

# THE ROLE OF KNOWLEDGE SHARING IN EFFORTS TO CREATE INNOVATIVE WORK BEHAVIOR OF EMPLOYEES WITH THE SUPPORT OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT

Sukma Wahyu Asmara Putri <sup>1</sup>, Susanto Tirtoprojo <sup>2</sup>

Universitas Sebelas Maret, Indonesia

Email : [sasmaraputri@gmail.com](mailto:sasmaraputri@gmail.com) [susantotp57@staff.uns.ac.id](mailto:susantotp57@staff.uns.ac.id)

## Abstract

The human factor plays an important role in maintaining the existence of the company. 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

## INTRODUCTIONS

Employees are the company's most valuable asset, motivated, satisfied and loyal employees play a key role in market and company competitiveness. Perception of organizational justice determines 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 employee knowledge sharing (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 conditions in the global economy, 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 work behavior of employees (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 & 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 careers but also learning, growing and contributing through digital innovation (18/4/2022). This situation is also supported by the presence 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 its business is 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.

## RESEARCH METHOD

This research uses quantitative research, namely research that aims to predict, describe, develop, and test theories (Cooper, D. R. and and Schindler, 2019). This study used questionnaires to obtain data from employees of PT. Telkom Witel Solo. The sampling technique used in this research is simple random sampling. The number of samples in this study refers to (Hair et.al, 2019) where 5 to 10 x questionnaire question indicators can be taken, so that a minimum of 215 samples are taken. 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, it is measured using seven items taken from (Lin, 2007). And for employee innovative work behavior is measured using 9 items from (Janssen, 2004). All items are measured on a five-point Likert scale.

To test the validity, in this study using the help of AMOS software. If in this study the value of the loading factor and the Kaiser-Meyer-Okin 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 across all conceptual measuring instruments by showing the degree to which the measurement has a bias with the help of the AMOS software. Reliability measurement was carried out by testing the Cronbach Alpha statistic > 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). Some of the fit indices used to measure the degree of fit between the model and the data presented are Chi Square  $\chi^2$ , Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness of Fit Index (AGFI), Tucker Lewis Index. (TLI), Normed Fit Index (NFI), Comparative Fit Index (CFI), and Normed Chi Square (CMIN/DF). The following is the research model designed :

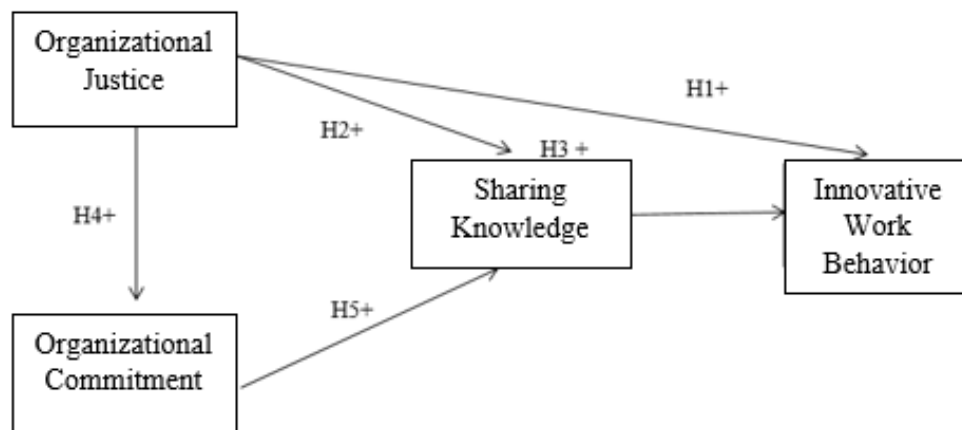


Figure 1. Contextual Framework

Based on the research model, the hypothesis is formulated as follows:

- H1: Organizational justice influences employee innovative work behavior
- H2: Organizational justice has a positive effect on knowledge sharing
- H3: Organizational justice influences employee innovative work behavior through knowledge sharing as a mediating variable
- H4: Organizational justice has a positive effect on organizational commitment
- H5: Organizational commitment has a positive effect on knowledge sharing

## FINDING AND DISCUSSION

The results of data processing show that all indicators of the four variables have a loading factor value and a Kaiser-Meyer-Okin of Sampling Adequacy (KMO-MSA) value of more than 0.005, so all variables can be said to be valid. Furthermore, the reliability test, 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).

Hasil pengujian normalitas data ditemukan bahwa baik secara univariat maupun multivariat, data yang digunakan dalam analisis ini bersifat tidak normal. Estimasi ULS dapat digunakan pada analisis SEM dengan data ordinal dan distribusi yang tidak normal (Shi, D., & Olivares, 2020). Pada metode ULS, metode evaluasi yang digunakan diantaranya RMR, GFI dan AGFI sebagai ukuran *goodness of fit*, NFI dan RFI sebagai ukuran perbandingan model dan PNFI sebagai ukuran *parsimony-adjusted*.

Table 1. Overall SEM Model Evaluation

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

Source: Processed primary data (2022)

Based on Figure 1. 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:

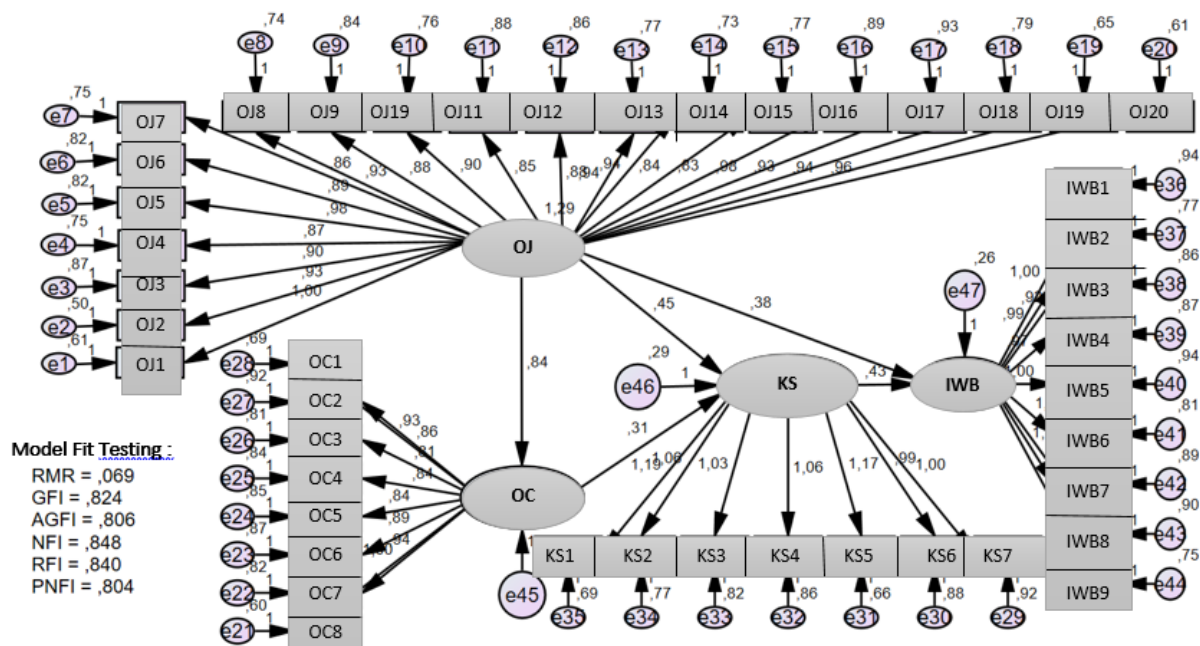


Figure 2. Model Analysis SEM

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 2.

Table 2. 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:

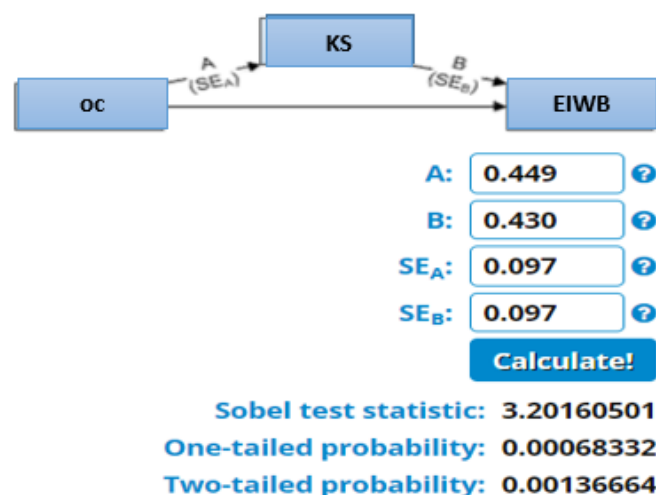


Figure 3. Sobel Test

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  $H_o$  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  $H_o$  is rejected and  $H_a$  accepted. **Hypothesis H5, there is an influence of organizational commitment on knowledge sharing is accepted.**

#### HEADINGS AND SUB HEADINGS FOR CONCEPTUALLY-BASED

This research develops research that has been conducted by Akram et al., (2020) with the title "The impact of organizational justice on innovative work behavior of employees by sharing knowledge as a mediating role". The findings of research conducted by Imamoglu (2019) show that organizational justice is a determinant of organizational commitment and these results are supported by previous research conducted by Ponnu et al., (2010), Rahman et al., (2016), Li Zhang (2017). Organizational commitment is an important factor affecting employee knowledge sharing (Imamoglu et al., 2019). The research results of Imamoglu et al., (2019)

are also supported by previous research conducted by Han & Chang A (2010) and Li Zhang & Zhou (2017). This research update adds a commitment variable based on research entitled "The effect of organizational justice and organizational commitment on knowledge sharing and company performance", Imamoglu (2019).

#### CONCLUSIONS

Based on the results of data analysis and discussion of the hypotheses proposed in this study, the following results can be presented: (a.) Based on the analysis conducted in this study, it proves that organizational justice has a significant positive effect on employee innovative work behavior. (b.) Organizational justice has a significant positive effect on knowledge sharing. (c.) Organizational justice has a significant positive effect on employees' innovative work behavior, with knowledge sharing as a mediating variable. (d.) Organizational justice has a significant positive effect on organizational commitment. (e) Organizational commitment has a significant positive effect on knowledge sharing.

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.

#### REFERENCES

- Agarwal, U. A. (2014). Linking justice, trust and innovative work behaviour to workengagement. *Personnel Review*, 43(1), 41–47.
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee

- innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation and Knowledge*, 5(2), 117–129.  
<https://doi.org/10.1016/j.jik.2019.10.001>
- Al-Zu'bi, H. A. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 5(12), 102–109.  
<https://doi.org/10.5539/ijbm.v5n12p102>
- Cooper, D. R. and Schindler, P. S. (2019). Business Research Methods. *International Edition*.
- Hair et.al. (2019). Multivariate Data Analysis, Eighth Edition. In *Annabel Ainscow*.
- Han, T. S., Chiang, H. H., & Chang, A. (2010). Employee participation in decision making, psychological ownership and knowledge sharing: mediating role of organizational commitment in Taiwanese high-tech organizations. *The International Journal of Human Resource Management*, 21(12), 2218–2233.
- Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science*, 158, 899–906.  
<https://doi.org/10.1016/j.procs.2019.09.129>
- Janssen, O. (2004). How fairness perceptions make innovative behavior supportiveness on employee innovative behavior. *Journal of Occupational and Organizational Psychology*, 44.
- Li, X., Zhang, J., Zhang, S., & Zhou, M. (2017). A multilevel analysis of the role of interactional justice in promoting knowledge-sharing behavior: The mediated role of organizational commitment. . . *Industrial Marketing Management*, 62, 226–233.
- Lin, H. F. (2007). Knowledge sharing and firm innovation capability: An empirical study. *International Journal of Manpower*, 28(3–4), 315–332.  
<https://doi.org/10.1108/01437720710755272>
- Merdeka.com. (2022). *No Title*.
- Shi, D., & Olivares, A. M. (2020). The Effect of Estimation Methods on SEM Fit indices. *Educational and Psychological Measurement*, 80(3).
- Usmani, S., & Jamal, S. (2013). Impact of Distributive Justice , Procedural Justice , Interactional Justice , Temporal Justice , Spatial Justice on Job Satisfaction of Banking Employees. *Review of Intehrative Business and Economics Research*, 2(1), 351–383.  
<http://search.proquest.com.simsrad.net.ocs.mq.edu.au/docview/1514370924/5E5DFCCC78A5411APQ/4?accountid=12219#>

