

Distributive Justice, Knowledge Sharing, Person Job-Fit, and Their Influence on Innovative Work Behavior For Employees

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ABSTRACT

Innovative Work Behavior is an individual action directed at initiating and introducing new and valuable ideas, production processes, or procedures in group and organizational work rules. The purpose of this research is to see the influence between Distributive Justice, Knowledge Sharing, and Person Job- Fit on Innovative Work Behavior. This research uses a quantitative model. This study uses primary data by distributing questionnaires to 80 respondents taken with saturated sampling technique. Based on the results of the study, it shows that Distributive Justice has a positive and significant effect on Innovative Work Behavior, Knowledge Sharing has a positive and significant effect on Innovative Work Behavior, Person Job-Fit is positive and significant on Innovative Work Behavior, and Distributive Justice, Knowledge Sharing, and Person Job-Fit simultaneously affect the Innovative Work Behavior of employees of PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta. The results of this study found that the R Square value was 54.4%. The significant value of the simultaneous test is 0.000 which means it is smaller than 0.05.

Keywords: *Distributive Justice; Knowledge Sharing; Person Job- Fit; Innovative Work Behavior.*

1. INTRODUCTION

Companies need competent human resources to do the job to create employees who are able to innovate in the face of global competition. Every company competes to develop a business to have its own uniqueness from its competitors. The importance of innovations made from companies in order to produce quality goods and services as a differentiator. The purpose of innovation is needed to create rapid organizational change. Companies are required to be able to make changes with all conditions in order to keep up with the times. According to Smith, (2017) argues that innovation gets special attention to improve the industry because of its ability to create competitive human resource advantages to do its work. Basically, companies make Innovative Work Behavior an important part of the institution in order to survive. Companies can produce new innovations in the organization by having individuals who behave innovatively in order to satisfy stakeholders. With the innovative behavior of an employee, the company can maximize the management of its assets. Therefore, it is necessary to have Innovative Work Behavior in each individual in order to achieve organizational goals. Innovative Work Behavior is also expected to be able to provide the best ideas, solve internal or external problems, provide new colors for the company, gain profitability, and be able to compete in the market.

Fair treatment from the organization has an impact on the emergence of Innovative Work Behavior from employees. Without organizational justice, it will be difficult to create innovative behavior that benefits the company. Organizational Justice is an important element that explains Innovative Work Behavior can exist in the company (Pratama et al., 2021). Organizational Justice is the perspective of employees relating to fairness in the organization at work when allocating results, processes that lead to decisions and interpersonal treatment in work settings. Organizational Justice reflects the extent to which an employee sees how they are treated fairly in the place where they work. Organizational Justice consists of four dimensions, namely distributive justice, procedural justice, interactional justice and interpersonal justice (Colquitt et al., 2001).

The next factor that can affect Innovative Work Behavior in an individual is Knowledge Sharing. Exchange of information between employees will establish communication and create a harmonious relationship. Improving employee performance through Knowledge Sharing results in new innovations for the company. The general meaning of Knowledge Sharing is a culture of social interaction, where employees exchange information on knowledge, experience, skills, and employee activity at work (Lin, 2007). In practice, it is not easy to do Knowledge Sharing in the company because it requires awareness from each individual. The source of Knowledge Sharing is within each individual, so if the individual does not want to share his knowledge, there will certainly be no Knowledge Sharing in the company (Widiyastuti. & Nurmaya, 2022).

Another factor that influences Innovative Work Behavior is Person Job-Fit. Person Job-Fit is defined as the fit between an individual's personality, knowledge, skills, and abilities with their job. An employee's performance is influenced by individual or personality factors that shape behavior. If there is a match between the employee and the job he gets, the employee's performance will increase and can innovate. Job characteristics with personality can increase Innovative Work Behavior in the company. An employee who does not have Person Job- Fit will find it difficult to show professionalism because he feels that he does not fit the type of work he gets, so he is reluctant to improve his ability to work (Sudiyani & Sawitri, 2021).

This research was conducted at PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta. PT. PLN (Persero) is a State-Owned Enterprise that provides electricity for the public interest with adequate quantity and quality. PT. PLN (Persero) has a vision to become a leading electricity company and become the first choice of customers in Indonesia, and one of its missions is to be oriented towards customer satisfaction. Innovative Work Behavior in employees can create changes, strategies, innovations, and new products offered by PT. PLN (Persero) Unit Pelaksana Pelayanan (UP3) Yogyakarta. The company certainly wants employees who are able to have good and innovative performance, this is used to provide the best service to the community.

This study has a research gap from previous studies, which does not examine Organizational Justice as a whole, but focuses on Distributive Justice. Based on the background that has been described, the authors

are interested in conducting research on Distributive Justice, Knowledge Sharing, and Person Job- Fit on innovative behavior with the research title "The Effect of Distributive Justice, Knowledge Sharing and Person Job Fit on Innovative Work Behavior of Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

2. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

2.1 LITERATUR REVIEW

2.1.1 Innovative Work Behavior

Innovative Work Behavior is a deliberate effort made by individuals to create, introduce, and implement new ideas in their job roles, groups, and organizations (Scott & Bruce, 1994). Innovative Work Behavior is human or individual behavior in promoting or realizing new ideas in a work group or organization that provides benefits to the organization or the wider community (West & Farr, 1990). Based on the explanations from several experts above, it can be concluded that Innovative Work Behavior is an activity carried out by individuals to obtain or produce ideas or ideas that can be implemented in organizations in order to develop.

2.1.2 Distributive Justice

Distributive Justice is perceived fairness, both the amount and allocation of rewards between individuals. The justice in question is the provision of rewards and punishments to employees in the performance they have done (Robbins & Judge, 2015). Distributive Justice is closely related to employee perceptions of fairness in the distribution of resources and rewards in the organization. Employees feel that the compensation, recognition, bonuses, and rewards they receive are in accordance with the contributions and efforts they make, then Distributive Justice is considered fulfilled. With the above, it is necessary to play an important role in maintaining employee satisfaction and motivation in the work environment.

2.1.3 Knowledge Sharing

Knowledge sharing means the behavior and experience of the organization with important information and managerial beliefs or work practices among the employees. Knowledge sharing activities help organizations transfer new ideas and solutions to problems within the organization (Lin, 2007). Sari & Rosnani, (2022) Knowledge Sharing is a series of processes from collaborative learning by exchanging knowledge between employees by involving individuals with one another and then incorporating experiences that can be used as a source of knowledge sharing. Knowledge Sharing is very important in organizations because it allows people to use all the latest information that can stimulate employee ideas to develop platforms for the development and introduction of new products and services. Employees can provide information regarding tasks and knowledge to facilitate collaboration with others in problem solving, developing new ideas, and implementing policies or procedures in the organization (Wang & Noe, 2010).

2.1.4 Person Job- Fit

Person Job- Fit can be defined as the fit between individuals and the jobs or tasks they perform at work. This definition includes a fit based on employee needs and the work equipment available to meet their needs. Large job demands and employee abilities are needed to achieve goals and meet company demands (Lutfiyah et al., 2020). Person Job- Fit describes the need for a match of abilities with job demands which is an individual need for what a job can provide to an employee. Snell et al., (2010) state that Person Job-Fit is an activity in job analysis to develop job specifications and job descriptions. The development of job specifications can be used to identify employee competencies in doing their jobs in accordance with KSA (Knowledge, Skill, and Ability). Person Job-Fit is obtained by determining the work required in accordance with the job

analysis that has been determined by the organization such as knowledge, abilities and skills with the demands of the job given.

2.2. HYPOTHESIS DEVELOPMENT

Based on the literature review that has been obtained, research will be conducted on the Effect of Distributive Justice, Knowledge Sharing, and Person Job- Fit on Innovative Work Behavior For Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta. The variables used in this study are a combination of several studies that have been conducted previously. These variables are Distributive Justice, Knowledge Sharing, Person Job Fit, Innovative Work Behavior. The following is a conceptual framework in Figure 1 below:

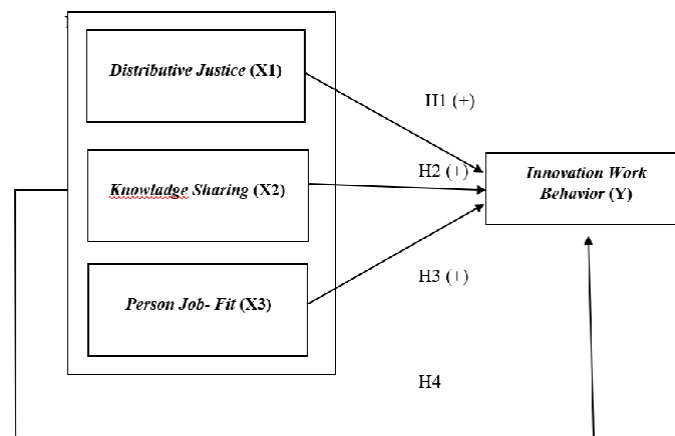


Figure 1. Conceptual Framework

This research proposes the following 4 hypotheses:

2.2.1 The Effect of Organizational Justice on Innovative Work Behavior

Theory has stated that Organizational Justice is one of the factors that can influence Innovative Work Behavior. The importance of Organizational Justice in the era of globalization and the rapid advancement of technology today will increase employee satisfaction and commitment to Innovative Work Behavior (Kurniawan et al., 2021). A number of previous studies have presented the results that Organizational Justice has a significant and positive impact on Innovative Work Behavior. Explained the results of the Organizational Justice variable having a significant effect on innovative work behavior in employees in government agencies who are civil servants (PNS). The research to be conducted by researchers is further strengthened by research from Pratama et al., (2021) which shows the results of Organizational Justice having a positive and significant effect on Employee Innovative Work Behavior at Telecommunication Companies in Surabaya City. Furthermore, it is explained in research that describes the positive results of employees regarding distributive, procedural, and interactional justice partially contribute positively to employee innovative work behavior (Akram et al., 2020). Based on the theory and previous research above, the researcher proposes the following hypothesis:

H1: Distributive Justice has a positive and significant effect on Innovative Work Behavior of Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

2.2.2 The Effect of Knowledge Sharing on Innovative Work Behavior

Based on research conducted by Pandanningrum & Nugraheni, (2021) explaining the results of Knowledge Sharing has a positive and significant effect on innovative work behavior. The study explains the relationship of an employee's innovative work behavior is influenced by Knowledge Sharing or knowledge sharing between employees in the company. Thus the creation of new ideas and ideas from each individual that can produce Innovative Work Behavior in the organization. Then the research is also in line with research conducted by Widiyastuti. & Nurmaya, (2022) which also presents the results of Knowledge Sharing with a positive and significant effect on Innovative Work Behavior of PT Kitchenette Lestari Jakarta employees. From this study, it is explained that the behavior of sharing and receiving knowledge can affect the Innovative Work Behavior of employees. Based on the theory and previous research above, the researcher proposes the following hypothesis:

H2: Knowledge Sharing has a positive and significant effect on Innovative Work Behavior of Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

2.2.3 The Effect of Person Job- Fit on Innovative Work Behavior

Person Job- Fit is an individual assessment of the suitability between the abilities of employees and job demands (Widyastuti & Ratnaningsih, 2020). Theory states that Person Job- Fit has a positive effect on Innovative Work Behavior. The meaning of this is that the higher the level of individual Person Job Fit, it will be directly proportional to the increase in employee Innovative Work Behavior. This opinion is supported by the results of research submitted by (Widiyastuti. & Nurmaya, 2022). The result of this study is that Person Job- Fit has a positive and significant effect on the Innovative Work Behavior of Employees of PT Kitchenette Lestari Jakarta. In line with research conducted by Huang et al., (2019) presented the results that Person Job-Fit has a positive relationship with Innovative Work Behavior. Based on the theory and evidence of previous research above, the researchers propose the following hypothesis:

H3: Person Job- Fit has a positive and significant effect on Innovative Work Behavior of Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

2.2.4 The Effect of Distributive Justice, Knowledge Sharing and Person Job- Fit on Innovative Work Behavior

Based on the theory reviewed in previous research by Pratama et al., (2021) provides evidence that Organizational Justice has a positive and significant effect on Employee Innovative Work Behavior at Telecommunication Companies in Surabaya City. Then further research on the Organizational Justice variable, namely research from Kurniawan et al., (2021) states that Organizational Justice has a significant effect on Innovative Work Behavior in employees in government agencies who are Civil Servants (PNS). The last research that states the relationship between Innovative Work Behavior influenced by Organizational Justice is Akram et al., (2020) which explains the positive results of employees regarding distributive, procedural, and interactional justice partially contribute positively to employee innovative work behavior. The study states that Distributive Justice has a positive and significant effect on Innovative Work Behavior. The next variable that can affect Innovative Work Behavior in the organization is Knowledge Sharing. According to research from Pandanningrum & Nugraheni, (2021) explaining the results of Knowledge Sharing has a positive and significant effect on Innovative Work Behavior. The study explains the relationship between an employee's innovative work behavior is influenced by Knowledge Sharing or knowledge sharing between employees in the company. There is also previous research on the Knowledge Sharing variable which

states that the results of Knowledge Sharing have a positive and significant effect on the Innovative Work Behavior of employees of PT Kitchenette Lestari Jakarta (Widiyastuti & Nurmaya, 2022).

The last variable that can affect Innovative Work Behavior in employees is Person Job- Fit. Previous research that discussed Person Job- Fit was delivered by Huang et al., (2019) explained the results that Person Job- Fit has a positive relationship with Innovative Work Behavior. In line with the research that has been described on the Knowledge Sharing variable, research conducted by (Widiyastuti & Nurmaya, 2022) also shows the results of Person Job- Fit has a positive and significant effect on Innovative Work Behavior Employees of PT Kitchenette Lestari Jakarta. Based on this description, the researcher suspects that the three variables of Distributive Justice, Knowledge Sharing, and Person Job-Fit as independent variables can simultaneously influence the Innovative Work Behavior variable in the organization. Thus, the researcher proposes the hypothesis of the three variables as follows:

H4: Distributive Justice, Knowledge Sharing, and Person Job-Fit simultaneously affect the Innovative Work Behavior of Employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

3. RESEARCH METHODOLOGY

3.1 Population, Sample, Sampling Method

The population in this study were permanent employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta, totaling 80 employees. Then for the sample used in this study, namely 80 respondents or all members of the population. Information about the number of employees comes from the Human Resource Department (HRD) of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta. The sampling technique in this study used saturated sampling which is included in non probability sampling. Saturated sampling is a sampling technique where all members of the population are sampled in the study. The reason for using saturated sampling is because the population is relatively small, less than 100 people.

This study uses primary data, namely data sources that are obtained directly without going through intermediaries or can be interpreted from the first hand. Researchers conducted research using quantitative research methods. Quantitative method is a method that uses processing that is dominated by numerical data related to the score of the results of distributing questionnaires. The data to be processed is ratio data and is the focus of research to be able to determine the magnitude of the influence between variables.

3.2 Data Collection Method

The data collection technique in this study was carried out using a questionnaire distributed to respondents containing statements related to the dependent variable (Innovative Work Behavior), as well as related to the independent variables (Distributive Justice, Knowledge Sharing, and Person Job-Fit). This study uses a Likert scale questionnaire to measure the perceptions of respondents. The statements in this questionnaire are worth 1 to 5 to represent the respondents' answers.

3.3 Measurement

In this study, Innovative Work Behavior was measured using a measuring instrument developed by (Scott & Bruce, 1994). Consists of 6 statements. Distributive Justice uses a measuring instrument developed by (Colquitt et al., 2001) . Consists of 4 statement items. Knowledge Sharing uses a measuring instrument developed by (Van Den Hooff & De Ridder, 2004). Consists of 7 statement items. Then finally, Person Job-Fit uses a measuring instrument developed by (Brkich, Jeffs and Carless, 2002). Consists of 9 statement items.

3.4 Data analysis method

This study uses three independent variables and one dependent variable. To test the hypothesis on each variable in this study using Multiple Linear Regression analysis with tools in the form of SPSS software version 25 (Statistical Product and Service Solutions). Multiple regression analysis is used to test the extent to which the independent variables (Distributive Justice, Knowledge Sharing, and Person Job- Fit) can affect the dependent variable (Innovative Work Behavior) both partially and simultaneously.

4. RESULT AND DISCUSSION

4.1 Validity Test

The validity test is used to measure whether a research questionnaire is valid or not and to determine the extent to which the measuring instrument used can measure an instrument in order to get precise and valid results. Validity testing using Confirmatory Factor Analysis (CFA), the results of testing using CFA can be declared valid if they meet the requirements, namely the KMO value > 0.5 , statement items can form one component in the component matrix, and the factor loading value > 0.5 in the component matrix (Sugiyono, 2019).

4.1.1 Innovative Work Behavior (Y)

The results of validity testing on the Innovative Work Behavior variable obtained a KMO value of $0.843 > 0.5$ with a significant value of $0.000 < 0.05$ as follows:

Table 4.1
Intial KMO Innovative Work Behavior (Y) Output Result

Nilai KMO	0,843
Sig.	0,000

Source : Primary Data (2024)

The initial stage of the Innovative Work Behavior validity test on 6 statement items in sequence, namely Y1, Y2, Y3, Y4, Y5, Y6 resulted in 1 component matrix as follows:

Table 4.2
Intial Innovative Work Behavior (Y) Validity Test Result

Item	Component	Keterangan
	1	
Y1	0,800	Valid
Y2	0,827	Valid
Y3	0,786	Valid
Y4	0,707	Valid
Y5	0,850	Valid
Y6	0,750	Valid

Sumber : Data Primer (2024)

Based on the test results in the SPSS 25 application, there are 6 statement items for the Innovative Work Behavior variable which have a factor loading value > 0.5 so that all statement items are declared valid. Thus the Innovative Work Behavior variable is proven valid in the validity test.

4.1.2 Distributive Justice (X1)

The results of validity testing on the Distributive Justice variable obtained a KMO value of $0.779 > 0.5$ with a significant value of $0.000 < 0.05$ as follows:

Table 4.3
Intial KMO Distributive Justice (X1) Output Result

Nilai KMO	0,779
Sig.	0,000

Source : Primary Data (2024)

The initial stage of the Distributive Justice validity test on 4 statement items in sequence, namely X1.1, X1.2, X1.3, X1.4 resulted in 1 component matrix as follows:

Table 4.4
Intial Distributive Justice (X1) Validity Test Result

Item	Component	Keterangan
	1	
X1.1	0,876	Valid
X1.2	0,932	Valid
X1.3	0,885	Valid
X1.4	0,905	Valid

Source : Primary Data (2024)

Based on the test results in the SPSS 25 application, there are 4 statement items for the Distributive Justice variable which have a factor loading value > 0.5 so that all statement items are declared valid. Thus the Distributive Justice variable is proven valid in the validity test.

4.1.3 Knowledge Sharing (X2)

The results of validity testing on the Knowledge Sharing variable obtained a KMO value of $0.869 > 0.5$ with a significant value of $0.000 < 0.05$ as follows:

Table 4.5
Intial KMO Knowledge Sharing (X2) Output Result

Nilai KMO	0,869
Sig.	0,000

Source : Primary Data (2024)

The initial stage of the Knowledge Sharing validity test on 7 statement items in sequence, namely X2.1, X2.2, X2.3, X3.4, X2.4, X2.5, X2.6, X2.7 resulted in 1 component matrix as follows:

Table 4.6
Intial Knowledge Sharing (X2) Validity Test

Item	Component	Keterangan
	1	
X2.1	0,802	Valid
X2.2	0,826	Valid
X2.3	0,838	Valid
X2.4	0,856	Valid
X2.5	0,814	Valid

X2.6	0,782	Valid
X2.7	0,674	Valid

Source : Primary Data (2024)

Based on the test results in the SPSS 25 application, there are 7 statement items for the Knowledge Sharing variable which have a factor loading value > 0.5 so that all statement items are declared valid. Thus the Knowledge Sharing variable is proven valid in the validity test.

4.1.4 Person Job- Fit (X3)

The results of validity testing on the Person Job Fit variable obtained a KMO value of $0.911 > 0.5$ with a significant value of $0.000 < 0.05$ as follows:

Table 4.7
Intial KMO Person Job-Fit (X2) Output Result

Nilai KMO	0,911
Sig.	0,000

Source : Primary Data (2024)

The initial stage of the Person Job- Fit validity test on 9 statement items in sequence, namely X3.1, X3.2, X3.3, X3.4, X3.5, X3.6, X3.7, X3.8, X3.9 resulted in 1 component matrix as follows:

Table 4.8
Intial Person Job- Fit (X3) Validity Test

Item	Component	Keterangan
	1	
X3.1	0,807	Valid
X3.2	0,785	Valid
X3.3	0,785	Valid
X3.4	0,852	Valid
X3.5	0,823	Valid
X3.6	0,788	Valid
X3.7	0,877	Valid
X3.8	0,721	Valid
X3.9	0,870	Valid

Source : Primary Data (2024)

Based on the test results in the SPSS 25 application, there are 9 statement items for the Person Job-Fit variable which have a factor loading value > 0.5 so that all statement items are declared valid. Thus the Person Job-Fit variable is proven valid in the validity test.

4.2 Reliability Test

In this study, researchers used the Cronbach Alpha measuring instrument, which can be said to be reliable if the value of Cronbach Alpha > 0.6 (Adhila, et al 2014). The results of testing the Distributive Justice, Knowledge Sharing, Person Job- Fit and Innovative Work Behavior variables obtained the Cronbach's Alpha value as follows:

Table 4.9
Reliability Test Results for All Variables

Variable	Cronbach's Alpha	Description
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<i>Innovative Work Behavior</i>	0,875	Reliabel
<i>Distributive Justice</i>	0,921	Reliabel
<i>Knowledge Sharing</i>	0,905	Reliabel
<i>Person Job- Fit</i>	0,934	Reliabel

Source : Primary Data (2024)

Based on table 4.9, the reliability test results for the Innovative Work Behavior variable have a Cronbach's Alpha value of 0.875, the Distributive Justice variable has a Cronbach's Alpha value of 0.921, the Knowledge Sharing variable has a Cronbach's Alpha value of 0.905, and the Job Suitability variable has a value of 0.934. Thus, all variables can be declared reliable because they have a Cronbach's Alpha value > 0.6. So that the instrument is declared valid and reliable and can be used to collect data that is suitable for analysis.

4.3 Multiple Linear Regression Test

Table 4.10
F Test Result (Simultaneous Test)

Model	<i>Unstandardized Coefficients</i>
	B
<i>(Constant)</i>	0,201
<i>Distributive Justice</i>	0,000
<i>Knowledge Sharing</i>	0,006
<i>Person Job- Fit</i>	0,045

Source : Primary Data (2024)

Based on the results of calculations using the IBM SPSS 25 programme, it can be seen that the linear multiple regression equation is as follows:

$$Y = 0,201 + 0,000 (X_1) + 0,006 (X_2) + 0,045$$

Y : *Innovative Work Behavior*

β_0 : Constant

X_1 : *Distributive Justice*

X_2 : *Knowledge Sharing*

X_3 : *Person Job- Fit*

β_1 : Variable Regression Coefficient *Distributive Justice*

β_2 : Variable Regression Coefficient *Knowledge Sharing*

β_3 : Variable Regression Coefficient *Person Job- Fit*

e : Standart Error

1. The constant of 0.201 states that, if the value of Distributive Justice (X1), Knowledge Sharing (X2), and Person Job- Fit (X3) is considered none (0), the value of the Innovative Work Behaviour (Y) variable is 0.201.
2. The Distributive Justice regression coefficient of 0.000 states that every increase in the value of Distributive Justice (X1) without being followed by an increase in the value of the other variables (constant), it will increase the value of Innovative Work Behaviour (Y) by 0.000.
3. The regression coefficient of Knowledge Sharing (X2) of 0.006 states that every increase in the value of Knowledge Sharing without being followed by an increase in the value of other variables (constant), it will increase the value of Innovative Work Behaviour (Y), namely by 0.006.
4. The Person Job-Fit (X3) regression coefficient of 0.045 states that any increase in the value of Person Job-Fit without being followed by an increase in the value of other variables (constant), will increase the value of Innovative Work Behaviour (Y) by 0.045.

4.4 t Test (Uji Partial Test)

Table 4.11
t Test Result (Partial Test)

Variable	T	Sig	Alpha	Description
<i>Distributive Justice (X1)</i>	4,281	0,000	0,05	H1 Accepted
<i>Knowledge Sharing (X2)</i>	2,279	0,006	0,05	H2 Accepted
<i>Person Job- Fit (X3)</i>	2,042	0,045	0,05	H3Accepted

Source : Primary Data (2024)

1. The results show that the Distributive Justice variable has a significance value of $0.000 < 0.05$ and a tcount value of 4.281. Thus, it can be concluded that H0 is rejected and H1 is accepted (Distributive Justice has a positive and significant effect on Innovative Work Behavior).
2. The results show that the Knowledge Sharing variable has a significance value of $0.006 < 0.05$ and a tcount value of 2.279. Thus it can be concluded that H0 is rejected and H2 is accepted (Knowledge Sharing has a positive and significant effect on Innovative Work Behavior).
3. The results show that the Person Job-Fit variable has a significance value of $0.045 < 0.05$ and a tcount value of 2.042. Thus, it can be concluded that H0 is rejected and H1 is accepted (Person Job-Fit has a positive and significant effect on Innovative Work Behavior).

4.5 F Test (Simultaneous Test)

Table 4.12
F Test Results (Simultaneous Test)

F	Sig	Description
30.168	0,000	H4 Accepted

Source : Primary Data (2024)

Based on the results of multiple linear regression testing in table 4.12, it can be seen that Distributive Justice, Knowledge Sharing, and Person Job- Fit have an Fcount value of 30,168 with a significance value of 0.000. Thus the significance value of the Distributive Justice, Knowledge Sharing, and Person Job- Fit variables is smaller than 0.05. So it can be concluded that H0 is rejected and H4 is accepted (Distributive Justice, Knowledge Sharing, and Person Job-Fit simultaneously affect Innovative Work Behavior).

4.6 Coefficient of Determination Test (R^2)

Table 4.13
Determination Coefficient Test Results

Model	R Square
1	0,544

Source : Primary Data (2024)

Based on table 4.13, it can be seen that the results of the coefficient of determination test R square value of 0.544 (54.4%). This can be interpreted that the effect of the independent variables Distributive Justice (X1), Knowledge Sharing (X2), and Person Job-Fit (X3) on the dependent variable Innovative Work Behavior (Y) is 54.4% while the remaining 45.6% is influenced by other variables not in this study.

4.7 Discussion

4.7.1 The Effect of Distributive Justice (X1) on Innovative Work Behavior (Y)

The test results of multiple linear regression analysis show that there is a significance value of 0.000 ($0.000 < 0.05$) with a tcount value of 4.281. This value can prove that the hypothesis is accepted, which means that there is a significant positive effect of Distributive Justice on Innovative Work Behavior. This shows that the high level of Distributive Justice at PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta can lead to increased Innovative Work Behavior in company employees. Therefore, in this study it is proven that Distributive Justice has a significant and positive effect on Innovative Work Behavior.

4.7.2 The Effect of Knowledge Sharing (X2) on Innovative Work Behavior (Y)

The test results of multiple linear regression analysis show that there is a significance value of 0.006 ($0.006 < 0.05$) with a tcount value of 4.279. This value can prove that the hypothesis is accepted, which means that there is a significant positive effect of Knowledge Sharing on Innovative Work Behavior. This shows that the high level of Knowledge Sharing at PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) can lead to increased Innovative Work Behavior in company employees. Therefore, in this study it is proven that Knowledge Sharing has a significant and positive effect on Innovative Work Behavior. Therefore, in this study it is proven that Knowledge Sharing has a significant and positive effect on Innovative Work Behavior.

4.7.3 The Effect of Person Job- Fit (X3) on Innovative Work Behavior (Y)

The test results of multiple linear regression analysis show that there is a significance value of 0.045 ($0.045 < 0.05$) with a tcount value of 2.042. This value can prove that the hypothesis is accepted, which means that there is a significant positive effect of Person Job-Fit on Innovative Work Behavior. This shows that the high level of Person Job- Fit at PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta can lead to increased Innovative Work Behavior in company employees. Therefore, in this study it is proven that Person Job- Fit has a significant and positive effect on Innovative Work Behavior.

4.7.4 The Effect of Distributive Justice (X1), Knowledge Sharing (X2), and Person Job- Fit (X3) on Innovative Work Behavior (Y)

The test results of multiple linear regression analysis show that there is a significance value of 0.000 ($0.000 < 0.05$) with an Fcount value of 30,168. This value can prove that the hypothesis (H4) is accepted, which means that Distributive Justice (X1), Knowledge Sharing (X2), and Person Job Fit (X3) simultaneously have a significant effect on Innovative Work Behavior (Y) of PT. PLN (Persero) Customer Service Implementation Unit (UP3) Yogyakarta employees. Therefore, from when these variables Distributive Justice, Knowledge Sharing, and Person Job-Fit have an influence on Innovative Work Behavior at PT. Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta.

5. CONCLUSION

Based on the results of the research that has been carried out, the researcher can draw the following conclusions:

1. Distributive Justice has a positive and significant effect on Innovative Work Behavior of employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta
2. Knowledge Sharing has a positive and significant effect on Innovative Work Behavior of employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Yogyakarta
3. Person Job-Fit has a positive and significant effect on Innovative Work Behavior of employees of PT. PLN (Persero) Unit Pelaksana Pelayanan (UP3) Yogyakarta
4. Distributive Justice, Knowledge Sharing, and Person Job-Fit simultaneously affect the Innovative Work Behavior of employees of PT. PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3)

6. IMPLICATION/LIMITATION AND SUGGESTIONS

Based on the research that has been carried out, the researcher realizes that the results of this research are not perfect and have limitations:

The limitations of this study can be found when the data collection process uses a questionnaire that is filled in by the respondent but without being accompanied directly by the researcher. Thus, this can lead to errors in filling out the questionnaire if there are statement items that are not understood by the respondent. Thus it can cause the information obtained by the respondent to be less precise and cannot be confirmed to the researcher. Direct filling of the research questionnaire which caused the researcher to incur considerable costs in preparing the questionnaire and took more time. This study only focuses on the variables of Distributive Justice, Knowledge Sharing, Person Job-Fit, and Innovative Work Behavior, so there are still many other factors that cannot be examined by researchers to be included in the study.

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