

THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL EMPOWERMENT ON INNOVATIVE WORK BEHAVIOR AND EMPLOYEE PERFORMANCE AT THE REGIONAL OFFICE OF THE MINISTRY OF RELIGION OF ACEH PROVINCE, INDONESIA

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ABSTRACT

This study aims to examine how organizational justice and psychological empowerment affect innovative work behavior and their impacts on employee performance at the Regional Office of the Ministry of Religion in Aceh Province. The research population includes all 179 civil servants (ASN) of the office. The sample for this study was determined by using a census technique, where the entire population was taken as the sample. Data analysis was performed by using the Structural Equation Modeling (SEM) method. The research results indicate that organizational justice and psychological empowerment influence innovative work behavior. Additionally, organizational justice, psychological empowerment, and innovative work behavior impact employee performance. Innovative work behavior mediates the effect of organizational justice and psychological empowerment on employee performance.

Keywords: Organizational Justice, Psychological Empowerment, Innovative Work Behavior, Employee Performance.

1. INTRODUCTION

Human resources play a crucial role in a company or organization, as their success and effectiveness largely depend on the performance and quality of the human resources available (Ticoalu, 2013). In achieving organizational objectives, human resources hold a very important role alongside other resources that the organization possesses.

In human resource management, the public sector produces services in the form of public services (Hantono, 2021). The composition of the public sector varies between countries but generally includes fields such as the military, police, public transportation, education, and health. The public sector typically encompasses government institutions and state-owned enterprises (BUMN), including the Regional Office of the Ministry of Religion, Aceh Province. The Ministry of Religion is responsible for managing government affairs in the field of religion (Kemenag.go.id,

2023).

The Ministry of Religion was established to fulfill the aspirations of the majority of religious people in Indonesia, who felt that religious affairs did not receive adequate attention during the colonial period. Additionally, this ministry was created to ensure that issues related to religion could be managed and organized by a dedicated agency, rather than being merely the responsibilities, policies, and actions under the control of a single minister.

The following data presents the budget ceiling and actual expenditure of the Regional Office of the Ministry of Religion of Aceh Province for the period from 2020 to 2023.

Table 1. Ceiling and Realization Budget

No	Year	Ceiling	Realization	Percentage %	Remainder
1	2020	Rp 80.861.318.000	Rp 77.185.599.580	95,45 %	Rp 3.675.718.420
2	2021	Rp 86.907.130.000	Rp 86.406.938.294	99 %	Rp 500.191.706
3	2022	Rp 186.431.794.000	Rp 149.695.123.516	80 %	Rp 36.736.670.484
4	2023	Rp 114.090.912.000	Rp 112.458.154.066	99 %	Rp 1.632.757.934

Source : Financial Agency, Province of Aceh, 2024

Based on the table above, it is evident that the budget ceiling and actual expenditure at the Regional Office of the Ministry of Religion of Aceh Province are outlined for each period. The Regional Office of the Ministry of Religion of Aceh Province receives a budget ceiling from the Secretariat General of the Ministry of Religion of the Republic of Indonesia, which is realized within each period without exceeding the established ceiling.

Although the Regional Office of the Ministry of Religion of Aceh Province successfully increased its budget ceiling each year from 2020 to 2022, in 2023, the ceiling allocation decreased compared to 2022. This decrease is expected to result in a lower budget realization in 2023, leading to unsatisfactory outcomes. Several factors contribute to the gap between the budget ceiling and its realization, including differences in budget allocation for each department. In response, the government is expected to develop internal strategies to manage budget allocations more effectively and target more precise objectives.

To achieve the targets set by an organization through effective planning, employees in the organization have duties and responsibilities aligned with their main tasks and functions to realize the organization's plans. A fundamental issue in improving performance is the limited number of reliable employees who are proficient in operational systems. Enhancing the quality of human resources can be achieved if employees possess strong managerial and operational skills.

Employee performance is assessed based on how well employees complete their duties and exercise their authority, as well as their overall contributions to achieving organizational objectives. According to Hasibuan and Malayu (2017), performance is the outcome of work

achieved by an individual in carrying out their assigned tasks, which is influenced by their skills, experience, dedication, and the time allocated.

Sedarmayanti (2018) describes performance as the level of achievement in implementing an activity program or policy within an organization's strategic planning. One essential behavior required from employees to achieve organizational objectives is innovative work behavior. Innovative work behavior refers to intentional actions aimed at generating and introducing new ideas, processes, procedures, or products that are beneficial for the organization (De Jong & Kemp, 2019).

Innovative work behavior influences employee performance, as it can be viewed as an individual's response or reaction stemming from their actions, attitudes, and perceptions towards work, as well as their work environment and leadership treatment (Theedens, 2016). Positive work behavior encourages higher-quality solutions, thereby impacting employee performance. The greater the extent of innovative work behavior displayed by employees, the better their performance tends to be in the workplace (Robbins, 2018).

In public sectors like the Ministry of Religion, enhancing employee performance to achieve good outcomes is linked to the services provided to society, which relies on employees' innovative work behavior. Additionally, efforts to ensure organizational justice and psychological empowerment for employees are crucial. According to Buluc & Gunes (2014), organizational justice pertains to concepts related to decision-making on how employees are treated fairly in the workplace.

There is a relationship between organizational justice, innovative work behavior, and employee performance, as indicated by previous research findings. Organizational justice has a positive influence on employee performance (Swalhi et al., 2017). Similarly, the study by Nkrumah & Atinga (2018) confirms that organizational justice significantly impacts employee performance enhancement. Furthermore, Rowland & Hall (2017) conclude that employee performance is strongly affected by perceptions of fairness within the organization where they work.

Organizations strive for strong employee performance to enhance contributions and build trust. To achieve this, implementing empowerment programs is essential. Many management experts agree that empowerment provides significant benefits to organizations (Holosko et al., 2017). Empowerment is believed to foster and enhance employee creativity, which serves as a foundation for driving innovation.

There is a connection between psychological empowerment, innovative work behavior, and employee performance, as demonstrated in previous research. A study by Saeed et al. (2019) in China shows that psychological empowerment can influence employees' innovative work behavior. Similar findings are supported by the empirical research of Knezović & Drkić (2020) and Al Mulhim (2020), which confirm that psychological empowerment positively affects innovative work behavior.

Therefore, this research aims to investigate the impact of organizational justice and psychological empowerment on innovative work behavior and employee performance at the Regional Office of the Ministry of Religion in Aceh Province.

2.LITERATURE REVIEW

2.1 Employee Performance

Akhtar, Ghayas, and Adil (2019) define performance as the outcomes achieved by an individual in completing assigned tasks, which are delegated by a leader to their subordinates, taking into

account their background and work history.

According to Government Regulation (PP) Number 30 of 2019, performance refers to the outcomes produced by civil servants within organizations or specific units, considering the work systems and behaviors of employees. Atatsi, Stoffers, and Kil (2019) also describe performance as the results achieved by an individual in fulfilling their duties and responsibilities. Thus, performance is closely related to an individual's ability to develop their skills and competencies to work effectively towards organizational objectives.

In other words, performance is influenced by ability, motivation, and the surrounding environment. To achieve good performance, an individual must have a strong desire to perform and a clear understanding of their job. Performance can also improve when there is a good match between the work tasks and an individual's abilities (Muslim, Musnadi, & Kesuma, 2018).

Briefly, employee performance is measured by the results achieved by an employee in successfully carrying out assigned tasks, which is based on their skills, experience, and dedication over a specific period. The study adopts employee performance indicators based on the Standard Competence for ASN's positions, which include Technical Competence, Managerial Competence, Socio-Cultural Competence, and Position Requirements. This framework is outlined in Ministry of State Apparatus Control (MENPAN RB)'s Regulation No. 38 of 2017, with the following details:

1. Integrity
2. Cooperation
3. Communication
4. Results Orientation
5. Public Service
6. Self and Others Development
7. Change Management
8. Decision-Making

Innovative Work Behavior

Innovative work behavior refers to intentional actions aimed at initiating and introducing new ideas, processes, procedures, or products that are beneficial for the organization (Akram et al., 2019). It can also be defined as the implementation, management, and execution of new ideas in the workplace, which can positively impact employee performance (Momeni et al., 2014).

Farr (2017) defines innovative work behavior as intentional actions aimed at creating and introducing new ideas, processes, procedures, or products that are beneficial for the organization. Additionally, innovative work behavior can be seen as the efforts made to implement new ideas in the workplace (Janssen, 2000). This behavior manifests through creativity and the transformation of knowledge, leading to improved task execution by employees (Raykov, 2014).

In conclusion, innovative work behavior is an individual's proactive approach to discovering, experimenting with, and implementing new ideas, concepts, processes, products, or procedures that are beneficial for the organization.

The indicators of innovative work behavior proposed by George & Zhou (2018) are as follows:

1. Trying to understand new technologies, techniques, processes, and ideas.
2. Attempting to generate creative ideas.
3. Advocating for and promoting the ideas of others.
4. Providing resources and researching what is needed to implement new ideas.

5. Developing effective plans and schedules for realizing new ideas.

Organizational Justice

Justice is a crucial factor in shaping individual attitudes and behaviors of employees within an organization (Usmani and Jamal, 2013). It is a primary concern for chief executive officers and managers, as it ensures equal opportunities and promotes unbiased practices in human resource decisions, including recruitment, performance assessment, and reward systems (Baldwin, 2006). Organizational justice refers to the decisions made by the organization, the procedures used in decision-making, and the interpersonal treatment employees receive (Coetsee, 2005). It emphasizes the description and explanation of fairness in the workplace (Greenberg, 2001).

According to Mahdani, Hafasnuddin, and Adam (2017), organizational justice pertains to how an organization treats its employees, which can be perceived positively or negatively depending on each employee's perspective. This perception can significantly impact employee performance.

The indicators of organizational justice according to Dyne & Graham (2017) include:

1. Comparison with work
2. Consistency in decision-making by the organization
3. Opportunities for employees to voice their opinions
4. Treatment of employees by supervisors
5. Openness of supervisors with employees

Psychological Empowerment

Conger & Kanungo (2016) assert that empowerment can enhance employees' sense of personal control and motivate them to engage in future work, leading to positive outcomes for managerial and organizational systems. Psychological empowerment specifically refers to the internal motivation of employees to perform their tasks.

Psychological empowerment is the process of enhancing members' sense of self-efficacy within an organization by identifying and eliminating unproductive conditions. This process can be implemented through formal business practices and informal techniques that provide valuable information (Mostafa, 2017).

Friadi et al. (2018) state that psychological empowerment refers to the ability of individuals to make purposeful decisions in their work, as well as their confidence in leveraging their abilities to positively influence company performance.

Lim et al. (2021) define psychological empowerment as intrinsic motivation stemming from four cognitive aspects: meaning, competence, self-determination, and impact. Similarly, research by Rohmawati, Sunarto, and Muhid (2022) identifies these dimensions as key elements of psychological empowerment. Each of these aspects can serve as a motivator for employees, enhancing their performance within a given institution.

Psychological empowerment enhances employees' skills and abilities in addressing societal needs and challenges, enabling them to provide more effective and responsive public service (Muafi & Johan, 2022). Consequently, psychological empowerment can foster collaboration and coordination among employees in delivering public services, thereby strengthening synergy and improving efficiency in public service maintenance.

Psychological empowerment can be measured through several indicators, including:

1. Meaning

2. Competence
3. Self-determination
4. Self-efficacy
5. Impact

3. HYPOTHESIS

The research findings of Akram et al. (2019) indicate that innovative work behavior is significantly influenced by organizational justice, based on a study conducted with employees in the communications industry in China. Similarly, the study by Knezović & Drkić (2020) on small and medium-sized enterprises in Bosnia and Herzegovina also demonstrates that organizational justice positively and significantly impacts innovative work behavior.

H₁: Organizational justice influences innovative work behavior.

Research by Pieterse et al. (2010), which analyzed empirical data from 425 employees, concluded that psychological empowerment and transactional leadership positively and significantly influence innovative work behavior. Similarly, Saeed et al. (2019), in their study of 347 employees from telecommunications service companies in China, found that psychological empowerment enhances innovative work behavior among employees. Additionally, the study by Al Mulhim (2020), involving 332 employees from a telecommunications service company in Saudi Arabia, also confirmed that psychological empowerment affects innovative work behavior, both directly and indirectly through knowledge sharing.

H₂: Psychological empowerment influences innovative work behavior.

The influence of innovative work behavior on employee performance has been examined in previous studies. For instance, research by Leong & Rasli (2018), which sampled 300 employees from an automotive company in Malaysia, demonstrated that innovative work behavior positively influences employee performance within the company. Similarly, the study by Lasisi et al. (2020) also concluded that employees' innovative work behavior positively impacts their performance, ultimately enhancing overall employee effectiveness.

H₃: Innovative work behaviour influences employee performance.

The findings of Simon et al. (2017) indicate that organizational justice positively and significantly influences employee performance. Similarly, research by Swalhi et al. (2017), which studied 343 MSME employees in France, supports this conclusion, demonstrating that organizational justice positively affects employee performance. Furthermore, the study by Abekah-Nkrumah & Atinga (2018) also confirms that organizational justice has a positive impact on enhancing employee performance.

H₄: Organizational justice influences innovative work behaviour.

The research findings of Guerrero et al. (2018), which studied employees in service companies in Eastern Canada, concluded that psychological empowerment influences employee performance in executing tasks. Additionally, empirical research by Kundu et al. (2019), involving data from 800 employees in a banking company in India, also indicated that psychological empowerment can significantly enhance employee performance.

H₅: Organizational justice influences innovative work behaviour.

The findings of Kim & Park (2017) and Akram et al. (2019) demonstrate that innovative work behavior is significantly influenced by organizational justice. These findings are further supported by Knezović & Drkić (2020), which also shows that organizational justice positively and significantly affects innovative work behavior. Additionally, several empirical studies confirm the existence of an influence between innovative work behavior and employee performance. For example, research by Calantone et al. (2017) reveals that innovative work behavior directly enhances innovation capabilities within organizations, positively impacting overall employee performance.

H₆: Organizational justice influences innovative work behaviour.

Research by Lee & Lee (2017) and Saeed et al. (2019) demonstrates that psychological empowerment influences innovative work behavior. The findings of Bantha & Nayak (2020) further support this by providing empirical evidence of a functional relationship between these two variables, indicating that employees who feel psychologically empowered exhibit more innovative work behavior compared to those who do not feel empowered. Additionally, innovative work behavior has a positive and significant impact on employee performance, as shown in studies by Leong & Rasli (2018), Lasisi et al. (2020), and Al-Kalouti et al. (2020).

H₇: Organizational justice influences innovative work behavior.

4. RESEARCH METHOD

Object of Research

The research focuses on the following variables: Organizational Justice (X1) and Psychological Empowerment (X2) as independent variables, Employee Performance (Y) as the dependent variable, and Innovative Work Behaviour (Z) as the mediating variable.

Population and Sample

The population for this research consists of 179 ASN's employees at the Regional Office of the Ministry of Religion in Aceh Province. The sample will include the entire specified population, utilizing a census technique where the whole population is treated as the sample.

Data Collection

Data collection for this empirical study involved gathering primary data on the variables being researched. This was accomplished through questionnaires completed by respondents, which were then collected by the researchers for data processing. The questionnaire contained questions and statements related to the research variables, with each question offering alternative response options in the form of a level of agreement. The data measurement scale used in this study was a Likert scale, with intervals ranging from 1 to 5.

Operational Variable

The operationalization of variable may be seen on the Table 2 as follows:

Table 2. Operational Variable

No	Variable	Indicator	Measurement Scale	Items
Endogenous (Dependent) Variable				
1.	Y= Employee Performance	1. Integrity 2. Cooperation 3. Communication 4. Results orientation 5. Public service 6. Self and Others Development 7. Change management 8. Decision-making	Intervals 1-5	KP.1 KP.2 KP.3 KP.4 KP.5 KP.6 KP.7 KP.8
Intervening (Mediation) Variable				
2	Z= Innovative Work Behavior	1. Trying to understand new technologies, techniques, processes, and ideas. 2. Attempting to generate creative ideas. 3. Advocating for and promoting the ideas of others. 4. Providing resources and researching what is needed to implement new ideas. 5. Developing effective plans and schedules for realizing new ideas.	Intervals 1-5	PKI.1 PKI.2 PKI.3 PKI.4 PKI.5
Exogenous (Independent) Variable				
3	X ₁ = Organizational Justice	1. Comparison with work 2. Consistency in decision-making by the organization 3. Opportunities for employees to voice their opinions 4. Treatment of employees by supervisors 5. Openness of supervisors with employees	Intervals 1-5	KO.1 KO.2 KO.3 KO.4 KO.5
4	X ₂ = Psychological Empowerment	1. <i>Meaning</i> 2. <i>Competence</i> 3. <i>Self-determination</i> 4. <i>Self-efficacy</i> 5. <i>Impact</i>	Intervals 1-5	PP.1 PP.2 PP.3 PP.4 PP.5

Source: Researcher’s Study, 2024

Based on critically review of the litteratures, it can be formulated reseach framework on Figure 1 as follows

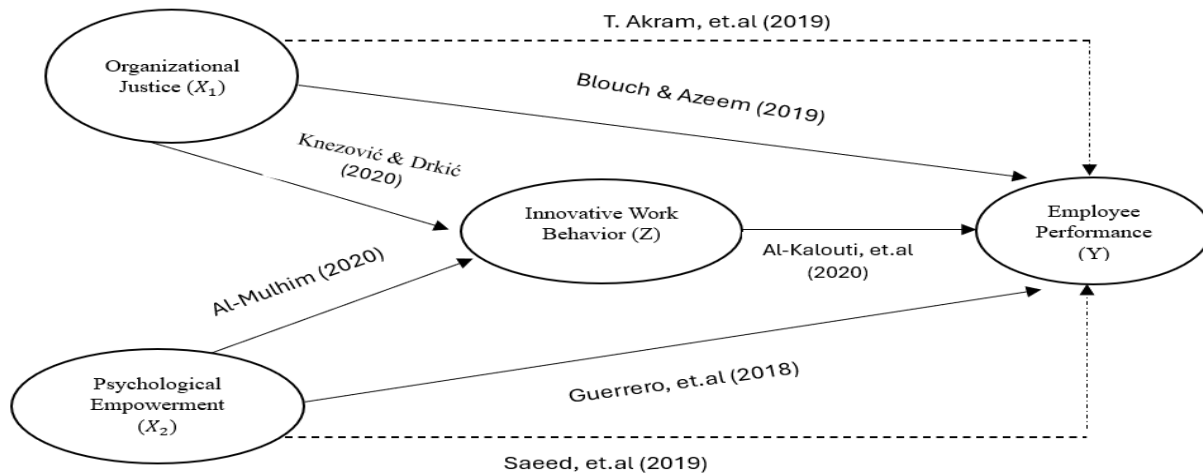


Figure 1. Research Framework

Data Analysis

The data analysis tools utilized in this study include descriptive statistics and inferential statistics. Descriptive statistics are used to evaluate employee performance, innovative work behavior, organizational justice, and psychological empowerment. In-depth data analysis is conducted using Structural Equation Modeling (SEM) to assess the relationships among the variables.

5. RESULTS AND DISCUSSION

Characteristic of Respondents

Table 3. Characteristic of Respondents

No	Description	Frequency	Percentage
1	Gender :	120	67%
	• Man • Woman	59	33%
Amount		179	100%
2	Age :		
	< 30 Years	7	4%
	30 – 40 Years	38	21%
	41-50 Years	85	47%
	> 50 Years	49	27%
Amount		179	100%
3	Marital status :		
	• Marry	165	92%
	• Not married yet	14	8%
	• Widow widower	0	0%
Amount		179	100%
4	Level of education:		
	• Senior High School	7	4%
	• Diploma	8	4%
	• Bachelor	117	64%
	• Postgraduate	44	25%
	• Doctor	3	2%
Amount		179	100%
5	Income :		
	• < IDR 5 Million	0	0%
	• IDR 5 Million - IDR 9,999,999	137	77%
	• IDR 10 Million – IDR 14,999,999	32	18%
	• IDR 15 Million – IDR 20 Million	10	6%
	• > IDR 20 Million	0	0%
Amount		179	100%

Source : Processed Primary Data, 2024

The data processing results indicate that out of the respondents, 120 are male employees (67%) and 59 are female employees (33%). This demonstrates that male respondents are the most dominant gender at the Aceh Province Regional Office of the Ministry of Religion.

The age distribution of respondents at the Regional Office of the Ministry of Religion of Aceh Province is as follows: 7 employees are under 30 years old (4%), 38 employees are aged 30-40 years (21%), 85 employees are between 41-50 years old (47%), and 49 employees are over 50 years old (27%).

Regarding marital status among employees at the Aceh Province Regional Office of the Ministry of Religion, there are 165 married employees (92%) and 14 unmarried employees (8%). There are no employees with widow or widower status.

The education level of respondents at the Regional Office of the Ministry of Religion of Aceh Province is as follows: 7 employees (4%) have a Senior High School (SMA) education, 8 employees (4%) hold a Diploma, 117 employees (64%) have a Bachelor's degree, 44 employees

(25%) possess a Postgraduate degree, and 3 employees (2%) have a Doctorate.

Finally, regarding income, the data shows that 137 employees (77%) earn between IDR 5 million and IDR 9,999,999 per month. Additionally, 32 employees (18%) earn between IDR 10 million and IDR 14,999,999, while 10 employees (6%) earn between IDR 15 million and IDR 20 million. There are no employees earning less than IDR 5 million or more than IDR 20 million.

Validity and Reliability

Validity Test

As shown on Table 4 below, the validity of the data in this study was tested statistically using SPSS version 22. The analysis results indicate that all statements are declared valid, as the significance levels are below 5%.

Table 4. Validity Test

No	Statement	Variable	Coefficient Correlation	Critical Value 5%	Information
				N = 179	
1	KO1	Organizational Justice (X_1)	0.820	0.1467	Valid
	KO2		0.875		
	KO3		0.803		
	KO4		0.816		
	KO5		0.784		
2	PP1	Psychological Empowerment (X_2)	0.796	0.1467	Valid
	PP2		0.773		
	PP3		0.716		
	PP4		0.690		
	PP5		0.693		
3	PKI1	Innovative Work Behavior (Z)	0.632	0.1467	Valid
	PKI2		0.773		
	PKI3		0.654		
	PKI4		0.738		
	PKI5		0.730		
4	KP1	Employee Performance (Y)	0.314	0.1467	Valid
	KP2		0.406		
	KP3		0.487		
	KP4		0.428		
	KP5		0.500		
	KP6		0.626		
	KP7		0.688		
	KP8		0.585		

Source : Output of Primary Data Processing, 2024

According to the validity test results, all variables utilized in this study are considered valid since their correlation coefficients exceed the critical value of 0.1467 for the Pearson product-moment correlation. As a result, all questions in the questionnaire are confirmed as valid for further research. Consequently, all item indicators from each variable meet the requirements for additional testing.

Reliability Test

The purpose of reliability testing in this study is to evaluate the consistency of the measurement results statistically by calculating the Cronbach's Alpha using the SPSS program. The outcome of reliability test may be seen on the following table 5

Table 5. Reliability Test

No	Variable	Variable Items	Alpha	Information
1	Organizational Justice (X_1)	5	0.874	Reliable
2	Psychological Empowerment (X_2)	5	0.779	Reliable
3	Innovative Work Behavior (Z)	5	0.738	Reliable
4	Employee Performance (Y)	8	0.638	Reliable

Source : Output of Primary Data Processing 2024

The reliability test results reveal the following Cronbach's Alpha values for each variable based on respondents' perceptions: the Organizational Justice variable (X_1) has an alpha of 0.874, the Psychological Empowerment variable (X_2) has an alpha of 0.779, the Innovative Work Behavior variable (Z) has an alpha of 0.738, and the Employee Performance variable (Y) has an alpha of 0.638. These results indicate that the reliability of the measurements meets the credibility criteria for Cronbach's Alpha, as all values exceed the threshold of 0.60.

Results

Result of Data Analysis

Confirmatory Factor Analysis

The results of the data processing for the confirmatory factor analysis of all constructs in this study are presented in the following figure 2.

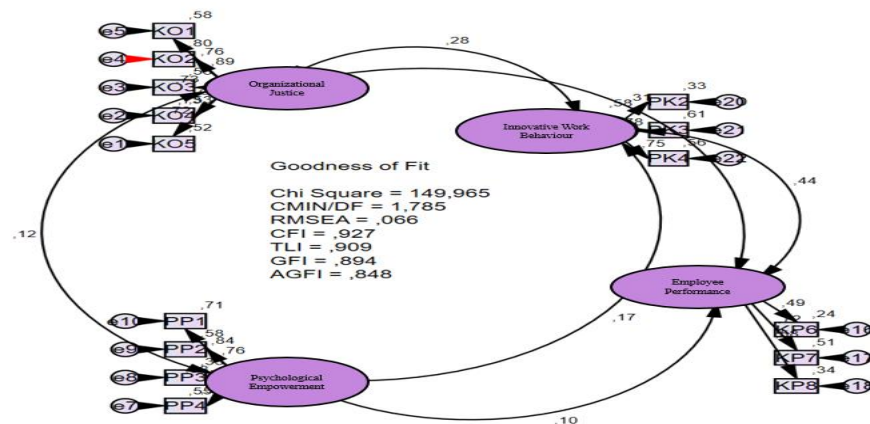


Figure 2. Confirmatory Factor Analysis Construct

The loadings, which represent the contribution of each indicator to its corresponding variable, can be observed on the table 7 and figure 3 below:

Table 7. Indicator Factor Loadings to the Variables

	Estimate
KO5 <--- Organizational_Justice	,722
KO4 <--- Organizational_Justice	,728
KO3 <--- Organizational_Justice	,732
KO2 <--- Organizational_Justice	,894
KO1 <--- Organizational_Justice	,764
PP4 <--- Psychological_Empowerment	,567
PP3 <--- Psychological_Empowerment	,599
PP2 <--- Psychological_Empowerment	,757
PP1 <--- Psychological_Empowerment	,820
KP6 <--- Employee_Performance	,539
KP7 <--- Employee_Performance	,691
KP8 <--- Employee_Performance	,528
PK2 <--- Innovative_Work_Behaviour	,646
PK3 <--- Innovative_Work_Behaviour	,694
PK4 <--- Innovative_Work_Behaviour	,774

Source : Output of Primary Data Processing, 2024

The results in the table indicate that all indicators meet the criteria, as their loading factors > 0.5. Evaluation Criteria Goodness of Fit

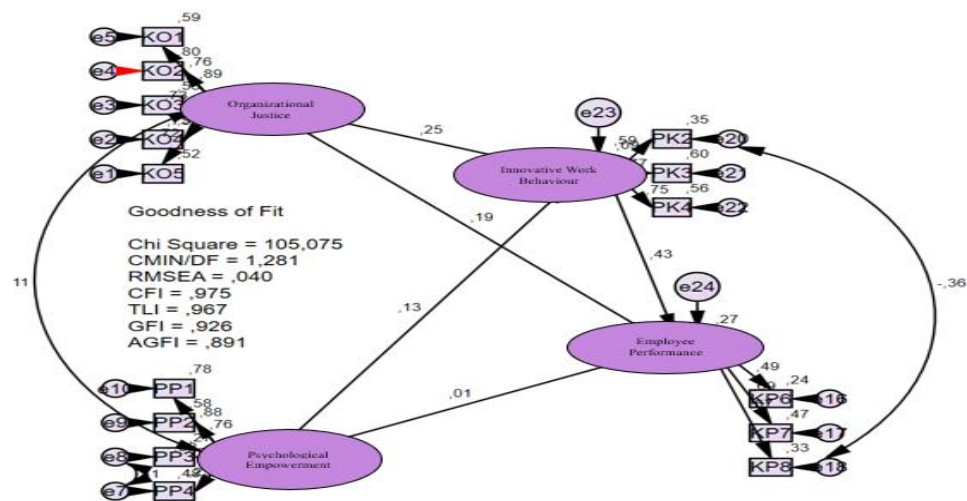


Figure 3. Test Results Structural Equation Modeling (SEM)

More explained feasibility test results may be seen on the following table 8 :

Table 8. Test Results Appropriateness Measurement Models

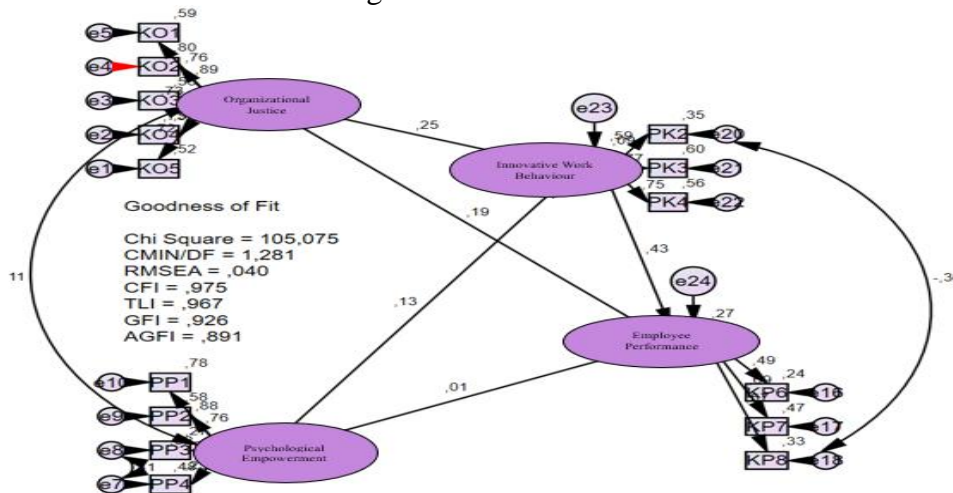
Goodness of Fit Index	Cut off value	Results	Model Evaluation
Chi-Square	< 207,882	105,075	Good
RMSEA	≤ 0.08	0.040	Marginal
GFI	≥ 0.90	0.926	Good
AGFI	≥ 0.90	0.891	Marginal
CMIN/DF	≤ 2.00	1,281	Good
TLI	≥ 0.90	0.967	Good
CFI	≥ 0.90	0.975	Good

Source : Output of Primary Data Processing , 2024

Based on tables above and Figure 3, it can be concluded that results analysis measurement model obtained mark chi-square = 105.075 is classified as marginal fit. While $\chi^2/df = 1.281$, RMSEA= 0.040, GFI= 0.926, TLI= 0.967, AGFI= 0.891, and CFI= 0.975 have fulfilled the criteria of Goodness of Fit.

Analysis Structural Equation Modeling (SEM)

Based on the output of data processing by using SEM Equation, it can be presented the result of Full SEM model as shown on Figure 4 as follows.



Source : Output of Primary Data Processing , 2024

Figure 4. Analysis Results Structural Equation Modeling (SEM)

Based on the figure above, it can be explained that there is an influence from both Organizational Justice and Psychological Empowerment on employee performance, as well as an indirect effect on employee performance through Innovative Work Behavior.

Hypothesis test

In brief, the outcome of Hypothesis test can be seen on the table 9 below:

Table 9. Standardized Regression Weight Structural Equational Model

			Estimate	S.E	CR	P
Innovative_Work_Behaviour	<---	Organizational_Justice	,229	,085	2,691	,007
Innovative_Work_Behaviour	<---	Psychological_Empowerment	,185	,153	2,134	,021
Employee_Performance	<---	Organizational_Justice	,216	,062	2,556	,011
Employee_Performance	<---	Psychological_Empowerment	,201	,106	2,543	,019
Employee_Performance	<---	Innovative_Work_Behaviour	,287	,093	3,073	,002

Source : Output of Primary Data Processing, 2024

Based on results SEM analysis in Table 4.12 and equation statistics (1) and (2), then it can be formulated the results as follows:

$$\text{Innovative Work Behavior} = 0.229 \text{ Organizational Justice} + 0.185$$

Psychological
Empowerment

$$\text{Performance Employee} = 0.216 \text{ Organizational Justice}$$

$$+ 0, 201 \text{ Psychological Empowerment} + 0, 287 \text{ Innovative Work Behavior}$$

The Direct Effect Test

The test results for all direct influence hypotheses are summarized in the following table 9.

Table 9. Direct Effect Hypothesis Testing

No	Hypothesis	CR Cut off > 1.96	P Value Cut off < 0.05	Remark
1	Organizational Justice (X ₁) to Innovative Work Behavior (Z)	2,691	0.007	H ₁ Accepted
2	Psychological Empowerment (X ₂) towards Innovative Work Behavior (Z)	2,134	0.021	H ₂ Accepted
3	Organizational Justice (X ₁) on Employee Performance (Y)	2,556	0.011	H ₃ Accepted
4	Psychological Empowerment (X ₂) on Employee Performance (Y)	2,543	0.019	H ₄ Accepted
5	Innovative Work Behavior (Z) on Employee Performance (Y)	3,073	0.002	H ₅ Accepted

***, Significant at 5% Level

Based on table above indicated that Organizational Justice Influences Innovative Work Behavior with CR value = 2.691 and p-value = 0.007. It suggested that H1 is accepted. Similarly, the testing of the influence of psychological empowerment on Innovative Work Behavior producing the CR value = 2.134 and p-value = 0.021. Hence, it also can be concluded that H₂ be accepted. Since all other direct effect hypothesis testing have value higher than CR cut off value (1.96) and lower than P Cut off Value (0.05), it is therefore H₃, H₄, H₅ are also accepted

Indirect Effect Test

Test results of Indirect Effect hypothesis testing can be summarized on the table 10 below:

Table 10. Indirect Effect Hypothesis Testing (Mediation)

No	Hypothesis	Sobel Test value > 1.96	Ket
1	Organizational Justice (X_1) on Employee Performance (Y) through Innovative Work Behavior (Z)	2.029 > 1.96	<i>Partially Mediating</i>
2	Psychological Empowerment (X_2) on Employee Performance (Y) through Innovative Work Behavior (Z)	1.278 < 1.96	<i>Fully Mediating</i>

***, Significant at 5% Level

As shown on table 10 above, the test results of all indirect influence (mediation) hypotheses indicated that Organizational Justice $[(X)_1]$ influences on Employee Performance (Y) through Innovative Work Behavior (Z). It indicates that there is partially mediating relationship, meaning Justice Organizational is capable of influencing in a way direct Employee Performance(Y) without through Innovative Work Behavior (Z). Meanwhile, the test also shows that Empowerment Psychological $[[Empowerment(X)]_2]$ influences on Employee Performance (Y) through. It indicated that there is a fully mediating relationship, which means Psychological Empowerment (X2) is capable of influencing directly on Employee Performance (Y) through Innovative Work Behavior (Z)

6. CONCLUSIONS

Organizational Justice, Psychological Empowerment, Innovative Work Behavior, and employee performance at the Regional Office of the Ministry of Religion of Aceh Province have been achieved positively.

Organizational Justice has a positive and significant influence on Innovative Work Behavior among employees at the Regional Office in the Province

Psychological Empowerment has a positive and significant influence on Innovative Work Behavior among employees at the Regional Office in the Province

Organizational Justice has a positive and significant impact on the Employee performance at the Regional Office in the Province.

Psychological Empowerment has a positive and significant impact on the employee performance at the Regional Office in Province.

Innovative Work Behavior has a positive and significant effect on the employee performance at the Regional Office in the Province.

Innovative Work Behavior partially mediates the influence of Organizational Justice on the Employee performance at the Regional Office in the Province.

Innovative Work Behavior e fully mediates the influence of Psychological Empowerment on the Employee performance at the Regional Office in the Province.

Recommendations

The implementation of organizational justice at the Regional Office of the Ministry of

Religion of Aceh Province is the lowest in terms of providing equal opportunities for employees to express their opinions. Therefore, it is essential for the office to create avenues for employees to share their aspirations and ideas, which can contribute to improving the agency.

Ensuring that duties and responsibilities are equally distributed among team members is crucial for fostering psychological empowerment. The Regional Office in the Province should strive to achieve this by monitoring the collaborative efforts of team members and providing guidance from leadership to ensure optimal outcomes.

Employees' planning abilities must be enhanced, especially given the high workload, to enable them to complete tasks efficiently. Effective planning will allow employees to establish timelines, organize task solutions, execute assignments, and evaluate completed work.

Decision-making should not only rest with top leadership but should also involve all employees in their respective roles. It is vital for employees to understand the rules, processes, and authorities involved in their tasks to avoid difficulties when addressing challenges in the field.

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