

Mediating Role of Knowledge Sharing in Increasing Innovative Work Behavior in the Mandiri Inhealth Yogyakarta

Tiara Aulia Salsabila ¹⁾; Tri Mardiana ²⁾

¹⁾tiarassabila8@gmail.com, Departement of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Yogyakarta

²⁾tri.mardiana@upnyk.ac.id, Departement of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Yogyakarta

Article Information: Keywords: Keyword 1 : Innovative Work Behavior Keyword 2 : Organizational Justice Keyword 3 : Knowledge Sharing Keyword 4 : Employee Keyword 5: Mandiri Inhealth Yogyakarta Article History: Received : March 10, 2025 Revised : June 15, 2025 Accepted : July 20, 2025 Cite This Article: Salsabila, T. A., & Mardiana, T. (2025). Mediating role of knowledge sharing in increasing innovative work behavior in the Mandiri Inhealth Yogyakarta. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(3), 1–10. doi:https://doi.org/10.22441/indikator.v9i3.32999	Abstract <i>This study aims to examine and analyze the mediating role of knowledge sharing in the relationship between organizational justice and employees' innovative work behavior at the service office of PT Asuransi Jiwa Inhealth Indonesia in Yogyakarta. This research adopts a quantitative approach. The analytical method employed is path analysis using SmartPLS 4. The study population consisted of 174 employees, with a sample of 121 respondents selected through proportional stratified random sampling. The findings reveal that organizational justice positively and significantly affects both innovative work behavior and knowledge sharing. Furthermore, knowledge sharing also has a positive and significant effect on innovative work behavior. It is also found that knowledge sharing acts as a mediator in the relationship between organizational justice and innovative work behavior.</i>
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INTRODUCTION

The dynamic corporate environment requires company managers to continuously maintain a competitive advantage and solidify sustainability strategies. Based on the Global Innovation Tracker 2024, the future requires continuous investment, increased adoption of breakthrough technologies, and a comprehensive strategy by utilizing innovation for socio-economic and environmental benefits. Innovative behavior is a major factor for companies to achieve competitive advantage, companies are seriously thinking about things that affect innovative behavior (Rao Jada et al., 2019), written (Baskoro et al., 2021). According to Oppi et al. (2020), Innovative work behavior is the ability of employees to adopt and implement new ideas for products or work practices, or to adapt pre-existing ones, see opportunities inside or outside the organization and adopt them.

As a company engaged in financial services, PT Asuransi Jiwa Inhealth Indonesia (Mandiri Inhealth) Yogyakarta Service Office Employees have a duty to provide the best service for customers. The phenomenon that occurred was that the company experienced a decrease in service levels by 3.88%. This decrease in service levels was caused by the implementation of Live Chat at the company in November. Mandiri Inhealth employees are considered less than optimal in building innovative work behavior, idea generation and idea championing.

One of the factors that influence innovative work behavior is organizational justice. According to Pakpahan & Legi (2022), organizational justice is the views and feelings of workers about what is fair in the organization and it is related to their understanding of the

results of decisions made by the organization, the processes and procedures used to make decisions and how those decisions are implemented.

The implementation of innovative work behavior in organizational employees is also influenced by knowledge sharing. According to Mura et al. (2015), Knowledge Sharing is directly connected to the tendency to promote and the capacity to implement new ideas resulting in higher innovative behavior.

Knowledge sharing helps the mediating role of organizational justice on innovative work behavior. According to Gold et al. (2001), revealed that interactions, relationships and perspectives for sharing (knowledge) between employees, create a cooperative atmosphere that supports the transfer of tacit knowledge.

From this background, the purpose of this study is to find out and analyze: 1) The effect of organizational justice on innovative work behavior, 2) The effect of justice on Knowledge Sharing, 3) The effect of Knowledge Sharing on innovative work behavior, and 4) The mediating role of Knowledge Sharing in the influence of organizational justice on innovative work behavior.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Innovative Work Behavior

According to Janssen (2000), innovative work behavior is defined as the deliberate creation, introduction, and application of new ideas in a work role, group, or organization. Innovative Work Behavior indicators according to De Jong & Den Hartog (2010), are: 1) idea Exploration, 2) Idea Generation, 3) Idea Championing, and 4) Idea Implementation.

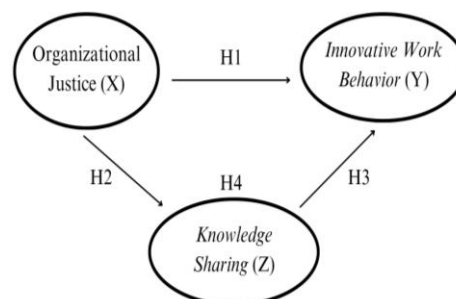
Organizational Justice

According to Robbins & Judge (2015), organizational justice is the overall perception of what justice is in the workplace. Organizational Justice indicators according to Cropanzano et al. (2007), are: 1) Distributive Justice, 2) Procedural Justice, and 3) Interactional Justice.

Knowledge Sharing

According to Sawan et al. (2021), Knowledge Sharing is the behavior of disseminating or communicating both tacit and explicit knowledge to individuals, units, departments, organizations or to the public through face-to-face or using certain media. Knowledge Sharing indicators according to Matzler et al. (2008), are: 1) Embodied Knowledge, 2) Embrained Knowledge, 3) Encultured Knowledge, 4) Embedded Knowledge, and 5) Encoded Knowledge

Picture 1. Conceptual Framework



Hypothesis

- 1) H1: Organizational Justice has a positive and significant effect on Innovative Work Behavior.

- 2) H2: Organizational Justice has a positive and significant effect on Knowledge Sharing.
- 3) H3: Knowledge Sharing has a positive and significant effect on Innovative Work Behavior.
- 4) H4: Knowledge Sharing mediates the effect of Organizational Justice on Innovative Work Behavior.

RESEARCH METHOD

This research is quantitative research. Quantitative research is inferential research in the sense of drawing conclusions based on the results of statistical hypothesis testing, using empirical data from data collection through measurement (Aksara, 2021). This research collects data with questionnaires, literature studies, and interviews. The sampling technique used in this study is proportional stratified random sampling, obtained a total sample for research of 122 respondents.

RESULTS

Validity Test

a. Convergent Validity

Table 1. Result Convergent Validity

Variabel	Items	Loading Factor	Information
Organizational Justice (X1)	X.1.1.1.2	0,724	Valid
	X.1.1.2.1	0,701	Valid
	X.1.1.3.1	0,638	Valid
	X.1.1.3.2	0,798	Valid
	X.1.2.1.1	0,806	Valid
	X.1.2.2.1	0,819	Valid
	X.1.2.3.1	0,681	Valid
	X.1.3.1.1	0,787	Valid
	X.1.3.2.1	0,768	Valid
Innovative Work Behavior (Y1)	Y.1.1.1	0,783	Valid
	Y.1.1.2	0,777	Valid
	Y.1.2.1	0,858	Valid
	Y.1.2.2	0,888	Valid
	Y.1.3.1	0,820	Valid
	Y.1.3.2	0,865	Valid
	Y.1.4.1	0,911	Valid
	Y.1.4.2	0,900	Valid
	Y.1.4.3	0,896	Valid
Knowledge Sharing (Z1)	Z.1.1.1	0,749	Valid
	Z.1.1.2	0,759	Valid
	Z.1.1.3	0,825	Valid
	Z.1.2.1	0,867	Valid
	Z.1.2.2	0,862	Valid
	Z.1.2.3	0,897	Valid
	Z.1.3.1	0,917	Valid
	Z.1.3.2	0,904	Valid
	Z.1.3.3	0,866	Valid

	Z.1.4.1	0,909	Valid
	Z.1.4.2	0,863	Valid
	Z.1.5.1	0,899	Valid

Source: Data Processed Smartpls

The loading factor value ≥ 0.6 is acceptable or said to be valid. Therefore, all indicators or statement items from organizational justice, innovative work behavior, and knowledge sharing on research variables are valid.

b. Discriminant Validity

Table 2. Result of Discriminant Validity

Items	Variabels		
	X.1	Y.1	Z.1
X.1.1.1.2	0,724	0,582	0,464
X.1.1.2.1	0,701	0,598	0,389
X.1.1.3.1	0,638	0,504	0,399
X.1.1.3.2	0,798	0,611	0,586
X.1.2.1.1	0,806	0,512	0,534
X.1.2.2.1	0,819	0,530	0,618
X.1.2.3.1	0,681	0,555	0,493
X.1.3.1.1	0,787	0,501	0,676
X.1.3.2.1	0,768	0,614	0,704
Y.1.1.1	0,571	0,783	0,584
Y.1.1.2	0,574	0,777	0,613
Y.1.2.1	0,655	0,858	0,629
Y.1.2.2	0,705	0,888	0,734
Y.1.3.1	0,617	0,820	0,535
Y.1.3.2	0,653	0,865	0,667
Y.1.4.1	0,633	0,911	0,643
Y.1.4.2	0,690	0,900	0,667
Y.1.4.3	0,612	0,896	0,585
Z.1.1.1	0,581	0,623	0,749
Z.1.1.2	0,522	0,544	0,759
Z.1.1.3	0,578	0,583	0,825
Z.1.2.1	0,611	0,607	0,867
Z.1.2.2	0,621	0,587	0,862
Z.1.2.3	0,636	0,669	0,897
Z.1.3.1	0,654	0,668	0,917
Z.1.3.2	0,678	0,641	0,904
Z.1.3.3	0,660	0,665	0,866
Z.1.4.1	0,681	0,686	0,909
Z.1.4.2	0,607	0,603	0,863
Z.1.5.1	0,720	0,717	0,899

Source: Data Processed Smartpls

Each indicator on the research variable has the largest cross loading value on the variable it forms. So that based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity.

c. Average Variance Extracted (AVE)

Table 3. Average Variance Extracted (AVE)

Variabel	X.1	Y.1	Z.1	AVE
Organizational Justice (X.1)	1	0,743	0,733	0,561
Innovative Work Behavior (Y.1)	0,743	1	0,737	0,734
Knowledge Sharing (Z.1)	0,733	0,737	1	0,742

Source: Data Processed Smartpls

AVE value on each variable > 0.5 . Based on these results, it can be concluded that each variable is valid.

Reliability Test

a. Composite Reliability

Table 4. Composite Reliability

Variabel	Composite Reliability	Information
Organizational Justice (X.1)	0,906	Reliable
Innovative Work Behavior (Y.1)	0,957	Reliable
Knowledge Sharing (Z.1)	0,970	Reliable

Source: Data Processed Smartpls

It can be seen in table that composite reliability for all variabel is above $\geq 0,8$. Therefore, it can be concluded that all variables have good reliability.

b. Cronbach's Alpha

Table 5. Cronbach's Alpha

Variabel	Cronbach's Alpha	Information
Organizational Justice (X.1)	0,901	Valid
Innovative Work Behavior (Y.1)	0,954	Valid
Knowledge Sharing (Z.1)	0,968	Valid

Source: Data Processed Smartpls

It can be seen in table that cronbach's alpha for all variabel is above $\geq 0,8$. Therefore, it can be concluded that all variables have good reliability.

RESULTS AND DISCUSSION

Results

Based on the results of characteristics of the respondents, the majority of employees are female, 99 people or 81.82% , the majority age is 26–30 years, 75 people or 61.98%, the majority have a bachelor level of education, 59 people or 48.76%, the majority of the length of service is within the range of 1–5 years, 75 people or 61,98%.

Inner Model Test Result

a. Path Coefficient

Table 6. Direct Effect Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values

X.1 → Y.1	0.438	0.437	0.093	4.702	0.000
X.1 → Z.1	0.733	0.738	0.044	16.678	0.000
Z.1 → Y.1	0.416	0.421	0.102	4.074	0.000

Source: Data Processed Smartpls

Hypothesis test results 1 the influence of organizational justice variabel on innovative work behavior is 0.438 with a significance value of 4.702 > 1,96 with a p-value of 0.000 < 0.05. This means that the higher the organizational justice, the more innovative work behavior will be able to increase.

Hypothesis test results 2 the influence of organizational justice variabel on knowledge sharing is 0.733 with a significance value of 16.678 > 1,96 with a p-value of 0.000 < 0.05. This means that the higher the organizational justice, the more knowledge sharing will be able to increase.

Hypothesis test results 3 the influence of knowledge sharing variabel on innovative work behavior is 0.416 with a significance value of 4.074 > 1,96 with a p-value of 0.000 < 0.05. This means that the higher the knowledge sharing, the more innovative work behavior will be able to increase.

Table 7. Indirect Effect Result

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>t-statistics (O/STDEV)</i>	<i>P-values</i>
X.1 → Y.1	0.305	0.310	0.077	3.949	0.000

Source: Data Processed Smartpls

Hypothesis test results 4 the influence of organizational justice variabel on innovative work through knowledge sharing, it proven that organizational justice has indirect effect on innovative work through knowledge sharing as intervening variables of behavior is 0.305 with a significance value of 3.949 > 1,96 with a p-value of 0.000 < 0.05. This means that knowledge sharing can mediate organizational justice on innovative work behavior.

Discussion

Based on the results of hypothesis testing that has been done, it shows that the Organizational Justice variable (X1) has a positive and significant effect on Innovative Work Behavior (Y1). It can be obtained that the better the application of organizational justice, the innovative work behavior of employees will increase. Companies that have good implementation of distributive justice, procedural justice, and interactional justice can increase employee innovative work behavior. Well implemented organizational justice allows employees to work more professionally in generating and developing innovative ideas.

Based on the results of hypothesis testing that has been carried out, it shows that the Organizational Justice variable (X1) has a positive and significant effect on Knowledge Sharing (Z1). It can be obtained that the better the application of organizational justice, the more employee knowledge sharing will increase. Companies that have good implementation of distributive justice, procedural justice, and interactional justice can increase employee knowledge sharing. Organizational justice that is well implemented allows employees to voluntarily share knowledge among employees.

Based on the results of hypothesis testing that has been carried out, it shows that the Knowledge Sharing variable (Z1) has a positive and significant effect on Innovative Work Behavior (Y1). It can be interpreted that the higher the application of knowledge sharing, the higher the innovative work behavior of employees. These results prove that the application of

knowledge sharing can increase innovative work behavior. Employees who implement knowledge sharing have a tendency to implement new ideas resulting in higher innovative behavior.

Based on the results of testing the hypothesis of indirect effects or mediation effects, it shows that Knowledge Sharing (Z1) mediates the effect of Organizational Justice (X1) on Innovative Work Behavior (Y1) is positive and significant. This shows that knowledge sharing can mediate the influence of organizational justice on innovative work behavior of Yogyakarta Service Office Employees of PT. Inhealth Indonesia Life Insurance. This study shows that higher organizational justice will increase knowledge sharing which will increase employee innovative work behavior.

CONCLUSION

Organizational justice has a positive and significant effect on innovative work behavior of employees of the Yogyakarta Service Office of PT. Inhealth Indonesia Life Insurance in Yogyakarta. Organizational justice has a positive and significant effect on knowledge sharing of employees of the Yogyakarta Service Office of PT. Inhealth Indonesia Life Insurance in Yogyakarta. Knowledge sharing has a positive and significant effect on innovative work behavior of employees of the Yogyakarta Service Office of PT. Inhealth Indonesia Life Insurance in Yogyakarta. Knowledge Sharing is positive and significant in mediating the effect of organizational justice on innovative work behavior in employees of the Yogyakarta Service Office of PT. Inhealth Indonesia Life Insurance in Yogyakarta.

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