

Organizational Justice and Innovative Work Behavior: Effect of Knowledge Sharing

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Abstract: The current imperative is to encourage employees to behave innovatively at work. Prior research has documented the influence of organizational justice on innovative work practices. However, the majority of this research comes from the context of information technology. Moreover, the underlying mechanism linking these variables, namely, the role of knowledge sharing, is sparse. This paper aims to examine the mediating role of knowledge sharing in the relationship between organizational justice and innovative work behavior and to address the problem of a lack of innovation among executive employees of the selected Sri Lankan construction company. The study was conducted by using a simple random sample from a construction company, and the time horizon was cross-sectional. Individual-level was the unit of analysis. Employees who were at the executive level were included as respondents in this survey. After reliability and validity were confirmed, the study's measurements were of a high caliber. The executives of a construction company are surveyed using a questionnaire survey method. A total of 118 valid questionnaires are collected. The hypotheses were examined using Pearson's correlation coefficient and linear regression analysis. According to the study, organizational justice significantly influences how creatively employees behave at work. Additionally, it has been discovered that knowledge-sharing mediates the relationship. This paper is only intended for the executive employees of a particular Sri Lankan construction firm. Future researchers will be able to acquire data from various sources, mixing experimental settings with real-world circumstances, strengthening the scientific quality of research methodologies and raising the credibility of research findings. This study emphasizes knowledge-sharing as an underlying mechanism to demystify the relationship between organizational justice and innovative work behavior. An improvement is made to the theoretical framework that now describes the results of organizational justice.

Keywords: *Innovation, Innovative Work Behavior, Knowledge Sharing, Organizational Justice, Organizational Performance*

Introduction

Innovation is the only way for businesses to survive and thrive in a changing competitive market (Huang & Chen, 2021). Further, Innovation is the process of presenting ideas to gain new items. The word "Innovation" refers to something novel that has been introduced. These outcomes could be a new entry, an old entry, a new feature of new access, or a product (Vasanthapriyan, 2019). The effectiveness of organizations has increased because of innovative work behavior (IWB) (De Spiegelaere, 2014). Furthermore, by utilizing employee innovation to stay competitive and advance, businesses can ensure the longevity of their industries (Kimwolo & Kimosop, 2017). Further, Akram et al. (2020) found that organizational fairness and knowledge sharing are two components that can enhance employees' innovative work behaviors. Also, they stated that Employees find it very challenging to produce innovative work when they are not treated fairly in the workplace. Organizations that encourage knowledge sharing among their team members would expect their employees to generate novel, improved concepts and create unique business ideas, facilitating innovation activities within the organization (Alhady et al., 2021). Therefore in the presence of organizational justice, true knowledge sharing can enhance innovative behavior and encourage employees to be more innovative in their work (Akram et al., 2020). According to the above statement, we can identify if organizations have organizational justice, employee innovative work behavior is protected. Furthermore, innovation is essential for construction companies, where generating new ideas is very helpful in finding new technologies and completing projects. Thus, the organization must act to create new ideas and inculcate ideas. The generation of employee ideas does not provide an opportunity to put those ideas into action but will focus on if those ideas are explored and institutionally beneficial. The present research aims to identify the impact of organizational justice and innovative work behavior among executives of a construction company in Sri Lanka. However, in a broader picture, it benefits the employees and encourages even greater organizational smooth functioning and efficiency. Organizational justice (OJ) and Innovative work behavior (IWB) support getting the best employees to go above and beyond and make them look at their job role not just as a paycheck (Akram et al., 2020). Hence, the need for further and more in-depth studies about the effect of organizational justice on knowledge sharing and employee innovative work behavior is felt necessary by many researchers, because, they state that the effect of organizational justice on knowledge sharing and employee innovative work behavior is still unclear. Moreover, few studies attempted to investigate the relationship between

organizational justice and employee innovative work behavior, as well as, to the best of the authors' knowledge, none of these studies seem to be attempted to link these constructs to the Knowledge sharing that is very few of the study attempted to investigate the mediating effect of Knowledge sharing on the justice and employee innovative work behavior.

Literature Review

Innovative Work Behavior

As stated by Janssen (2004) highly competitive as well as volatile environments need innovation as it can lift competitiveness at every. As cited by Abstein & Spieth (2014) numerous reports have argued that innovative work practices by employees give companies a long-term competitive advantage that ensures their survival and prosperity in a world that is changing quickly. According to Bos-Nehles et al. (2017), the deliberate actions taken by individuals to develop and practice novel ideas beneficial to specific individuals, groups, or organizations are referred to as innovative work behavior. As stated by Akram et al. (2016) such creative ideas include idea generation and all subsequent processes that go toward popularizing and ultimately realizing those concepts. Further, Akram et al. (2018) suggested that Employee discoveries, suggestions, and execution of these work-related task ideas that can improve organizational performance are all instances of innovative work behavior. Businesses functioning in a highly competitive climate need to act innovatively at all levels to exceed customer expectations and gain a competitive advantage (Agarwal, 2014a). Innovative behavior, according to Nazir et al. (2019) is the creation and use of original ideas by employees while performing their duties to enhance task, group, and company performance.

Organizational Justice

When establishing organizational culture, all forms of justice are taken into consideration as key concerns. According to Kristiani et al. (2020) An employee's view of what they receive from the company, namely justice, and how they are treated equally by the organization, determines whether they will feel content if they receive justice. Employees' perceptions of the organization's degree of justice are what are used to determine all organizational fairness (Whitman et al., 2012a). Further, Organizational justice was defined by Nazir et al. (2019) as the fair treatment of employees by the company through the development of social and economic exchange relations in the workplace. The literature highlights distributive, procedural, and interactional justice as three key components of Organizational justice (Yildirim, 2007). Distributive justice is demonstrated by the allocation of rewards like wages and promotions, whereas procedural justice is demonstrated by the impartiality of the procedures used to determine results (Greenberg, 1987). Interactional justice emphasizes equity in how managers treat their employees on a human level (Yildirim, 2007). Information justice and interpersonal justice, which fall under the category of interactional justice, were mentioned by (Colquitt et al., 2001).

Knowledge Sharing

Businesses' reliance on their knowledge asset, which takes the shape of their staff, has grown more recently (NoSafa & Solms, 2016). Businesses and countries today depend on competitive knowledge to help them grow and thrive (Lin & Hsieh, 2010). Today's economy is much more knowledge-based, thus knowledge is seen as a fundamental component of the competition, survival, and growth for businesses and even for entire nations (Bies, R., & Moag, 1986; Lin & Hsieh, 2010; Tyler, 1987) Large or small businesses may be able to achieve a competitive advantage by utilizing their employees' knowledge, skills, and expertise in their day to day operations (Hu et al., 2009). Today, it is customary to put information into practice in addition to imparting it. Additionally, businesses are acting as "knowledge-integrating institutions". The process of producing goods and services involves the synthesis of information from various individuals and groups (Ibragimova et al., 2012).

Methodology

Baskoro et al. (2021) state that organizational justice has a significant impact on innovative work behavior. If a company treats its employees properly, the workers will perceive the firm as being fair, and they will respond by acting fairly toward others. Furthermore, according to Akram et al. (2016)

H1 - There is a relationship between organizational justice and Employee innovative work behavior.

Organizational Justice and Knowledge Sharing

A study conducted by Akram et al. (2016) stated that knowledge sharing is significantly and positively influenced by organizational justice. Imamoglu et al. (2019) also said that Knowledge sharing is strongly influenced by organizational justice. Akram et al. (2017) examined the effect of OJ on KS in the Chinese telecom industry and found that all forms of OJ are equally significant because each one considerably increases KS.

H2 - There is a relationship between organizational justice and Knowledge sharing.

Knowledge Sharing and Innovative Work Behavior

Aulawi et al. (2009) stated that KS could inspire people to think more critically and creatively. Similarly, Hameed et al. (2019) found that KS is a result of organizational justice that is influenced by the psychological ownership system of employees. IWB is strongly connected to creativity, which is the term for the process of coming up with fresh and beneficial ideas. (Amabile, 1988, 1996).

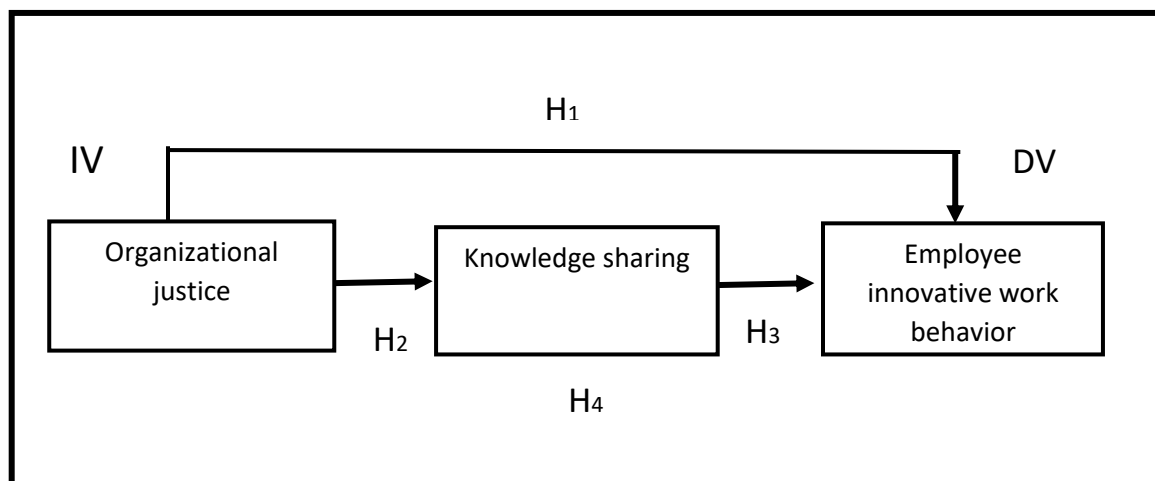
H3 - There is a relationship between Knowledge sharing and Employee innovative work behavior.

Knowledge Sharing as a Mediation Variable

A study conducted by Akram et al. (2020) stated that as a knowledge-sharing variable, mediation has a positive and significant impact on how organizational justice affects innovative work behavior. In line with this, Baskoro et al. (2021) Research has also demonstrated that the relationship between organizational justice and inventive work behavior in employees can be explained by knowledge sharing. Employee perceptions of fairness may encourage them to share knowledge, which in turn may influence their innovative work practices

H4 - Knowledge sharing mediates the relationship between organizational justice and employee innovative work behavior.

Conceptualization framework



Sample and Sampling Procedure & Hypothesis Testing

The population concerned for the current study is executive-level employees who are working under a construction company in Sri Lanka. The unit of analysis is individual level and there are 150 executive-level employees in the selected construction company. The whole executive level employees are considered as the population of this study. Therefore, the size of the target population is 150. a total of 118 employees was selected through a simple random sampling technique and the sample size is determined based on the Mogan table (95% CI). Further, the data collection method of the present study is a simple random sampling technique. 8Sample is comprised of an executive-level employee, who is currently working for a construction company in Sri Lanka. Data was collected through a standard questionnaire, which was developed based on the existing measurement scales in the literature that are already tested and validated widely by various researchers in the domain of work.

The collected primary data will be analyzed with the aid of Microsoft Excel and Statistical Package for Social Sciences (SPSS). Frequencies and descriptive statistics will be used to elaborate on the sample composition and the individual behavior of variables. Validity and the reliability of the measurement instruments and the data will be ensured through Confirmatory Factor Analysis (CFA) and Cronbach's alpha coefficient of internal consistency. Further, correlation analysis and regression analysis will be done to test the advanced hypotheses and draw conclusions. Construct validity was ensured using the KMO test and factor analysis. Descriptive statistics were generated to analyze the individual behavior of variables, and the dataset was tested for multivariate assumptions. The advanced hypotheses were tested using correlation analysis and simple linear regression analysis. The mediator was tested via the **Sobel test**.

Correlation Analysis

Pearson Correlation Coefficient was used to assess the strength of association among the said two constructs. Further, **Sig. (2-tailed) the test** was applied to test the significance of the correlation coefficient as the advanced hypothesis was non-directional. The results of the correlation analysis are given in Table 1.

Table 1: Correlation Statistics

		Innovative work behavior	Organizational justice
Innovative work behavior	Pearson Correlation	1	.906**
	Sig. (2-tailed)		.000
	N	118	118
		Knowledge sharing	Organizational justice
Knowledge sharing	Pearson Correlation	1	.898**
	Sig. (2-tailed)		.000
	N	118	118
		Innovative work behavior	Knowledge sharing
Innovative work behavior	Pearson Correlation	1	.910**
	Sig. (2-tailed)		.000
	N	118	118

** Correlation is significant at the **0.01** level (2-tailed).

Source: Analyzed data, 2022

As shown in Table 1, a **strong positive relationship** is found between innovative work behavior and organizational justice ($r=0.906$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01). Hence, H1 is accepted testifying that innovative work behavior significantly correlated with organizational justice.

As shown in Table 1, a **strong positive relationship** is found between the organizational justice knowledge sharing ($r=0.898$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01). Hence, H2 is accepted testifying that organizational justice is significantly correlated with knowledge sharing.

As shown in Table 1, a **strong positive relationship** is found between innovative work behavior and knowledge sharing ($r=0.910$) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.01). Hence, H3a is accepted testifying that innovative work behavior is significantly correlated with knowledge sharing.

Regression Analysis

A simple linear regression analysis was done to test the hypotheses.

Regression Statistics

	H1	H2	H3
R	0.898**	0.910**	0.906**
R Square	0.806	0.829	0.820
Adjusted R Square	0.804	0.827	0.818
Standard Error	0.37366	0.36990	0.37925
Observations (N)	118	118	118
F	480.775	561.174	528.204
Sig.	0.000	0.000	0.000
Regression	Linear	Linear	Linear
Method	Enter	Enter	Enter

Source: Author, 2022

According to the results depicted **82.0% (R Square = 0.820)** of the variation of innovative Work behavior could be significantly (Sig. = 0.000 which is less than 0.05) explained by the independent construct in the research model, the organizational justice [while other factors remain unchanged]. Further, it can be concluded that the model has a good fit dependent variable depending on the independent variable. Moreover, an R-value of 0.906 (90.6%) denotes the strong positive relationship between OJ and IWB.

According to the ANOVA table, the significance level of the model is 0.000, which is less than the critical "P" value of 0.05. Thus, the entire model is significant. The result reveals that OJ has a significant impact on innovative work behavior. the regression model significantly predicted the outcome variable Also the F value takes up a higher value (528.204) which is even beyond 100 and hence it can be considered an effective model.

According to the results depicted **80.6% (R Square = 0.806)** of the variation of knowledge sharing could be significant (Sig. = 0.000 which is less than 0.05) explained by the independent construct in the research model, the organizational justice [while other factors remain unchanged]. Moreover, an R-value of 0.898 (89.8%) denotes the strong positive relationship between OJ and KS. Further, as given in table 4.20, the marginal contribution of knowledge sharing (0.989) in determining the effect on knowledge sharing is to be considered statistically significant (Sig. = 0.000) in the regression equation.

According to the ANOVA table, the significance level of the model is 0.000, which is less than the critical "P" value of 0.05. Thus, the entire model is significant. The result reveals that OJ has a significant impact on KS. the regression model has significantly predicted the outcome variable Also the F value takes up a higher value (480.775) which is even beyond 100 and hence it can be considered as an effective model. Thus, according to the regression results, H2 is accepted

According to the results depicted **82.9% (R Square = 0.829)** of the variety of innovative work behavior could be significant (Sig. = 0.000 which is less than 0.05) explained by the independent construct in the research model, the knowledge-sharing [while other factors remain unchanged]. Moreover, an R-value of 0.910 (90.1%) denotes the strong positive relationship between KS and IWB. Further, the marginal contribution of knowledge sharing (0.960) in determining the effect on employee innovative work behavior is to be considered statistically significant (Sig. = 0.000) in the regression equation. According to the ANOVA table, the significance level of the model is 0.000, which is less than the critical "P" value of 0.05. Thus, the entire model is significant. The result reveals that OJ has a significant impact on KS. the regression model has significantly predicted the outcome variable Also the F value takes up a higher value (561.174) which is even beyond 100 and hence it can be considered as an effective model.

Thus, according to the regression results, H3 is accepted.

Hypotheses Testing 04 (H4) -

To test the mediation effect of knowledge sharing, an online Sobel calculator was used. Results are given in the figure.

Input:		Test statistic:	Std. Error:	p-value:
a	.989	Sobel test: 6.26030957	0.08357111	0
b	.529	Aroian test: 6.2543635	0.08365056	0
s _a	.045	Goodman test: 6.26627262	0.08349158	0
s _b	.081	Reset all	Calculate	

Figure 1: Sobel Test Results

Source: Online Sobel Calculator, 2022

According to the above figure test statistic for the Sobel test is 6.260, with an associated p-value of 0. The fact is that the observed p-value is below the established alpha level of 0.05. It indicates that the association between organizational justice and innovative work behavior is impacted significantly by the inclusion of the mediator (in this case, Knowledge sharing) in the model. Hence, hypotheses H4;

There is a significant mediating impact of knowledge sharing between organizational justice and innovative work behavior was accepted.

Findings

The key findings of the study are as follows,

Cronbach's alpha for the dependent variable was 0.948 and independent variables were 0.963 and also mediator Cronbach's alpha value was 0.930, further, it could be identified as the research study has an acceptable level of internal consistency reliability and factor analysis of both variables are useful for this study overall Hypothesis testing results are as follows,

R square equals 0.820 in the regression analysis which means, organizational justice support has an 82.0% impact on the innovative work behavior of executive-level employees in a construction company in Sri Lanka.

R square equals 0.829 in the regression analysis which means, knowledge sharing has an 82.9% impact on the innovative work behavior of executive-level employees in a construction company in Sri Lanka.

R square equals 0.806 in the regression analysis which means organizational justice has an 80.6% impact on, the knowledge sharing of executive-level employees in a construction company in Sri Lanka.

To identify the mediating effect of knowledge sharing on organizational justice and innovative work behavior researcher developed one hypothesis as H4. The researcher used the Sobel test equation to analyze the mediation effect. According to analysis of this study P value is less than the significant level of 0.05. Thus, the Sobel test revealed that knowledge sharing mediates between organizational justice and innovative work behavior. Therefore, the H4 hypothesis was accepted. According to Baskoro et al., (2021), Organizational justice is significantly and positively correlated with employee innovative work behavior. Organizational justice significantly influences innovative work behavior. In the current study, the researcher has identified the following findings after comparing the previously conducted studies, according to the regression table it confirmed that there is a significant positive impact of organizational justice on innovative work behavior ($r= 0.906$ and Sig.2-tailed 0.000) Moreover, a significant impact was found between OJ on IWB (R square= 0.820 and Sig.= 0.000). Therefore, H1 was accepted which mentioned that there is a significant relationship between organizational justice and Innovative work behavior. Accordingly, a specific objective 1 is achieved. According to Akram et al., (2017), Previous researchers also have identified that organizational justice is significantly and positively related to knowledge sharing. Organizational justice is significantly influenced by knowledge sharing. In the current study, the researcher has identified the following findings after comparing the previously conducted studies, according to the regression table it confirmed that there is a significant positive impact of organizational justice on knowledge sharing ($r= 0.898$ and Sig.2-tailed 0.000) Moreover, a significant impact was found between OJ on KS (R square= 0.806 and Sig.= 0.000). Therefore, H2 was accepted which mentioned that there is a significant relationship between organizational justice and knowledge sharing. Accordingly, specific objective II is achieved.

Previous researchers also have identified that knowledge sharing is directly and positively related to innovative work behavior (Akram et al., 2018). Knowledge sharing is significantly influenced by Innovative work behavior. In the current study, the researcher has identified the following findings after comparing the previously conducted studies, according to the regression table it confirmed that there is a significant positive impact of knowledge sharing on innovative work behavior ($r= 0.910$ and Sig.2-tailed 0.000) Moreover, a significant impact was found between KS on IWB (R square= 0.829 and Sig.= 0.000). Therefore, H3 was accepted which mentioned that there is a significant relationship between knowledge sharing and Innovative work behavior. Accordingly, specific objective III is achieved.

A study conducted by Akram et al. (2020) stated that as a knowledge-sharing variable, mediation has a positive and significant impact on how organizational justice affects innovative work behavior. To test the mediation effect of knowledge sharing, an online Sobel calculation was used. As the p-value Of the Sobel test statistic is less than 0.05, the Sobel test statistic is statistically accepted.

Limitation

Since this research study considered the selected construction company, the findings of this research could not be generalized to every construction company Sri Lankan context. Furthermore, the sample of this study was limited to one company. Therefore, the sample is bounded mainly to one Construction Company then the results of the research may be influenced by other environmental factors because it was mostly limited to one company. As this is a cross-sectional study sometimes the findings may not be valid as time differences can happen.

Direction of Future Research

The findings of the current study provide several ideas for future investigation. Thus, future researchers can also study the mediation effects of knowledge sharing on the relationship between organizational justice and innovative work behavior for the whole construction sector in Sri Lanka. Thus, further studies could fill the research gaps in these aspects. Hopefully, this paper would raise the levels of interest among scholars to conduct more innovative work behavior-related studies that may contribute to the new dimensions of organizational management.

Practical Implication

After considering the above results it concludes the practical implication of the study results as follows. This study's overarching objective is to understand how knowledge sharing affects organizational fairness and creative workplace behavior. The findings of this study focused on how knowledge sharing impacted organizational justice and innovative work behaviors. Then a practical implication of this study demonstrates how knowledge sharing can enhance the relationship between organizational justice and innovative work behavior in employees. It is possible to provide advice to improve organizational justice to employee members of a construction company. Employees' feeling of justice intake can be increased, which will improve their inventive work behavior. According to study findings examining the relationship between organizational justice and knowledge sharing, this is already enough. However, there are still things that may be done better, such as having a construction company encourages employees to donate and collect information. Research findings on knowledge sharing and innovative work behavior are well categorized but need to be maintained or enhanced. By giving employees more opportunities to come up with creative ideas such as new Research and Development (R&D) program the inventive work behavior of the employees of the chosen construction firm in Sri Lanka can be improved. Knowledge sharing and organizational justice have an impact on the innovative work practices of the chosen Sri Lankan construction company. It is suggested that the chosen construction company pay greater attention to how employees feel about justice so that they are inspired to share their knowledge and provide creative solutions.

Conclusion

Now a day human resources are considered to be the most important resource for an organization to remain competitive in the business world. Given the current state of inertia in the corporate world, innovation is a vital instrument for accomplishing the aims and objectives of organizations. So many companies are making an effort to develop an innovative culture. The general objective of this study is to investigate the mediation effect of knowledge sharing on organizational justice and innovative work behavior. Based on a result from the Correlation text showed that there was a strong positive relationship between organizational justice and innovative work behavior. And also there is a mediation impact of knowledge sharing on organizational justice and innovative work behavior according to the Sobel test.

Implying that employees' innovative work behavior increases with organizational justice. Further organizational justice has a positive and significant impact on knowledge sharing among employees at a Sri Lankan construction firm. Indicating that employees share more knowledge the more organizational justice they perceive. Moreover, knowledge sharing has a positive and significant impact on the innovative work behavior of Sri Lankan Construction Companies. Employees will exhibit more innovative job behavior if knowledge sharing is high. Sharing of knowledge can act as a mediator between organizational justice and innovative work practices.

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