

The Role of Organizational Justice in Innovative Work Behavior of Female Employees in Government Institution

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ABSTRACT

Organizational justice is an essential part of decisions, attitudes, and behaviors in the world of work. Organizational justice has a considerable influence on the formation of innovative work behavior. Being treated reasonably can be interpreted by a gender equalization of employees within a company or institution. This study examines the effect of organizational justice on innovative work behavior in female employees in government institution and explores women's role in providing innovative ideas in government institutions. The study obtained 224 female employees in government institutions as respondents and used an online questionnaire in collecting data. This study shows that all dimensions owned by organizational justice positively affect the innovative work behavior of female employees in government institutions. This research confirms that the role of organizational justice is crucial in improving the innovative work behavior of female employees in government institutions.

Keywords: *innovative work behavior, government institution, gender equality, organizational justice, women*

1. INTRODUCTION

Innovation today is not an option but an obligation and need for the government to improve the quality of public services. Public service is an indicator of the government's most visible performance assessment [1]. Innovation is an essential factor in driving high performance that leads to public trust. Innovation in government institutions/organizations includes creating, developing, and implementing a new idea that can provide better benefits, such as cost reduction, efficiency, and effectiveness of services [2]. Continued innovation in government organizations leads to realizing the world-class governance expectations that are plan to be achieved in 2025.

Bureaucratic reform in Indonesia has been initiated since 2010, which is believed to be the path to the nation's progress. Bureaucratic reform is one of the

efforts of the government to lead to reform and change to the government system, especially related to institutional aspects, implementation of the process, and human resources, namely apparatus. The implementation of bureaucratic reform strengthened through Presidential Regulation No. 81 of 2010 concerning Grand Design of Bureaucratic Reform 2010-2025. The vision of bureaucratic reform is to become a world-class government by 2025. Furthermore, its implementation has been established operational basis in the form of a Regulation of the Minister of PAN-RB No. 20 the year 2010 on Bureaucratic Reform Road Map (2010-2014). Bureaucratic reform will be driven in eight (8) areas of change, namely (1) organization, (2) governance, (3) legislation, (4) human resources apparatus, (5) supervision, (6) accountability, and (7) changes in mindset and culture set.

Table 1. Bureaucratic Reform Change Area

| Change area | Expected Results |
|-----------------------------------|--|
| organization | Proper organization size and proper functionality |
| Governance | Clear, measurable, efficient, effective, and following GCG principles. |
| Laws and regulations | Orderly, conducive, and unconscionable regulation. |
| Human resources and apparatus | Human resources apparatus that is neutral, integrity, competent, qualified, professional, high-performance ethos, and prosperous |
| supervision | Improving the implementation of a government free of Collusion, corruption, and nepotism (KKN) |
| accountability | Increase capacity and performance capabilities of bureaucracy |
| Public Services | Excellent service provided as needed and also following the expectations of the community |
| <i>Mind-set & Culture set</i> | Bureaucracy with a high level of integrity and performance |

Source: Ministry of PAN-RB

In an organization, including government organizations, justice is needed for employees, especially employees new to a company. In the concept of organizational theory, organizational justice becomes an important concept in modern organization management (Chen et al., 2015). Organizational justice is an employee's assessment of how fair the treatment in an organization or company is towards him [3]. Improving organizational justice has a positive influence on the performance and sustainability of the organization [4], [5]. There are three reasons why an employee cares about fairness in an organization or company [6]. First, what are the benefits that will be obtained in the long run? In this case, employees would instead get consistent justice than limited fairness of a role's decision. With that fairness, employees will predict the outcome that will be obtained in the future. Social considerations are the second reason an employee expects to be rewarded and accepted by a leader in a way that is neither abusive nor exploitative. The third reason is ethical considerations, in which case employees will believe that treating someone the quickest and easy way to do it with justice.

Justice in an organization is one of the universal norms and a human right because everyone in any situation wants fair treatment wherever it is. Low levels of organizational justice are closely related to negative influences such as stress, poor psychological well-being, and employee turnover [7]. If an employee has made an excellent contribution to the company and is not given a fair reward or with what has been given, then it will allow an employee to leave the company.

The concept of fairness intended here includes several things that will be of concern to the company: how the division of work, equality, wages or salaries, and awards will be obtained when the employee has done something to the company. Therefore, developing fair behavior is very important to understand how to influence based on the scale of fairness, motivation, commitment, and satisfaction. If a comparison is considered fair enough, then an employee will feel satisfaction in him. However, if the comparison result is not bad, and then there is a sense of dissatisfaction in the employee.

Organizational justice is applied in companies, and agencies can encourage effectiveness by absorbing dynamic changes in the current competitive market; organizations are increasing because they rely on the innovation of their employees' work. The statement means explaining the importance of organizational justice for employees who work in the current knowledge era. Organizational justice relates to the perception of how an employee is treated reasonably within the organization. Organizational justice refers to how employees will assume that organizational decisions contribute to better social interaction and overall organizational effectiveness [8]. The opportunity will encourage employees to work to the maximum in bringing their creativity and innovation to work.

Innovative work behavior is a behavior that leads to initiation and new applications by utilizing ideas, processes, products, or procedures. People who have the innovation will try to look at and solve problems

using a different way than people usually do but will produce maximum effectiveness and efficiency [9]. Innovative work behavior is a complex process that includes three stages: creating ideas, seeking support, and implementing new ideas [10]. Therefore, innovation theory repeatedly emphasizes that innovation is broader than creativity in which there is an implementation of the ideas created.

The topic of organizational justice research is still interesting because previous studies have contradictory results. An empirical research result shows that distributive justice, procedural justice, and interactional justice have an effect on innovative work behavior [4], [11]. In addition, previous research proved that only interactional justice significantly affects innovative work behavior, but distributive justice and procedural justice are not proven to affect innovative work behavior [12]. Based on the identification and explanation that refers to theoretical studies and empirical findings, there is a research gap from various previous studies. This research is essential to examine the differences in the results of these studies.

From the description above, researchers want to conduct empirical studies to prove the influence of organizational justice on innovative work behavior on employees in government institution. This research is increasingly attractive with the focus of research only on female employees. Researchers chose female respondents intent on finding out how much the role of women can contribute to providing innovative ideas in the government sector. The idea appears as it is known that the attitude of femininity that women have can encourage women to develop into a more patient figure, thoroughly more detailed and neater in realizing the strategy and objectives of institution and company.

2. LITERATURE REVIEW

2.1. Organizational Justice

The concept of organizational justice is based on justice or equality of "Equity Theory" [4]. Organizational justice is generally defined as an employee's perception of the level of justice treated by organizational authority [4], [13]. Organizational justice results from the individual's subjective perception of the treatment he has received after being compared to those around him [14]. The development of fair behavior is critical to understand how the process affects it based on the scale of justice, satisfaction, motive, and employee commitment [15]. No organization should take a no-matter-what happens in its work environment. When superiors can be fair and consistent to each subordinate, subordinates will have a positive perception of organizational justice dimensions, which will increase their satisfaction and

commitment. Organizational justice refers to the condition in which employees' perception of justice in the organization about how justice they receive in the organization [16]. Organizational justice tends to be interpreted as how workers are treated fairly in their labor [17].

From all the above literature, organizational justice can be defined as employees' perception related to fairness or not the treatment received from the organization based on five components: distributive justice, procedural justice, interactional justice, temporal justice, and spatial justice. Organizational justice also explains the perception of reciprocal relationships to the treatment of justice received by employees in contributing to the organization. Types of Organizational justice are distinguished into three forms, namely [18]:

Distributive justice

Distributive justice is the perception of employees towards justice with rewards and valuable results given within an organization. Perceptions of distributive justice determine how individuals' satisfaction with their various jobs relates to outcomes: salaries, work assignments, recognition, and opportunities to thrive. Distributive justice is usually assessed through 3 perspectives, including:

Equity. In this case, the results obtained by a person (individual) must match the contribution they make. One example is that employees with high work productivity should get a high bonus.

Equality. Everyone in an organization has equal opportunities in obtaining results/ decisions. Everyone has the same opportunity to get results. An example, all employees in a company are entitled to a bonus at the end of the year.

Need. This relates to the allocation of ideal results according to the needs per individual. One example is how bonus distribution, where individuals who require financial assistance are more significant.

- Procedural justice

Procedural fairness is the perception of the process of participation to achieve an outcome by focusing on several criteria to meet fair procedures such as: accuracy, free Bias, consistency, and ethical Procedure

- Interpersonal Justice

Interpersonal justice is the interaction between the allocation of sources and people influenced by a decision.

- Informational Justice

Informational justice focuses on fairness relating to the availability of various explanations and

information provided by decision-makers regarding established procedures or results distributed to members of the organization [19]. Informational justice relates to various explanations that provide the information needed to evaluate various processes [20].

2.2 Innovative work behavior

Innovative work behavior includes a series of behaviors related to creating ideas, processing ideas for their support, and helping with their implementation. Innovative behavior is the individual action leading to the emergence, introduction, and application of something new and profitable for the entire organizational level [21]. Innovative work behavior is defined as a multi-stage process in which an individual recognizes a problem and generates new ideas and solutions, works to promote and build idea support, and produces a model suitable for the benefit of the organization or part therein [22]. Thus, innovative work behavior involves new opportunities and ideas and includes behavior in applying new ideas and applying new knowledge to achieve improved personal or corporate performance.

Innovative work behavior is often associated with creativity [23]. Innovative work behavior is the desire of every organization member to introduce and apply new ideas, products, processes, and procedures [10]. Innovative work behavior is the amount of cognitive activity and physical work that employees do in context according to their work, either done alone or in collaboration with the team to complete a series of tasks that become obligations of innovation development [24]. Based on the above understanding, innovative work behavior is the work behavior of individuals who give birth to the idea that can be applied in an organization.

2.3 Organizational justice and Innovative work behavior

Organizational justice is an essential factor for an employee because it will determine the attitude shown by an employee such as job satisfaction [25] or affective commitment [26]. If an employee is mistreated, it will affect the performance of the employee himself. This can be seen in the field there are still not following the rules that should, for example, the rise of corruptors, there are still many bribes. This can happen due to lack of self-awareness and employee loyalty. Therefore, various efforts must be made to minimize this. Innovative employees are all behaviors where

employees can contribute to the innovation process.

Organizational justice can have a positive impact on an employee's innovative behavior [4], [27]. In previous study, distributive justice and interactional justice significantly influenced on innovative behavior [26]. Organizational justice can be one of the factors for employees to give the best results in their organization one way is to come up with innovative ideas that can be used to achieve job targets. This can be achieved if employees are given support, a good environment and fairness in an organization. Therefore, the process of improving performance systematically can not only maintain the standard of performance of employees and organizations remain high, but also able to support efforts to improve and improve the performance standards of employees and organizations become increasing. Thus, if an employee believes that their organization cares and gives fair treatment, then their obligation to their work performance is successfully improved, thus enabling them to be involved in the creation, development, and application of work-related ideas. Thus, automatically justice in the organization will also be achieved.

The research model is as follows:

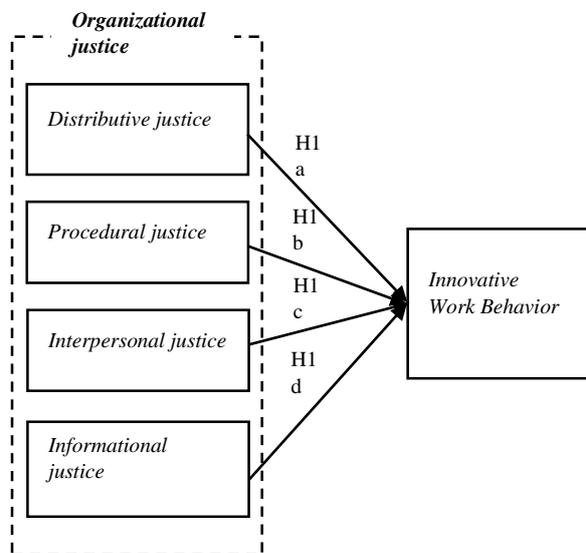


Figure 1. Research Model

Based on conceptual research model, the hypothesis of this research was formed as following:

H1: Distributive justice, procedural justice, interactional justice and informational justice simultaneously affect innovative work behavior in female employees in government institution.

H1a: Distributive justice has a significant effect on innovative work behavior in female employees in government institution.

H1b: Procedural justice has a significant effect on innovative work behavior in female employees in government institution.

H1c: Interpersonal Justice has a significant effect on innovative work behavior in female employees in government institution.

H1d: Informational justice has a significant effect on innovative work behavior in female employees in government institution.

3. RESEARCH METHODS

This study used quantitative methods by emphasizing numerical assessment of a phenomenon. This study aims to know the relationship of organizational justice as an independent variable against innovative work behavior as a dependent variable, quantitative research is considered suitable to be done. The method of data collection used in research is questionnaires that are distributed to employees who work in government institution. This study aims to find out how organizational justice affects innovative work behavior in female employees in government institution. Indicators used in organizational justice are distinguished into four dimensions, namely distributive justice, procedural justice, interactional justice and informational justice where each dimension has different indicators. Instruments of organizational justice variables use 18 items from Colquitt (2001) that measure the perception of the level of justice in the organization [28]. Innovative work behavior variables measured using instruments from 9 items from Janssen (2000) [29].

The population used in this study is female employees who work in government institution, both contract workers, civil servants, and non-civil servants. The population of subjects is not homogeneous because it is divided into several agencies, subjects taken come from different backgrounds. Each agency has different regulations, working climate and habits but is still a government employee. The data will process in testing validity, reliability, statistical descriptive and regression tests. Regression analysis is

an analysis to measure the relationship of independent variables with dependent variables. This study will use SPSS software to assist in data collection. The method of data analysis used is simple regression analysis and software SPSS 2.0.

4. RESEARCH RESULTS

4.1. Demographic Respondents

Respondents in this study were all female employees who are working on government institution. The respondents were quite diverse: 38.38% of respondent were 26-39 years old and 31.25% of respondents were below 25 years old, 26.33 of respondent were 40-59 years old. Based on education level, the respondent majority is coming from the undergraduate or 63.83% from total respondents. The most respondents are married (61.16%). The characteristics of respondents to this study as stated in the following table:

Table 2. Characteristics of Respondents

| | Number of Respondents | Percentage |
|------------------------|-----------------------|------------|
| age | | |
| ≤25 Years | 70 | 31,25% |
| 26 Years- 39 Years | 87 | 38,83% |
| 40 Years- 59 Years | 59 | 26,33% |
| Education Level | | |
| Junior High School | 21 | 9,37% |
| Vocational | 28 | 12,5% |
| Undergraduate | 143 | 63,83% |
| Master Degree | 21 | 9,37% |
| Doctoral Degree | 1 | 0,44% |
| Status | | |
| Unmarried | 85 | 37,94% |
| Married | 137 | 61,16% |
| Widow/Widower | 1 | 0,44% |

Source: Processed by SPSS

4.1 Validity and Reliability Test

A study can be said to have a valid data is if the Kaiser-Meyer-Olkin value (KMO) is ≥ 0.5 , then the significance value in Bartlett's Test of Sphericity is less than or equal to 0.05, and the Loading Factor value in component matrix is > 0.5 . These conditions can be seen in the output results of the validity test.

Table 3. Validity Test

| Items | variable | dimension | KMO | Bartlett's Test Sig | Loading Factor | decision | |
|-------|-----------------------------|--------------------------|-------|------------------------|-------------------|----------|-------|
| DJ1 | | Distributive Justice | 0.789 | 0.000 | 0.834 | Valid | |
| DJ2 | | | | | 0.911 | Valid | |
| DJ3 | | | | | 0.845 | Valid | |
| DJ4 | | | | | 0.851 | Valid | |
| PJ1 | | Procedural Justice | 0.855 | 0.000 | 0.856 | Valid | |
| PJ2 | | | | | 0.906 | Valid | |
| PJ3 | | | | | 0.758 | Valid | |
| PJ4 | | | | | 0.892 | Valid | |
| PJ5 | | | | | 0.861 | Valid | |
| IJ1 | Organizational justice | Interpersonal Justice | 0.799 | 0.000 | 0.867 | Valid | |
| IJ2 | | | | | | 0.933 | Valid |
| IJ3 | | | | | | 0.922 | Valid |
| IJ4 | | | | | | 0.788 | Valid |
| IJ1 | | Informational Justice | 0.855 | 0.000 | 0.817 | Valid | |
| IJ2 | | | | | | 0.918 | Valid |
| IJ3 | | | | | | 0.927 | Valid |
| IJ4 | | | | | | 0.902 | Valid |
| IJ5 | | | | | | 0.811 | Valid |
| IWB1 | Innovative work behavior | | 0.916 | 0.000 | 0.783 | Valid | |
| IWB2 | | | | | 0.784 | Valid | |
| IWB3 | | | | | 0.627 | Valid | |
| IWB4 | | | | | 0.769 | Valid | |
| IWB5 | | | | | 0.815 | Valid | |
| IWB6 | | | | | 0.821 | Valid | |
| IWB7 | | | | | 0.792 | Valid | |
| IWB8 | | | | | 0.852 | Valid | |
| IWB9 | | | | | 0.872 | Valid | |

Source: Processed by SPSS

Based on the validity test using SPSS 20 in the table above, the questionnaire or instrument research used is declared valid, because each dimension has a significant value of 0.000 already qualified $\alpha < 0.05$ and score of Kaiser- Meyer-Olkin (KMO) above 0.05 with the value of loading factor in component matrix table in the table above has a value of > 0.5 .

Reliability test is a test to determine whether existing ones can be used more than once to produce

consistent data. Reliability test is used to determine whether or not the measuring instrument is consistent [30]. The data can be valid if the value of Cronbach's Alpha ≥ 0.6 . The results of reliability tests that have been conducted are shown in the table below.

Table 4. Reliability Test

| | Cronbach alpha | decision |
|--------------------------|----------------|----------|
| Distributive Justice | 0.881 | Reliable |
| Procedural Justice | 0.904 | Reliable |
| Interpersonal Justice | 0.892 | Reliable |
| Informational Justice | 0.920 | Reliable |
| Innovative work behavior | 0.925 | Reliable |

Source: Processed by SPSS

4.3 Descriptive Statistics

In this study, descriptive statistics are displayed on Table 5. Based on table, all variables indicated high category base on mean value.

Table 5. Descriptive Statistics

| | Mean | Max | Min | SD |
|-----------------------|------------|----------|----------|-------------|
| Distributive justice | 4.985 4 | 6.0 0 | 1.0 0 | 0.8901 1 |
| Procedural justice | 4.918 4 | 6.0 0 | 1.2 0 | 0.8514 8 |
| Interpersonal justice | 5.195 1 | 6.0 0 | 1.7 5 | 0.8470 0 |

Table 6. Regression Test

| | Adjusted R ² | Simultaneous Test | | β | Partial Test | | |
|-----------|-------------------------|-------------------|-------|---------|--------------|-------|--------------|
| | | F-test | Sig | | t-test | Sig | |
| DJ → IWB | | | | 0.311 | 4.314 | 0.000 | H1a accepted |
| PJ → IWB | | | | 0.308 | 4.070 | 0.000 | H1b accepted |
| | 0.252 | 63.962 | 0.000 | | | | |
| INJ → IWB | | | | 0.301 | 3.941 | 0.000 | H1c accepted |
| IFJ → IWB | | | | 0.271 | 3.640 | 0.000 | H1d accepted |

Source: Processed by SPSS

Description: IWB=Innovative work behavior, DJ=distributive justice, PJ=procedural justice, INJ=interpersonal justice, IFJ=informational justice, Sig < 0.05, β =coefficient.

| | | | | |
|--------------------------|------------|----------|----------|-------------|
| Informational justice | 5.074 4 | 6.0 0 | 1.6 0 | 0.8722 0 |
| Innovative work behavior | 4.095 7 | 6.0 0 | 1.0 0 | 0.9933 2 |

Source: Processed by SPSS

4.1.1. Regression Test

The simplest type of linear regression is linear regression with one free variable. In the regression test, there is an adjusted R Square output that showed how well the regression model is formed by the interaction of free variables and bound variables, coefficients, and significant which if the value of Sig < 0.05. The regression test results table of the research is presented as follows:

In the test of dimensional relationship in organizational justice to innovative work behavior showed a significant level of 0.000 (smaller than 0.05) which showed that distributive justice ($\beta = 0.311$, $t = 4,314$, $\text{Sig} = 0,000$ ($\text{Sig} \leq 0.05$)), procedural justice ($\beta = 0.308$, $t = 4,070$, $\text{Sig} = 0.000$ ($\text{Sig} \leq 0.05$)), interpersonal justice ($\beta = 0.301$, $t = 3.41$, $\text{Sig} = 0.000$ ($\text{Sig} \leq 0.05$)), and informational ($\beta = 0.271$, $t = 3.640$, $\text{Sig} = 0.000$ ($\text{Sig} \leq 0.05$)) have a significant effect on innovative work behavior variables. Therefore, it can be concluded that the hypotheses H1a, H1b, H1c, and H1d were accepted. This showed that distributive justice, procedural justice, interactional justice and informational justice had partially a positive effect on innovative work behavior in female employees in government institution. Coefficient in each dimension of organizational justice was distributive justice of 0.311, procedural justice of 0.308, interpersonal justice of 0.301 and informational justice of 0.271. All of them had positive value where they showed positive relationship. The greater the value of distributive justice, procedural justice, interactional justice and informational justice, the greater the value of innovative work behavior.

Simultaneous test obtained F-test=63.962 with a significant value of 0.000 or less than 0.05. These results showed that distributive justice, procedural justice, interactional justice and informational justice had simultaneously a positive effect on innovative work behavior in female employees in government institution. Therefore, the hypothesis H1 was accepted. In the Table 6, there can be seen that adjusted R^2 found about 0.252 or organizational justice could explain innovative work behavior of 25.2% while the remaining 74.8% influenced external variables that were not included in this study.

5. DISCUSSION

This research is in line with previous theoretical studies that showed that organizational justice in which there are dimensions of distributive justice, procedural justice, interactional justice and informational justice have an effect on innovative work behavior [4], [11], [27]. This shows that when employees understand their organization is quite aware of the fair treatment in the organization, then they also realize that the contribution they make to their organization is quite recognized and gets a good appreciation. So, employees are more willing and motivated to share their ideas with the organization, get support from the organization and then succeed in implementing those ideas in their organization. In addition, Organizational justice refers to how employees will assume that organizational decisions are a contribution that leads to better social interaction and overall organizational effectiveness [8].

The opportunity will encourage employees to work to the maximum in bringing their creativity and innovation in work. Thus, improving the effectiveness of the organization, improving employee performance and the company's climate will be well maintained because of the relationship between employees or between superiors and lower level well established. Fairness in all forms is essential to the continuation and competitiveness of an organization. Organizational justice can increase job satisfaction in workplace [25]. Organizational justice can be one of the factors for employees to give the best results in their organization one way is to come up with innovative ideas that can be used to achieve job targets. Managers should provide opportunities for their employees to have interactions with people having a diverse background, talent and skills [27].

6. CONCLUSION

From the research can be concluded that the dimension of variable organizational justice is procedural justice, distributive justice, informational justice and interpersonal justice have a positive relationship with innovative work behavior of female employees in government institution. The greater the justice provided by the organization, the greater the number of female employees in government institution able to show innovative work behavior. This implies that when an employee feels fairness in them, both distributive, procedural, interpersonal, and informational, they will tend to be more willing to be more innovative, share more new ideas and discuss with other colleagues, then implement those new ideas in the workplace.

7. LIMITATION OF STUDY

This study conducted on government institution which has different condition with private company. The future study can evaluate the differences of innovative work behavior between government institution and private company. The additional variable can increase the research depth such as leadership, knowledge sharing, and other.

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