

# Organizational Justice and Innovative Work Behavior: Mediating Role of Knowledge Sharing

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## ABSTRACT

This study analyzes how knowledge sharing mediates the relationship between organizational justice and innovative work behavior. The object of research is the Semarang City Regional Revenue Agency. The population of this research is all ASN employees of Semarang City Regional Revenue Agency, sampling technique using census sampling method that is using the entire population to be sampled. The type of data used is primary data obtained directly through distributing questionnaires. The analysis in this study used the Structural Equation Model (SEM) method with the help of SmartPLS 4 software. The results of this study indicate that knowledge sharing partially mediates the relationship between organizational justice and innovative work behavior. Organizational justice has a significant positive effect on innovative work behavior and knowledge sharing, and knowledge sharing has a significant positive impact on innovative work behavior. The study has theoretical and practical implications. Through innovative work behavior, employees of the Semarang City Regional Revenue Agency can improve service quality and help the organization achieve its goals.

## ABSTRAK

Penelitian ini menganalisis bagaimana knowledge sharing memediasi hubungan antara organizational justice terhadap innovative work behavior. Objek penelitian ini adalah Badan Pendapatan Daerah Kota Semarang. Populasi pada penelitian ini yaitu seluruh pegawai ASN Badan Pendapatan Daerah Kota Semarang, teknik pengambilan sampel menggunakan metode sampling jenuh yaitu menggunakan seluruh populasi untuk dijadikan sampel. Jenis data yang digunakan yaitu data primer yang diperoleh secara langsung melalui penyebaran kuesioner. Analisis dalam penelitian ini menggunakan metode Structural Equation Model (SEM) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian ini menunjukkan bahwa knowledge sharing secara parsial memediasi hubungan antara organizational justice terhadap innovative work behavior. Organizational justice memiliki pengaruh positif dan signifikan terhadap innovative work behavior juga knowledge sharing, dan knowledge sharing memiliki dampak positif dan signifikan terhadap innovative work behavior. Penelitian ini memiliki implikasi teoritis dan praktis. Dengan adanya innovative work behavior, para pegawai Badan Pendapatan Daerah Kota Semarang dapat meningkatkan kualitas pelayanan dan dapat membantu organisasi dalam mencapai tujuannya.



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## INTRODUCTION

The organizational environment in the global era is now changing rapidly and becoming more complex, which is creating challenges for organizations (Gelaidan et al., 2023). One of the problems encountered by organizations is managing the quality of human

resources. The organization's success depends on the quality of employees and other individuals within it, therefore human resources are needed (Indriyani & Suhana, 2023). Reliable human resources can manage the organization properly. Human resources need to be managed properly so that organizations can increase productivity, retain employees, and meet client needs more efficiently. Employees play an important role in effective organizational management, which serves as a key component in the achievement of organizational goals (Ridwan et al., 2023). The ability of human resources greatly determines the success of the organization in achieving predetermined goals and affects organizational performance (Anugrahadi et al., 2023). If the human resources in the organization is bad, it will reduce the performance of the organization (Hamdyani et al., 2023).

Creative and innovative organizations have more opportunities to survive and thrive (Suhana et al., 2023). The study of innovation in organizations cannot be separated from the perspective of human resources, because one of the main factors of production that carry out the innovation process in organizations is human resources (Klein, 2023). Organizations need innovative work behavior from their employees to develop new ideas so that the organization can survive in a dynamic environment (Dayanti & Yulianti, 2023). Therefore, organizations need to encourage innovative work behavior of their employees to compete and achieve the main goals of the organization.

Organizational justice is an important element that defines innovative work behavior of employees, but knowledge is also needed to innovate products, services, policies, businesses, etc. (Akram et al., 2020). Organizational justice has a considerable influence on the development of innovative work behavior (Kurniawan & Ulfah, 2021). Innovative work behavior is very difficult to achieve if employees are not treated fairly. When an organization maintains organizational justice, it can stimulate innovative work behavior among its employees and help the organization achieve its goals (Abbas & Wu, 2021). Research (Knezović & Drkić, 2021) states that organizational justice has a positive and significant influence on innovative work behavior.

Organizational justice can be considered an important factor that encourages knowledge sharing. Organizational justice creates an environment supporting employees' intention to actively share knowledge. Instead, injustice or perceived injustice can inhibit employees' motivation and willingness to share knowledge, which can negatively impact innovation, productivity, and overall organizational performance. Knowledge sharing is an important source of knowledge creation in organizations, when individuals encourage colleagues to share their intellectual capital, knowledge collection occurs within the organization (Jnaneswar & Ranjit, 2020). Organizational justice has a positive correlation with knowledge sharing (Fahira & Sulastri, 2021; Natasha & Rebecca, 2023; Nguyen et al., 2024).

Knowledge sharing is very important for employees to build ideas that lead to innovative work behavior (Sudibjo & Prameswari, 2021). Knowledge sharing aims to provide an environment that supports employees in sharing relevant information and

knowledge with other coworkers during work. There are many ways to effectively implement knowledge sharing, which as having effective communication channels used to share knowledge between employees (Leonardi et al., 2023). The results of Suhana et al., (2019) showed that knowledge sharing influences innovative behavior. Meanwhile, the studies of Mayastinasari & Suseno (2023) show that knowledge sharing does not have a significant effect on innovative work behavior. This gap needs to be investigated to create a clearer theoretical understanding of the relationship between these two variables.

Organizational justice and knowledge sharing are two components that can increase employees' innovative work behavior (Akram et al., 2020). With organizational justice, the presence of true knowledge-sharing can increase innovative behavior and encourage employees to be more innovative in their work (Akram et al., 2020). When employees actively share knowledge, knowledge is gained and facilitates conditions to encourage innovative work behavior (Leonardi et al., 2023).

The object of research is the Semarang City Regional Revenue Agency. Semarang City Regional Revenue Agency is a work unit that acts as a regional revenue administrator in Semarang City, even though it acts as a government agency, it must continue to innovate to provide benefits and convenience for the public. Therefore, justice in the organization can encourage employees to share knowledge which is expected to create innovative work behavior in employees.

Thus, this study investigates the causes and implications of organizational justice on knowledge sharing and innovative work behavior. Specifically, this study investigates the mediating effect of knowledge sharing on the relationship between organizational justice and knowledge sharing. The significance of this study lies in its aim to collect findings that can lead to innovative work behavior of employees of the Semarang City Regional Revenue Agency. This research is a development from Akram et al., (2020) research which examines the mediating role of knowledge sharing on organizational justice and innovative work behavior of employees in the telecommunications sector. The novelty of this research is that it examines employees who work in the public service sector. Employees in the public service sector must improve the quality of their services, so innovative work behavior is needed from employees.

## **RESEARCH METHODS**

This study uses the type of primary data, where the data is obtained directly in the field by researchers. The population in this study was 110 ASN employees, the sample was obtained using the census sampling method where the entire population was sampled (Sugiyono, 2019). The data collection technique was carried out using a questionnaire distributed to employees of the Semarang City Regional Revenue Agency. The questionnaire collects data from respondents through a set of questions to be answered (Sugiyono, 2019). The questionnaire is given in the form of structured and open statements regarding the topic to be studied. The organizational justice questionnaire is adapted from variable indicators according to Robbins & Judge (2017), while knowledge sharing and innovative work behavior use a questionnaire from Sudibjo & Prameswari (2021). The

questionnaire was distributed to all ASN employees of the Semarang City Regional Revenue Agency, totaling 110 employees directly. Answers to the questionnaire were measured on a Likert scale consisting of five options including; 1 for Strongly Disagree (SD), 2 for Disagree (D), 3 for Quite Agree (QA), 4 for Agree (A), and 5 for Strongly Agree (SA). The data analysis method uses Partial Least Square (PLS). SmartPLS 4 is used to conduct validity and reliability tests, hypothesis testing, and mediation tests.

## RESULTS AND DISCUSSION

### *Validity and Reliability Test*

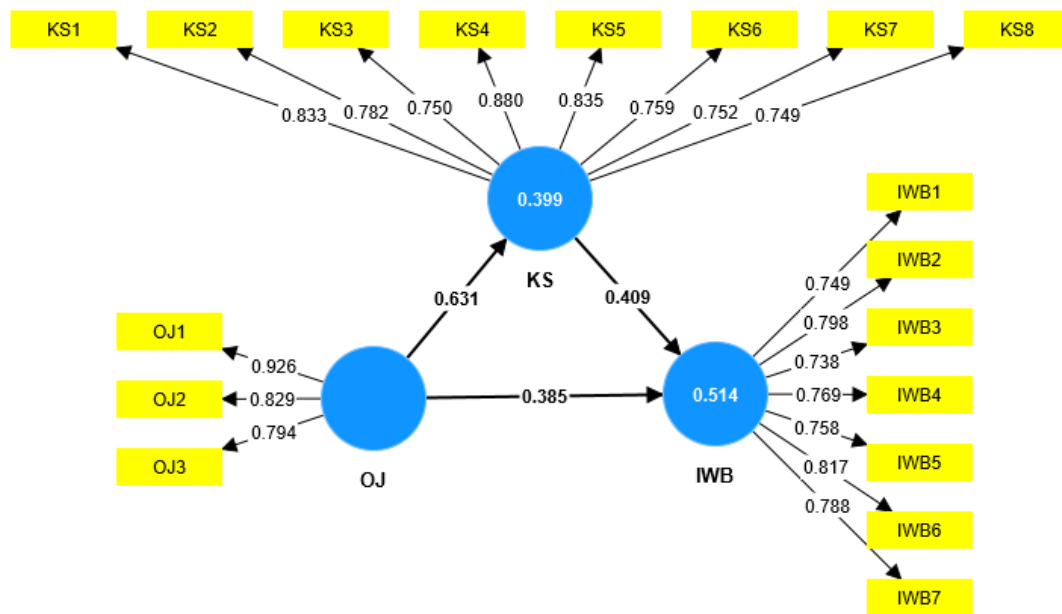
The convergent validity test shows the relationship between reflective items and their latent variables. The convergent validity test can be seen by the loading factor ( $\lambda$ ) value. Indicators can be said to be valid if they have a value of more than 0,708 and if less than that, the indicator is declared invalid (Hair et al., 2019).

**Table 1. Outer Loading**

Variable	Indicator Item	Loading Factor / Outer Loading
Innovative Work Behavior	IWB1	0,749
	IWB2	0,798
	IWB3	0,738
	IWB4	0,769
	IWB5	0,758
	IWB6	0,817
	IWB7	0,788
Knowledge Sharing	KS1	0,833
	KS2	0,782
	KS3	0,750
	KS4	0,880
	KS5	0,835
	KS6	0,759
	KS7	0,752
	KS8	0,749
Organizational Justice	OJ1	0,926
	OJ2	0,829
	OJ3	0,794

*Source: Data processed by researchers with SmartPLS 4, 2023*

Based on the results of the data processing above, all loading factors have a value of more than 0.708 so the constructs for all variables do not need to be eliminated from the model and can be said to be valid.



**Figure 1. Path Diagram of Structural Equation**

Source: Data processed by researchers with SmartPLS 4, 2023

Furthermore, a discriminant validity test was conducted. Discriminant validity can be seen through cross loading. According to (Hair et al., 2019) cross loading has the criteria that the value of the indicator to its construct has a value larger than the cross loading value on other constructs.

**Table 2. Cross Loading**

Indicator Item	Innovative Work Behavior	Knowledge Sharing	Organizational Justice
IWB1	<b>0,749</b>	0,565	0,445
IWB2	<b>0,798</b>	0,610	0,586
IWB3	<b>0,738</b>	0,437	0,544
IWB4	<b>0,769</b>	0,474	0,427
IWB5	<b>0,758</b>	0,393	0,328
IWB6	<b>0,817</b>	0,572	0,549
IWB7	<b>0,788</b>	0,420	0,540
KS1	0,577	<b>0,833</b>	0,507
KS2	0,575	<b>0,782</b>	0,573
KS3	0,418	<b>0,750</b>	0,522
KS4	0,527	<b>0,880</b>	0,478
KS5	0,502	<b>0,835</b>	0,410
KS6	0,402	<b>0,759</b>	0,354
KS7	0,613	<b>0,752</b>	0,553
KS8	0,455	<b>0,749</b>	0,547
OJ1	0,648	0,630	<b>0,926</b>
OJ2	0,489	0,516	<b>0,829</b>
OJ3	0,484	0,448	<b>0,794</b>

Source: Data processed by researchers with SmartPLS 4, 2023

Based on the table above, it can be observed that the cross loading value of each indicator item on its construct has a value larger than the cross loading value on other constructs. Furthermore, all cross loading values also have a value of more than 0.7. This shows that the indicators above have fulfilled the criteria for discriminant validity with cross loading.

Reliability tests can be measured by composite reliability and Cronbach's alpha. The construct can be declared reliable if the composite reliability value and Cronbach's alpha are more than 0.70 (Hair et al., 2019). The following is the composite reliability value in this study.

**Table 3. Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Organizational Justice	0,809	0,840	0,887	0,725
Knowledge Sharing	0,916	0,920	0,931	0,630
Innovative Work Behavior	0,889	0,896	0,13	0,600

Source: Data processed by researchers with SmartPLS 4, 2023

Based on the table above, it can be concluded that Cronbach's alpha and composite reliability have values above 0.70. This indicated that all constructs are reliable. Based on the data that has been processed previously, it can be concluded that this research has good convergent validity, discriminant validity, and composite reliability.

### Hypothesis Testing

Hypothesis testing in this study was conducted to determine if the hypothesis has a significant effect. The level of significance can be seen from the P-values which must be greater than 0,05. If the P-values < 0,05, it can be concluded that the results are significant. If the P-values > 0,05 it can be concluded that the results are not significant.

**Table 4. Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-Values
OJ → IWB	0,385	0,389	0,107	3,604	0,000
OJ → KS	0,631	0,637	0,061	10,319	0,000
KS → IWB	0,409	0,409	0,111	3,698	0,000

Source: Data processed by researchers with SmartPLS 4, 2023



**Table 5. Specific Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
OJ → KS → IWB	0,258	0,260	0,073	3,518	0,000

Source: Data processed by researchers with SmartPLS 4, 2023

Based on hypothesis testing and specific indirect effects, it can be seen that all hypotheses are accepted. These results showed that the original sample values all showed positive values and a p-value of 0.000 which is smaller than the predetermined significance level of 0.05. All hypotheses state a positive and significant correlation. Because the direct effect of organizational justice variables on innovative work behavior is significant and the relationship through the mediating variable of knowledge sharing has a significant effect, the mediating variable has a partial mediation role. So, this study shows that the mediating variable of knowledge sharing partially mediates the relationship between organizational justice and innovative work behavior.

### Discussion

#### *Effect of Organizational Justice on Innovative Work Behavior*

Based on the analysis, the data shows that Organizational Justice (X) has a positive and significant influence on Innovative Work Behavior (Y) at the Semarang City Regional Revenue Agency. This is indicated by the original sample value of 0,385 which indicates a positive influence and p-values of 0,000 which is less than the predetermined significance level of 0,05. The existence of justice in the organization can lead to innovative work behavior of employees. Fair rewards, fair work procedures, and concern from the company can make employees carry out their jobs more innovatively.

The findings of this study are consistent with previous research regarding Organizational Justice on Innovative Work Behavior by Knezović & Drkić (2021) which states that organizational justice has a positive and significant influence on innovative work behavior in SME employees in Bosnia and Herzegovina. The study indicates that organizational justice encourages the emergence of innovative work behavior in employees. Perceptions of organizational justice can affect the behavior of employees which will be reflected in innovative work behavior.

The study from Kurniawan & Ulfah (2021) confirms that the role of organizational justice is very important in increasing employees' innovative work behavior. The concept of justice referred to includes several things that will be of concern to the organization such as how the division of labor, equality, salaries, and the appreciation that will be gained when employees have made an achievement. When a comparison is considered fair enough, then the employee will feel satisfaction. Furthermore, Nadeem & Qureshi (2023) showed that organizational justice has a significant influence on innovative work behavior. To improve the perceived fairness of employees across various parameters, organizations can implement several strategies. First, interaction justice perceptions can be enhanced by

respecting and supporting each other among organizational staff; second, distributive justice-related perceptions can be enhanced when the distribution of resources and the availability of opportunities are available to all employees regardless of their rank and tenure in the company; third, establishing transparent and participatory decision-making processes is essential for enhancing employees' perceptions of procedural justice.

### ***Effect of Organizational Justice on Knowledge Sharing***

Based on the research results, the data shows a positive and significant effect of Organizational Justice (X) on Knowledge Sharing (M) at the Semarang City Regional Revenue Agency. The result is known from the original sample value of 0,631 and p values of 0,000 which is less than the predetermined significance level of 0,05. With the application of organizational justice from the distributive, procedural, and interactional aspects, it can encourage employees to share knowledge with others. The existence of knowledge sharing from employees can encourage companies to develop and help organization in the process of achieving their goals.

This research shows that employees believe that if the Regional Revenue Agency of Semarang City enforces organizational justice properly, then knowledge sharing among employees will also definitely increase. Employees feel that interaction between employees can also be encouraged when the organization treats them fairly. Interaction between employees can create knowledge sharing. Organizational justice can realize knowledge sharing in the organization, if this happens, it will create an increase in service quality at the Regional Revenue Agency of Semarang City.

The findings of this study are consistent with the previous research findings regarding Organizational Justice on Knowledge Sharing by Nguyen et al., (2024) which states that Organizational Justice has a positive and significant influence on Knowledge Sharing. Organizational justice has an important contribution in the decision of individuals to contribute and accumulate knowledge in the organization (Imamoglu et al., 2019). When organizations prioritize organizational justice, communications among employees become stronger, so the knowledge sharing process will increase (Cetin et al., 2022). Furthermore, research by Cugueró-Escofet et al., (2019) also indicates that organizational justice has a positive direct effect on knowledge sharing. The same result was also shown by Majeed et al., (2021), which stated that all dimensions of organizational justice have a significant impact on knowledge sharing. Similarly, Lin & Shin (2021) found that organizational justice directly affects knowledge sharing.

### ***Effect of Knowledge Sharing on Innovative Work Behavior***

This study reveals that Knowledge Sharing (M) has a positive and significant influence on Innovative Work Behavior (Y) at the Semarang City Regional Revenue Agency. This is indicated by the original sample value of 0,409 and p values of 0,000 which are less than the predetermined significance level of 0,05. This implies that the more highly employees implement knowledge sharing, therefore the higher the level of innovative work behavior.



Employees of the Semarang City Regional Revenue Agency believe that Knowledge Sharing can help increase Innovative Work Behavior among employees. That's because the existence of Knowledge Sharing in an organization can increase interaction between employees which encourages the exchange of information in the organization, so that innovations can be created that can make work easier and encourage the organization's progress. Employees feel that the habit of telling coworkers when learning something by sharing skills can help improve innovative work behavior. The existence of Innovative Work Behavior which is influenced by the existence of Knowledge Sharing between employees in the Regional Revenue Agency can improve the quality of public services.

Several research studies have identified that knowledge sharing has a good effect. (Sudibjo & Prameswari, 2021) explained the effect of perceived knowledge sharing on innovative work behavior. The findings indicate that knowledge sharing in an organization can increase innovative work behavior among employees. Moreover, according to (Nguyen et al., 2020) research, the impact of knowledge sharing with two main processes (knowledge donation and knowledge collection) is meaningful toward innovative work behavior. Other researchers also found a significant relationship between knowledge sharing and innovative work behavior. The existence of knowledge sharing, can increase innovative work behavior (Munir & Beh, 2019; Asurakkody & Kim, 2020; Almulhim, 2020).

#### ***The Mediating Effect of Knowledge Sharing among Organizational Justice on Innovative Work Behavior***

Based on the analysis, the data shows that Knowledge Sharing partially mediates the relationship between Organizational Justice on Innovative Work Behavior at the Semarang City Regional Revenue Agency. This was found from the original sample value of 0,258 and p values of 0,000 which is smaller than the predetermined significance level of 0,05. Because the direct relationship of variable X to Y is significant and the relationship through the mediating variable has a significant effect, the mediating variable has a partial mediation role. When the flow of information runs smoothly with two-way communication carried out transparently, it can make the information received by employees fairly, to avoid social envy between employees.

Knowledge Sharing activities for employees make Organizational Justice and Innovative Work Behavior create new dynamics in the organization. This makes employees aware that if Organizational Justice is applied by the organization, it can make Innovative Work Behavior work. With the mediating influence of Knowledge Sharing between Organizational Justice on Innovative Work Behavior can make the organization grow and can improve service quality orientation.

Previous research findings are consistent with this research. Jnaneswar & Ranjit (2020) show that Knowledge Sharing partially mediates the relationship between Organizational Justice and Innovative Work Behavior. Employees' perceptions of organizational justice can encourage them to do knowledge sharing activities, which in turn can affect innovative work behavior (Natasha & Rebecca, 2023). When employees feel treated fairly, they will be more encouraged to implement innovative work behavior in the organization. In addition,

knowledge sharing is the key to success at every stage of innovative work behavior. When employees are allowed to share knowledge freely with their colleagues, they will be more motivated to develop innovative ideas so that they can help the organization to achieve its goals more effectively (Akram et al., 2020).

## CONCLUSION

The results of this study indicate that the existence of justice in the organizational environment can influence employees to implement innovative work behavior. The fairer the organizational environment, the more innovative work behavior of employees will increase. The existence of justice in the organization can encourage the growth of knowledge sharing among employees. The fairer the organizational environment, the more knowledge sharing behavior of employees will increase. Knowledge sharing activities can help increase insight and knowledge between employees so that they can foster innovative work behavior. This is due to a large amount of information exchange and diverse problem solving between employees, which can trigger innovations for the progress of the organization. Semarang City Regional Revenue Agency employees feel that knowledge sharing can act as a mediator to improve the relationship between organizational justice and innovative work behavior. With the mediation of knowledge sharing in the Semarang City Regional Revenue Agency, organizational justice and innovative work behavior create new dynamics that can make employees of the Semarang City Regional Revenue Agency aware that organizational justice needs to be improved so that innovative work behavior can be implemented.

This research provides more knowledge about the relationship between organizational justice, knowledge sharing, and innovative work behavior. Future research can expand the area of knowledge sharing variables that mediate innovative work behavior. Organizational justice appears as an independent variable in this study. As a result, the relationship model between variables in this study can provide a comprehensive description. Future research can expand the area studied and also develop more variables.

### *Limitation Research*

The limitation of this study is that the data obtained is primary data distributed to respondents using a questionnaire so researchers are unable to control the honesty of respondents in filling out answers according to the circumstances that occur in the office. Further research, can add mixed methods to the questionnaire so that respondents can add other information related to variables that are not listed in the question items.

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