

THE INFLUENCE OF KNOWLEDGE SHARING BEHAVIOR ON JOB SATISFACTION AND INNOVATIVE WORK BEHAVIOR IN MANUFACTURING EMPLOYEES

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ABSTRACT

Objective of this research is to determine the influence of the relationship between knowledge sharing behavior to job satisfaction and innovative work behavior in manufacturing employees pulp and paper. It is hoped that the contribution of this research can add information at the theoretical/scientific level of human resource management and also have positive managerial implications, especially for company management so that they can determine appropriate steps to improve job satisfaction. This research was conducted in Indonesia from August to December 2023 with a total of 226 respondents. Research respondents were selected using the method purposive sampling. Sample research are manufacturing industry employees in the field of pulp and paper in the Pekanbaru area with a minimum work period of 5 years. The research carried out was quantitative research using the Structural Equation Model (SEM) method. The results of this research show that there is no intermediate influence on organizational justice to knowledge sharing behavior, knowledge sharing behavior to innovative work behavior. This research also proves the existence of an influence between organizational justice to innovative work behavior and job satisfaction. Apart from that, it also proves the influence of knowledge sharing behavior to job satisfaction. The managerial implication of this research is that if a company wants to increase satisfaction, it is expected that there will be strong encouragement from knowledge sharing behavior and organizational justice, but the company is expected not to implement it knowledge sharing behavior and organizational justice to achieve innovative work behavior because it has no effect based on research results, in order to achieve company goals it would be better for the company to focus on development job satisfaction.

Keyword: Organizational Justice, Knowledge Sharing Behavior, Job Satisfaction, Innovative Work Behavior.

INTRODUCTION

Globalization causes increased competition between companies which is very high due to the integration of competition which is not limited territorially (Usmanova *et al.*, 2020). In addition, the COVID-19 pandemic has radically disrupted work functions, resulting in economic movement effects and causing a significant increase in the level of large-scale changes in organizational business operations and substantial modifications to work and management styles (Brands & Gavin, 2021). The COVID-19 pandemic is the biggest global challenge that is widespread and continuous, has made organizations experience volatility, uncertainty, complexity and ambiguity which has created many challenges for organizations, including business continuity, low employee motivation, remote work and unemployment rates. high (Lebniet *et al.*, 2021; Abbas *et al.*, 2021; Madlock & Clubbs, 2019). As in the opinion of Baldwin & Mauro (2020) regarding the impact of the global economy as a result of the post-COVID-19 pandemic, including the operations of multinational companies and trade patterns. Therefore, companies competing in global

markets must achieve significant innovative results in products and services to be successful in the market (Chowhanet *al.*, 2017; Fallah & Lechler, 2008). To overcome the challenges faced by a diverse workforce in organizations, this research focuses on companies and employees who work together, while multicultural experiences increase creative personal identity and are related to work behavior. *innovative* (Puente-Diazet *al.*, 2020).

Therefore, the fact that innovation is a very risky business for companies and the practice of innovation itself creates new risks for workers (Yuan & Woodman, 2010). Because someone needs optimistic intellectual capital to face doubts and disappointments in the innovation process (Sias, 2005; Usmanovaet *al.*, 2020). So in order to successfully implement change and minimize the negative consequences of such change, a deep understanding of employee attitudes and behavior towards change is very important (Seoet *al.*, 2012). Next is work behavior innovation that occurs when teams use new ideas to improve products, services, or processes (Scottet *al.*, 1994; Nurbaety & Rojuaniah, 2022). Based on West & Farr (1989), work behavior is innovative. It is a means of forming, presenting and a tool in the deliberate development of new ideas to bring benefits to work effectiveness in a team or company. So it is hoped that work behavior will provide useful outcomes including organizational benefits and psychosocial benefits for employees, such as the best match between the perceived need for the job and the employee's resources, increased job satisfaction and communication effectiveness (Usmanovaet *al.*, 2020).

Organizational justice influences knowledge *sharing behavior*, where knowledge sharing plays a key role in generating positive work behavior innovatively, hence the role organizational *justice* and shared knowledge in producing good employee work behavior innovative cannot be ignored and needs special attention (Usmani & Jamal, 2013; Akramet *al.*, 2020). *Job satisfaction* is one of the most studied variables in organizational behavior because it is important in determining different organizational outcomes (Almahamidet *al.*, 2010; Dalati & Alchach, 2018; Kiantoet *al.*, 2016; Malik & Kanwal, 2018; Muraet *al.*, 2013; Radaelliet *al.*, 2014; Sandelands, 1994). In improving job *satisfaction* the need for a leader's role to express humanity to employees will reduce their stress in the workplace (Mayfield & Mayfield, 2004; Rowleyet *al.*, 1998). *Knowledge sharing behavior* can convince employees verbally and encourage emotional passion as well as increase a person's experience in leading, thereby increasing job *satisfaction* employees and bring up innovative *work behavior* (Aichhorn & Puck, 2017; Li-Ying *et al.*, 2016; Unlesset *al.*, 2013; Usmanovaet *al.*, 2020)

Previous research has explained that in multinational workplaces, *organizational justice* and knowledge *sharing behavior* is an important strategy, because it supports relationships with job *satisfaction* and innovative *work behavior* (Usmanovaet *al.*, 2020). However, not much research has been carried out in Indonesia and this research also develops models that investigate relationship job *satisfaction* and innovative *work behavior* which is measured from workers in manufacturing companies in the field pulp and *paper*. Because manufacturing companies must provide large profits, employees need to improve their operational performance (Bortolottiet *al.*, 2015). Thus, research was carried out with the aim of finding out factors that can innovate in the post-pandemic and globalization era so that competition continues to increase and whether the results can influence the nature and attitudes of company employees. *pulp* and *paper* in order to job *satisfaction* and innovative *work behavior* in Indonesia. It is hoped that this research can contribute to the scientific level regarding company innovation and worker innovation as well as job satisfaction which has a positive impact on employees and organizations.

LITERATURE REVIEW

Organizational Justice

Organizational justice is caring behavior towards its employees, such as a high level of fairness in how employees are treated, how rewards are distributed and how business is conducted (Bizri & Hamieh, 2020). The first concern that can be shown to employees is to give organizational *justice*, which is defined as members' perceptions of justice that exists or occurs in the institutional environment (Sembiringet al., 2020). The organizational literature pays considerable attention to the phenomenon of justice in an organization, which shows that in creating organizational culture there needs to be a role of organizational *justice* in shaping the behavior of organizational members (Ouyanget al., 2015). *Organizational justice* shows excellence in determining what is entitled and this is one of the issues considered most important by employees in an organization (Gupta & Kumar, 2013; Karches & Daniel, 2016). Draft Organizational *justice* based on *Equity Theory* which is abstracted from the concept justice or fairness (Itset al., 2021). *Organizational justice* defined as an employee's perception of the level of fairness with which they are treated by organizational authorities (Whitman et al., 2012). Theoretically, three forms of organizational *justice* are frequently mentioned in the organizational research literature, namely distributive, procedural and interactional justice (Karkoulianet al., 2016). However, these three forms, because they do not cover all areas of justice, are not sufficient to explain the complex phenomenon of justice in an organization (Akramet al., 2020). So in order to further explain the phenomenon in organizational *justice*, there is temporal justice and spatial justice (Usmani & Jamal, 2013).

Knowledge Sharing Behavior

Knowledge sharing behavior is a concept close to knowledge sharing and is defined as a series of actions that involve sharing or supporting information with others, including shared elements (Connelly & Kelloway, 2003). *Knowledge sharing behavior* also defined as group behavioral activities that promote learning and increase their ability to achieve goals involving the exchange of knowledge, skills, and expertise between employees across departments or organizations (Rohmanet al., 2020). With the prospect of external and reciprocal benefits, *knowledge sharing behavior* will emerge (Ergün & Avci, 2018). When group members think that sharing knowledge leads to mutual benefits or the preservation of reciprocal ties that can improve their work, knowledge sharing behavior is known to be stable and smooth (Mustikaet al., 2022). Knowledge sharing activities will attract the attention of group members because it can help them learn new things, improve interpersonal communication, gain access to more relevant resources, improve performance and problem solving abilities, and improve professional abilities (Tseng & Kuo, 2014).

Job Satisfaction

Job satisfaction is a positive force that can prevent employees from thinking about leaving their workplace, but if employees feel dissatisfied it will lead to poor service, poor communication, and even acts of fraud can occur (Maliket al., 2010). *Job satisfaction* is employee happiness in their work, as well as their work environment (Princy & Rebeka, 2019). *Job satisfaction* are the principles and positive attitudes that an employee has towards his work, perceptions about a job will create an image in the work situation (Nguniet al., 2006; Ramli, 2019). Employees will be willing to help customers, co-workers or superiors if the employee has the level of *job satisfaction related* to social behavior for the benefit of the company and its organization (Fatimahet al., 2011; Sukmayuda & Kustiawan, 2022). According to research conducted by Yucel (2012), *job satisfaction* is a behavior that can

influence an organization in understanding the level of satisfaction of its employees. Aspects that can influence the goals of an organization include productivity, employee loyalty and employee attendance (Dalkrani & Dimitriadis, 2018). When employees have a high level of satisfaction with their organization, commitment will arise and productivity will increase (Princy & Rebeka, 2019).

Innovative Work Behavior

Innovative is as the process by which economic or social value is extracted from knowledge. It occurs through the creation, diffusion, and transformation of knowledge to produce new or significantly improved products or processes that are then used by society (Raykov, 2014). *Innovative work behavior* defined by Kanter (1998) as, "The production or adoption of useful ideas and their implementation." This is extra role behavior that requires employees to go beyond the routines set for them. Employees, get involved in innovative *work behavior*, may seek new technologies, develop new ways to meet organizational goals and implement new work methods (Jong & Hartog, 2010). Because *Innovative work behavior* is a tamed and expanded form of creativity, it comes with additional conveniences and difficulties. Being relatively new allows employees to adopt outside ideas and remain innovative. The other side makes innovative *work behavior* becoming a more complex phenomenon is an additional phase of idea implementation (Berthon Et al., 2005). This study focuses on the level of personal innovation (*innovative work behavior*) in the workplace, known as "Deliberate Creativity, Introduction and Implementation of New Ideas" to meet new challenges in complex environments (Janssen, 2000; Javed et al., 2017). According to Janssen (2004), a highly competitive environment requires innovation because it can raise competitiveness at all levels (individual, group and organizational levels). Peak success innovative *work behavior* requires more efforts as it involves additional stages of promotion and implementation, because innovative *work behavior* related to the company's innovative performance, this is highly valued and encouraged by the company (Shanker et al., 2017; Khan et al., 2021)

HYPOTHESIS OF RELATIONSHIP BETWEEN VARIABLES

Connection Between *Organizational Justice To Knowledge Sharing Behavior and Job Satisfaction*

Organizational justice can be an element of the influencing motivational process of innovative *work behavior* (Pieterse et al., 2010). It could be said that organizational *justice* is a very important motivational factor in directing employees to show certain behavior or not (Kerwin et al., 2015). Several studies have found an impact of organizational *justice* on innovation and innovative *work behavior*, as well as a positive relationship between innovative *work behavior* and stress when the level of distributive justice is felt if procedural justice is low (Dundar & Tabancali, 2012; Silva & Caetano, 2014). Empirically that apart from organizational *justice*, knowledge sharing is also a strong contributor in innovative *work behavior* employees (Kuo et al., 2014; Luet et al., 2012). Knowledge is the most important organizational resource that allows innovation to become the result of an organization (Luet et al., 2012; Kamaşak & Bulutlar, 2010; Kogut & Zander, 1996; Nurhasanah & Purwanto, 2022).

Psychologically *organizational justice* can influence easily and more effectively knowledge *sharing behavior* in contributing to achieving organizational goals (Pignata et al., 2016; Somech & Drach-Zahavy, 2004). Empirically, that is more logical and theoretical by social exchange theory, Cook et al. (2013) explains that in general individuals try to reciprocate those who give them benefits, these benefits are knowledge *sharing behavior*.

The type of reciprocity undertaken creates their discretionary obligation to respond positively and give back something more valuable in response (Saks, 2006). Such behavior occurs in work settings where employees perceive fair treatment (in the form of distributive, procedural, interactional, temporal and spatial justice) from their organization and thus they tend to exhibit better work behavior in return (Pignataet *et al.*, 2016).

Employee satisfaction at work is one of the important elements that has attracted the attention of researchers, where most have concluded that there is a positive and significant relationship between organizational *justice* to job *satisfaction* (Haryonoet *et al.*, 2019). Level Organizational *justice*, a high one, leads to an increased job *satisfaction* in the organization among employees so that they will show more enthusiasm to achieve organizational goals (Bayar Çelik & Findikli, 2016). Empirically, that is all aspects of organizational *justice* (in the form of distributive, procedural, interactional, temporal and spatial justice) can improve job *satisfaction* (Abekah-Nkrumah & Atinga, 2013). From the statements that have been mentioned and explained, the following hypothesis can be put forward

H1. *Organizational justice* positive influence on knowledge *sharing behavior*

H2. *Organizational justice* positive influence on innovative *work behavior*

H3. *Organizational justice* positive influence on job *satisfaction*

Connection Between *Knowledge Sharing Behavior* To Job *Satisfaction* and Innovative *Work Behavior*

According to Sempane's thinking and evaluation et *al.* (2002) that knowledge *sharing behavior* is related to the employee's work and influenced by the individual's needs, ideals and expectations. In this case, by increasing job *satisfaction* employees are very important for organizations because they influence business results and can also increase performance and commitment to the organization (Bhaskar-Srinivas Et *al.*, 2005; Takeuchi, 2010). Almahamid *et al.* (2010) argue that knowledge *sharing* can improve abilities and job *satisfaction* for some people. Based on research results by Kiantoet *al.* (2016) describe that knowledge management, including knowledge *sharing*, has a positive impact on job *satisfaction* for employees. Malik & Kanwal (2018) argue that knowledge *sharing behavior* is a positive role in job *satisfaction* for employees. Dalati & Alchach (2018) in their research found that knowledge *sharing behavior* has a positive relationship with job *satisfaction*.

They are sweet et *al.* (2009) argue that knowledge *sharing behavior* can stimulate individuals to think more critically and more creatively. Knowledge is essential to the innovation process and to deliver innovative *work behavior*, employees need to interact to acquire and disseminate knowledge (Thornhill, 2006; Spender, 1996). Knowledge sharing is seen as a source of innovation for organizations (Lin, 2006). Nguyenet *al.*, (2020) emphasizes that the rapid transfer of knowledge through participation helps develop thinking and creativity and that these conditions encourage innovative *work behavior*. Furthermore, many researchers highlight its importance knowledge *sharing behavior* in increasing innovative *work behavior* (Afsar, 2016; Muraet *al.*, 2013; Radaelliet *al.*, 2014; Hussain *et al.*, 2016). From several explanations regarding knowledge *sharing behavior*, then the following hypothesis can be put forward

H4. *Knowledge sharing behavior* positive influence on job *satisfaction*

H5. *Knowledge sharing behavior* positive influence on innovative *work behavior*

Based on the hypothesis framework above, the research model can be depicted in Figure 1 below:

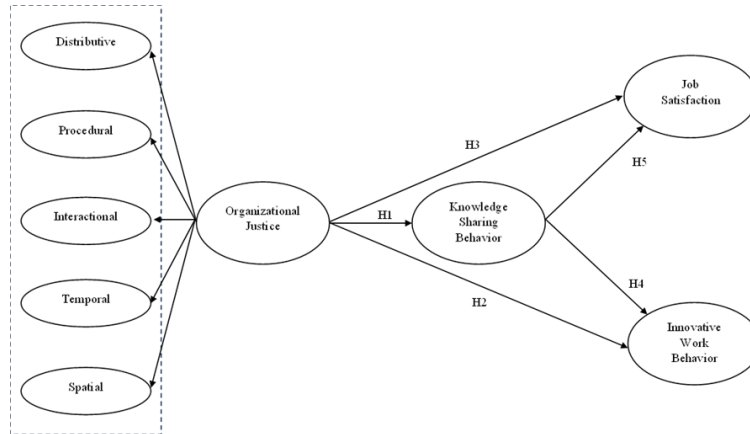


Figure 1. Research Model Framework

RESEARCH METHODOLOGY

Data collection uses a survey method by distributing questionnaires online. Measurements were carried out using a Likert scale with a scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree). Questions were adopted from Al-Zu'bi (2010) for variable measurement organizational *justice* dimensions distributive consists of five questions, dimensions procedural consists of six questions, dimensions interactional consists of nine questions and for dimensions temporal adopted from Usmani & Jamal (2013) consists of four questions and for dimensions spatial consists of three questions, for variable measurement knowledge *sharing behavior* adopted from Akhavanet *al.* (2013) consists of six questions, measuring variables job *satisfaction* adopted from Yancey (2009) consists of seven questions and is used to measure variables innovative *work behavior* adopted from Janssen (2000) consists of nine questions. So the total measurement uses 49 questions.

Respondents in this study were sampled purposively (*purposive sampling*) in PekanBaru with the population of this research being employees of manufacturing companies and the sample criteria are manufacturing employees in industry pulp and *paper* who have worked for more than five years. The validity test was carried out by looking at the Kaiser-Meyer-Olkin (KMO) measurement values and *Measure of Sampling Adequacy* (MSA). The results of the KMO and MSA values must be greater than 0.500, which means the factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurement where the results must be close, because if the results are close to 1, the better (Hair *et al.*, 2014).

PLS (*Partial Least Square*) adopted because it is considered capable of analyzing complex measurement models involving many constructs (Hair *et al.*, 2017), where in this study there are variables that have dimensions, namely organizational *justice* in its measurement and all variables are reflective-reflective even though there are dimensional measurements or 2nd order analysis, then we will also observe several relationship paths between the latent variables as well as the presence of measurements 2nd order on the latent variable, so it is considered to be included in research with a complex model. To be able to carry out analysis using SEM-PLS, the sample size must be at least 5 to 10 times the total path or according to Wong's (2013) opinion, a minimum of 100 respondents.

Research using PLS carried out measurement analysis discriminant *validity*, *Squareroot of Average Variance Extracted* (AVE), perform analysis *Variance Inflation Factor* (VIF), *composite reliability* (CR), then carry out R square and T-statistic analysis of each variable relationship built (Hair *et al.*, 2017). Next, regarding the second order validity and reliability test, the SmartPLS 3 output results show that all dimensions of the latent variables SMMA, RQ, and PV have outer loading values > 0.7 and AVE > 0.5 so they are

declared valid. Then, for the second order reliability test, all dimensions have a composite reliability (CR) value of > 0.7 and Cronbach's alpha (CA) > 0.7 , so that all of them are declared reliable.

RESULTS AND DISCUSSION

The respondents in this study were manufacturing industry workers in the field pulp and paper located in PekanBaru who had certain positions in his company from the level of foreman to director. Of the total respondents studied, namely 226, it was found that 67.26% of the respondents were male and 32.74% of the respondents were female with different educational backgrounds. Where the education of respondents with a high school/vocational school background amounted to 20.35%, respondents with an undergraduate background (S1) amounted to 72.75% and a postgraduate education background (S2) amounted to 7.08%. In this study, the dominant population worked for more than 5 years with varying ages, namely 20 - 30 years as much as 39.82%, respondents aged 31 - 40 years as much as 36.73% and the remaining respondents between 41-50 years and more than 50 years. Because this research analyzes innovations carried out by employees, innovations usually come from workers with certain positions, so the results obtained were 6.19% of respondents with formal positions, then for supervisory/*supervisor* as many as 47.79% and the remaining respondents from this research were heads of sections as many as 13.72% and heads of departments as many as 14.16%.

After processing data from 226 respondents, based on the results of factor analysis and the value of the variance inflation factor on communalities and collinearity, the results showed that 6 statements did not meet the standard value of > 0.500 (Hair *et al.*, 2017), then from the 49 statements that were declared valid, namely 43 statements, the results were that for the KMO value results (0.905 to 0.939) and the MSA value results (0.867 to 0.985), for the communalities value it was obtained (0.508 to 0.966) and for the test Reliability using Cronbach's Alpha measurement where the results are (0.920 to 0.993).

Based on recommendations from Hair *et al.* (2014) carried out a construct validity and reliability test for this research, in which the construct validity measurement was acceptable and declared valid because all indicators for each variable had a loading factor of more than 0.500. The calculation results of construct reliability and variance extracted in this research can be said to meet the requirements overall. According to Hair *et al.* (2014) the construct reliability test value must meet the reliability requirements with an AVE value above 0.50. CR and AVE calculation results for manufacturing employees pulp and paper all of them show above the standards mentioned, namely organizational *justice*. (CR= 0,980; AVE= 0,697), *knowledge sharing behavior* (CR= 0,912; AVE= 0,635), *job satisfaction* (CR= 0.939; AVE= 0.688), and innovative *work behavior* (CR= 0.949; AVE= 0.674). According to Henseler *et al.* (2016) the construct reliability test value must meet the reliability requirements with a value of 0.700.

The R Square value is the coefficient of determination on the endogenous construct. According to Hair *et al.* (2017) stated that an R Square value of 0.75 is categorized as very strong, an R Square value of 0.50 is categorized as strong and an R Square value of 0.25 is categorized as weak. Structural test analysis is carried out to find out the R^2 value in each equation. The R^2 value functions to show how far the independent variable is able to explain the dependent variable. Based on the results of the Smart PLS analysis, the first analysis results were obtained, namely variables innovative *work behavior* directly influenced by variables organizational *justice* and *knowledge sharing behavior* with an R^2 value of 0.055, this means that there is 5.5% variance innovative *work behavior* can be explained by variables organizational *justice* and *knowledge sharing behavior* while the remaining 94.5%

is explained by other variables, for variables *job satisfaction* which is influenced by *organizational justice* and *knowledge sharing behavior* with an R^2 value of 0.394, it can be interpreted that 39.4% can be explained by other variables, namely the variable *organizational justice* and *knowledge sharing behavior* while the remaining 60.6% is for variables *knowledge sharing behavior* which has an R^2 value of 0.016, which means that only 1.6% of the variable is influenced by *organizational justice* while the remaining 98.4% is influenced by other variables.

The following research results are presented in the form of a value diagram image:

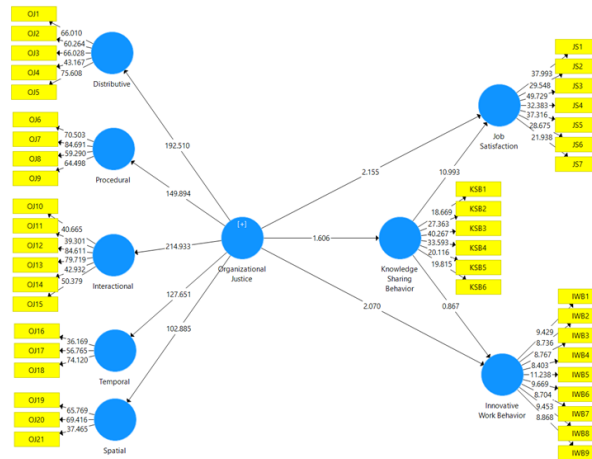


Figure 2. Path Diagram T-Values

Based on the T-Values Path Diagram above, the hypothesis testing in this research model is as follows:

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	Mark T-Value	Information
H1	<i>Organizational justice</i> positive influence on <i>knowledge sharing behavior</i>	1,606	Data do not support the hypothesis
H2	<i>Organizational justice</i> positive influence on <i>innovative work behavior</i>	2,070	Data supports the hypothesis
H3	<i>Organizational justice</i> positive influence on <i>job satisfaction</i>	2.155	Data supports the hypothesis
H4	<i>Knowledge sharing behavior</i> positive influence on <i>job satisfaction</i>	10,993	The data supports the hypothesis
H5	<i>Knowledge sharing behavior</i> positive influence on <i>innovative work behavior</i>	0,867	Data do not support the hypothesis

Source: Smart PLS 3 data processing

In the hypothesis testing table above, it can be seen that the T-Value value for hypothesis 1 and hypothesis 5 is below 1.96 so it is stated that it does not support the hypothesis being constructed, while the T-Value value for hypothesis 2, hypothesis 3 and hypothesis 4 is above 1.96 with Thus the data in this study supports the research hypothesis that was developed.

Discussion

The aim of this research is to identify variables *job satisfaction* and *innovative work behavior* which can affect manufacturing employees at the company pulp and paper in order to *job satisfaction* and *innovative work behavior* as well as factors that can advance companies in the era of globalization and post-Covid-19 pandemic. In Figures 1 and 2, it

can be seen that there is 1 independent variable, namely organizational *justice* while other variables are dependent among them knowledge *sharing behavior*, *job satisfaction* and innovative *work behavior*.

In this research it was found that organizational *justice* has no influence on knowledge *sharing behavior*. This is caused by justice that the company gives to employees cannot be fully felt by employees so this has an effect on knowledge *sharing behavior*, employees do not feel or accept it organizational *justice* so they can't do it knowledge *sharing* on other co-workers. According to Ouyang's opinion And *al.* (2015) that organizational *justice* can determine negative attitudes in employees. Even though employees are paid unreasonably or fairly, they are forced to undertake training or knowledge *sharing* for other employees, this is detrimental because the employee is not paid for this and will also feel objections because the salary he gets is not adequate, this is also true even though organizational *justice* good but still no effect on knowledge *sharing behavior*. The hypothesis in the research differs from Cook's opinion *et al.* (2013) that if individuals do not do so knowledge *sharing behavior* then it can be ascertained that they do not get benefits from the company where these benefits are appropriate organizational *justice* given by the company as one of the rewards, it is proven that when employees feel that they do not receive rewards or benefits organizational *justice* then the employee does not give a similar reply, namely sharing *knowledge* to other employees. In the manufacturing industry, especially in the field pulp and paper tends to level organizational *justice* low, such as the salary received by employees under applicable government regulations, the workload is relatively high so that employees feel that the level of justice or rights they receive as employees in general is low. Apart from that, it can also be seen in the dimensions procedural that everything a manager does and decides is detrimental to his employees, where, for example, when there is a decision that must be taken by the manager, the information obtained is less accurate and complete, making employees reluctant to do it. *sharing knowledge* to other colleagues because things tend to be inconsistent, cannot be compared, are detrimental to one party and even have an impact on the employee's own performance.

Next, that knowledge *sharing behavior* has no influence on innovative *work behavior*, this study agrees with Akhavan *et al.* (2015) that many employees are reluctant to share the experiences and knowledge they have with others because they believe that the power of knowledge is very important. So that employees feel when they are sharing knowledge with other employees, they feel very disadvantaged or disadvantaged because the knowledge they obtain is not easy, so they expect reciprocity for what they do. And if someone does knowledge *sharing* to his co-workers, but this does not constitute a benchmark for employees being able to carry out innovation. This is different from what Nguyen said. *et al.* (2020) that if knowledge transfer is carried out quickly through existing participation then this will help develop thinking and creativity as well as conditions to encourage innovative *work behavior*. This did not happen in this research, that the transfer of knowledge does not guarantee that someone can carry out innovative behavior, that when someone always talks about their work, achievements or other things in their work, it makes other colleagues feel uncomfortable listening to them. So therefore innovative *work behavior* is not influenced by knowledge *sharing behavior*.

One of the elements that can influence the motivation process is *organizational justice* which can influence innovative *work behavior*. In line with research conducted by Nurhasanah & Purwanto (2022) that knowledge is an organizational resource that can produce results for the company itself, in other words, a strong contribution in innovation is key for the company. If employees feel the justice that the company gives them will create innovative *work behavior* in these employees, it was found in this research that

organizational *justice* positively influences innovative *work behavior*. For example, if employees have a reasonable workload and they feel very responsible for their work, this will create innovative *work behavior* such as creating new ideas in dealing with difficult problems and even producing original solutions to a problem.

Organizational justice has a positive influence on job *satisfaction* where this research is in line with the opinion of Bayarçelik & Findikli (2016) that if employees have a level of organizational *justice* the high one that leads to job *satisfaction* then the employee will be enthusiastic in helping achieve organizational goals. The results of this research show the same thing that when employees feel the same fairness in what they do, the employee will be satisfied at work, such as when the company gives awards for their performance and the compensation and salary they receive is very reasonable, then this is able to make employees. They feel that the work they have done has been achieved and are satisfied with their achievements so that they will be enthusiastic about being able to come to work every day.

In the world of work, how to improve job *satisfaction* is very important for the achievement of an organization's business results, in the next hypothesis, namely *knowledge sharing behavior* has a positive influence on job *satisfaction*. This is in line with research conducted by Malik & Kanwal (2018) that the role of *knowledge sharing behavior* can improve job *satisfaction* employees, where employees play a role in sharing new ideas and ideas related to their work with their colleagues so that this role is able to improve the performance of other employees so that they can achieve performance that can achieve goals. For example, an employee always tells his work activities to his co-workers so that they know about the work they are doing and know what problems they are facing, so this can have an impact on workers to become equipped when working on their colleagues' jobs, then they will do their work. and contribute to the company's success.

CONCLUSION

The results of this study prove that there is no influence between organizational *justice* to *knowledge sharing behavior*, *knowledge sharing behavior* to *innovative work behavior*. This research also proves the existence of an influence between *organizational justice* to *innovative work behavior* and job *satisfaction*. Apart from that, it also proves the influence of *knowledge sharing behavior* to job *satisfaction*. This is evident from the assessment of employee job satisfaction, namely the management system implemented in manufacturing companies, especially in the field of pulp and *paper*. By making use of organizational *justice* and *knowledge sharing behavior*, *being* able to make employees feel satisfied at work, by fairly providing workload, salary, and sharing work experiences will make the employee feel satisfied when working in a manufacturing company. Due to the research location which only focuses on the field pulp and paper, in fact the company that was the main problem point of the hypothesis was rejected because of the level justice which is lacking, in addition to that, employees also think that in their work individually they cannot improve *knowledge sharing* although level justice *is enhanced*, it is likely that they feel more valued working individually than in a team. Even though employees receive wages that are not in accordance with government regulations or have large salaries, this is not one of the main factors that employees do not perform *knowledge sharing* well up to the level of innovation.

The limitations of this study also show several directions for future improvements in future research, namely, first, this research is limited to manufacturing industry workers of one type, namely pulp and *paper*, therefore in the future it can be tested in other manufacturing industry fields such as the automotive industry where this industry is in the first sector with a level justice among employees is relatively high. Second, in the test sample there are positions that are more dominant in innovation so that further analysis can

be carried out innovatively at a certain job level. Third, in this case we still haven't discussed age demographics so that we can then analyze workers based on age groups and compare them.

Findings of this study for management, it has implications regarding the relationship with strategy in building cooperation between the company and employees, where the company must provide justice as fairly as possible, where the behavior of caring for its employees, such as a high level of fairness in how employees are treated, how awards are distributed and how business is conducted so as to create continuous job satisfaction and innovation, so that employees feel very satisfied at work and employees always innovate their work. The managerial implication is that if a company wants to increase satisfaction, it is expected that there will be strong encouragement from *knowledge sharing behavior*, where this will give rise to group behavioral activities that promote learning and increase their ability to achieve goals that involve the exchange of knowledge, skills and expertise between employees. And improve organizational *justice* because organizational *justice* can show excellence in determining what is their right and this is one of the issues considered most important by employees in an organization in order to achieve company goals and it would be good for the company to focus on development job *satisfaction* so that employees will have the positive principles and attitudes that an employee has towards their work.

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