

# **ENHANCING INNOVATIVE WORK BEHAVIOR IN THE HOSPITALITY INDUSTRY: EMPIRICAL RESEARCH FROM EAST JAVA, INDONESIA**

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## **ABSTRACT**

Innovative work behavior has received special attention in the hospitality context because of its important role in increasing the competitive advantage of the organization. This study aims to identify innovative work behavior predictors and their underlying mechanisms from a multilevel perspective. This study uses a survey method with 255 respondents. We analyzed the data using the Analysis of Moment Structure (AMOS) for Structural Equation Modeling (SEM). The results showed that procedural justice and interactional justice have a positive effect on innovative work behavior. Furthermore, knowledge sharing acts as a mediator between them. This study highlights the role of knowledge sharing, procedural justice, and interactional justice in innovative work behavior and provides further advice on how supervisors can improve innovative work behavior in their organizations.

**Keywords:** Procedural justice; Interactional justice; Knowledge sharing; Innovative work behavior.

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## **1. INTRODUCTION**

Nowadays, innovation is an important factor for adapting to rapid economic change and gaining competitive advantage. Employee innovation behavior is an important factor to produce innovation (Anderson, Potočnik, & Zhou, 2014). The ability of employees to be innovative and creative is very necessary in improving the ability of hotels to gain competitive advantage (Campo, Díaz, & Yagüe, 2014). Innovative work behavior is needed in hospitality industry to produce the best performance, namely by always generating creative ideas in work processes, methods, services or new products (Hon, 2011).

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East Java is known for its main attractions and tourist destinations, as well as the center of agribusiness and manufacturing. Besides that, it is also the center of various business activities, shopping centers, culinary, as well as a transit area between Central Java and Bali. This assortment is able to attract domestic and foreign tourists to visit East Java. The number of domestic and foreign tourists in 2018 experienced an increase of 15.05% compared to 2017. The increase in domestic and foreign tourists was inseparable from the growth of hotels in East Java. The number of star hotels in East Java in 2018 increased by 25% compared to 2017 (BPS, 2018). It can be said that the growth of star hotels in East Java is greater than the growth of tourists. This has an impact on competition for guests to stay at the hotel. Currently, the room occupancy rate of star hotels in East Java is still 54%. According to the Chairman of the Indonesia Hotel and Restaurant Association (PHRI, *Perhimpunan Hotel dan Restoran Indonesia*), the occupancy rate of star hotels in East Java is expected to be at least 70%. The increase of the number of hotel certainly has an impact on the increasingly competitive hospitality industry in East Java. The competition is a challenge for hospitality industry to continue to be innovative and competitive in providing superior services to its guests.

To face the competition and environmental uncertainty, companies need creative employees to improve service quality, to increase effectiveness, and to ensure long-term sustainability. Improving the competitiveness of the chain hotels depends on the ability to adapt, creativity and innovation. Individual innovation in innovative work behavior is often associated with creativity, yet in fact, they are different. Amabile (1988) argues that individual creativity is the starting point for innovation. Creativity as a producer of new ideas and solutions will be valuable for one or more individuals in the work environment (Hon, 2012). It can be concluded that creativity discontinues at the generation of ideas, while innovative work behavior does not only generate new ideas, but also involves the process of implementing these ideas, especially at work (De Jong & Den Hartog, 2007; Kim & Lee, 2013).

In particular, innovative work behavior of employees can be encouraged by increasing employee knowledge sharing to meet guest demands and preferences and to adjust their services (Hallin & Marnburg, 2008). Therefore, previous research considered the behavior of individual knowledge sharing as an important factor in the innovative work behavior of employees in the hospitality industry (Hu, Horng, & Sun 2009). Innovative work behavior can produce creative ideas in work processes, methods, services or new products to be applied in the workplace to improve hotel performance (Hon, 2011; Yuan & Woodman, 2010; Campo et al., 2014).

Knowledge sharing refers to the reciprocal process of exchanging task information, and expert knowledge, to create new knowledge or ideas, to handle problems, and to achieve common goals (Wang & Noe, 2010). Therefore, knowledge sharing contributes to existing knowledge in the organization and leads to innovation (Akhavan, Hosseini, Abbasi, & Manteghi, 2015). Knowledge is the most important strategic resource for the company's success in winning competition (Kim & Lee, 2013; Afsheen, Rabia, Hina, & Sehar, 2015).

Organizational justice is a very important aspect in the company to understand the behavior and attitudes of employees in the organization (Usmani & Jamal, 2013). Organizational justice includes three components, namely distributive justice, procedural justice, and interactional justice (Karkoulian, Assaker, & Hallak, 2016). Based on equity theory, distributive justice is relevant to extrinsic motivation, which refers to doing something because it leads to the results obtained.

Unlike procedural justice and interactional justice that are relevant to intrinsic motivation (Phelan, Colquit, Scott, & Livingston, 2009). We focus on examining procedural justice and interactional justice to generate innovative work behavior as an employee's extra role behavior based on intrinsic motivation (Baer, 2012; Abstein & Spieth, 2014).

Previous researches have shown that procedural justice and interactional justice have positive effects on innovative work behavior (Momeni, Ebrahimpour, & Ajirloo, 2014; Hsu & Wang, 2015; Akram, Haidar, & Feng 2016). However, Almansour and Minai (2012) research shows that procedural justice has an insignificant effect on innovative work behavior. The empirical results of those previous studies are inconsistent. Hence, it is essential to examine these differences.

In this study, we predict that the difference in previous researches is due to the presence of mediator variables between procedural justice and interactional justice variables with innovative work behavior. This study uses knowledge collecting and knowledge donating as mediator variables to bridge the influence of procedural justice and interactional justice on innovative work behavior supervisors. Based on theoretical studies, knowledge sharing is a social interaction that involves exchanging experiences, information, skills, or expertise (Wang & Noe, 2010; von Krogh, 2011). Knowledge sharing is essential to enable critical and creative thinking to develop new ideas (Wang & Noe, 2010), which is crucial to generate innovative work behavior.

Several previous studies regarded knowledge sharing as knowledge transfer or unidirectional, while ignoring knowledge collecting (Yang, 2010; Mura, Lettieri, Radaelli, & Spiller, 2013; Goh & Sandhu, 2014; Kim & Park, 2017). However, this study considers knowledge sharing as multidirectional, consist of knowledge collecting and knowledge donating.

Most innovative work behavior research in hospitality industries were conducted in Western countries, but there are still few that focus on developing countries. This study aims to develop and test models that explain the role of procedural justice and interactional justice in the willingness of employees to share knowledge, which leads to innovative work behavior in hospitality industry in East Java, Indonesia. Hu et al. (2009) suggested that in the process of forming innovative work behavior, knowledge sharing is a major determinant of innovation in hospitality industry. This is also in line with Sessa, Finley, and Gullu (2011) which states that individual involvement in sustainable learning inside and outside the organization can encourage the flow of knowledge to stimulate personal insight that leads to new values.

This study contributes by explaining the role of knowledge sharing (which consists of knowledge collecting and knowledge donating) that are instrumental in the relationship between procedural justice and interactional justice as an intrinsic motivator with innovative work behavior. From a managerial perspective, the findings of this study will improve the understanding and practice of organizational management in terms of procedural justice, interactional justice, knowledge collecting, knowledge donating, and innovative work behavior in hospitality industry.

## **2. LITERATURE REVIEW**

According to Yesil and Dereli (2013), organizational justice is defined as an individuals' perception of justice in the organization where they work. Based on Adam's equity theory, employees measure

their work based on input (age, gender, social status, qualification, effort, experience, education, competence, energy, etc.) compared to the input of other employees who work in the same position, and then associated to received output (salary, promotion, award etc.). This affects work behavior and work attitudes that give positive or negative results (Usmani & Jamal, 2013).

Social exchange theory perspective (Blau, 2017) states that supervisors who perceive organizational justice tend to show cooperative behavior in exchange; such as knowledge sharing in the form of knowledge collecting and knowledge donating. Accordingly, supervisors who perceive procedural justice are expected to share knowledge. The supervisors is not only motivated to collect knowledge from colleagues, but also motivated to donate knowledge without hesitation.

The perception of fair procedural justice in the workplace also triggers employees to act proactively to conduct knowledge sharing with colleagues. When employees are treated fairly by the organization, they are intrinsically driven by reciprocal perceptions to share skills, experience, information, and expertise with colleagues (Tsai, Horng, Liu, & Hu, 2015; Akram, Lei, Haidar, Hussain, & Puig, 2017; Yesil & Dereli, 2013). Thus, we propose the following hypothesis:

*H<sub>1</sub>*: Procedural justice has a significant effect on knowledge collecting.

*H<sub>2</sub>*: Procedural justice has a significant effect on knowledge donating.

Knowledge sharing is a process where individuals exchange knowledge and create new knowledge together (Wang & Noe, 2010). Knowledge sharing consists of two categories, namely knowledge donating and knowledge collecting. Knowledge donating refers to giving one's own intellectual capital to others. Knowledge collecting refers to consulting other people to get a portion of their intellectual capital. Both processes are conceptually separate and different, and therefore we consider them as two separate variables in our analysis.

Colquitt, LePine, Piccolo, Zapata, and Rich (2012) state that interactional justice refers to just how the authority behave toward their employees. According to the social exchange theory (Blau, 2017), once the authority treats them fairly, supervisors are more likely trust their colleagues and authorities, sharing knowledge with them, and mantaining professional atmosphere of reciprocity. Therefore, at a high level of interactional justice, individuals are more likely to conduct knowledge collecting and knowledge donating within their organizations (Colquitt & Rodell, 2011).

Previous research supports the existence of a positive relationship between perceptions of interactional justice and knowledge sharing behavior (Li, Zhang, Zhang, & Zhou, 2017). This finding is consistent with Adam's equity theory, where employees who feel injustice can reduce the frequency or magnitude of knowledge sharing with colleagues and authorities, while employees who believe that they are treated fairly will contribute to the company. Employees who perceive high interactional justice with authorities will tend to trust their authorities, build good interpersonal relationships, and then increase their knowledge sharing behavior. Thus, we formulated the following hypothesis:

*H<sub>3</sub>*: Interactional justice has a significant effect on knowledge collecting

*H<sub>4</sub>*: Interactional justice has a significant effect on knowledge donating

Knowledge sharing is a process where the exchange and creation of knowledge between individuals occurs (Yesil & Dereli, 2013). When employees share knowledge, they are more likely to describe, integrate, and explain information, rather than just convey information to the recipient. In addition, knowledge sharing can support co-workers to broaden individual knowledge and improve problem-solving skills and their work (Hu et al., 2009).

Knowledge is the main key to the innovation process. According to Alhady, Idris, Sawal, Azmi, and Zakaria (2011), organizations need to support their employees to contribute knowledge (in groups and organizations). Thus, it is expected to create new business ideas and opportunities, which enable organizational innovation. The implementation of knowledge sharing encourages innovative work behavior, including opening opportunities for change and applying new ideas to existing organizational practices.

Knowledge sharing is a very powerful form of social interaction because it encourages reciprocal norms on both sides. Based on the perspective of social exchange theory, social interaction is governed by reciprocal norms, in which individuals who receive knowledge feel obliged to return the kindness to colleagues to avoid social rejection and organizational stigma (Blau, 2017). The employees who have more knowledge are more likely to share knowledge, and therefore have a greater chance of being involved in innovative behavior.

Knowledge sharing is a fundamental means by which employees contribute value to the knowledge that exists within the organization and lead to innovation. Innovation is the result of the exchange of knowledge that occurs between employees (Wang & Noe, 2010). Knowledge sharing produces important information that ultimately facilitates and predicts organizational innovation (Kuo, Kuo, & Ho, 2014). Therefore, knowledge sharing plays an important role in the innovative work behavior of employees. Thus, we propose the following hypothesis:

*H5: Knowledge collecting has a significant effect on innovative work behavior*

*H6: Knowledge donating has a significant effect on innovative work behavior*

According to Adams's equity theory and social exchange (Blau, 2017), employees evaluate the relationship with their organization in terms of the efforts made and the rewards obtained in the workplace. When employees believe that the organization cares and provides fair treatment in the resource allocation process, then they feel the obligation to reciprocate with actions that contribute directly or indirectly to the organization's goals (Campbell, Perry, Maertz, Allen, & Griffeth, 2013).

Procedural justice reflects the fairness of the decision process that leads to results and involves decision procedures, processes and mechanisms of settlement in a fair, open, consistent, reasonable, where employees have the opportunity to participate in decision making (Yesil & Dereli, 2013). Procedural justice is important to encourage employees' innovative behavior, because it allows them to promote ideas, and to ensure that decisions about new ideas are based on fair principles.

Procedural justice can be a motivational process that underlies innovative work behavior at the individual level (Kim & Park, 2017). Since innovative work behavior is an extra role behavior (Abstein & Spieth, 2014), procedural justice can influence the behavior positively or negatively.

In such circumstances, procedural justice can support innovative employees. The innovation process is also often controversial in the sense that they create profound threats to personal interests and accompanied by inevitable competition among various alternative actions. Thus, innovative employees can promote their constructive ideas to others who are relevant and confirm that the implementation of their ideas is validated by a fair procedure. As such, we suggest the following hypothesis:

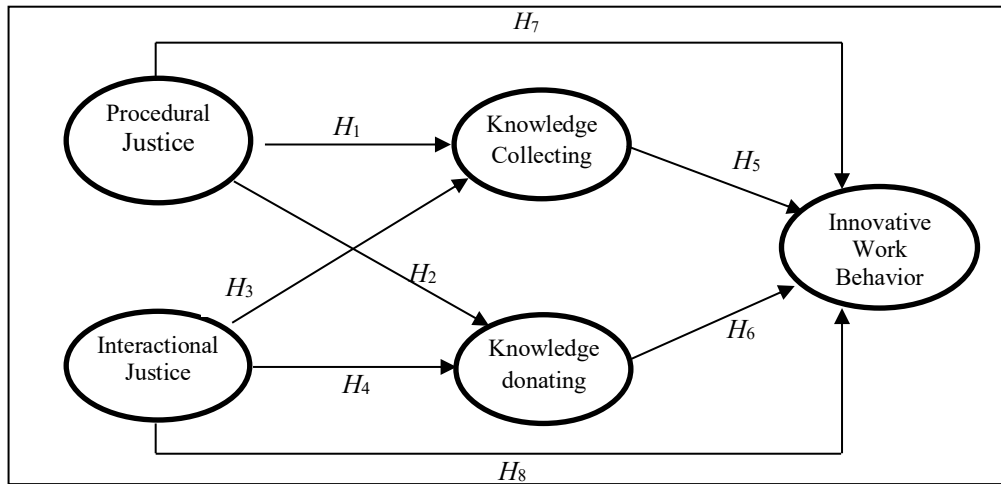
*H<sub>7</sub>*: Procedural justice has a significant effect on innovative work behavior

Adam's equity theory is a motivational model that explains how people try to get justice in social exchange at work. This theory explains that when an organization is perceived as fair, employees are more likely to be involved in activities that benefit the organization (Usmani & Jamal, 2013). When employees' social and psychological needs are met, they feel that they are valued by their superiors.

Interactional justice is defined as the quality of interpersonal treatment received by employees during the implementation of organizational procedures (Crow, Lee, & Joo, 2012). Interactional justice can be fostered when decision makers treat employees with respect and dignity and provide a thorough explanation of managerial decisions. The occurrence of social exchange relationships, where there is appropriate communication and respectful treatment to employees, so that employees feel valued by their organizations, are expected to create an environment that can generate ideas.

We consider innovative work behavior as an attitude and positive contribution of employees who go beyond their job duties or obligations. Innovative work behavior can depend on employees' perceptions of an exchange relationship with the organization. Relationship prototypes characterized as social exchange theory (Blau, 2017) describe the nature of perceived work relationships. In the employment arrangement, the perceptual development of a relationship can be facilitated by the fair treatment of the organization towards its members, which is called organizational justice. According to Pieterse, Knippenberg, Schippers, and Stam (2010), innovative work behavior requires employee motivation; therefore, organizational justice can be a motivational process that underlies innovative work behavior at the individual level. This leads to the hypothesis:

*H<sub>8</sub>*: Interactional justice has a significant effect on innovative work behavior.

**Figure 1: Research Model**

### 3. METHODOLOGY

Respondents in this study were supervisors in chain hotels in East Java, Indonesia. We choose to use supervisors as respondents considering supervisors' position as top management representative, as operations staff, and also as a person who motivates subordinates and encourages innovative work behavior in the work team. We use probability sampling technique, i.e. proportional simple random sampling. Overall, we distributed 300 questionnaires to supervisors in chain hotels in East Java, Indonesia. Only 262 of them were returned and no more than 255 questionnaires could be processed for further analysis. We perform data analysis using Structural Equation Modeling (SEM) with the Analysis of Moment Structure (AMOS) software based on the conceptual framework of this study.

As for measurement, we use the procedural justice and interactional justice items from Colquitt et al. (2012). Procedural justice was measured using a six-item scale (e.g., "In my work department, all work decision procedures are applied consistently"). A nine-item scale measuring interactional justice (e.g., "When a decision about my work is made, the authorities treats me politely"). Item knowledge collecting and knowledge donating modified from Kim and Lee (2013). Knowledge collecting was measured using a five-item scale (e.g., "I ask my colleagues in the department to teach me their expertise"). Knowledge donating was measured using a five-item scale (e.g., "I share the information I have with colleagues in my department"). The items of innovative work behavior are developed from De Jong and Den Hartog (2010). A twelve-item scale measuring innovative work behavior (e.g., "I am looking for ways to improve new work methods in solving problems").

In this study, we conducted a two-stage data analysis (Hair, Black, Babin, & Anderson, 2010), starting with evaluating the reliability and validity of the data. The measurement model uses confirmatory factory analysis and then analyzes the path and path coefficients using AMOS, 23. All items are measured using an 1-5 Likert scale, ranging from strongly disagree (1) to strongly agree (5).

#### 4. RESULTS AND DISCUSSION

We tested the measurement model validity using confirmatory factor analysis (CFA). Furthermore, we tested the structural model using Structural Equation Modeling (SEM) to examine the relationships between variables in the proposed research framework (Hair et al., 2010).

##### 4.1. The Validity Test

Validity test results show that the value of loading factor on six procedural justice indicators is 0.681; 0.832; 0.762; 0.862; 0.635; 0.745, respectively. Interactional justice is measured using nine indicators with the following loading factor value: 0.674; 0,686; 0.557; 0.713; 0.763; 0.676; 0.621; 0.645; 0.703. Knowledge collecting is measured using five indicators with a loading factor of 0.751; 0.732; 0.665; 0.556; 0.615. Knowledge donating is measured using five indicators with each loading factor value: 0.851; 0.782; 0.875; 0.766; 0.815. Innovative work behavior is measured using eleven indicators with a value of 0.679 loading factor; 0.616; 0.657; 0.763; 0.663; 0.576; 0.634; 0.605; 0.763; 0.721; 0.613. All loading factor values are greater than 0.5 and *p* are less than 0.05, thus all indicators are valid and can be proceeded to measure the model.

##### 4.2. The Reliability Test

The Composite Reliability (*CR*) value of procedural justice, interactional justice, knowledge collecting, knowledge donating, and innovative work behavior variable are 0.863, 0.883, 0.781, 0.886, and 0.889, respectively. The *CR* for all variables is greater than 0.7 which shows the consistency of reliability of the measurement model.

##### 4.3. The Structural Models Test

We use the fit index to measure the overall suitability of the structural model in this study.

**Table 1:** The Result of Model Testing

Criteria	Cut-off value	The Calculation Results	$\chi^2$ and <i>df</i> = 825 892.932 Good
Chi-Square	Expected small	859.650	Good
Significance Probability	≥ 0.05	0.178	Good
RMSEA	≤ 0.08	0.060	Good
GFI	≥ 0.90	0.921	Good
AGFI	≥ 0.90	0.906	Good
CMIN/DF	≤ 2.00	1.012	Good
TLI	≥ 0.90	0.956	Good
CFI	≥ 0.90	0.968	Good

##### 4.4. Hypothesis Test

Based on Table 1 above, the eight criteria for the goodness of fit model used are good. It means the model is acceptable, and there is a match between the model and the data.



**Table 2:** Result of Path Coefficient Test

Hyphothesis	Variables	Path Coefficient	Critical Ratio (CR)	Significance Probability (P)	Explanation
$H_1$	Procedural Justice → Knowledge Collecting	0.580	3.201	0.001	Significant
$H_2$	Procedural Justice → Knowledge Donating	0.308	2.223	0.027	Significant
$H_3$	Procedural Justice → Innovative Work Behavior	0.302	2.386	0.016	Significant
$H_4$	Interactional Justice → Knowledge Collecting	0.634	4.201	0.000	Significant
$H_5$	Interactional Justice → Knowledge Donating	0.658	5.013	0.000	Significant
$H_6$	Interactional Justice → Innovative Work Behavior	0.313	2.110	0.034	Significant
$H_7$	Knowledge Collecting → Innovative Work Behavior	0.201	3.012	0.002	Significant
$H_8$	Knowledge Donating → Innovative Work Behavior	0.232	3.968	0.000	Significant

The results of the path coefficient test in Table 2 show that all hypotheses of  $H_1$ ,  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_5$ ,  $H_6$ ,  $H_7$ , and  $H_8$  are supported.

**Table 3:** The Direct Effects of Research Variables

Direct effects	Intervening Variables		Endogenous Variable
	Knowledge Collecting ( $Y_1$ )	Knowledge Donating ( $Y_2$ )	Innovative Work Behavior ( $Y_3$ )
Exogenous Variables	Procedural Justice ( $X_1$ )	0.580	0.302
	Interactional Justice ( $X_2$ )	0.634	0.313
	Knowledge Collecting ( $Y_1$ )	-	0.201
	Knowledge Donating ( $Y_2$ )	-	0.232

Table 3 shows that interactional justice provides the greatest direct influence on knowledge donating, followed by the influence of interactional justice on knowledge collecting.

**Table 4:** The Indirect Effects of Research Variables

Indirect Effects		Intervening Variables		Endogenous Variable
		Knowledge Collecting ( $Y_1$ )	Knowledge Donating ( $Y_2$ )	Innovative Work Behavior ( $Y_3$ )
Exogenous Variables	Procedural Justice ( $X_1$ )	-	-	0.309
	Interactional Justice ( $X_2$ )	-	-	0.318
	Knowledge Collecting ( $Y_1$ )	-	-	-
	Knowledge Donating ( $Y_2$ )	-	-	-

Table 3 and 4 shows that the path coefficient of indirect effect between procedural justice and innovative work behavior is 0.309, and between interactional justice and innovative work behavior is 0.318.

**Table 5:** The Total Effect of Research Variables

Total Effect		Intervening Variables		Endogenous Variable
		Knowledge Collecting ( $Y_1$ )	Knowledge Donating ( $Y_2$ )	Innovative Work Behavior ( $Y_3$ )
Exogenous Variables	Procedural Justice ( $X_1$ )	0.580	0.308	0.611
	Interactional Justice ( $X_2$ )	0.634	0.658	0.631
	Knowledge Collecting ( $Y_1$ )	-	-	0.201
	Knowledge Donating ( $Y_2$ )	-	-	0.232

Tables 3 and 4 show that the path coefficient for indirect relationship (through knowledge donating and knowledge collecting) is greater than the path coefficient for direct relationship ( $0.309 > 0.302$  and  $0.313 > 0.318$ ). This shows that procedural justice and interactional justice have greater influence on innovative work behavior through knowledge donating and knowledge collecting.

**4.5. Discussion**

This study examines the influence of procedural justice and interactional justice on two components of knowledge sharing (knowledge collecting and knowledge donating), and innovative work behavior among supervisors in the chain hotels. The results of this study support  $H_1$  and  $H_2$ ; procedural justice has a significant effect on knowledge collecting and knowledge donating. The results of the study are in accord with the perspective of social exchange theory (Blau, 2017). If supervisors feel that the authorities treat them fairly, consequently they are more willing to engage in the knowledge collecting and knowledge donating. The results of this study prove that procedural justice perceived by supervisors greatly influences the emotions and motivation of supervisors to be willing to perform knowledge collecting and knowledge donating. The results of this study are consistent with previous empirical studies Yesil & Dereli (2013), Tsai et al. (2015), and Akram et al. (2017).

Furthermore,  $H_3$  and  $H_4$  indicate that interactional justice has a significant effect on knowledge collecting and knowledge donating. The results of this study indicate that supervisors' perception of fair interactional justice from authorities will lead to positive effect, such as the willingness of supervisors to improve knowledge collecting and knowledge donating with colleagues. According to Blau (2017), high quality exchanges between authorities and supervisors is an exchange of behavior from loyalty and support. The results of this study support previous research of Yesil and Dereli (2013), Li et al. (2017).

The results of this study show that the influence of interactional justice is greater in knowledge donating than in the knowledge collecting (Table 5). This means that fair interaction between the authorities and supervisors will enhance supervisors' trust, loyalty, and commitment to donate knowledge to their colleagues willingly. This is accordance to Hofstede (2011: 8) that Indonesian tended to adhere femininity culture, which emphasize relations between human being, educational orientation, and the quality of work. In this culture, good relations between the authorities and supervisors will establish a good communication and clearly delivered information. Thus, judicious interactional justice perceived by supervisors can further knowledge donating, in form of providing knowledge, information, skills, expertise and experience to the colleagues in their respective departments.

The results of this study also show the fact that knowledge donating is a better contributor to supervisors' innovative work behavior, compared to knowledge collecting. It means that supervisors demonstrate better innovative work behavior when they are able to donate knowledge. According to Hansen, Mors, and Lovas (2005), when sharing knowledge, individuals are not only collecting knowledge, but they also have a strong relationship to transfer tacit knowledge. This finding provides a perspective on the effect of relationship strength on knowledge sharing that will not arise from studying the collecting process only. Moreover, when individuals donate knowledge to colleagues, they improve their innovative abilities (Yesil & Dereli, 2013).

Other findings from this study support  $H_5$  and  $H_6$ . Knowledge collecting and knowledge donating have a significant effect on innovative work behavior. Knowledge collecting and knowledge donating as a form of social exchange theory, are characterized by mutual interdependence, namely the actions of one party depend on the behavior of the other party (Blau, 2017). In the social exchange, there is an effort to influence and trust each other in carrying out the relationship. Supervisors and colleagues perform exchange. Supervisors' knowledge collecting from and donating to colleagues is very important to develop the skills, knowledge, information, experience, and expertise to generate creative ideas in order to implement innovative work behavior.

Another finding from this study shows  $H_7$  dan  $H_8$  that procedural justice and interactional justice affect innovative work behavior. This implies that when supervisors feel justice in procedural justice and interactional justice, then they are more willing to be innovative, to share new ideas, to discuss with colleagues, then to apply these new ideas at work. The results of this study align with the results of previous studies by Kim and Lee (2013), Momeni et al. (2014), and Hsu and Wang (2015). However, this study result is different from the research result of Almansour and Minai (2012) which reveals that procedural justice has no significant effect on innovative work behavior. The difference in findings shows that innovative work behavior is contextual, depends on cultural factors. Cultural factors will influence an individual's perception of justice (Almansour & Minai, 2012; Akram, et al., 2016). For example: The Arabian culture is familiar with "cutting corner" that

is using connections as a short cut in running business. Therefore, they spend more time and effort to form and maintain relationships (Decoster, Graco, David, & Camps, 2017). While in East Java, people would rather to practice procedural justice, which is more accurate, consistent, and bias suppression.

Regarding the relationship between the two components of knowledge sharing and innovative work behavior supervisors, the results show that the supervisors' willingness to collect and donate knowledge to colleagues has a significant influence on the innovative work behavior. The data analysis reveals that knowledge donating has larger influence on innovative work behavior supervisors than knowledge collecting has. This is likely because the supervisors' eminent role in providing support to subordinates to complete the task. Supervisors can support their subordinates by giving knowledge and skills so as to reduce errors in the workplace. The results of this study are consistent with the results of previous studies (Hu et al., 2009; Kim & Lee, 2013; and Akram, Lei, Haider, & Hussain, 2018).

The results of this study prove that to innovative work behavior can be directly influenced by procedural justice, and indirectly influenced through knowledge collecting and knowledge donating. The effect of procedural justice on innovative work behavior through knowledge collecting and knowledge donating is significant with path coefficients of 0.309, which means positively greater than the direct influence of procedural justice on innovative work behavior with a path coefficient of 0.302. Based on the results, it can be said that knowledge collecting and knowledge donating mediate partially (partial mediation) the procedural justice influence on innovative work behavior.

Similarly, innovative work behavior can be directly influenced by interactional justice, and indirectly influenced through knowledge collecting and knowledge donating. The effect of interactional justice on innovative work behavior through knowledge collecting and knowledge donating is significant with path coefficients equal to 0.318 positively, which is greater than the direct effect of interactional justice on innovative work behavior with a path coefficient of 0.313. Based on the results, it can be concluded that knowledge collecting and knowledge donating mediate partially (partial mediation) the influence of procedural justice on innovative work behavior.

## **5. CONCLUSION**

This study provides an overview of how procedural justice, interactional justice, knowledge collecting, and knowledge donating influence innovative work behavior, both directly and indirectly. The results show that procedural justice, interactional justice, knowledge collecting, and knowledge donating are important dimensions of innovative work behavior in providing quality services and guest satisfaction in chain hotels in East Java, Indonesia. In addition, these findings indicate that procedural justice and interactional justice have greater influence on innovative work behavior, through knowledge collecting and knowledge donating. From a managerial perspective, authorities should recognize that the supervisors' willingness to share knowledge with colleagues will contribute to the improvement of innovative work behavior in providing superior services to guests. This finding contributes to strengthening the existing literature in hospitality industry.

Apart from existing contributions, this study also has limitations. First, this study is a cross-sectional study. Therefore, its ability to determine a definite causal relationship between research variables is limited. We suggest the future research to consider a longitudinal research to establish a better causal relationship between independent and dependent variables. Second, this research was conducted in East Java as a representative of provinces in Indonesia. Other research involving other broader areas in Indonesia is strongly recommended. Third, in the current study, only procedural and interactional justice are considered, thus we cannot compare the relationship between the different types of organizational justice in knowledge sharing and innovative work behavior. Therefore, three types of justice should be included in future research. In addition, further research can also focus on other antecedents that influence innovative work behavior both positively and negatively.

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