



Organizational Justice on Innovative Work Behavior with Knowledge Sharing as a Mediating Variable

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ABSTRACT

The purpose of this study was to analyze the relationship between organizational justice and innovative work behavior when knowledge sharing is a mediating variabel to employee PT. Bank Pembangunan Daerah West Sumatera. The population in this study were all employee in the PT. Bank Pembangunan Daerah West Sumatera as many as 253 employees. The number of samples used in the study was 155 employees using the proportional cluster simple random sampling technique. The research design used in this study is causality research. The data analysis technique used is the Structural Equational Model (SEM) with the help of the SmartPLS 3.0 The results of this study revealed that: (1) Organizational justice has a significant effect on innovative work behavior. (2) The influence of organizational justice has a significant effect on knowledge sharing. (3) The influence of knowledge sharing on innovative work behavior. (4) knowledge sharing mediating the organizational justice and innovative work behavior to employee at the PT. Bank Pembangunan Daerah West Sumaterat.



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INTRODUCTION

There needs to be a change to maintain an organization to continue to grow. Currently, the issue of change faced is increasingly complicated because it touches various sectors. So that organizations need innovation to deal with every change that occurs (Soebardi, 2020). Organizations must work hard to improve their performance in the face of change, one of which is by improving the innovative work behavior of employees. Work that is by the capacity and persistence of employees can improve the innovative work behavior of employees.

The rapid and continuous development of innovation is a challenge for every company. In this case, organizations are dealing with very rapid economic changes to gain a competitive advantage so that innovation is a necessary factor in the organization to make changes (Bos-Nehles et al., 2017). Innovative work behavior can encourage performance and develop organizational competencies in its efforts to achieve set goals. According to Bos-Nehles, Renkema, and Janssen (2017) employees can be the foundation of any innovation because the innovative behavior of employees is the innovative center of the organization.

Prieto & Pérez-Santana, (2014) says that the importance of innovative work behavior and important sources in innovation are employees. Innovative work behavior is influenced by several factors including, organizational justice (Akram et al., 2016), knowledge sharing (Hassan et al, 2018), perceived organizational support (Nazir et al., 2019), organizational trust (Kristen et al., 2020), trust (Kmieciak, 2020), affective commitment (Hariani, 2021).

Akram et al., (2020) in their research mentioned that organizational justice and knowledge sharing is one of the factors that can improve the innovative work behavior of employees. Innovative work is very difficult for employees to achieve if employees are not treated fairly in an organization (Akram et al., 2020). The foundation of organizational justice is equity theory. Equity theory is a theory that explains what a person does when they are subject to justice and injustice that they receive from the organization.

Not only personal organizational Justice is an important element that defines employees' innovative work behavior but also the knowledge necessary to innovate products, services, and business policies in an organization. According to (Mohammed et al., 2011) organizations that support their employees to contribute knowledge (in groups and organizations) are expected to create new, better ideas and encourage new business opportunities, thus enabling innovation activities within the organization. In the presence of organizational justice, true knowledge sharing can increase the possibility of innovative behavior and encourage employees to be more innovative in their work (Akram et al., 2020).

Along with the times and the existence of technology-based financial services companies and public access to various internet or digital services continue to grow and have an impact on the banking world, where people's interest in being able to access banking products and services digitally is also increasing. This research will be conducted at PT Bank Pembangunan Daerah West Sumatra / BPD West Sumatra central which is the only bank owned by the regional government of West Sumatra. Selected to research PT. Bank Pembangunan Daerah, because Bank BPD aims to improve the economy of the community, especially in West Sumatra, and is currently focusing on developing digital technology to facilitate services, innovation in services using technology can certainly be a driver for employees to have innovative work because technology continues to develop along with the times.

LITERATURE REVIEW

Innovative Work Behavior

According to Bos-Nehles et al., (2017) innovative work behavior is defined as the deliberate behavior of individuals to generate and implement new ideas that are useful to benefit individuals, groups, or organizations. According to Akram et al., (2016) such innovative ideas consist not only of the generation of ideas but also all the steps that help in promoting those ideas and ultimately making them a reality.

According to Akram et al., (2018) innovative work behavior can be defined as employee findings, suggestions, and implementation of these work-related task ideas that can benefit organizational performance. Meanwhile, according to De Jong & Den Hartog, (2010), innovative work behavior is a behavior that involves the creative thinking process of an individual to convince others in every implementation of ideas in work situations.

So it can be concluded that innovative work behavior is a series of work in the form of ideas in improving and developing effective work behaviors that are carried out gradually. Dimensions of innovative work behavior according to De Jong & Den Hartog, (2010) there are four dimensions: 1. Seeing Opportunities, 2. Finding ideas, 3. Championing Ideas, 4. Implementing Ideas.

Organizational Justice

All organizational justice is considered an important issue of concern in the creation of organizational culture. According to Kristen et al., (2020) Organizational justice is an employee's perception of what

is obtained from the organization, namely justice, and treated equally by the organization so that they will feel satisfied if justice is obtained by them. All organizational fairness is primarily defined as employees' perception of the degree of justice with which they are treated by the organization (Whitman et al., 2012). According to (Yean & Yusof, 2016) the term 'organizational justice' can refer to employees' perceptions of the extent of management's fair decisions and actions. This perception, in turn, can affect an employee's attitude toward management.

According to Colquitt et al., (2001) Organizational justice is the perception of employees about the existence of justice obtained in the company. In line with that according to Fatimah et al., (2011) states that organizational justice is a picture of individual perception of the treatment received from an organization and behavioral reactions to such behavior. So it can be concluded that transaxial justice is the perception of employees about the fairness of how they are treated in an organization. There are three dimensions of organizational justice according to Karkoulian et al., (2016) namely distributive justice, procedural justice, interactional justice.

Knowledge Sharing

Knowledge is something that a person gets from the learning process in the form of information that is known and realized by someone (Adzima, 2019). According to Anggraeni. D, (2018) knowledge management is the knowledge that an individual or group in an organization has to be shared with others through a process of capturing, organizing, and storing information and work experience. While Adzima, (2019) knowledge management is one of the knowledge sets used by organizations to achieve organizational goals by hammering the activities of identifying, creating, explaining, and applying knowledge to be used and learned in organizations.

According to Chiang et al., (2011) the knowledge management process consists of knowledge adoption, knowledge coding, knowledge storage, knowledge sharing, knowledge utilization, of the five most important knowledge sharing processes. This is also explained by Aulawi et al., (2009) in the most important part of knowledge management that can encourage individuals in an organization to be able to do knowledge sharing to share what they know.

It is said that knowledge sharing is a mechanism by which knowledge can be transmitted between individuals. Therefore, through the transmission of such knowledge, individuals acquire new edges to facilitate new actions (Akram et al., 2017). According to Hameed et al., Knowledge Sharing is a deliberate process that not only enhances individuals' understanding but also helps create an archive of knowledge accessible to others.

According to Akram et al., (2017), Knowledge Sharing contributes value to existing knowledge in organizations. This definition explains the importance of knowledge in management in carrying out daily tasks in the organization. And according to David et al., (2018) knowledge sharing is the provision of task information and knowledge on how to help others and collaborate with others to solve problems, develop new ideas, or implement policies and procedures. While according to Matzler et al., (2008) knowledge sharing is a process where there is an exchange of knowledge both tacit knowledge and explicit knowledge from an individual. Thus, this process involves two parties in the process of sharing knowledge. Explicit knowledge directly affects the speed of innovation while tacit knowledge influences the quality of innovation.

According to Phung et al., Knowledge Sharing contributes to developing profit competitiveness for organizations in complex environments, such as intellectual capital improvement, by encouraging the exchange and creation of knowledge within an organization.

So it can be concluded that knowledge sharing is a part of knowledge management that is used by a person, a group, or organization to disseminate and provide knowledge or share knowledge to others. To measure knowledge sharing using dimensions according to De Vries et al., (2006) namely knowledge collecting and knowledge donating.

Organizational justice and Innovative Work Behavior.

Akram et al., (2020) state that if employees have a positive perception of something they receive from the organization employees will tend to show better work behavior so that they will be involved in generating innovative ideas and they will discuss the idea together and realize it into work practices in the organization. Similarly, Baskoro et al., (2021) conveyed that organizational justice has a significant effect on innovative work behavior. If an organization treats its employees fairly so that employees give positive perceptions so that employees reciprocate the fairness they receive by engaging in positive behavior. And in the research, Akram et al., (2016) also proved that when employees feel the justice provided by the organization in terms of distributive, procedural, and interactional justice they will be more motivated and willing to share their ideas with the organization, ask for support for those ideas and be able to implement those ideas.

Organizational Justice and Knowledge sharing.

A study conducted by Akram et al., (2017) said that organizational justice has a significant and positive influence on knowledge sharing. The higher the level of employee perception regarding the fairness they feel regarding the division of responsibility, respect and dignity, and fairness when making decisions related to the work that will be done employees, they tend to do knowledge sharing (sharing knowledge) that they have related to work. The higher the level of justice felt by employees, the better the level of motivation in doing knowledge sharing. Imamoglu et al., (2019) also said that organizational justice has a significant effect on knowledge sharing. and organizational justice affects knowledge sharing. and Baskoro et al., (2021) also argue the same thing that organizational justice has a positive and significant effect on innovative work behavior.

Knowledge Sharing and Innovative Work Behavior.

In the study, Akram et al., (2018) among others said that knowledge sharing has a positive and significant influence on innovative work behavior. And research conducted by Yesil and Dereli (2013) also revealed the same thing that knowledge sharing can increase innovative work behavior in employees. Likewise in Hassan's research, et al (2018) knowledge sharing can affect the behavior of an employee in an organization.

Knowledge Sharing as a Mediation Variable.

A study conducted by Akram et al., (2020) said that as a variable of knowledge *sharing* mediation gives a positive and significant influence on the influence of organizational justice on innovative work behavior. In line with this, Baskoro et al., (2021) research also said that knowledge *sharing* can explain the relationship between organizational justice and innovative work behavior in employees. Perceived fairness by employees can motivate them to do knowledge *sharing* so that it can ultimately affect their innovative work behavior.

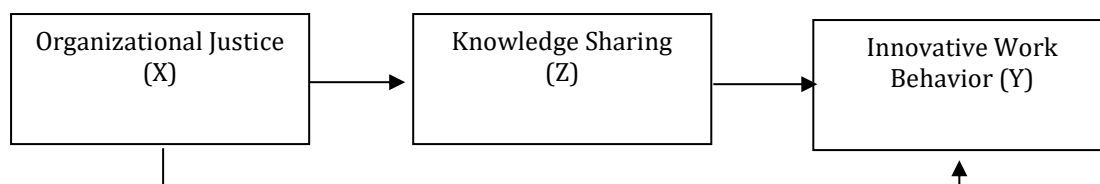


Figure 1. Conceptual Framework

Research Hypothesis

1. Organizational justice has a significant effect on innovative work behavior.
2. Organizational justice has a significant effect on knowledge sharing.

3. Knowledge sharing has a significant effect on innovative work behavior.
4. Knowledge sharing significantly mediates the relationship between organizational justice and innovative work behavior.

METHOD

The research design used is causality research, which is useful for describing the relationship between variables. The population in this study were employees at PT. Bank Pembangunan Daerah. Based on data from the deviation of human data sources the number of employees is as many as 253 employees. The number of samples was determined based on the Slovin formula with a 5% tolerance limit, which is as many as 155 employees. with the sampling technique used is a sample proportional cluster simple random sampling. Data collection uses questionnaires with Likert measurement scales. The data analysis technique used is the Structural Equation Model (SEM) with the help of the smart pls 3.0 application.

The measurements in this study for this initiative work behavior variable consisted of 10 questions adopting instruments from De Jong and Den Hartog (2010). Organizational justice is measured by adopting question items used by Al-Zu'bi (2010). And to measure knowledge sharing, 8 question items were adopted using instruments from (De Vries et al., 2006).

RESULT AND DISCUSSION

Description of Respondents

The characteristics of respondents in the study can be grouped by gender, age, end-of-life education, and working life. Respondents' characteristic results by gender were 104 (67%) male employees and 51 (33%) female employees. For characteristics based on respondents based on gender is dominated by male employees. Most respondents by age were employees with ages 31-35 years which amounted to 47 people (30%). The characteristic results of respondents based on their educational background were dominated by undergraduate undergraduates as many as 133 people (86%). The most respondents for characteristics based on working life are employees with a working period of 11-15 years as many as 51 people (33%).

Data Analysis

Data analysis technique in using model structural equations (SEM) with SmartPLS 3.0. PLS (Partial Least Square) is a variant-based analysis of structural equations that can simultaneously test measurement models and test structural models.

Outer Model

Outer models are carried out to determine the validity and reliability values that are being studied. This outer model connects all indicators with their latent variables.

Validity Test

The loading factor score for each construct can be good and is said to be valid and accepted if the loading factor is 0.70 but for loading values of 0.50 to 0.60 is still allowed by looking at the output correlation between the indicator and its construct (Hair et al., 2017). In this study, the authors took 0.06. Here is an image model of the relationship between organizational fairness variables, innovative behavior, and knowledge sharing.

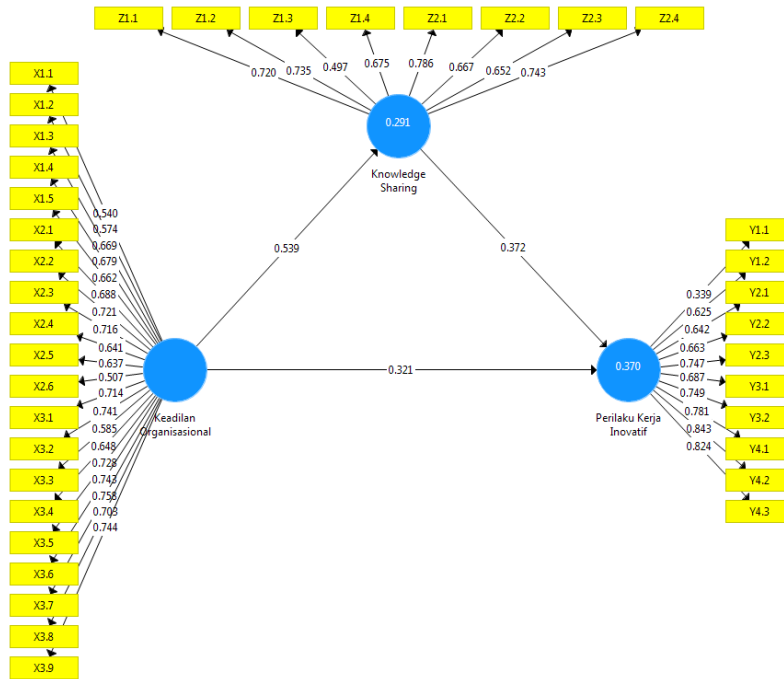


Figure 2. Outer Model

There are invalid indicators in the initial model because the loading factor values on some indicators are still below 0.6 or have good convergent validity. Therefore, the author re-estimates the initial construct model by eliminating indicators of 6 points of questions that have a value below the loading factor of 0.6. The result of SmartPLS 3.0. Looks like the following:

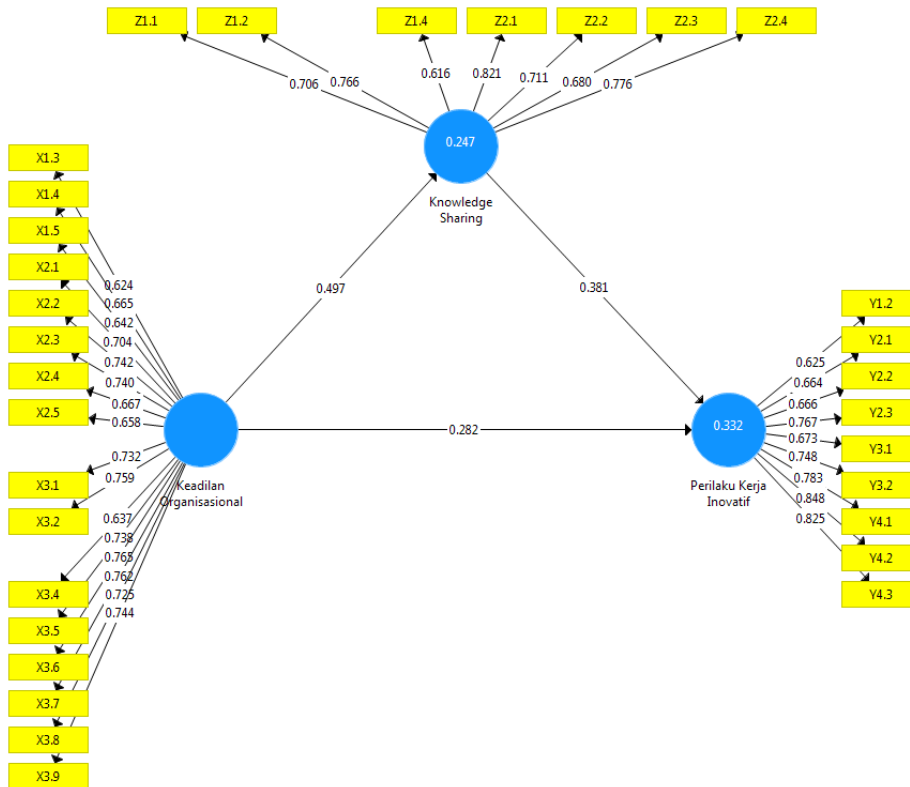


Figure 3. Final Outer Loading

Table 1. AVE and Composite Reliability Analysis Results

	AVE	Composite Reliability
Innovative Work Behavior	0,544	0,893
Organizational Justice	0,501	0,993
Knowledge Sharing	0,530	0,851

Another way that can be used to test validity is to look at the AVE value. A construct is said to be valid if the $AVE > 0.5$ value. It can be concluded based on table 1, that each construct has met the validity of the discriminant because the value is above 0.5.

Reliability Test

A reliability test is conducted to find out the value of the composite reliability of the indicator block to measure the construct. Based on the results of table 1 above it is known that variables of innovative work, organizational justice, and knowledge sharing are reliable because the value of composite reliability is already greater than 0.7.

Inner Model

The inner test of the model is done by looking at the value of the R-Square model to determine the effect of the exogenous variable on endogenous variables. R-Square estimates results to determine using SmartPLS 3.0.

Table 2. R-Square

	R-Square
Innovative Work Behavior	0,332
Organizational Justice	
Knowledge Sharing	0,247

The R-Square variable of innovative work behavior values 0.332 or 33.2%, which means that the variable of innovative work behavior is influenced by organizational justice and knowledge sharing of the remaining 33.2% is influenced by other variables. As for knowledge sharing obtained by 0.247 or 24.7% means that knowledge sharing is influenced by organizational justice of the remaining 24.7% is influenced by other variables.

Hypothesis Testing

Hypothesis testing is conducted to see and determine the direct influence, indirect influence (Mediation), and total influence between variables. This test is done by operating bootstrapping on the SmartPLS 3.3 program so that the relationship of exogenous variable influence is obtained to endogenous.

Direct Influence Hypothesis

The direct influence hypothesis test is done by looking at the t-statistics produced in the inner model. The research hypothesis is acceptable if the t-statistic > 1.96 . Here are the results of the direct influence hypothesis test:

Table3. Results of Inner Model Analysis

	Original Sample (O)	Sample Average	Standard Deviation	T Statistics	P Values
Organizational Justice - > Innovative Work Behavior	0,497	0,509	0,068	7,345	0,000
Organizational Justice - > Knowledge Sharing	0.282	0,291	0,084	3,350	0,001
Knowledge Sharing-> Innovative Work Behavior	0,381	0,380	0,064	5,937	0,000

1. Organizational justice has a positive and significant effect on innovative work behavior with a statistical T of 7,345 > 1.96 and with a path coefficient of 0.497.
2. Organizational justice has a positive and significant influence on knowledge sharing with T-statistics of 3,350 > 1.96 and with a path coefficient of 0.282.
3. Knowledge sharing had a positive and significant effect on innovative work behavior with a T-statistic of 5,937 > 1.96 and with a path coefficient of 0.381.

Mediation Influence Test

The indirect influence hypothesis is acceptable if it produces an at-statistic > 1.96.

Table 4. Calculation of Coefficient of Mediation Variables

	Original Sample (O)	Sample Average	Standard Deviation	T Statistics	P values
Organizational justice -> knowledge sharing -> innovative work behavior	0,190	0,194	0,045	4,250	0,000

Based on the results of the calculation of the variable coefficient of mediation obtained the results of t-statistical mediating influence between organizational justice and innovative work behavior through *knowledge sharing* of 4,250 which is >1.96, with the original sample of 0.190. It is described that organizational justice has a significant and positive effect on innovative work behavior after being mediated by *knowledge sharing*.

CONCLUSION

This research aims to analyze the influence of organizational justice on innovative work behavior with knowledge sharing as a mediating variable. Based on the analysis and improvement in the previous section, the following conclusions can be taken organizational justice positively and significantly affect innovative work behavior in employees of PT. Bank Pembangunan Daerah, meaning that the higher organizational justice, the higher the innovative work behavior in employees. And organizational justice has a positive and significant effect on knowledge sharing in employees of PT. PT. Bank Pembangunan Daerah, meaning that the higher the organizational justice felt by employees, the higher knowledge sharing in employees. As well as knowledge sharing has a positive and significant effect on innovative work behavior in employees of PT. Bank Pembangunan Daerah, meaning that if knowledge sharing is high it will also be higher in innovative work behavior in employees. Knowledge sharing can mediate the influence of organizational justice on innovative work behavior. This shows that knowledge sharing can increase the influence between organizational justice and innovative work behavior in employees.

Advice that can be given that organizational justice can improve the innovative work behavior of employees at PT. Bank Pembangunan Daerah in the category of sufficient but must be improved, the improvement of innovative work behavior in employees can be done by increasing the sense of justice that is drunk by employees. In the results of research between organizational justice and *knowledge sharing* that is already in the category of enough. But there must still be improvements that must be done including PT. Bank Pembangunan Daerah can motivate employees in doing good *knowledge donating* and *knowledge collecting*. The results of research between *knowledge sharing* and innovative work behavior are expressed in sufficient categories but must still be improved or maintained. To improve the innovative work behavior of employees of PT. Bank Pembangunan Daerah can be done by increasing the opportunity to find innovative ideas. Organizational justice and *knowledge sharing* influence the innovative work behavior of PT. Bank Pembangunan Daerah. It is recommended for PT. Bank Pembangunan Daerah is more concerned about the perception of justice felt by employees so that employees feel motivated to do *knowledge sharing* to provide innovative ideas.

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