How Organizational Justice Drives Innovative Behavior: Insights from Public Sector Organizations

Theresia Martina Oktadiana[1], Syamsul Hadi[2], Didik Subiyanto[3], Saizal Bin Pinjaman[4]

[1 2,3]*Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia*
[4]*University Malaysia Sabah, Malaysia*
[*]*Corresponding author. Email: inna.okta@gmail.com*

ABSTRACT

This study was conducted to determine the role of organizational justice on innovative behavior at the Investment and One-Stop Integrated Service Office of Sleman Regency and Bantul Regency. This study is quantitative. The population in this study consisted of government employees of the Investment and One-Stop Integrated Service Office of Sleman Regency and Bantul Regency. The sample used in this study was 67 respondents. The sampling technique in this study was nonprobability sampling using a census. Data collection was carried out by distributing questionnaires. At the same time, the analysis tool used was SPSS Version 25, and data testing with SmartPLS 4.1.0 software. The results of this study indicate that organizational justice has a significant positive effect on innovative behavior. If organizational justice is implemented effectively, it will impact increasing innovative behavior. This study provides new insights into the relationship between organizational justice and innovative behavior, as research discussing these variables is still limited. The application of organizational justice can increase innovative behavior. Organizations that implement justice for their employees will increase innovative behavior.

Keywords: *Organizational Justice, Performance Appraisal, Innovative Behavior*

1. INTRODUCTION

A company's success in competition is determined by its resources, especially its human resources. This is a challenge for the company because it must have its employees develop through its management strategy to compete. Employees can be consistent with their performance [1]. According to Carmeli and Spreitzer [2] how employees develop in the workplace is determined by innovative behavior. This statement is also supported by research results from Escribá-Carda et al. [3] who state that one of the factors that helps employees develop is innovative behavior. Employees are required to exhibit innovative behavior to ensure a company's effectiveness and sustainability. In addition, employees' innovative behavior can also enhance company performance.

To improve public services, the Sleman and Bantul Regency Governments have formed the Investment and One-Stop Integrated Service Office (DPMPTSP) with the Public Service Mall, which is expected to improve the investment climate in Sleman and Bantul Regencies. DPMPTSP employees are required to innovate in their service duties; in addition to attracting investors, they also provide convenience for the community in managing permits and improving organizational performance. As a service-oriented organization, innovative behavior is important in achieving organizational goals. Therefore, it is important to improve employee creative behavior.

Innovative behavior has a very beneficial influence on organizational performance. Developing innovative behavior is very important for the growth and survival of the organization. In fact, to have innovative behavior, supporting factors are needed in the organization because innovative behavior cannot be created by itself without interacting with other factors. Some important factors supporting the emergence of innovative behavior include organizational justice.

Encouraging employees to be innovative is important for the organization's sustainability. However, the problem in the context of the relationship between organizational justice and creative behavior is that employees may have different perceptions of organizational justice compared to what management or managerial leaders feel. The application of justice in the performance assessment of employees of DPMPTSP Sleman and Bantul Districts is felt to be lacking by its employees because employee performance assessments with e-performance

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are made by employees and approved by superiors. However, some employees feel that there is something unfair in the practice of e-performance assessment because filling out e-performance does not use control for the accuracy of the activities carried out. So this causes employee dissatisfaction and affects their performance.

One of the dominant factors in influencing innovative behavior is organizational justice. Organizational justice is very important in organizational life because if there is no justice, it can decrease commitment, crime in the work environment, and a desire to protest [4]. Apart from that, the most important thing for the organization's long-term sustainability is the creation of innovative employee behavior.

2. LITERATURE REVIEW

2. 1. Organizational Justice

According to Robbins and Timothy in Zwiech [5] he definition of organizational justice is interpreted as the overall perception of employees about what is fair that occurs in the workplace. This perception can be related to distributive justice (fair distribution of resources), procedural justice (fair decision-making processes), and interactive justice (fair interactions between employees and leaders). The goals of organizational justice include several important aspects that aim to create a fair and supportive work environment. Organizational justice creates the perception that employees treated fairly can increase job satisfaction, contributing to better performance. When employees feel treated fairly, they are more likely to be involved and actively contribute to the work and decisions of the organization. Research by Castro and Guimaraes [6] shows that organizational justice positively affects innovative behavior, indicating that employees who feel fairness are more likely to innovate. High organizational justice can increase employee loyalty, encouraging employees to work harder and be more innovative, which in turn can improve the organization's overall performance.

2.2. Innovative Behavior

Innovative behavior is social change that encourages creative attitudes to trigger attitude change [7]. Individuals with innovative behavior think critically and try to create change in their environment [8]. Innovative behavior has been identified as an important capability for organizations to direct resources in new ways to create value.

Performance appraisal cannot be ignored in improving innovative behavior. Research by Canet-Giner et al. [9] shows that employee perceptions of performance appraisal practices directly and positively impact innovative behavior. This finding confirms that good performance appraisal practices can encourage employees to be more creative, creating an environment that supports creativity and the development of new ideas. Thus, organizations should focus on developing organizational justice and implementing an effective and supportive performance appraisal system to enhance innovative behavior.

2. 3. The Influence of Organizational Justice on Innovative Behavior

Organizational justice focuses on how employees perceive that those in power and decision-makers treat them fairly. Employees' perceptions of justice are important because they can influence many aspects of their behavior, including their intention to quit, job satisfaction, commitment to their job, and level of involvement in their tasks. [10]. Several empirical studies have examined the relationship between organizational justice and innovative behavior. For example, the survey by Castro and Guimaraes [6] found that organizational justice positively affects innovative behavior. This finding aligns with the results of other studies, including studies by Pujianto and Musyaffaah [11], Hidayah et al.[12], and Akram et al.[13], which also shows that organizational justice can encourage employees to innovate. Based on these findings, hypothesis H1 can be proposed: organizational justice positively influences innovative behavior.

Figure 1. Conceptual Framework

3. RESEARCH METHODS

The research used primary data types with research subjects, namely DPMPTSP employees of Sleman Regency and Bantul Regency. This research is a population study, and the participants are all ASN employees at DPMPTSP Sleman Regency and Bantul Regency. This research was conducted by distributing questionnaires and explaining the purpose of the study. I am compiling the author's questionnaire using a scaling technique with a Likert scale of 1 to 5. The Likert scale measures attitudes, opinions, and perceptions of a person or group of people about social phenomena [14]. After the research instrument was prepared, instrument testing was carried out using SPSS version 25, which included validity and reliability tests. Validity testing was carried out by correlating each item's scores with the item's total score [15]. Validity testing is very important in research because it helps ensure that the measuring instrument or instrument used measures what is intended to be measured. Without validity testing, research results can be inaccurate or misinterpreted, reducing the credibility and relevance of the research. Two-sided testing is carried out with a significance level of 0.05. An item is valid if it correlates significantly with the total score. Validity testing uses bivariate Pearson correlation analysis. The significance is determined if the two-sided p-value is below 0.05 or the Pearson correlation coefficient (r) exceeds the critical table r value. Reliability testing uses Cronbach's Alpha with a significance level of 0.05 [15]. An instrument is reliable if the alpha value exceeds the product-moment correlation value. In this study, reliability testing was carried out using Cronbach's Alpha with the help of SPSS version 25. An instrument is reliable if it has a Cronbach's Alpha value greater than 0.60.

3.1. Indicator Test

Test indicator, called the Outer or measurement model, tests the relationship between indicators and their construct variables. This evaluation is important to ensure that the relationship between indicators and the measured construct variables is valid and reliable. From this indicator test, the output of the validity and reliability of the model is obtained, which is measured by the criteria Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity is calculated from the correlation between the indicator score and its construct. An individual indicator is valid if it has a correlation value of more than 0.50. If an indicator does not meet these requirements, it must be removed. The loading factor value> 0.70 is very good, but> 0.60 is considered sufficient. Discriminant validity is measured from the cross-loading between the indicator and its construct through the AVE value, which must be above 0.50. Composite reliability: the construct is stated to have good reliability if the composite reliability has a value> 0.70. Outer model evaluation is a crucial initial step before continuing to analyze the inner model (relationships between constructs). This ensures that the research instruments are valid and reliable so that the analysis results can be interpreted correctly.

3.2. Model Fit Test

The model fit test is an important step in evaluating the extent to which the theoretical model is built according to the research data. With this test, researchers can improve the quality of research, ensure the validity of conclusions, and produce reliable and useful findings. The results of the Model Fit Test, with the Standardized Root Mean Square Residual (RMSR) value, are the average value of the covariance residual (Wiyono, 2020). A value <0.10 is a goodness of fit measure for PLS-SEM.

3.3. Hypothesis Test

Hypothesis testing is essential to ensure that research results are based on empirically testable evidence, are free from bias, and are relevant to the research question. It is a key tool for producing credible, reliable, useful findings for developing science and practical applications. Using Partial Least Squares (PLS), the decision to accept or reject a hypothesis is determined by the significance value (P-value) and the t-table value. This process involves several steps, namely, the Alternative Hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected if the t-statistic value is > 1.96 (for a significance level of 5% or $\alpha = 5\%$) and the P value is <0.05. The parameter coefficient and t-statistic values can be viewed using the SmartPLS application to analyze the data to analyze the data. This application helps calculate and display the values needed for hypothesis testing.

4. RESULTS AND DISCUSSION

Descriptive data of respondents provides information about the characteristics of respondents who participated in the research. The following characteristics of research data provide a general description of the characteristics of research data conducted in the field. This study involved 67 respondents from all ASN assigned to DPMPTSP

Sleman and Bantul Regencies. The following are respondent data based on group, gender, age, and education, which are depicted in the following table:

Table 1. Description of Respondent Characteristics Based on Group

Characteristics	Amount	Percentage (%)
Group IV	14	21%
Group III	49	73%
Class II	4	6%
Group I	0	0%
Total	67	100%

Based on Table 1, it can be seen that of the 67 respondents in this research sample, the majority of respondents came from Group III, as many as 49 employees or 73%, while Group IV was 21%, and Group II was 6%.

Table 2. Description of Characteristics Based on Gender

Characteristics	Amount	Percentage (%)
Woman	43	64%
Man	24	36%
Total	67	100%

Table 2 shows that the sample size of this study is as large as 64% and as large as 36%. The sample is mostly female, with as many as 43 employees.

Table 3. Description of Characteristics Based on Age

Characteristics	Amount	Percentage (%)
< 20	0	0%
20 – 29	15	22%
30 – 39	18	27%
> 40	34	51%
Total	67	100%

Based on Table 3, it can be seen that there were no respondents in this research sample who were <20 years old, 15 people were 20-29 years old, 18 people were 30-39 years old, and 34 people were >40 years old.

Table 4. Description of Characteristics Based on Education

Characteristics	Amount	Percentage (%)
S2	10	15%
S1	45	67%
D3	7	10%
SENIOR HIGH SCHOOL	5	7%
Total	67	100%

Table 4 shows that 10 respondents in this research sample had a master's degree, 45 had a bachelor's degree, seven had a D3 education, and five had a high school education.

4.1. Instrument Test

4.1.1. Test Validity

1) Organizational Justice Variable

The results of the validity test of the organizational justice variable using SPSS software version 25, a questionnaire with 7 statement items on the organizational justice variable, obtained the following results:

Table 5. Results of the Validity Test of the Organizational Justice Variable

Statement	Pearson Correlation	Significance (2-tailed)	Caption
X1.1	0.863	0,000	Valid
X1.2	0.880	0,000	Valid
X1.3	0.780	0,000	Valid
X1.4	0.786	0,000	Valid
X1.5	0.767	0,000	Valid
X1.6	0.757	0,000	Valid
X1.7	0.868	0,000	Valid
Cronbach's Alpha = 0.910 >> Reliable			

All indicators of the organizational justice variable (X) have a correlation value greater than the r table of 0.240. Thus, it can be concluded that the indicators in the questionnaire are declared valid.

2) Innovative Behavior Variable

The results of the validity test of the innovative behavior variable with SPSS software version 25, a questionnaire with 8 statement items on the innovative behavior variable obtained the following results:

Table 6. Results of the Validity Test of the Innovative Behavior Variable

Statement	Pearson Correlation	Significance (2-tailed)	Note
Y1.1	0.638	0,000	Valid
Y1.2	0.733	0,000	Valid
Y1.3	0.739	0,000	Valid
Y1.4	0.710	0,000	Valid
Y1.5	0.787	0,000	Valid
Y1.6	0.783	0,000	Valid
Y1.7	0.697	0,000	Valid
Y1.8	0.722	0,000	Valid
Cronbach's Alpha = 0.871 >> Reliable			

All indicators of the innovative behavior variable (Y) have a correlation value greater than the r table of 0.240. Thus, it can be concluded that the indicators in the questionnaire are declared valid.

4.1.2. Reliability test

Sugiyono[14]states that a Cronbach Alpha value of more than 0.60 is considered reliable, while a Cronbach Alpha value below 0.60 is considered unreliable. After being calculated with the help of the SPSS version 27 program, the reliability value (Cronbach Alpha) can be seen as follows:

Table 7. Reliability Test Results

Variabel	*Cronbach's Alpha*	*Composite Reliability*	*Average Variance Extracted (AVE)*
Organizational Justice (X)	*0,916*	*0,934*	*0,669*
PAP Administrative (Y1)	*0,801*	*0,882*	*0,714*
PAP Development (Y2)	0,884	0,920	0,742
Innovative Behaviour (Y3)	0,850	0,889	0,571

From the table, it can be seen that the Cronbach Alpha value for the two variables has a value of more than 0.600, so it is declared reliable.

4.1.3. Inferential Analysis

Partial Least Square (PLS) is this study's variance-based SEM analysis tool. Indicator testing, model fit, and hypothesis testing were conducted using Smart PLS software version 4.1. The following are the research output results:

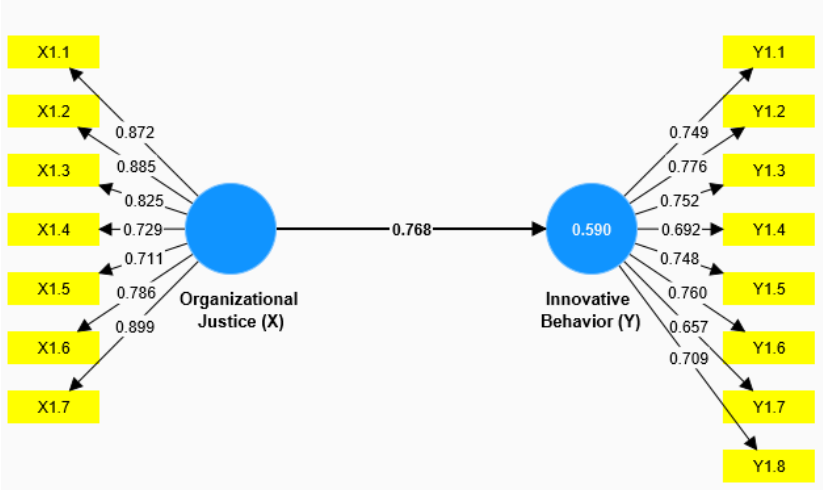

Figure 2. Research Output Results

The figure above presents this study's model analysis results, which show the research variables and their indicators.

1. Convergent Validity

One must look at the outer loading values and the average differences extracted to evaluate Convergent Validity. Outer loading is the first Convergent Validity test. The outer loading indicator value of more than 0.6 is considered valid. The results of the outer loading values obtained are as follows:

Table 8. Outer Loading Table

	Organizational Justice (X)	**Innovative Behavior (Y)**	**Information**
X1.1	0.872		Valid
X1.2	0.886		Valid
X1.3	0.825		Valid
X1.4	0.729		Valid
X1.5	0.711		Valid
X1.6	0.786		Valid
X1.7	0.899		Valid

Y1.1		0.749	Valid
Y1.2		0.776	Valid
Y1.3		0.752	Valid
Y1.4		0.692	Invalid
Y1.5		0.748	Valid
Y1.6		0.760	Valid
Y1.7		0.657	Invalid
Y1.8		0.709	Valid

From Table 8 above, most construct indicators have values above the rule of thumb of 0.7 except for indicators Y1.4 and Y1.7.

2. Discriminant Validity

Discriminant validity is measured from the cross-loading between the indicator and its construct. An indicator is declared valid if the relationship between the indicator and its construct is higher than its relationship with other constructs. The following are the results of the discriminant validity test:

Table 9. Discriminant Validity

	Organizational Justice (X)	**Innovative Behavior (Y)**	**Information**
X1.1	**0.872**	0.696	Valid
X1.2	**0.885**	0.645	Valid
X1.3	**0.825**	0.637	Valid
X1.4	**0.729**	0.529	Valid
X1.5	**0.711**	0.537	Valid
X1.6	**0.786**	0.634	Valid
X1.7	**0.899**	0.698	Valid
Y1.1	0.659	**0.749**	Valid
Y1.2	0.656	**0.776**	Valid
Y1.3	0.593	**0.752**	Valid
Y1.4	0.500	**0.692**	Valid
Y1.5	0.478	**0.748**	Valid
Y1.6	0.527	**0.760**	Valid
Y1.7	0.419	**0.657**	Valid
Y1.8	0.587	**0.709**	Valid

According to Table 9, the results of data analysis using SmartPLS 4.1 software show that the results of the discriminant validity test show valid figures because the correlation between the same items and indicators is by a value greater than the correlation of other variables.

3. Composite Reliability and Cronbach's Alpha

The results of the composite reliability and Cronbach's alpha tests are presented in the following table:

Table 10. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Information
Organizational Justice (X)	0.916	0.923	0.934	0.670	Reliable
Innovative Behavior (Y)	0.876	0.882	0.902	0.535	Reliable

Based on Table 10 above, construct reliability has a value above 0.70 for all variables in the reliability test. In addition, the validity test using AVE (Average Variant Extracted) has a value above 0.5. So, it can be concluded that the variables tested are reliable.

4. Model Fit Test

The Model Fit results show an SRMR value of 0.112, which indicates that this research model is not fit because the SRMR value obtained does not meet the criteria of 0.112 > 0.10.

5. Hypothesis Testing

Acceptance or rejection of the proposed hypothesis depends on using the probability of 0.05 as a threshold. Below, the t-test model and the Smart PLS version 4 output showing the t-test effect are displayed in tabular format.:

Table 11. Path Coefficients

Hypothesis		Parameter Coefficient (Original Sample)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics	P Value	Status
H1	X → Y	0.674	0.636	0.148	4,569	0.000	Proven

Based on Table 11 above, it can be concluded that the Organizational Justice (X) variable has a positive and significant influence on Innovative Behavior (Y). This is proven by the results of the path coefficients test which shows a P value of 0.000 <0.05, so it can be concluded that the hypothesis in this study is accepted.

6. The Influence of Organizational Justice on Innovative Behavior

This study aimed to analyze organizational justice's influence on innovative behavior at DPMPTSP Sleman and Bantul Districts. The results of the analysis showed that organizational justice had a positive effect on employee innovative behavior at DPMPTSP Sleman and Bantul Districts. Organizational justice that includes distributive, procedural, and interpersonal aspects can encourage employee innovative behavior. The results of research by Ismail et al. [16] also supports the results of this study, which states that distributive justice is significantly related to employees' innovative work behavior. Employees feel that their work results are distributed fairly, work procedures are carried out well, and relationships between employees and superiors are harmonious. This supports the creation of creative and innovative ideas in the organization. This finding is consistent with previous studies showing that justice in an organization can influence innovative behavior.

Several research results show that organizational justice has a positive effect on innovative behavior. This means that the better the organizational justice, the more innovative behavior can be increased. [17]; [13]; [11]; [18]; [19]; [5]; [21]; [22]; [16]; [23]; [24].

5. CONCLUSION

Based on the results of this study, organizational justice has a positive and significant effect on the innovative behavior of DPMPTSP Sleman and Bantul employees. This finding shows that when employees feel fairness in the treatment and decisions the organization takes, they are more likely to innovate and implement new ideas.

6. SUGGESTIONS

Based on the analysis and conclusions of this study, it is recommended that the decision-making process, especially those affecting employees, be carried out openly and transparently. Communicate the reasons behind the decision so that employees understand the context and rationale. Create programs that recognize and reward employee contributions in formal and informal rewards. This can increase motivation and encourage innovative behavior. Management must create a fair environment where employees feel valued and heard. By increasing the perception of organizational fairness, it is hoped that employees will be more motivated to contribute innovatively, which will ultimately support the achievement of overall organizational goals.

Further research should explore other factors influencing innovative behavior, such as performance appraisal, organizational culture, knowledge sharing, and organizational commitment.

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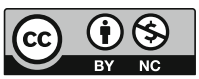
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