

The Effect of Organizational Justice on Innovation Behavior with Affective Commitment as a Mediation Variable

Bambang Hariono ^a, Adi Rahmat ^{a,*}, Fahmi Oemar ^a

^aDepartment of Management, Graduate Program, Universitas Lancang Kuning, Indonesia.

ABSTRACT

This research was conducted in the Public Sector of the Indragiri Hilir Regency Government with the aim of identifying the impact between organizational justice, innovation behavior, and affective commitment. It also aims to explain the mechanism underlying the relationship between organizational justice, innovation behavior, and affective commitment. In this case, the total population is 53 people, so the population form is included in the non-probability sampling category by using a self-administered questionnaire. The distribution of the questionnaires will be carried out using a convenience sampling method and hypothesis testing in this study using SEM-PLS through WarPLS 5.0 software. PLS is a structural equation analysis (SEM) the results in this study prove that organizational justice has a positive effect on affective commitment, organizational justice has a positive and significant effect on innovation behavior and affective commitment mediates the effect of organizational justice on innovation behavior. The limitation of this research is that the small population taken is less able to generalize the research results, especially those that describe the moderating role of organizational justice between Affective Commitment and Innovation Behavior.

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Introduction

In today's volatile business environment, innovation is gaining increasing attention from industry and academia for its ability to create competitive advantage (K & Ranjit, 2021). Innovation occurs through the generation and implementation of ideas at the individual or team level within the organization. The innovation ability of an organization depends on the innovative behavior of its employees, so promoting such discretionary behavior is a top priority for many organizations (Amabile & Pratt, 2016). Jansen (2000, p. 288) defines innovative behavior as "the intentional creation, introduction, and application of new ideas in work roles, groups or organizations, to promote the performance of roles, groups, or organizations". The important role that innovative behavior plays in the sustainable development of organizations is also widely recognized (Singh and Sarkar, 2019). Humans play the most important role in maintaining the existence of the organization. Therefore, the emotions, attitudes, motivation, and behavior of employees are very important for the

* CORRESPONDING AUTHOR. Email: adirahmat@unilak.ac.id

company. Organizational commitment enables employees to fulfill their responsibilities with motivation and even volunteerism in line with the aims and objectives of the organization (Imamoglu et al., 2019). In recent decades, the importance of how organizations should treat their employees has increased manifold (Patterson, 2001). Organizational behavior and the realm of organizational theory suggest organizational justice as an important concept and organizational practice in modern organizational management (Pan et al., 2018). Improving organizational equity may have a direct and positive effect on the performance and sustainability of any organization (Karkoulian et al., 2016). Fair treatment with employees is important for organizations to encourage employees to innovate products, services and procedures.

In fact, companies and countries are progressively mobilizing their employees' technical skills for innovation (Agarwal, 2014) Therefore, continuous innovation has become a terrible organizational resource for organizational survival; As a result, organizations are very interested in investigating factors that can influence innovative work behavior (Agarwal, 2014) such as organizational justice. - individual traits. (adi grace, 2018).

Theoretical support

Social Exchange Theory (SET)

Social exchange theory according to Staley and Magner (2003) states that in social exchange relationships, the basic characteristic that characterizes the exchange is that the obligations of each party are not clearly regulated, including those used as the basis for measuring the contribution of each party. Konovsky and Pugh (1994) in the theory of social exchange (social exchange theory) argue that when employees are satisfied with their work, they will reciprocate.

Organizational Justice

Justice as a term is generally used to express “truth” or “justice” (Colquitt et al., 2001). Because awareness of justice is an important issue for understanding employee behavior in organizations, it has received attention by organizational managers and the concept of organizational justice was created to be understood and explained the role of justice in the way organizations are organized. [(Greenberg, 1990) “Organizational justice: Yesterday, today, and tomorrow.”].

Innovative Behavior

Etymologically, innovation is a person's effort to utilize thinking, imagination ability, various stimulants, and individuals who surround him in producing new products, both for himself and his environment. Meanwhile, according to De Jong, et al (2008) innovative behavior or Innovative Work Behavior (IWB) is individual behavior that aims to reach the introduction

stage or try to introduce new and useful ideas, processes, products or procedures in work, groups or organizations.

Organizational Commitment

According to Robbins & Judge (2014) Organizational commitment is defined as a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Mathis & Jackson (2012) organizational commitment is defined as the degree to which employees believe and accept organizational goals, and desire to stay with the organization.

Research Framework

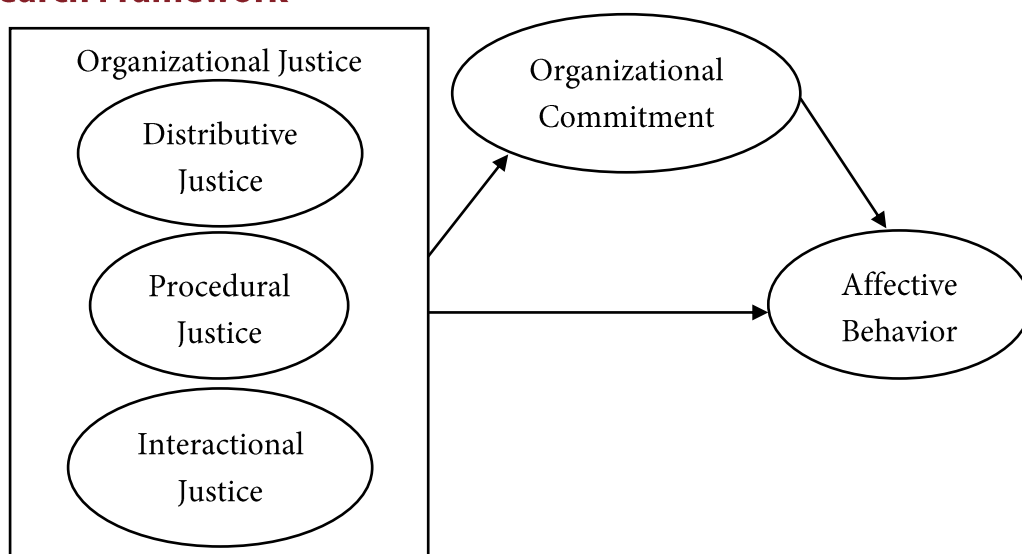


Figure 1. Research Framework.

Research method

Quantitative Method

This research approach uses quantitative methods. In this quantitative research, the researcher formulates a new problem by identifying it through a hypothesis, which is a temporary answer to the research problem formulation. According to Sugiyono (2014) quantitative research methods are research methods used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative/statistical data analysis with the aim of testing hypotheses that have been established. set.

Results

SEM-PLS Analysis

- a. Outer Model

Outer model concerning testing the validity and reliability of research instruments consisting of:

1) *Convergent Validity*

Based on the results of statistical processing using the WarpPLS5 application. it was found that not all indicators met the requirements for a score loading above 0.4 and p-value < 0.05 and were removed from the model as shown in the table below:

Table 1. Output Combined Loading and Cross-Loading.

	KD	KP	KI	Commitment	Behavior	Type (a)	SE	P value
X1.2	0.579	-1.605	0.571	0.234	-0.559	Reflect	0.111	<0.001
X1.4	0.848	-0.229	-0.575	-0.198	0.480	Reflect	0.100	<0.001
X1.5	0.829	1.357	0.190	0.039	-0.100	Reflect	0.101	<0.001
X1.7	1.220	0.787	-0.575	-0.198	0.480	Reflect	0.102	<0.001
X1.8	-0.491	0.926	0.190	0.039	-0.100	Reflect	0.097	<0.001
X1.9	-0.544	0.929	0.298	0.129	-0.307	Reflect	0.097	<0.001
X1.13	-0.009	0.004	0.933	0.008	-1.781	Reflect	0.097	<0.001
X1.14	0.314	-0.133	0.812	-0.297	1.941	Reflect	0.101	<0.001
X1.15	-0.009	0.004	0.933	0.008	-1.781	Reflect	0.097	<0.001
X1.19	-0.325	0.137	0.736	0.306	2.373	Reflect	0.104	<0.001
Y1.4	-0.049	0.146	0.997	0.832	-1.169	Reflect	0.101	<0.001
Y1.6	0.049	-0.146	-0.997	0.832	1.169	Reflect	0.101	<0.001
Y2.1	-0.325	0.137	-1.637	0.306	0.821	Reflect	0.101	<0.001
Y2.4	0.314	-0.133	-1.042	-0.297	0.871	Reflect	0.099	<0.001
Y2.5	-0.009	0.004	2.676	0.008	0.842	Reflect	0.100	<0.001

Notes. Output Results WarpPLS 5.0

Table 1 shows the reflective indicator score with the latent variable score above 0.4. A loading score between 0.4-0.7 is maintained. So from the score obtained from this calculation a score of 0.4 is still used in the model. The required P-value is < 0.05, so from the calculation of the P-value contained in Table 4.6, where the P-value for all indicators is at a value of < 0.001 this model can meet the requirements of < 0.001 < 0.05. From the indicator score to the latent variable score and the P-value obtained, this model can meet convergent validity.

2) *Discriminant validity*

Measurement of reflective indicators based on cross loading with latent variables. If the cross loading value of each indicator on the relevant variable is the largest compared to the cross loading on other latent variables, it is said to be valid. Another method is to compare the value of the square root of average variance extracted (AVE) of each latent variable with the correlation between other latent variables in the model, if the AVE of the latent variable is greater than the correlation with all other latent variables, it is said to have good discriminant validity. The recommended measurement value is greater than 0.50 and is considered valid. Based on Table 1, it can be seen that all indicators of cross loading value have met the discriminant validity requirements.

3) Composite reliability

The indicator group that measures a variable has a good composite reliability if it has Composite reliability > 0.7, although it is not an absolute standard. Can be seen in the following table:

Table 2. Laten Variable Coefficients.

	KD	KP	KI	Commitment A	Behavior i
R-squared				0.544	0.414
Adj.R-squared				0.517	0.403
Composite reliab.	0.802	0.914	0.917	0.818	0.882
Cronbach's alpha	0.627	0.857	0.877	0.554	0.799
Avg.var.extrac	0.580	0.780	0.736	0.692	0.714
Full colin. ViF	7.421	6.573	25.342	1.458	26.286
Q-squared				0.331	0.398

Notes. Output Result WarpPLS 5.0

R-square indicates the percentage of the response variable can be explained by the predictor variable. The higher the R-square, the better the model, and vice versa, the R-square only exists for the response variable.

Based on the output results in Table 2, the R-square value for the Affective Commitment variable is 0.544 which means that the contribution of the influence of the Organizational Justice variable with the dimensions of distributive justice, Procedural Justice and Interactional justice and on Affective Commitment is 50.4% and the rest is influenced by the variable others outside of this research model and errors.

The composite reliability value is used to determine the reliability of the research instrument with a value > 0.7 as a reliability requirement. Based on the output in Table 2. it is known that composite reliability has a value of > 0.70 so it can be stated that all variables in this study have met the reliability requirements.

Q-square is used to assess predictive validity which can be negative and has a value greater than zero. Based on the output in Table 2, it can be seen that the estimation results show values of 0.331 and 0.398 and are greater than zero, so that all variables in this study are valid.

4) Alpha Cronbach

The indicator group that measures a variable has a good composite reliability if it has an alpha > 0.6. Based on the output in Table 2, it is known that the variables in the study have Cronbach's alpha values greater than 0.6.

5) The vertical collinearity test can be seen from the output block variance inflation factors which are presented in Table 3 below:

Table 3. Ouput Block Variance Inflation Factors.

	KD	KP	KI	Commitment A	Behavior
KD					
KP					
KI					

Commitment A	5.887	5.855	1.072
Behavior			

Notes. Hasil Output WarpPLS 5.0

The data is said to have no vertical collinearity problem if the VIF value is < 3.3. Based on Table 3, it is known that the results of the study do not have a vertical collinearity problem.

b. Inner Model

Based on the following table, it is known that the fit and quality indices model for all criteria meets the requirements so that the research model can be used as an analysis.

Table 4. Model Fit and Quality Indices.

No	Model fit and Quality Indices	Fit Criteria
1	Average path coefficient (APC) = 0.476, P < 0.001	P < 0.05
2	Average R-square (ARS) = 0.479, P < 0.001	P < 0.05
3	Average adjusted R-squared (AARS) = 0.460, P < 0.001	P = 0.14
4	Average block VIF (AVIF) = 4.271, Accept	Acceptable if < 5. Ideally < = 3.3
5	Average full collinearity VIF (AFVIF) = 13.416, Accept	Acceptable if < 5. Ideally < = 3.3
6	Tenenhaus GoF (GoF) = 0.579 Large	Small > = 0.1 Medium > = 0.25, Large . = 0.36
7	Sympson's paradox ratio (SPR) = 1.000, Ideal	Acceptabel if > = 0.7, ideally = 1
8	R-square contribution ratio (RSCR) = 1.000, Ideal	Acceptabel if > = 0.9, ideally = 1
9	Statistical suppression ratio (SSR) = 0.750, Accept	Acceptabel if > = 0.7,
10	Non linear bivariate causality direction ratio (NLBCDR) = 0.750, Accept	Acceptabel if > = 0.7,

Notes. Output Result WarpPLS 5.0

Discussions

Organizational Justice has a Positive Effect on Affective Commitment

Based on the results of statistical tests, it can be seen that the first hypothesis proves that organizational justice has a positive and significant effect on affective commitment. This means that organizational justice has a direct and significant effect on affective commitment. The results of the analysis show a positive number on the beta coefficient. This shows a positive relationship between organizational justice and affective commitment. The results of this study are the same as previous research conducted by (Fulford, 2005) and (Leen, J & Wei, 2015) found that the factor that can affect affective commitment in the workplace is the existence of organizational justice. Broadly speaking, workers or employees evaluate justice in three classifications, namely, interactional justice, distributional justice and procedural justice. Thus the research can be accepted and in accordance with what was done by (Nili, M, Hendijani, M, & Shekarchizadeh, 2012), that the research resulted in a positive and significant influence between organizational justice and affective commitment. The application of rules and instructions for employees in organizational justice companies applies to all employees, such as the standardization of salaries, equal treatment of owners to all employees. This was also confirmed by several employees, who stated the same thing. The existence of fair treatment for every employee is considered an employee can create a good work situation, so that employees feel at home working in the company (Jawad et al., 2012) saying that with

justice in the organization, employees will feel comfortable when working in the company and work happily. This makes employees have a sense of belonging, which has a close relationship with commitment, such as pride in the company and the desire to stay in the company (Nurmaladita & Warsindah.L, 2015). The theory proposed by (Gibson, J.L., Ivanevich, J.M., Donnelly, J.H, & Konopaske, R, 2009) also supports the results of the study, because some of the impacts of organizational justice are increased commitment to the organization, increased employee loyalty to the organization, and employees will trust their supervisors.

Organizational Justice has a positive and significant effect on Innovation Behavior

The discussion that is taken is that organizational justice has a positive and significant effect on employee innovative behavior, in other words the more organizational justice increases, the innovative behavior of employees at the education office of Indragiri Hilir Regency, so the second hypothesis is accepted. The results of this study support the results of previous studies, namely research from Akram et al. (2017) which states that organizational justice has a significant influence on employee innovative behavior. Organizations are increasingly relying on employee innovation to match competition, ensure effectiveness and to absorb dynamic changes in today's competitive marketplace, this trend prompts organizations to investigate organizational factors that have a strong impact on employees' innovative work behavior. the organization they work for does not care about the organizational role that a person plays." The effect of the second hypothesis shows that there is a positive influence between organizational justice and innovation behavior. The findings of this study further strengthen the conclusions of previous studies on the strong impact of organizational justice on Innovation Behavior. Likewise (Chan, 2000) who concluded that inequity in the decision-making process is associated with various negative consequences such as lower performance, higher turnover intention, more theft, and lower organizational commitment. If we look back at existing theoretical explanations, for example from the perspective of equity theory, where someone will try to maintain that the ratio of their own returns (rewards) to their own inputs (contributions) remains the same as the ratio of the results/inputs of others to which they compare themselves. . Other people used as a basis for comparison can be other people in a work group, other employees in a company, an individual in the same field, or even someone who lived at a different or earlier time (Greenberg & Baron, 2000). If individuals in the organization perceive that there is injustice in compensation, then they will be more likely to show lower work attitudes. Thus, if employees perceive that they are treated fairly by the company, then they will tend to give reciprocity by showing a positive attitude towards their work, a positive attitude towards their company.

Affective Commitment Mediates the Effect of Organizational Justice on Innovation Behavior

Affective commitment is a form of employee's emotional attachment to the organization (Allen & Meyer, 1990). One of the important antecedents of affective commitment is organizational justice, both distributive justice, procedural justice and interactional justice.

Likewise, affective commitment has an important role in building innovative behavior. Psychologically, employees who feel comfortable with the organization will be more creative and innovative

Conclusion

From the results that have been described previously, it can be concluded that organizational justice is positively and significantly related to affective commitment, because in the organizational justice variable there are 3 dimensions that can affect affective commitment (distributive justice, procedural justice, and interactional justice). The positive and significant influence between Organizational Justice and Innovation Behavior is due to the 3 dimensions of organizational justice that can affect Innovation Behavior (Distributive Justice, Procedural Justice, and Interactional Justice). Likewise, Innovation Behavior has a positive and significant effect on Affective Commitment because if employees have innovative behavior, their Affective Commitment will increase. Organizational Justice has a positive and significant effect on Innovation Behavior Through Affective Commitment Mediation because the higher the level of Organizational Justice, the higher the level of Innovation Behavior even though it is mediated by Organizational Commitment.

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