit and employee engagement is to institutionalize collective HR competencies through integration, represented as strategies, programs, systems, or organizational standards. An indicator of establishing person-organization fit and employee engagement is an organization that can implement a continuous improvement process by enhancing the quality of perspectives and thought processes in human resource development. Organizations may foster innovative processes and improve the quality of human resources.

6. Limitations and Future Research Suggestions

This study is limited by its use of cross-sectional data, resulting in a snapshot of the relationships between the investigated concepts. Due to the future consequences of lecturer performance, longitudinal research is recommended. The data may be used to evaluate long-term human resource development aimed at enhancing employee performance. This study has the drawback of not addressing the idea of creative work behavior, which is the organization's objective. Future studies should include or address these aspects. This study is limited by its cross-sectional methodology, resulting in only a cursory description of the relationships between the examined topics. Longitudinal research is desirable because of the influence of professor performance on future outcomes. The objective is to find methods for evaluating long-term HR development to enhance employee performance. This study does not address organizational objectives for creative work behavior. It is recommended that these characteristics be included or addressed in further studies.

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