
The Effect of Organizational Justice and Organizational Commitment on Innovative Work Behavior: Mediating Role of Knowledge Sharing

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Abstract

The human factor plays an important role in maintaining the company's existence. With the variety of company products offered by consumers, in the end the company must be able to create innovative ideas to become the best choice for consumers. Therefore motivation, commitment and employee behavior are very important for companies to be able to continue to compete. Organizational commitment and organizational justice determine that employees are useful to the company, work seriously and don't hesitate to share knowledge. This study aims to examine the effect of organizational justice and organizational commitment on innovative work behavior by sharing knowledge as a mediating variable. Data for 215 employees were taken using a simple random sampling technique through a questionnaire for employees of PT Telkom Witel Solo. Data analysis used the Structural Equation Model (SEM) with AMOS software to determine the relationship between variables. The research results show that: 1). Organizational justice has a significant and positive effect on organizational commitment, innovative employee behavior, and knowledge sharing. 2). Organizational commitment has a significant and positive effect on knowledge sharing. 3). Knowledge sharing mediates the relationship between organizational justice and innovative work behavior of employees.

Keywords: organizational justice, organizational commitment, knowledge sharing, innovative work behavior of employees

1. Introduction

Employees are the company's most valuable asset, motivated, satisfied and loyal employees play a key role in the market and company competitiveness. Organizational behavior and the realm of organizational theory point to organizational justice as an important concept and organizational practice in modern organizational management (Chen, S. Y. Wu.W.C., Chang, C. S., Lin, C. T., Kung, J. Y., Weng, H. C. 2015). Perceptions of organizational justice determine their positive or negative attitude towards the organization and therefore in their organizational commitment (Imamoglu et al. 2019). The results of previous studies indicate that organizational commitment

is an important factor affecting the sharing of employee knowledge (Han, T. S., Chiang, H. H., & Chang 2010) and (Li, X., Zhang, J., Zhang, S., & Zhou 2017).

The 2013 Global Innovation Index (GGI) report, despite the difficult global economic conditions, dynamic innovation centers are increasingly multiplying around the world (Akram et al. 2020). Therefore, continuous innovation becomes an organizational resource for organizational survival, consequently organizations are interested in investigating factors that can influence innovative work behavior such as organizational justice. One of the big possibilities for organizations to become more innovative is to encourage innovative employee work behavior (Agarwal 2014).

Organizational justice researchers suggest the need to investigate phenomena in the telecommunications sector along with the pharmaceutical, education, cement and textile industries (Usmani and Jamal 2013). PT Telkom Indonesia (Persero) Tbk (Telkom) is a company engaged in the field of information and communication technology services in Indonesia. PT Telkom Indonesia Tbk opens job vacancies with 11 job fields for 250 positions in the framework of accelerating digitalization (Merdeka.com 2022). Director of Human Capital Management (HCM) Telkom, Afriwandi revealed that this recruitment program does not just recruit new employees, not only for career purposes but also learning, growing and contributing through digital innovation (18/4/2022). This situation is also supported by the existence of three BUMNs (PT PLN (Persero) through its subsidiary, namely PT Indonesia Comnets Plus (ICON+), PT Perusahaan Gas Negara Tbk (PGN) through its subsidiary PT Telemedia Dinamika Sarana and PT Jasa Marga Tbk (JSMR) through its subsidiary PT Jasa Marga Related Business (JMRB) which is expanding its business to penetrate the digital sector through internet services to cable TV. The existence of competitors who have the same great power is a threat for PT Telkom to continue to provide more innovative services to attract their customers.

Literature Review and Hypotheses

Organizational literature pays great attention to the phenomenon of organizational justice. This shows that in creating organizational culture, organizational justice plays an important role in shaping the behavior of organizational members (Ouyang, Z., Sang, J., Li, P., & Peng 2015). There are three aspects that are assessed by an organization, namely knowledge, attitudes and skills that will affect employee performance (Salleh, K. M., Khalid, N. H., Sulaiman, N. L., Mohammad, M. M., Sern, L 2015). Justice is generally used to express fairness and truth (Colquitt et al. 2001). (Devece, C., Palacios-Marqués, D., dan Pilar Alguacil 2016) states that employee commitment is important because employees' interests, goals, and needs must match organizational goals to get the best employees.

Today's economy is knowledge-based, therefore knowledge is a basic element of competition, survival and growth for organizations. Knowledge sharing is a significant method for acquiring and creating knowledge in the workplace (Xinyan & Xin, 2006). Innovative work behavior, on the other hand, is defined as the intentional development, introduction, and application of new ideas in a job role, group or organization for the appropriate role of group or organizational performance (Momeni, M., Ebrahimpour, D.H., & Arjiloo 2014).

Organizational justice is an important motivating factor that directs employees to exhibit certain behaviors (Kerwin, S., Jordan, J. S., & Turner 2015). The existence of fairness will create more enthusiastic employee performance and as a motivation to display the best output as an innovative work behavior. Employees who have a perception of justice will tend to display more positive performance behaviors and will be involved in generating new ideas (Akram et al. 2020). When employees feel they are not being treated fairly by their organization, their conscious obligations are negatively affected by the organization and their performance and positive attitude will tend to decrease (Silva, M. R., & Caetano 2014). Therefore, it is hoped that organizational justice can become an element of the motivational process that influences innovative work behavior (Pieterse, A. N., van Knippenberg, D., Schippers, M., & Stam 2009). Based on this description, the H1 hypothesis can be developed as follows:

H1: Organizational justice influences employee innovative work behavior

Organizational literature pays great attention to the phenomenon of organizational justice in creating knowledge to be shared with other employees. This shows that in creating organizational culture, organizational justice plays an important role in shaping the behavior of organizational members (Ouyang, Z., Sang, J., Li, P., & Peng 2015). Employees will feel fairness in the organization and tend to be open to working collaboratively (Akram et al. 2020). (Cropanzano, Bowen, and Gilliland 2007) stated that perceptions of fairness are the glue that allows people to work together and collaboratively trigger knowledge sharing. Employees are willing to share ideas, knowledge, and knowledge where organizational procedures are seen as fair and the evaluation process is clear because they believe what they express has the same value as the expressions of other people in the organization (Ibragimova et al. 2012). Therefore, the following hypotheses can be developed:

H2: Organizational justice has a positive effect on knowledge sharing

Knowledge sharing not only enables employees to pass on knowledge to other workers but enables others to acquire valuable knowledge, which facilitates generating, promoting, and implementing new ideas (Kuo, Kuo, and Ho 2014). Employees who get fair treatment can easily collect and contribute knowledge, are more tied to their organization in achieving organizational goals more effectively through better work performance and behavior (Pignata, S, Winefield, AH, Provis, C, & Boyd 2016) and (Somech, A., & Drach-Zahavy 2004).

If employees have a positive perception of fairness, they will tend to display more positive work behavior and will be more involved in generating new ideas, discussing these ideas with colleagues and putting them into practice by implementing them practically within the organization (Akram et al. 2020). The results of Akram et al., (2020), Almansour, Y. M., & Minai., (2012), Janssen., (2004), Momeni, M., Ebrahimpour, D.H., & Arjiloo., (2014) are also supported by previous research.

Reciprocal behavior occurs in work settings where employees perceive fair treatment from their organization and thus they tend to exhibit better work behaviors (such as innovative work behaviors) in return (Pignata, S, Winefield, AH, Provis, C, & Boyd 2016). In addition to

organizational justice, knowledge sharing is also a strong contributor to employees' innovative work behavior (Kuo, Kuo, and Ho 2014). Then the following H3 can be developed:

H3: Organizational justice influences employee innovative work behavior through knowledge sharing as a mediating variable

Perceptions of individuals or employees in organizations affect their attitudes and behavior (Ponnu, C. H., & Chuah 2010). This is because employees want to get the results they deserve. When employees believe they are equal to other employees in the organization and that management and seniors treat everyone in the organization equally, they will see themselves as part of the organization. Organizational justice is a determinant of organizational commitment (Imamoglu et al. 2019), the results of this study are also supported by (Ponnu, C. H., & Chuah 2010) and (Li, X., Zhang, J., Zhang, S., & Zhou 2017). How do employees feel about pay, managers, and co-workers influence their decisions to serve genuinely or not strive for the organization (Suliman, A., & Al Kathairi 2013). Fairness is a determinant of the desire to remain in the organization, the willingness to work for the benefit of the organization and embracing organizational goals which are factors that characterize organizational commitment (Mowday, Steers, and Porter 1979). Therefore, the following hypotheses can be developed:

H4: Organizational justice has a positive effect on organizational commitment

Organizational commitment is the strength of employee identification with the organization that leads to a positive organization (Steers 1977). Organizational commitment will continue to be upheld by employees for the sustainability of the organization, if the organization grows and develops employees will experience benefits such as increased wages, job security and their skills will continue to be used. In other words, employees with high commitment tend to add value to the organization and sharing knowledge is the best way to do it because knowledge is the most important power for organizations today (Li, X., Zhang, J., Zhang, S., & Zhou 2017). Organizational commitment is an important factor affecting the sharing of employee knowledge (Imamoglu et al. 2019), and (Li, X., Zhang, J., Zhang, S., & Zhou 2017). So the development of the H5 hypothesis from the description is:

H5: Organizational commitment has a positive effect on knowledge sharing

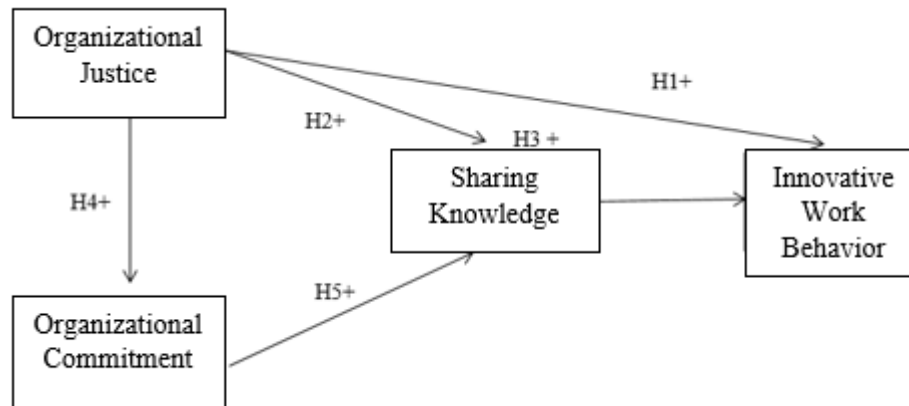
Contextual Framework

Figure 1. Research Framework Model

2. Method**Research Design and Data Collection Techniques**

This study uses quantitative research, namely research that aims to predict, describe, develop, and test theories (Cooper, D. R. and Schindler 2019). The data for this study were obtained in only one period, or it can be called a cross-sectional study (Sekaran, U., dan Bougie 2016). This study uses a questionnaire to obtain data from employees of PT. Telkom Witel Solo. The sampling technique used in this study is simple random sampling, which is a probability sampling design in which all elements are taken into account in the population and each element has an equal opportunity to become a research sample (Sekaran, U., dan Bougie 2016).

The number of samples in this study refers to (Hair et.al 2019) where 5 to 10 x indicators of questionnaire questions can be taken, so that a minimum of 215 samples are taken. The questionnaire in this study is based on previous similar studies. To measure organizational justice, this study uses a 20-item scale developed by (Al-Zu'bi 2010). To measure organizational commitment using 8 items adopted from previous research (Imamoglu et al. 2019) based on the study of Mowday et al., (1979). To share knowledge is measured by seven items taken from (Lin 2007). And for innovative work behavior of employees is measured using 9 items from (Janssen 2004). All items are measured on a five-point Likert scale.

Data Analysis Technique

To test the validity, in this study using the help of AMOS software. Validity test is a test that aims to find out how well the instrument developed is to measure the particular concept you want to measure (Sekaran, U., dan Bougie 2016). If in this study the value of the loading factor and the Kaiser-Meyer-Oklun of Sampling Adequacy (KMO-MSA) value is more than 0.50, it can be said to be valid (Hair et.al 2019). The Reliability Test aims to determine the level of consistency of all conceptual measuring instruments by showing the extent to which the measurement has a bias with the help of AMOS software. A question is said to be reliable if the question can give

the right results. Reliability measurement was carried out by statistical testing Cronbach Alpha. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 .

Testing the hypothesis in this study using Structural Equation Modeling (SEM) analysis with AMOS software. The purpose of using SEM is to determine whether a model can be said to be fit, then to test the hypotheses that have been built before. If the covariance matrix of a model is the same as the data covariance matrix, then the model can be said to be fit. Testing several fit indices is needed to assess model fit (Hair et.al 2019). Several fit indices used to measure the degree of fit between the model and the data presented are Goodness of Fit Index (GFI), Root Mean Square Residual (RMR), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Relative Improvement. Index (RFI), as well as Parsimonious Normal Fit Index (PNFI).

3. Result

Before further processing and analyzing the data that has been obtained from the results of the questionnaire, it is necessary to test the data on the statement indicators for each variable in the research instrument used. The results of testing the validity of the data are presented in table 1.

Table 1. Validity Test

Variable	Indicator	Loading factor	KMO – MSA
Organizational Justice	OJ1	0.823	0.970
	OJ2	0.829	
	OJ3	0.738	
	OJ4	0.752	
	OJ5	0.775	
	OJ6	0.743	
	OJ7	0.745	
	OJ8	0.775	
	OJ9	0.737	
	OJ10	0.759	
	OJ11	0.719	
	OJ12	0.731	
	OJ13	0.773	
	OJ14	0.779	
	OJ15	0.732	
	OJ16	0.704	
	OJ17	0.755	
	OJ18	0.764	
	OJ19	0.797	
	OJ20	0.813	
Organizational Commitment	OC1	0.780	0.918
	OC2	0.706	
	OC3	0.708	
	OC4	0.713	
	OC5	0.710	
	OC6	0.726	
	OC7	0.756	
	OC8	0.820	
Knowledge Sharing	KS1	0.817	0.926
	KS2	0.767	
	KS3	0.747	
	KS4	0.749	
	KS5	0.818	
	KS6	0.719	
	KS7	0.717	
Innovatif Work Behavior	IWB1	0.704	0.937
	IWB 2	0.709	
	IWB 3	0.717	
	IWB 4	0.707	
	IWB 5	0.704	
	IWB 6	0.736	
	IWB 7	0.731	
	IWB 8	0.732	
	IWB 9	0.783	

Source: Processed primary data (2022)

From Table 1 of the Validity Test, it can be seen that all indicators of the four variables have a loading factor value and a Kaiser-Meyer-Oklind of Sampling Adequacy (KMO-MSA) value of more than 0.005. Thus it can be concluded that all variable indicators are valid. Furthermore, reliability testing is carried out using Cronbach Alpha parameters for each research variable. Indicator items meet the reliability criteria if the Cronbach alpha coefficient > 0.7. Based on the calculation results, the following findings are obtained:

Table 2. Reliability Test

Variable	Cronbach Alpha	Cutoff	Result
Organizational Justice	0.965	0.7	Reliable
Organizational Commitment	0.907		Reliable
Knowledge Sharing	0.907		Reliable
Innovatif Work Behavior	0.909		Reliable

Source: Processed primary data (2022)

Based on the table presented above, it was found that all research variables were reliable, this finding was proven by the Cronbach alpha coefficient > 0.7. Thus it can be concluded that all variables are reliable or have a good level of consistency. In SEM there are assumptions that must be met so that the best estimation method can be determined from the data to be used.

One of the tests to determine the best estimation method is the data normality test, both univariate and multivariate. Univariate normality testing is done by looking at the critical ratio (CR) criterion of the kurtosis value for each indicator. The significance level used is 95%, so that if the CR value is outside the range of -1.960 to +1.960 it can be concluded that the data is not normal. Meanwhile, multivariate normality testing can use the sum of CR values for kurtosis. If the kurtosis CR value is > 5, it can also be concluded that multivariately the data is not normally distributed (Hair et.al 2019).

Table 3. Univariate Data Normality Test

Variable	Range Limit CR	Result	Information
Organizational Justice	-1.960 sd 1.960	-3.006 sd -1.420	Abnormal
Organizational Commitment	-1.960 sd 1.961	-2.730 sd -1.432	Abnormal
Knowledge Sharing	-1.960 sd 1.962	-3.612 sd -1.357	Abnormal
Innovatif Work Behavior	-1.960 sd 1.963	-3.646 sd -1.245	Abnormal

Source: Processed primary data (2022)

Table 4. Multivariate Data Normality Test

Indikator	Limit CR	Result	Information
<i>Multivariate normality</i>	5	275.785	Abnormal

Source: Processed primary data (2022)

Testing the normality of the data in Table 3 and Table 4, it can be concluded that both univariately and multivariately, the data used in this analysis are not normal. ULS estimation can be used in SEM analysis with ordinal data and non-normal distribution. ULS estimation can be used in SEM analysis with ordinal data and abnormal distribution (Shi, D., & Olivares 2020). In the ULS method, the evaluation methods used include RMR, GFI and AGFI as a measure of goodness of fit, NFI and RFI as a model comparison measure and PNFI as a parsimony-adjusted measure.

Table 5. Overall SEM Model Evaluation

Indeks	Threshold	Result	Evaluation
RMR	< 0.080	0.069	Good Fit
GFI	> 0.800	0.824	Good Fit
AGFI	> 0.800	0.806	Good Fit
NFI	> 0.800	0.848	Good Fit
RFI	> 0.800	0.840	Good Fit
PNFI	> 0.800	0.804	Good Fit

Source: Processed primary data (2022)

Based on Table 5. The results of the Structural Equation Model, the results of the analysis show that descriptively, all the constructs used to create the SEM model have met the established goodness of fit criteria or have a good fit. The following is the SEM analysis testing model:

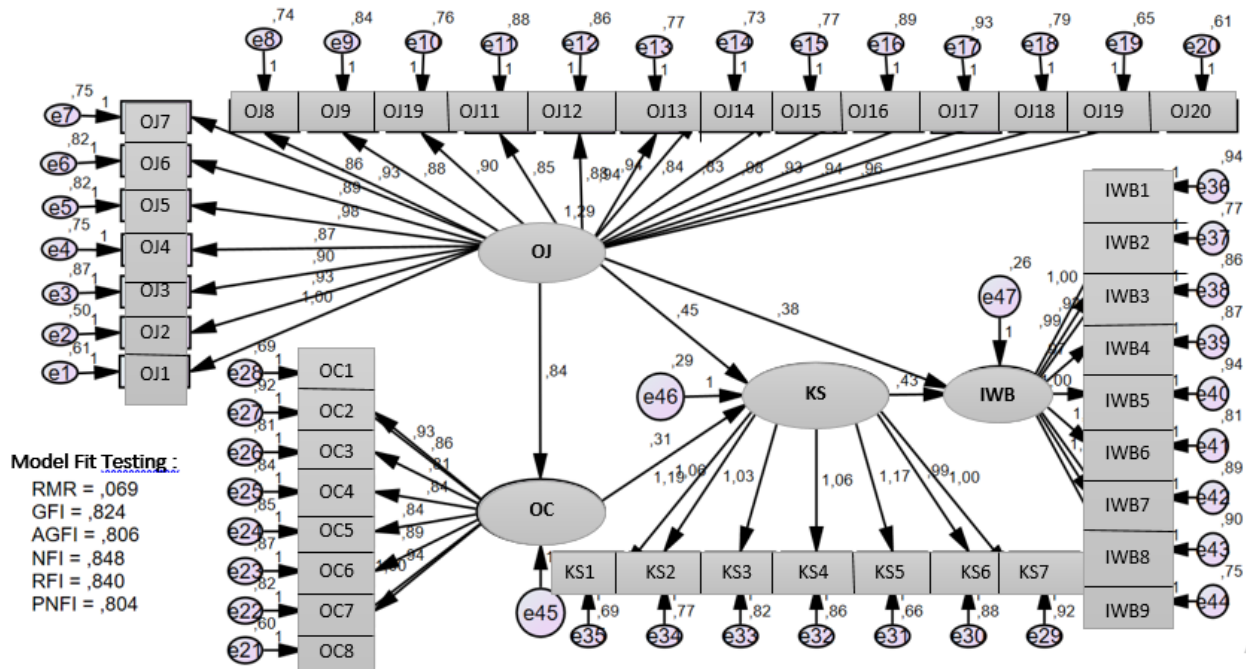


Figure 2. Model Analysis SEM

Note: OJ (Organizational Justice), OC (Organizational Commitment), KS (Knowledge Sharing), IWB (Innovatif Work Behavior)

To analyze more clearly the influence of organizational justice and organizational commitment on employee innovative performance behavior by sharing knowledge as a mediating variable, it can be seen in Table 6.

Table 6. Results of SEM hypothesis testing

Variable relationship	Value Estimate	Standart Error	CR	P - Value
Organizational Justice --> Innovatif Work Behavior	0.378	0.081	4.678	0,000
Organizational Justice --> Knowledge Sharing	0.449	0.097	4.646	0,000
Organizational Justice --> Organozational Commitment	0.843	0.069	12.253	0.000
Organizational Commitment--> Knowledge Sharing	0.314	0.097	3.247	0.001
Knowledge Sharing --> Innovatif Work Behavior	0.430	0.097	4.449	0,000

Source: Processed primary data (2022)

The mediation test was carried out to find out whether knowledge sharing is capable of mediating the influence of organizational justice on innovative work behavior of employees, so the Sobel Test will be tested with the following results:

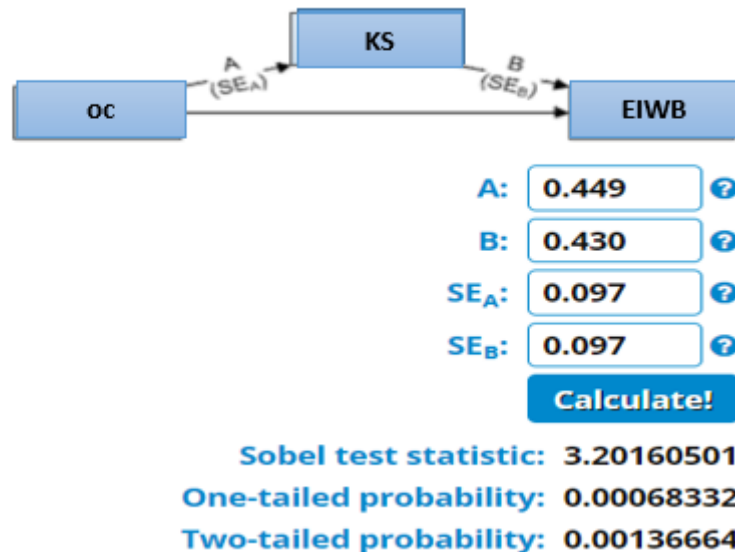


Figure 3. Sobel Test

The results of the test as follows:

Based on the results of the study it is known that the influence of organizational justice on innovative work behavior of employees has an estimated value of 0.378 or 37.8% ($p = 0.000 < 0.05$) then H_a is accepted, meaning that there is a positive influence between organizational justice and innovative work behavior of employees. **Hypothesis H1, there is an influence of organizational justice on employee innovative work behavior is accepted.**

Through statistical calculations using Amos's SEM it is known that the influence of organizational justice on knowledge sharing obtains an estimated value of 0.449 or 44.9% ($p = 0.000 < 0.05$), meaning that there is a positive influence between organizational justice and knowledge sharing, then H_0 is rejected and H_a accepted. **Hypothesis H2, there is an influence of organizational justice on knowledge sharing is accepted.**

Based on the results of the Sobel test, it can be seen that knowledge sharing is able to mediate organizational justice and performance behavior, as evidenced by the two-tailed probability coefficient on the Sobel test of 0.00136 < 0.05 , so H_a is accepted. **Hypothesis H3, there is an influence of organizational justice on innovative work behavior of employees by mediating knowledge sharing.**

Based on the research results it is known that the influence between organizational justice and organizational commitment has an estimated value of 0.843 or 84.3% ($p = 0.000 < 0.05$) so H_a is accepted, meaning that there is a positive influence between organizational justice and organizational commitment. **Hypothesis H4, there is an influence of organizational justice on organizational commitment.**

Through statistical calculations using Amos's SEM it is known that the influence of organizational commitment on sharing knowledge obtains an estimated value of 0.314 or 31.4% ($p = 0.001 < 0.05$), meaning that there is a positive influence between organizational commitment and knowledge sharing, then H_0 is rejected and H_a accepted. **Hypothesis H5, there is an influence of organizational commitment on knowledge sharing is accepted.**

4. Discussion

Based on the test results in this study it is known that the organizational justice variable has a significant positive effect on employee innovative work behavior. That is, the higher the perceived organizational justice of employees will have an impact on increasing the innovative work behavior of employees of PT Telkom Witel Solo. This supports the results of previous research (Akram et al. 2020) and (Almansour, Y. M., & Minai 2012), (Janssen 2004), and (Momeni, M., Ebrahimpour, D.H., & Arjiloo 2014). Employees' innovative work behavior is motivational behavior that is driven by personal (Shih, H., & Sustanto 2011). When employees feel they are not being treated fairly by their organization, their conscious obligations are negatively affected towards the organization and their positive performance and attitude will tend to decrease (Silva, M. R., & Caetano 2014). Organizational justice can be an element of the motivational process that influences innovative work behavior (Pieterse, A. N., van Knippenberg, D., Schippers, M., & Stam 2009).

It is known that the organizational justice variable has a significant positive effect on knowledge sharing. That is, the higher the organizational justice perceived by employees will have an impact on employees of PT Telkom Witel Solo to share knowledge. The results of this test are supported by previous research, namely organizational justice is associated with knowledge sharing (Li, X., Zhang, J., Zhang, S., & Zhou 2017) and (Imamoglu et al. 2019). Employees will perceive justice in the organization and tend to be open to work collaboratively (Akram et al. 2020). (Cropanzano, R., Bowen, D. E., & Gilliland 2007) states that perceptions of justice are the glue that allows people to work together and collaboratively trigger a variety of knowledge. Employees are willing to share ideas, knowledge, and knowledge where organizational procedures are seen as fair and the evaluation process is clear because they believe what they express has the same value as the expressions of other people in the organization (Ibragimova et al. 2012).

The results of structural equation modeling justify that if employees have perceptions of organizational justice, employees will tend to display more positive work behavior and will be more involved in generating new ideas, discussing these ideas with colleagues and realizing them by applying them practically within the organization. The results of this study are supported by previous studies conducted by (Akram et al. 2020), (Almansour, Y. M., & Minai 2012) and (Janssen 2004). Innovative behavior relies heavily on cooperation and support from colleagues and management in terms of knowledge and fair treatment. Reciprocal behavior occurs in work settings where employees feel fair treatment from their organization and thus they tend to show better work behavior (such as innovative work behavior) in return (Pignata, S, Winefield, AH, Provis, C, & Boyd 2016). In addition to organizational justice, knowledge sharing is also a strong contributor to employees' innovative work behavior (Kuo et al. 2014).

It is known that the organizational justice variable has a significant positive effect on organizational commitment. That is, the higher the perceived organizational justice, the employees of PT Telkom Witel Solo will also have high organizational commitment. Organizational justice is a determinant of organizational commitment (Imamoglu et al. 2019). The results of this study are also supported by previous research conducted by (Li, X., Zhang, J., Zhang, S., & Zhou 2017) The perception of an individual or employee in the organization influences their attitudes and behavior (Ponnu, C. H., & Chuah 2010). Fairness is a determinant of the desire to remain in the organization, the willingness to work for the benefit of the organization and embrace organizational goals which are factors that characterize organizational commitment (Mowday et al. 1979).

Organizational commitment is an important factor affecting employee knowledge sharing (Imamoglu et al. 2019). The results of this study are also supported by previous research, namely research conducted by (Han, T. S., Chiang, H. H., & Chang 2010) and (Li, X., Zhang, J., Zhang, S., & Zhou 2017). Organizational commitment is the strength of employee identification with organizations that aim at positive organizations (Steers 1977). Organizational commitment will continue to be upheld by employees for the continuity of the organization, if the organization grows and develops then employees will experience benefits such as increased wages, job security and their skills will continue to be used. In other words, employees with high

commitment tend to add value to the organization and sharing knowledge is the best way to do it because knowledge is the most important power for organizations today (Li, X., Zhang, J., Zhang, S., & Zhou 2017).

Acknowledgments

This researcher has several limitations as a note for further research. This research uses a cross-sectional approach, which limits the researcher to only capture the phenomenon when the research is taken. The next limitation is the data which is only examined on the condition of PT Telkom Witel Solo, the coverage is not wide enough. In addition, this study focuses on all employees, both field employees and non-field employees (management) because the numbers are not proportional.

Future research is expected to be able to use a longitudinal design to be able to make comprehensive conclusions and to be able to explore variations from time to time. organizational justice variables into three forms of organizational justice namely distributive, procedural and interactional justice so that the research results are more detailed.

This research is expected to provide an overview to managers to continue to strive to create organizational justice at all levels of the company, as well as provide motivational encouragement for employees to continue to be committed to the company. Besides that, it provides a forum in the form of a discussion forum for sharing knowledge. These activities are expected to be able to encourage employees to communicate regularly and create new ideas that can create innovative work behavior of employees.

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