

## THE INFLUENCE OF EMPLOYEE INVOLVEMENT ON INNOVATIVE BEHAVIOR WITH DISTRIBUTIVE JUSTICE AS A MODERATION VARIABLE

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### *Abstract*

*Competition in the business world cannot be avoided, therefore every effort is needed to always know, understand what is happening in the market, what customers want, and understand changes in the business environment so that they can have good performance. So that every company is required to produce optimal performance which must always be improved. This research aims to determine the effect of employee involvement on innovative behavior with distributive justice as a moderating variable in Madiun. This type of research is quantitative. The number of samples used was 118 respondents. The sampling technique is saturated sampling. Data analysis in this study was the MRA test. The research results show that: 1) Partially the employee involvement variable (X1) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees. 2) Partially, the distributive justice variable (Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees. 3) The variable employee involvement\*distributive justice (X\*Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees.*

**Keywords:** *Employee Involvement, Distributive Justice, Innovative Behavior.*

### A. INTRODUCTION

The general conditions of contract employees at PT PLN (Persero), also known as workers with a Specific Time Work Agreement (PKWT), have several conditions that need to be considered. They are hired for a specific job or a specific period of time and do not have the guarantee of continuity of employment like permanent employees. The level of ability of contract employees at PT PLN (Persero) varies, and cannot be generalized as good or bad. Several factors such as the type of

work, experience and training provided by the company influence the abilities of contract employees. Apart from that, contract employees at PLN generally also experience uncertainty about employment status, lack of access to career development and facilities, and the potential for uneven workload. Contract employees may also face challenges in terms of job stability and access to retirement plans or other benefits available to permanent employees

The millennial era, especially in the current digital business era, requires companies to have superior human resources (HR) so as not to lose out in business competition. The more sophisticated a person's digital skills, the more creative they will be in capturing business opportunities. Competition in the business world cannot be avoided, therefore every effort is needed to always know, understand what is happening in the market, what customers want, and understand changes in the business environment so that they can have good performance. Efforts to understand what and how to manage the various resources an organization has to produce optimal performance must always be improved.

Human resources have a very important position for an organization because humans play an important role in activities that occur in everyday life, especially in the work environment. Humans were created by God as the most perfect living creatures because they have reason among other living creatures. Without humans, a company cannot carry out its activities, meaning that humans are really needed. In this era of globalization, human resources are the foundation for companies to achieve success. Human resources are the main role in a company. The function of human resources (HR) is to take the initiative and to provide guidance, support and services on various matters relating to employees in the organization, (Mukminin, 2019).

As a competitive action in the business environment, organizations must facilitate the innovative potential of their employees. Competitive advantage and increased business performance among organizations are driven by innovative employees (Kim & Koo, 2016). Innovative employees are able to help organizations achieve success. Innovative behavior in the work environment is defined as the intentional introduction or application of new ideas, products,

and processes by employees to their roles, teams, or work organizations (Yuan & Woodman, 2017). Employee innovative behavior includes discovering new technologies, suggesting new ways to achieve goals, implementing new task methods, and investigating resources to initiate new ideas.

Innovative behavior emphasizes the existence of a creative attitude so that there is a process of changing attitudes from traditional to modern, or from attitudes that have not yet advanced to attitudes that are already advanced. A person who has innovative behavior is a person whose daily attitude is to always think critically, try to ensure that there is always change in their environment which is towards renewal from traditional to modern, or from an attitude that has not yet advanced to an attitude that is already advanced and efforts are made so that the change has certain uses or added value. Employees who behave innovatively will always try to solve problems in ways that are different from usual but more effective and efficient. Developing a mature plan and schedule to realize the new idea (Astuti et al., 2019).

Plafianto et al., (2024) explain that innovative behavior refers to employee actions in creating, introducing and implementing new ideas that are beneficial to the organization. This behavior does not appear spontaneously, but is influenced by the individual's internal and external factors, one of which is work involvement. Work engagement describes a positive psychological state characterized by enthusiasm, dedication, and a sense of immersion in daily work. Good innovative behavior from employees will encourage the creation of creative solutions, increased efficiency, and organizational adaptation to changes in the business environment.

Innovative behavior in companies is very important because it encourages competitiveness, growth and adaptation to market changes. Employees who have innovative behavior are able to generate new ideas, develop creative solutions to problems, and look for ways to increase operational efficiency and effectiveness. This ultimately contributes to the company's long-term success (Widiastuti, 2020).

## B. METHODS

This type of research is quantitative. The number of samples used was 118 respondents. The sampling technique is saturated sampling. The results of data analysis in this research used instrument tests which include validity and reliability tests, descriptive analysis, and path analysis with the Moderated Regression Analysis (MRA) analysis method.

## C. RESULTS AND DISCUSSION

### 1. Descriptive Analysis

Descriptive statistics is a statistical analysis that provides a general description of the characteristics of each research variable as seen from the average (mean), maximum and minimum values (Sugiyono, 2022). Descriptive data analysis in this research is described in the following table:

**Table 1. Data Description Results**

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Employee Engagement	118	47.00	71.00	59.6864	5.36799
Distributive Justice	118	60.00	87.00	73.1610	7.10840
Innovative Behavior	118	19.00	108.00	41.9661	30.63988
Valid N ( <i>listwise</i> )	118				

Source: Primary data processed, 2025

Based on the results of the data description analysis in the table above, it can be seen that:

- a. For the employee involvement variable, the mean value was 59.6864 with a standard deviation value of 5.36799. The minimum value is 47 and the maximum value is 71.
- b. For the distributive justice variable, the mean value was 73.1610 with a standard deviation value of 7.10840. The minimum value is 860 and the maximum value is 87.
- c. For the innovative behavior variable, the mean value was 41.9661 with a standard deviation value of 30.63988. The minimum value is 19 and the maximum value is 108.

## 2. Moderating Regrestion Analysis (MRA)

Moderated Regression Analysis (MRA) or interaction test is a special application of linear multiple regression where the regression equation contains elements of interaction (multiplication of two or more independent variables) (Ghozali, 2021). This analytical tool is used to determine the effect of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees) with the following results:

### Model 1

**Table 2. Results of Multiple Linear Regression Line Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.683	1.194		3.085	.003
	Employee Engagement	.573	.172		3.330	.000
	Distributive Justice	.927	.216		4.290	.000

a. *Dependent Variable: Innovative Behavior*

Source: Primary data processed, 2025

Based on the table above, the multiple linear regression line equation obtained in this research is as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e_i$$

$$\hat{Y} = 3,683 + 0,573X_1 + 0,927X_2 + e_i$$

### Model 2

**Table 3. Moderated Regrestion Analysis (MRA)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.023	1.210		3.325	.000
	Employee Engagement	.554	.119		4.648	.000
	Distributive Justice	.955	.174		5.517	.000
	X*Z	.381	.103		3.700	.000

a. *Dependent Variable: Innovative Behavior*

Source: Primary data processed, 2025

Based on the table above, the Moderated Regression Analysis (MRA) equation obtained in this research is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2M + \beta_3X_1*Z + \epsilon_2$$

$$\hat{Y} = 4,023 + 0,554X_1 + 0,955Z + 0,381X_1*Z + \epsilon_2$$

### 3. T Test

Test the hypothesis in this research using the t test. The t-test is a statistical technique used to check the truth or falsity of the null hypothesis which states that there is no significant difference between the mean values of two samples taken randomly from the same population. (Sugiyono, 2022).

Based on the results of the data analysis above, it can be concluded as follows:

1. In the employee involvement variable (X1)  $t_{count} > t_{table}$ , namely  $3.330 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the employee involvement variable (X1) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so that the first hypothesis is accepted. This shows that the higher employee involvement, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase.
2. In the distributive justice variable (Z)  $t_{count} > t_{table}$ , namely  $4.290 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the distributive justice variable (Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so the second hypothesis is accepted. This shows that the higher the distributive justice, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase.
3. In the variable employee involvement\*distributive justice (X\*Z)  $t_{count} > t_{table}$ , namely  $3.700 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the variable employee involvement\*distributive justice (X\*Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so that the third hypothesis is accepted. This shows that there is an influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees).

#### 4. Coefficient of Determination (R<sup>2</sup>)

Multivariate coefficient values measure the influence of variables studied simultaneously on the dependent variable. This interest size/bet percentage is shown as a multiple allocation coefficient with the symbol R<sup>2</sup>. The coefficient of determination value in this research can be seen in the following table:

**Table 4. Coefficient of Determination**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.914 <sup>a</sup>	.835	.831	1.90151

a. *Predictors: (Constant), Distributive Justice, Employee Engagement*

b. *Dependent Variable: Innovative Behavior*

Source: Primary data processed, 2025

Based on the table above, the results obtained are that the Rsquare value is close to 1, namely 0.835, meaning that there is a strong influence between the independent variable and the dependent variable with the following calculation:

$$\begin{aligned} R^2 \times 100\% &= 0.835 \times 100\% \\ &= 83.5\% \end{aligned}$$

The percentage influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees) was 83.5%. Meanwhile, the remaining 16.5% is influenced by other independent variables not examined in this research.

## DISCUSSION

### 1. The Effect of Employee Involvement on Innovative Behavior

The first discussion in this research is regarding the influence of employee involvement on innovative behavior (Study of PT PLN UP3 Madiun contract employees). Based on the results of data analysis carried out using the t test, the results obtained were that in the employee involvement variable (X1)  $t_{count} > t_{table}$ , namely  $3.330 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  was rejected and  $H_a$  was accepted. This means that partially the employee

involvement variable (X1) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so that the first hypothesis is accepted. This shows that the higher employee involvement, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase.

The implications of this research regarding the involvement of PT PLN UP3 Madiun contract employees show that employees actively participate in working at PT PLN UP3 Madiun, feel happy when they participate in work, and pay high attention when working. Contract employees also show that their work is the main thing. This can be seen from employees prioritizing work at PT PLN UP3 Madiun above personal interests and also showing the best loyalty when working. Employees also like work so they really prioritize work.

Another implication regarding employee involvement at PT PLN UP3 Madiun can be seen from the employees feeling that work at PT PLN UP3 Madiun is important. So that employees feel proud to work as employees at PT PLN UP3 Madiun. While working at PT PLN UP3 Madiun, the people closest to them showed great appreciation for the business, making employees feel more valuable.

## **2. The Influence of Distributive Justice on Innovative Behavior**

The second discussion concerns the influence of distributive justice on innovative behavior (Study of PT PLN UP3 Madiun contract employees). Based on the results of data analysis using the t test, the results obtained for the distributive justice variable (Z)  $t_{count} > t_{table}$  are  $4.290 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the distributive justice variable (Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so the second hypothesis is accepted. This shows that the higher the distributive justice, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase.

The implications in this research regarding distributive justice can be seen from the employees' working hours that have been determined and written in the regulations at PT PLN UP3 Madiun. My working time at PT PLN UP3 Madiun is from 07.30 - 16.00 WIB, and many of the employees are disciplined regarding the stipulated working hours, namely starting work at 07.30 WIB, taking a break at 12.00-12.30 WIB and going home at 16.00 WIB. Where the employee work schedules given reflect fairness in the distribution of workload between employees, and assess that the distribution of work schedules in each employee's unit is carried out fairly without any special treatment.

Further implications related to distributive justice can be demonstrated by employees receiving awards from PT PLN UP3 Madiun for their work contributions and also all employees at PT PLN UP3 Madiun having the same opportunity to receive awards. The existence of awards at PT PLN UP3 Madiun makes employee performance better and also awards from PT PLN UP3 Madiun are in accordance with the work achievements of each employee. Apart from that, there is a form of distributive justice, namely that employees have a big responsibility at PT PLN UP3 Madiun and must work without making mistakes at work. Employees also have responsibilities in accordance with my position at PT PLN UP3 Madiun and also the employee's responsibilities are in accordance with the abilities of each employee.

### **3. The Effect of Employee Involvement on Innovative Behavior with Distributive Justice as a Moderating Variable**

The third discussion is regarding the influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees). Based on the results of data analysis carried out using MRA, the results obtained for the variable employee involvement\*distributive justice ( $X*Z$ )  $t_{count} > t_{table}$  are  $3.700 > 1.981$  with a significance of  $0.000 < 0.05$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. This means that partially the variable employee involvement\*distributive justice ( $X*Z$ ) has a

positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so that the third hypothesis is accepted. This shows that there is an influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees)

The implications in this research regarding innovative behavior can be seen from employees being encouraged to think outside the box in completing tasks at PT PLN UP3 Madiun and employees being able to work through new processes at PT PLN UP3 Madiun. Contract employees can also propose new ways to increase work efficiency and improve work processes. Apart from that, employees also provide solutions to problems while working at PT PLN UP3 Madiun and continue to have new ideas at work. Karaywan was also able to observe the latest developments at PT PLN UP3 Madiun as a basis for creating new ideas and having the initiative to find creative solutions to problems in the workplace.

The next implication regarding innovative behavior can be shown by employees having the best way of providing services at PT PLN UP3 Madiun and having new ways of completing work processes. Employees are also thinking about other alternatives in completing work at PT PLN UP3 Madiun and also looking for new methods of working. Employees are also able to find new techniques in working and determine new work instruments. Employees can also generate correct ideas in solving problems and find new ways to complete work at PT PLN UP3 Madiun

#### **D. CONCLUSION**

Based on data analysis and discussion regarding the influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees) it can be concluded as follows: 1) Partially the employee involvement variable (X1) has a positive and significant influence on innovative behavior of PT PLN UP3 Madiun contract employees, so the first hypothesis is accepted. This shows that the higher

employee involvement, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase. 2) Partially, the distributive justice variable (Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so the second hypothesis is accepted. This shows that the higher the distributive justice, the more innovative behavior of PT PLN UP3 Madiun contract employees will also increase. 3) The variable employee involvement\*distributive justice (X\*Z) has a positive and significant influence on the innovative behavior of PT PLN UP3 Madiun contract employees, so the third hypothesis is accepted. This shows that there is an influence of employee involvement on innovative behavior with distributive justice as a moderating variable (Study on PT PLN UP3 Madiun contract employees).

## **E. SUGGESTIONS**

Based on the conclusions of this research, suggestions can be given to several parties, including, PT PLN UP3 Madiun should further increase the work involvement of contract employees. For contract employees, they should work seriously so that they can complete the work according to the targets set. For other researchers, consider the contribution of the influence of other independent variables that influence employee innovative behavior that are not examined in this research and take samples from different research objects so that different research results will be obtained.

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