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Organizational Justice as a Governance Mechanism for Knowledge Sharing and Service Innovation: Evidence from a Telecommunications Service System

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Abstract. Knowledge-intensive service system like the telecommunication industry requires operators to manage their information systems because effective information control systems create better results through their power to drive innovations. This study examines how organizational justice (OJ) works as a governing force which establishes knowledge sharing (KS) systems and motivates staff members to show employee innovative work performance (EIWB) during the service innovation process at Nepal Telecommunication Company Limited (NTCL). The researchers conducted a quantitative study through a service systems framework that analyzed primary data from 418 employees. The analysis employed structural equation modeling to evaluate the proposed governance model that included OJ, KS, and EIWB as its components. OJ improves the knowledge-sharing infrastructure ($\beta = 0.754$, $p < 0.01$) and service-oriented innovative behaviors ($\beta = 0.667$, $p < 0.01$) with significant results. KS serves as the main connecting pathway, which shows how justice governance impacts innovation through its partial effect (indirect effect = 0.208, $p < 0.01$). The research shows that procedural and informational justice serve as the main elements which control both formal and informal knowledge systems within telecommunications service environments. The research moves the conversation from conventional HR practices to service science and informatics by presenting OJ as a knowledge governance instrument which operates within digital service infrastructures. Furthermore, it shows how fairness principles direct knowledge distribution that drives service process innovation while establishing a standard method to operate innovation pipelines in information-intensive industries.

Keywords: Governance mechanism, Knowledge-intensive service system, Service innovation, Organizational justice, Telecommunications

1. Introduction

Organizations view fairness as a cornerstone for new ideas to flourish. Distributive, procedural, along interactional justices are recognized as three components of organizational justice (OJ). OJ is a factor of psychological safety that enables working together and creative thinking. The study by Li et al. (2022) provides empirical proof that OJ has a positive influence on employees' innovative work behavior (EIWB). Employees who perceive fairness are more emotionally secure and reliable, which encourages innovative contributions and strengthens the psychological foundation required for service environments to innovate. When assessing innovation performance, the Global Innovation Index positions a strong emphasis on the significance of human resources, knowledge, and creative outputs (Oturakci, 2021). The service science framework and informatics criteria show that telecommunications functions as a knowledge-intensive service system (KISS) which produces value through its information-sharing network and digital system (Maglio & Spohrer, 2008). The service systems require innovation to function as a service process, which needs knowledge to move smoothly between different players. The study presents OJ as a governance system that manages knowledge distribution through which people access information while the organization develops its service innovation system. This study on NTCL shows how fairness-based governance systems control knowledge-sharing processes, which help to develop EIWB, driving service process innovation. On a larger scale, organizations and nations are depending increasingly on the technical competence of human capital to drive novelty (Agarwal, 2014). As a result, ongoing innovation has become essential for the survival of organizations, with a focus on how equity influences workers' creative work practices.

According to Adam's Equity Theory, employees' reactions to organizational justice differ based on how far the work environment they believe it to be. Fairness is related to a lesser likelihood of unproductive behavior and, in another case, a higher likelihood of organizational citizenship (Schnake, 1991; Shahi et al., 2022). One important factor that has been found to influence participation and innovation is procedural justice, which has connections to fair procedures and decision-making. A model validated by Hu et al. (2024) connects managerial ethics, procedural justice, trust among employees, and innovation in the Chinese IT industry, showing that trust and work engagement increasingly mediate the link between justice perceptions and innovation outcomes.

Knowledge sharing and workplace commitment act as supplementary mediators that enhance innovation, whereas fairness management practices foster trust and engagement, resulting in the promotion of innovative behavior (Kim & Park, 2017; Ghimire, 2018). In another study, Park and Kang (2025) observed that communication, equality, and trust intensify the effects of autonomy sustaining on innovation via a participatory and intrinsically stimulating work environment. It is notable in-service organizations, where employees are expected to encourage innovation, which is focused from consumers' consumer-centric viewpoint. In this competitive world, innovation is not optional but most necessary for businesses to succeed as markets are getting more complicated, competition is getting tougher, and customer expectations are changing (Anderson et al., 2004). In an organizational environment, an insufficient knowledge sharing (KS) mechanism hinders growth and survival, while effective sharing fosters organizational learning and flexibility, and allows employees to transform thoughts into innovative work behavior (IWB) (Lin, 2007). Even though a lot of studies have been done on OJ and EIWB, the majority of them mainly concentrate on Western contexts, pointing out the lack of information as a problem in the workplace (Anderson et al., 2004). Identifying the gap, this study investigates the impact of OJ and KS on EIWB in the telecommunications sector in Nepal. Specifically, the study examines the significance of KS in fostering EIWB, the direct influence of OJ on EIWB, and KS as a mediating role in the association between OJ and EIWB.

2. Literature Review

Telecommunications companies operate as complete service ecosystems according to service-dominant logic because their business model relies on customers creating value through mutual exchange of

information and knowledge (Vargo & Lusch, 2016). Knowledge sharing (KS) functions as an operational process in this system because it represents the main information flow, which supports the service system's information framework (Maglio et al., 2009). The service process innovation needs effective governance of these flows because their governance controls the timing, reliability, and user access to information. Organizational justice (OJ) establishes an essential governing framework which uses four different justice types to control the formal and informal knowledge systems that support innovation. The framework demonstrates that employee innovative work behavior (EIWB) results from a well-managed knowledge-to-innovation pipeline which operates within a digital service organization.

2.1 Underpinning Theory

Social exchange theory (SET) by Blau (1964), has offered a hypothesis cum logical base for the argument in this study. As Saks (2006) noted, this theory holds that individuals have an inherent tendency to reciprocate favors. When employees perceive their managers treat them justly, they are more engaged and likely to reciprocate (Dahal, 2021). It creates a discretionary nature of obligation so as to engage in positive behavior and offer additional value in return. Fairness actions encourage employees to share their know-how and demonstrate IWB. A Justice component supports EIWB and improves workplace behavior (Pignata et al., 2016). The SET framework states that employees consider the costs and beneficial part of their interactions (Karki et al., 2023; Liang, 2008). This framework explains why employees share knowledge and what organizational traits are needed for effective KS (Andolsek & Andolsek, 2015; Ghimire et al., 2023). The expectation of reciprocal benefits promotes KS (Cabrera & Cabrera, 2005). Social contact predicts, moderates, and facilitates HRM practices and outcomes (Dahal et al., 2024; Kuvaas, 2008). With this viewpoint, this study assesses employee perception of OJ, KS actions, and EIWB based on reciprocity and social exchange.

2.2 Organizational Justice (OJ)

The fairness perceived by the employees is a primary factor in distributive justice. It is a matter of the employees being content, their performance, and the overall efficiency of the organization being enhanced (Suliman, 2007). Distributive justice is the notion that this is mirrored in the employees' judgments regarding the just distribution of the organization's esteemed results, which include rewards, promotions, and recognition (Harris, 2014). In this context, the employees take into account fairness in terms of workloads, hours of work, salaries, bonuses, promotions, and the provision of housing. The perception of fairness is frequently influenced by one's comparison with other coworkers. Employees may compare their salaries with the salaries of their colleagues. If the comparison is favorable, it may create a positive outcome on the employees' view of the pay system, but if it is unfavorable, it may lead to feelings of unfairness or being disadvantaged.

Procedural fairness is considered an important factor in community exchange in the business world (Loi et al., 2006). Procedural justice (PJ) is the assurance of the system's integrity and the evaluation of the decision-making processes in terms of legality and appropriateness (Mooreman, 1991). There is evidence from various studies that procedural justice is a key contributor to the conception of new thoughts and consequently supports in overall improvement of the organization. In one of the studies, according to Njuguna and Kisilu (2023), PJ significantly boosts the performance assessment techniques applied in public secondary schools, and fairness in the system leads to greater acceptance, motivation, and participation. In the Chinese IT sector, Hu et al. (2024) formulated and verified a model connecting ethical leadership, procedural fairness, organizational trust, and innovation. It is stated that the trust of the whole association and the engagement of the employees are the two mediators in the relationship amid perceptions of OJ and work behavior. Whenever the employees think that their leaders have the same management style, they will trust and be loyal to the organization more, and this will lead to EIWB. These outcomes specify that fairness is a direct factor in the promotion of innovation, and at the same time, it is a factor in building trust, engagement, and motivation, which are the main elements of EIWB

facilitation.

Based on the study by Mikula et al. (1990), the perceived inequities were mainly the result of interpersonal relationships rather than the distribution of resources or the procedure followed. Justice research has progressively shifted its focus towards the interactional justice aspect which deals with the fairness with which decision-makers conduct their dealings with the different parties (Ambrose et al., 2002; Bhattarai et al., 2020). Interpersonal justice denotes the fairness of relationships. To make the company appear just, the managers and the employees must interact with each other in a way that is dignified and respectful. Informational justice refers to the openness and completeness of the information that is shared to unravel the decisions and their subsequent impacts. The importance of this aspect is increasingly recognized during the latter phases of merger integration, particularly when employees from the takeover company are trying to establish good communication and transparency (Bebenroth & Thiele, 2017).

Moreover, when employees perceive their employer as having a strong sense of integrity, informational justice can mitigate retaliatory behaviors among unemployed individuals, with perceived sincerity serving as a mediate aspect in this association (Skarlicki et al., 2008). Interpersonal justice, on the other side, means treating all human resources with respect and dignity. Individuals who prioritize inter-personal justice are not as much of likely to engage in workplace deviance, despite of their views on inter-personal injustice (Holtz & Harold, 2013). Moreover, the inter-personal justice exhibited by colleagues can enhance team citizenship behaviors by fostering improved social interactions and strengthening team identification, varying according to employees' levels of extraversion (Ohana et al., 2023). Furthermore, Cuguero et al. (2019) established a positive association between organizational fairness and several factors, including perceived support, job satisfaction, affective commitment, and information-sharing performance. These factors improve how well an organization works and encourage new ideas.

2.3 Knowledge Sharing (KS)

Sharing knowledge is when personnel in a department or organization share information, skills, and abilities with each other to help each other and work together to solve problems, come up with new ideas, or carry out policies (Cummings, 2004; Ghimire et al., 2024; Lin, 2007). It occurs when people are prepared to obtain and share knowledge (Button et al., 1996). Acquiring information and knowledge means learning from coworkers to get better at what you do, while contributing knowledge means helping coworkers get better at what they do. The information flow that these companies had already established was the basis for transferring new initiatives (Wang & Noe, 2010). A more skilled worker will probably pass more of his knowledge on to others, as he will feel that his skills have made him efficient and productive at work, and thus he will be motivated to learn and share his insight (Kankanhalli et al., 2005). Knowledge-sharing barriers come into existence when the whole process is too complicated, or when people give priority to their performance targets rather than passing on knowledge (He & Wei, 2009).

Equity is not simply a matter of strictly following the rules and regulations of an institution but rather considering the policies and frameworks related to the institution and even the whole industry. Liyanage, Villalba-Romero, and Carmichael (2024) investigated the allocation of UK Research and Innovation (UKRI) funding and revealed that some universities were disadvantaged because of the unequal distribution of funds. This regular practice of discrimination slows down the process of acquaintance sharing and the participation of people in the process, and hinders the development of new insights in groups. Their findings imply that the infusion of justice into the institutional structures leads to the enforcement of social justice and a broadening of the viewpoint, two factors that are indispensable for creativity. The same argument can be made for the service sector, that ensuring equitable access to resources, opportunities, and recognition is beneficial since such policies develop cultures of sharing knowledge and solving problems through collaboration. Knowledge sharing is crucial in the corporate

environment for learning and innovation, and thus it is well thought-out as the basis of effective knowledge management (Dahal et al., 2025; Joshi et al., 2023; Park et al., 2009).

If knowledge management projects are to be successful, then easy sharing of information among people is imperative (Wang & Noe, 2010). A knowledge-centric perspective views the organizational process of identifying, acquiring, and effectively utilizing internal information as the driver for a firm to achieve a competitive advantage and improved performance (Grant, 1997). Each factor mentioned above affects knowledge-sharing behaviors to a different degree depending on whether it is an organizational factor, an interpersonal factor, a team one, cultural, or individual (Wang & Noe, 2010). This study imparts that knowledge sharing as the course of attain and disseminating knowledge, while, on the one hand, knowledge acquisition is dependent on convincing others to disclose their academic capital and, on the other side, knowledge transfer is a voluntary exchange through which employees perform a group of activities to produce, disseminate, and make use of the most important knowledge collectively. Thus, open and reciprocal knowledge-sharing processes are the seeds from which innovative ideas grow and reach the market, and at the same time, they are the factor that drives organizational innovation (Kuo et al., 2014).

Informal knowledge processes help an organization to learn more and better by making the tacit knowledge exchange and integration easier. Hoe (2006) argues that these steps are the same as Nonaka and Takeuchi's SECI model (1995), which has four phases: socialization, externalization, combination, along internalization. Socialization is the main avenue for tacit knowledge transfer throughout informal interactions, such as mentoring and observing. Through informal sharing of knowledge, companies can build a learning culture that is dynamic and progressive. The sharing of insights gradually leads to the learning of people, the development of their problem-solving skills, and their general job performance. Through externalization, individuals can convert their tacit knowledge into explicit knowledge by discussing and brainstorming it.

The integration combines clear information from different sources, which improves and broadens the learning of the organization. Internalization allows workers to incorporate explicit knowledge into their daily lives through practice and experience. Sharing knowledge gives people positive energy, makes up for the bad effects of a bad work environment, and encourages new ways of working (Clercq et al., 2014). Sharing knowledge is a necessary way to learn in order to encourage innovative performance in a time when knowledge is very important (Lu et al., 2012; Shrestha et al., 2023). Even though there are benefits, people are often hesitant to share their information freely (Lu et al., 2012). An explanation that is not unreasonable for this hesitation could be the feeling of unfairness in the organization, with the concern that employees are being treated unfairly. The belief that there is unfairness in the organization could be a reason for this hesitation. When employees sense that their treatment at work is not fair, the trust that has been built up is dismantled. This makes them less likely to share information, which slows down new ideas. According to Mahmood et al. (2023), management and the organization's owners must acknowledge their duties and treat them with seriousness in knowledge concealment. A business's employees' performance improves when they have a perfect demotion policy for hiding knowledge. The main reason behind this is the gradual increase in the sharing of knowledge. One of the most significant contributions to the sustainability of society is the sharing of knowledge. On the one hand, helping others brings about happiness and satisfaction, and on the other, it is a good predictor of work outcome and creativity in organizations (Cuguero et al., 2019). In just workplaces, workers would be more inclined to collaborate and share (Cuguero et al., 2019).

2.4 Employees' Innovative Work Behavior (EIWB)

Individual creativity has a significant influence on the competitiveness and success of the organization in the long run. The service industry requires innovation in order to not only maintain standards but also to keep the customers happy (Bouncken, 2002). However, the workers may not have to be creative in their work as the job descriptions or contracts do not necessarily indicate this (Janssen, 2000). Moreover,

the reward systems used in traditional companies do not frequently acknowledge these behaviors that are beyond the roles of employees (Organ, 1988). The staff's decisions to engage in creative activities not only impact the organization's and the group's success but also lead to better performance in their jobs and growth in their careers.

The increasing use of AI has made the relationship between fairness and innovation a lot more difficult to understand. The responsible use of AI requires consideration of issues such as accountability, privacy, and fairness (Manasseh Oguru, 2025). The application of algorithmic biases can diminish the perception of equity in service provision and workplace situations by maintaining inequalities and losing trust. The requirement of equitable leadership and procedures in human-centered service innovation coincides with the equal distribution of regulatory compliance, equity, and innovation in transparent AI systems, as highlighted by Anang et al. (2024). Pham (2025) pointed out the need for fairness and justice as attributes of ethical innovation and public trust in the healthcare systems employing AI. The results draw attention to the necessity of fairness in the modern service areas, whether they are human or algorithmic, in order to foster innovation, trust, and credibility.

Intrinsic motivation is an important factor in the improvement of IWB since it makes it possible for the employees to participate in the creative process on their own terms (Janssen, 2000). Innovation is the intentional and systematic invention, initiation, and implementation of novel ideas in any task, group, or organization with the desire to enhance performance (Momeni et al., 2014). The research of Abstein and Spieth (2014) confirmed that businesses and organizations are able to expand and maintain a sustainable competitive advantage in a fast-changing market by stimulating innovative conduct among their personnel.

Cuguero et al. (2019) give a lot of importance to the organizational factors such as fairness, perceived support, job contentment, and affective dedication as the major contributors that will lead to the knowledge-sharing in the organization, and hence, the joint performance and innovation of the organization will be increased. The individual character traits are the most reinforcing factor for the individual to display innovative job behavior (Shih & Sustanto, 2011). Therefore, it can be accomplished that the circumstance of the OJ claimed by Pieterse et al. (2009) will actively contribute to the above-mentioned motivational cycle and possibly the IWB too. In the opinion of Kerwin et al. (2015), the existence of organizational justice is a prominent reason for employees to practice certain behaviors. Employees generally choose to keep the secret information to themselves even when there are a lot of benefits coming with sharing knowledge in an organization (Lu et al., 2012). Employees' perceptions of the organization as unfair can further fuel this reluctance since those who feel mistreated will not only be less likely to trust the organization but also more likely to keep their knowledge to themselves. It can ultimately lead to a situation where no one can express their ideas, and no one is creative. IWB is not easily managed as it poses an entirely different set of problems compared to the normal daily routines. Lu et al. (2012) argued that the innovative projects might be opposed by the more conservative coworkers, and also that the processes of such projects bear the risk of the failure of the idea (Moy, 2005). On the other hand, Janssen (2004) commented that the intellectual processes of idea generation, sponsoring, and execution are invariably unclear. Management support and cooperation become a key factor, especially in promoting knowledge sharing and delivering fair treatment.

Corporate governance mechanisms are one of the main factors that influence the view of people regarding innovation and fairness from a structural perspective. The research of Shams, Senin, and Ziarmal (2024) indicated that the increase in the number of board meetings led to the innovation outcomes, e.g., registrations of patents were significantly better. Good governance provides grounds for innovation through fairness and the lessening of information asymmetry. In a scenario like this, the personnel who would be scared to lose their jobs, irritated by the duration, or unhappy with their rewards wouldn't (Bock et al., 2005) let other co-workers know about their know-how or skills. In reality, the Chinese telecom sector has a state where knowledge transfer has been recognized as a link between the EIWB and the organizational fairness that is already there (Akram et al., 2020).

Purc and Laguna (2019) found that R&D employees receiving fair compensation, organizational support for creativity, a good person–organization fit, and intrinsic motivation are more apt to participate in innovative practices, thus fostering organizational innovation. Based on the above discussion, the conceptual framework (Figure 1) has been presented as follows.

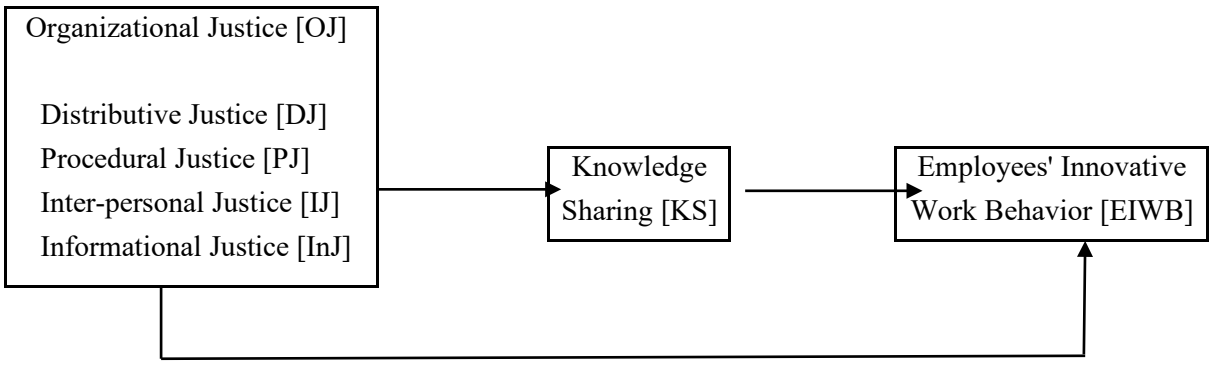


Fig. 1: Conceptual Framework

Based on the service systems and knowledge governance perspective outlined in Figure 1, the following hypotheses are proposed, framing OJ as a governance mechanism, KS as a mediated knowledge flow, and EIWB as a service innovation output:

Study Hypotheses:

H1: OJ exerts a significant and positive influence on EIWB.

Sub-hypotheses:

H1a: Distributive justice exerts a considerable and positive influence on EIWB.

H1b: Procedural justice exerts a considerable and positive influence on EIWB.

H1c: Inter-personal justice exerts a considerable and positive influence on EIWB.

H1d: Informational justice exerts a considerable and positive influence on EIWB.

H2: OJ exerts a significant and positive influence on KS infrastructure.

Sub-hypotheses:

H2a: Distributive justice exerts a considerable and positive influence on employees' KS.

H2b: Procedural justice exerts a considerable and positive influence on employees' KS.

H2c: Inter-personal justice exerts a considerable and positive influence on employees' KS.

H2d: Informational justice exerts a considerable and positive influence on employees' KS.

H3: KS exerts a considerable and positive influence on EIWB.

H4: KS mediates the association between OJ and EIWB.

3. Methodology

The study was operational using a quantitative approach to observe the association between the perceptions of fairness among the workers and their involvement in innovative work behavior. The questionnaires were distributed to the workers of Nepal Telecommunication Company Limited (NTCL), which is a state-owned enterprise. The consent of the participants was obtained after a detailed presentation of the research purpose, and they were assured that their participation would be entirely

voluntary.

The method of collecting statistics kept responses private and anonymous. In Nepal, NTCL is the biggest state-owned telecommunications company. The firm offers a variety of services such as landline telephone, mobile phone, internet, and additional services. Not only is NTCL a key contender, but it has also been continuously working on innovation in Nepal's telecommunications industry with its excellent service commitment. Ethical approval for the research was obtained by the researchers from the Nepal Commerce Campus, a constituent campus, Board on Ethics, with reference number 115/2023. They resorted to a convenient and limited sampling method since there was no data from all employees. A total of six hundred survey questionnaires were distributed with detailed explanations from October 2023 to March 2024. The final survey compilation resulted in 418 valid and usable responses, reflecting an approximate 70% response rate for the examination of the research hypothesis. Table 1 displays the demographic data for 418 participants.

Table 1. The Respondents

	Respondents			Respondents in	
	Nos	%		Nos	%
Sex:			*Job title:*		
Female	134	32.1	Non-officers	223	53.3
Male	284	67.9	Officers and above	195	46.7
Age group (in years):			*Job experience (in years):*		
≤ 30	151	36.1	≤ 5	112	26.8
31≤ to ≤ 40	138	33.0	6 ≤ to ≤ 10	174	41.6
41 ≤	129	30.9	10 ≤	132	31.6
	418	100.0		418	100.0

A Likert scale utilizing five points was developed to confirm the propositions designed in the study. The assessment survey was drafted in both English and Nepali to enhance the comprehension of Nepalese participants and boost the response rate. The extent from Al-Zu'bi (2010) provided three elements of OJ, namely DJ [11 items], PJ [7 items], inter-personal justice [4 items], and informational justice [6 items]. Furthermore, the study adapted knowledge sharing [5 items] from Lin's (2007) scale. A 6-item validated scale from Janssen (2000) was applied to assess employees' innovative work behavior. Altogether, the final survey questionnaire for this study had 39 study variables.

The simultaneous collection and reliance on self-reported information may produce outcomes in a common method bias (CMB), impairing the research variables' linkages (Jones, 2009). This study used the Harman single-factor test, as described by Podsakoff et al. (2003), to determine the existence and magnitude of the CMB. CMB would be considered appropriate if the Harman single factor noted fewer than 50 % of the discrepancy (Podsakoff et al., 2003). The 39-item data set had a variation of 45.953%, significantly less than the cut-off value of 50 %. As a result, the research was clear of any confounding effects from the CMB.

Although the study used credible and previously validated test items, internal consistency testing and revalidation were required. This study applied Kaiser Kaiser-Mayer Olkin measure for the sample adequacy confirmation so that confirmatory factor analysis is possible. Kaiser Mayer Olkin value (0.941) was found more significant than the cutoff value of 0.60 (Kaiser, 1974). Similarly, data were found appropriate for confirmatory factor analysis (CFA) by Bartlett's test of sphericity ($p = 0.000$). Furthermore, to determine if observable variables and latent constructs met objectives, the study investigated reliability and convergent validity. CR and AVE measured convergent validity, while Cronbach's alpha measured internal consistency. The test results are in Table 2 and Figure 2.

Table 2. Reliability and Convergent Validity Insights

Construct / Cronbach Alpha	Test items	Latent Variables / Std. Reg. Weights					
		DJ	PJ	IJ	InJ	KS	IWB
Distributive Justice [DJ]	DJ1_Rewards Fairness	0.739					
	DJ2_Equitable Resource Distribution	0.712					
Alpha = 0.958	DJ3_Effort-Considerate Benefits	0.628					
CR = 0.943	DJ4_Fair Compensation	0.701					
AVE = 0.609	DJ5_Fair Professional Development	0.654					
	DJ6_Recognition of Contributions	0.736					
	DJ7_Consistent Outcomes	0.624					
	DJ8_Diverse Contributions Recognition	0.683					
	DJ9_Promotion Transparency	0.986					
	DJ10_Equal Recognition	0.970					
	DJ11_Equitable Task Distribution	0.968					
Procedural Justice [PJ]	PJ1_Clear Decision Procedures		0.711				
	PJ2_Fair Decision Making		0.977				
Alpha = 0.951	PJ3_Consistent Policy Application		0.721				
CR = 0.915	PJ4_Opportunity for Expression		0.704				
AVE = 0.612	PJ5_Timely Decision Information		0.965				
	PJ6_Appeals and Dispute Resolution		0.675				
	PJ7_Decision Consistency		0.931				
Inter-personal Justice (IJ)	IJ1_Respectful Treatment			0.513			
Alpha = 0.850	IJ2_Consideration of Employee Well-being			0.634			
CR = 0.864	IJ3_Fair and Unbiased Interaction			0.958			
AVE = 0.629	IJ4_Appreciation and Recognition			0.967			
Informational Justice (InJ)	InJ1_Transparent Decision-Making				0.951		
Alpha = 0.915	InJ2_Access to Relevant Information				0.977		
CR = 0.911	InJ3_Clarity in Organizational Policies				0.973		
AVE = 0.645	InJ4_Justification for Changes				0.671		
	InJ5_Open and Honest Feedback				0.585		
	InJ6_Consistent Information Sharing				0.523		
Knowledge Sharing [KS]	KS1_Freedom for Innovative Exploration					0.348	
Alpha = 0.870	KS2_Recognition of Contributions					0.776	
CR = 0.912	KS3_Effective Sharing Channels					0.977	
AVE = 0.694	KS4_Respect for Insights					0.967	
	KS5_Equal Access to Network Resources					0.925	
Innovative Work Behavior	PEI1_Innovative Encouragement						0.736
[IWB]	PEI2_Organizational Support for Ideas						0.980
Alpha = 0.937	PEI3_Recognition for Innovation						0.814
CR = 0.939	PEI4_Freedom for Innovation						0.646
AVE = 0.725	PEI5_Impact of Innovative Contributions						0.933
	PEI6_Motivation for Innovation						0.946

As shown in Table 2, each extracted construct's Cronbach's alpha values are above Taber (2018)'s cut-off value of 0.70, indicating its dependability for further study. The constructions were revalidated using construct reliability (CR) and average variance extracted (AVE). In Table 2, CR and AVE exceeded Hair et al. (2014)'s cut-off values of 0.70 and 0.50, representing the constructs' convergent validity. Table 3 and Figure 2 provide additional information for analyzing construct discriminant

validity.

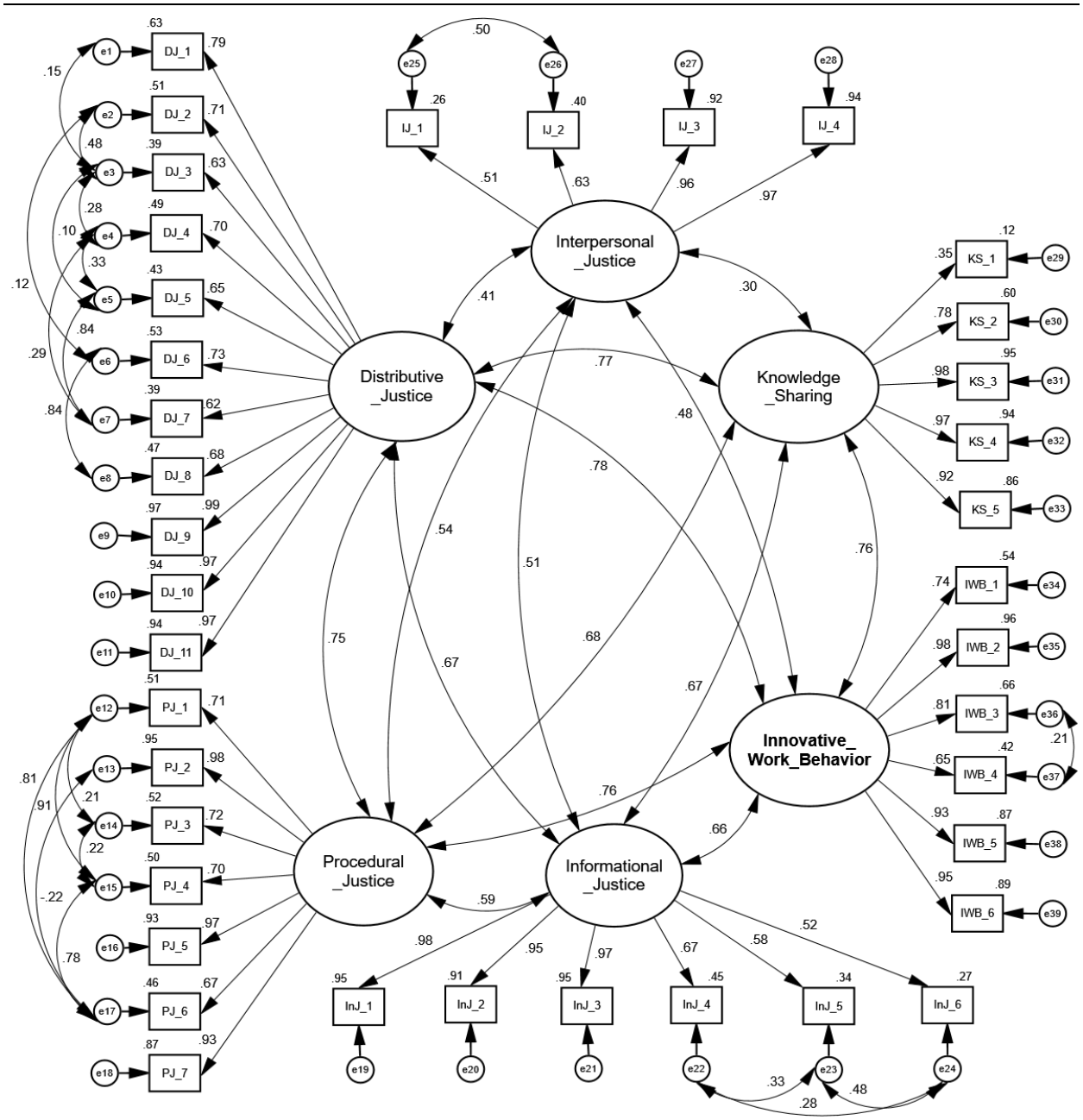


Fig. 2: Inter-connected construct relationship

The discriminant validity of the constructs was evaluated through the application of Fornell and Larcker's (1981) criterion. In this case, the correlations between the constructs must be lower than the specific square root of the AVE. The inter-construct association matrix is depicted in Table 3 and highlights the square root of AVE (shown in bold and on the diagonal). The findings suggest that the constructs were separate. Moreover, Henseler et al. (2015) have contended that the Fornell-Larcker (1981) criteria are not sufficiently sensitive to identify even subtle cases of non-discriminant validity. Therefore, Henseler et al. (2015) advocated for the use of the HTMT ratio criteria. The HTMT ratio is the comparison of the average heterotrait-hetero-method correlation to the average monotrait-heteromethod correlation on the basis of a less than 0.90 value to infer the non-existence of discriminant validity between the constructs (Henseler et al., 2015). The results from the HTMT ratios are provided

in Table 3.

Table 3. Discriminant Validity

	Fornet and Larcker (1981) Criterion						Heterotrait-Monotrait (HTMT) Criterion					
Constructs	DJ	PJ	InJ	IJ	KS	IWB	DJ	PJ	InJ	IJ	KS	IWB
DJ	**0.780**											
PJ	.749**	**0.782**					.800					
InJ	.667**	.587**	**0.803**				.621	.678				
IJ	.407**	.543**	.511**	**0.793**			.542	.730	.752			
KS	.774**	.685**	.672**	.302**	**0.833**		.859	.795	.784	.652		
IWB	.776**	.758**	.662**	.484**	.762**	**0.851**	.758	.803	.687	.772	.849	

***. Correlation, significant at the 0.01 level (2-tailed).*

The output in Table 3 clearly displays that HTMT values of all constructs dropped lower the predefined threshold of 0.90. The results indicate the existence of discriminating validity concerning their reflective manifestations and therefore open up new areas or issues.

4. Presentation and Analysis

Table 3 presents the correlation examination, which indicates the traits and strength of the relations among the constructs. The Pearson correlation investigation pointed out a very strong positive correlation among the constructs at the 1% significance level ($p < 0.01$). Furthermore, Table 4 demonstrates the descriptive information of the constructs and assesses the data's features.

Table 4. Descriptive Statistics (n = 418)

Constructs	Mean	Std. Deviation	Skewness	Kurtosis
Distributive Justice [DJ]	3.3734	.78623	-.120	.309
Procedural Justice [PJ]	3.5755	.85787	-.740	-.214
Informational Justice [InJ]	3.3242	.73008	-.859	.059
Inter-personal Justice [IJ]	3.3337	.60214	-.948	.229
Knowledge Sharing [KS]	3.5254	.72196	-.176	-.636
Innovative Work Behavior [IWB]	3.4565	.75867	-.464	.173

The mean and standard deviation provide a general overview and also give a glimpse into the characteristics of the dataset within the constructs. Along with the Skewness values (- 0.120 to - 0.948) and the absolute values of Kurtosis (- 0.214 to 0.309), which are depicted in Table 4, the normality of the dataset gets more support. As per Johnson and Wichern (2007), the limits that were mentioned denote that a dataset has very less resemblance to a normal distribution if the Skewness is less than -1 or more than +1 and the Kurtosis is less than -2 or more than +2.

The evaluation of the study hypotheses was done using structural equation modelling (SEM) and path analysis (PA) along with the software for analysis of moment structures (AMOS). The SEM model, which is portrayed in Figure 3, not only shows the standardized estimation of each path but also includes the model's predictive power through multiple correlation coefficients, the model fit indices with cut-off values, and the model fit indices with cut-off values.

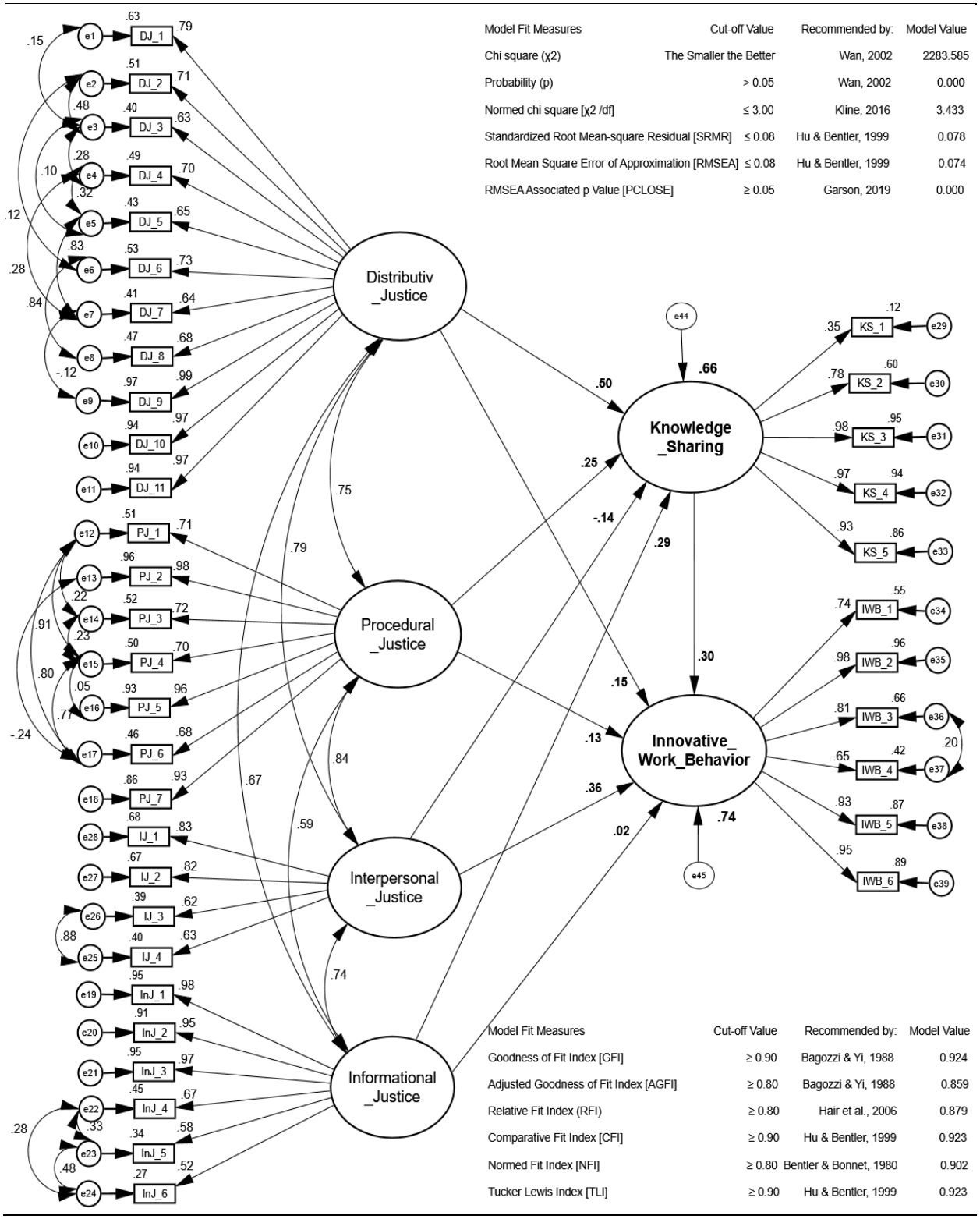


Fig. 3: The path analysis

All the fit indices for the model were excellent according to the cutoff values shown in Figure 3 suggested by different authors (Bagozzi & Yi, 1988; Bentler & Bonett, 1980; Garson, 2019; Hair et al., 2006; Hu & Bentler, 1999; Kline, 2016; Wan, 2002). The model's predictive power through multiple regression coefficients (r2) observably notes that the cumulative impact of organizational justice factors accounted for about 66.0% of the knowledge sharing, and the organizational justice factor with

knowledge sharing accounted for that employees' inventive work behavior was fluctuating by around 74.0% variation in the employee's innovative work behavior. Table 5 includes the unstandardized regression weight (URW), the standardized regression weight (SRW), the standard error (SE), the critical ratios (CR), the probability value (p-value), and the summarizing remarks on the proposed sub-hypotheses at a 5% significance level.

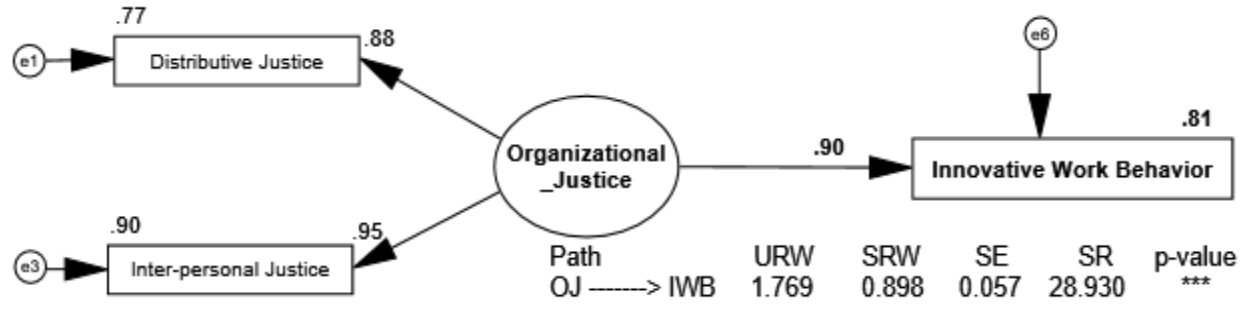
Table 5. Testing Sub-hypotheses – Direct Effects

Sub-hypotheses	Paths	URW	SRW	SE	CR	p-value	Remarks
H1a	DJ --------> IWB	0.163	0.154	0.062	2.649	0.008	Supported
H1b	PJ --------> IWB	0.115	0.129	0.059	1.944	0.052	Not supported
H1c	IJ --------> IWB	0.644	0.358	0.177	3.647	***	Supported
H1d	InJ --------> IWB	0.017	0.021	0.041	0.417	0.676	Not supported
H2a	DJ ---------> KS	0.518	0.497	0.068	7.611	***	Supported
H2b	PJ ---------> KS	0.223	0.254	0.062	3.610	***	Supported
H2c	IJ ---------> KS	-0.240	-0.136	0.177	-1.355	0.175	Not supported
H2d	InJ ---------> KS	0.232	0.296	0.042	5.510	***	Supported

*** *Significant at the 0.01 level.*

* *Significant at the 0.05 level.*

The SEM model in Figure 2 and the results from Table 5 demonstrate a mixed association between the OJ components (DJ, PJ, IJ, and InJ) and employees' IWB. The observable and latent variables and the knowledge-sharing construct accounted for roughly 74.0% of the variation in employees' IWB at NTCL. The analysis revealed that PJ and InJ have a positive but insignificant association at a 5 % significance level with employees' IWB, hence rejecting the sub-hypotheses H1b and H1d. Furthermore, Figure 2 and Table 5 show the association between OJ components and employees' KS behavior at NTCL, where IJ has a negative and insignificant association with employees' KS, rejecting the sub-hypothesis H2c. The study employed data imputation at the AMOS program to obtain aggregate values within the reflective constructs. Figure 4 depicts the association of OJ on employees' IWB based on the supported latent variables.



*** *Significant at the 0.01 level.*

Fig. 4: The study model without mediation

The path from OJ to IWB has an unstandardized regression weight (URW) of 1.769 and a standardized regression weight (SRW) of 0.898, with a standard error (SE) of 0.057 and a significant t-value of 28.930 ($p < 0.01$), indicating a strong, positive, and statistically significant association of OJ on IWB. The association explained approximately 81.0 of % variation in IWB. Furthermore, the AMOS program used the bootstrapping technique, which involved 5000 resamples and a 95% confidence interval, to examine the role of knowledge sharing in facilitating OJ and IWB among employees. Figure

5 shows the standardized regression weights for the postulated pathways.

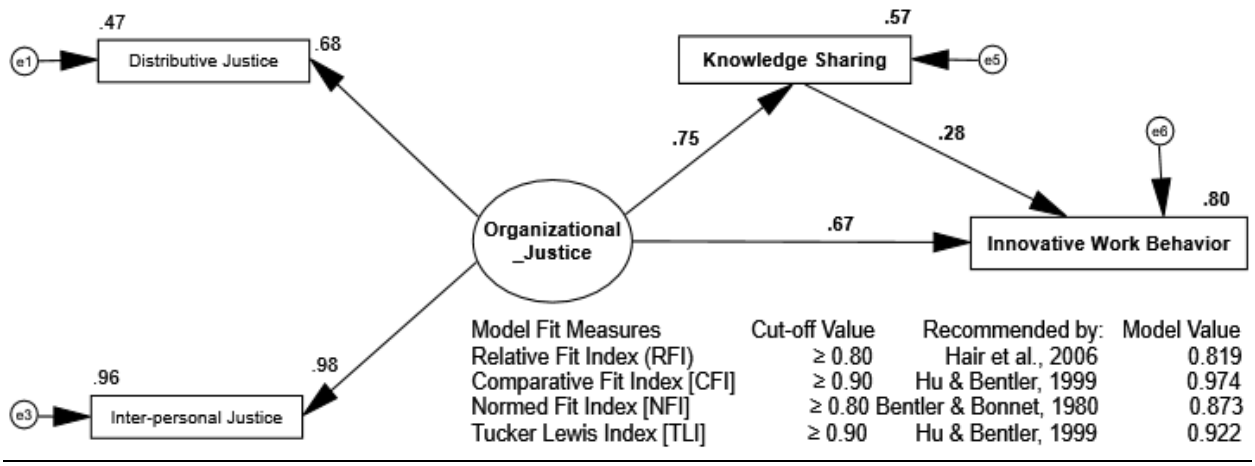


Fig. 5: The study model with mediation

The direct effects of the hypothesized paths on the interaction of the two variables, with the other factors held constant, are presented in Table 6. The model's mirrored path coefficients elucidated the direct impact on the constructs.

Table 6. Testing Hypotheses – Direct Effects

Hypotheses	Paths	URW	SRW	SE	SR	p-value	Remarks
H1	OJ ----> IWB	1.250	0.667	0.101	12.364	***	Supported
H2	OJ ------> KS	1.389	0.754	0.071	19.449	***	Supported
H3	KS ----> IWB	0.281	0.276	0.048	5.905	***	Supported

*** Significant at the 0.01 level.

Table 7 shows the direct, indirect, and total effects on the link between the constructs. This lets us look at how KS helps employees with OJ and IWB. Indirect effects entail an intermediate variable (knowledge sharing) that promotes the association between OJ and IWB. Total impacts account for both direct and indirect effects.

Table 7. Testing Hypotheses - Direct, Indirect, and Total Effects of the Model

Hypotheses	Paths	Direct Effect	Indirect Effect	Total Effect	Remarks
H4	OJ ----> KS ----> IWB	0.667 (p = 0.000)	0.208 (p = 0.001)	0.875 (p = 0.000)	Partial Mediation

The un-standardized regression weight (URW) for the route from OJ to IWB considering KS is 1.250 while the standardized regression weight (SRW) is 0.667, and the standard error (SE) is 0.101 with a significant t-value of 12.364 ($p < 0.01$). The explanatory power of OJ ($\beta = 0.898$; $p < 0.01$) has been reduced ($\beta = 0.667$; $p < 0.01$) due to the presence of KS. This outcome reflects an effective, direct, and positive statistically significant influence of OJ on IWB, thereby corroborating H1. The pathway from OJ to KS is characterized by 1.389 URW and 0.754 SRW, a SE of 0.071, and a t-value of 19.449 ($p < 0.01$). The finding indicates that OJ has a strong impact and a positive direct effect on KS, hence supporting H2. The pathway from KS to IWB is assigned a URW of 0.281 along with an SRW of 0.276. The standard error is 0.048, and the t-value is 5.905 ($p < 0.01$). The outcome implies that the knowledge

sharing has a significant and positive direct consequence on the innovative work behavior, thus the hypothesis is accepted as H3. Finally, the fourth hypothesis is about the role of KS as a mediator in the OJ-IWB relation. The effect of OJ on EIWB was direct with a value of 0.667 ($p < 0.01$) and indirect through KS with a value of 0.208 ($p < 0.01$), which together formed the total effect of 0.875 ($p < 0.01$). The indirect effect points to the fact that KS is a partial mediator in the relation between OJ and EIWB. Hence, H4 was confirmed to be a case of partial mediation.

5. Discussions

The study has shown that the pronounced effect of OJ on EIWB is undeniable. It reveals the truth that treating people fairly is a source of creativity for them at the workplace. Fairness or justice of management is the driving force for the employees to look for opportunities and practice their EIWB, and at the same time, it is a motivation that success will be rewarded. Pieterse et al. (2009) noted that OJ is the major factor contributing to employee motivation. Kerwin et al. (2015) also concluded OJ as a facilitator of innovation in another research. The adoption of non-discriminatory practices prevents the maltreatment of employees. This approach is a way of generating new ideas free from constraints of prejudice or unequal treatment. This conclusion is in agreement with Lu et al. (2012), who, after their study, found that fair working conditions build up collaboration, psychological safety, and innovation.

The research results provide a new understanding of existing operational dynamics through a service science framework. The telecommunications company transforms into a knowledge-intensive service system because OJ operates as an HR policy and a governance system for its information infrastructure. The formal rules and knowledge distribution transparency of the system are controlled through procedural and informational justice components, while interpersonal justice functions as a mechanism that enables informal social connections needed to share tacit knowledge. The primary knowledge-sharing pathway enables governance to affect innovation according to KS, which serves as a vital finding to develop service informatics tools that track and support the knowledge movement needed to maintain the service innovation process.

The establishment of trust and participation that rests on justice leads to the company's sharing of knowledge and mind generation. KS in fair workplaces, apart from being an efficient way of communication, acts also as a trust booster and a contributor to the overall good state of the organization. The strong influence of OJ on KS ($\beta = 0.754$, $p < 0.01$) is the confirmation of the reciprocity rule in social exchange theory (Blau, 1964). In this way, the employees transfer information through the newly formed mutual relations, which, of course, is a process of making the company stronger and more stable. This affirmation is in line with Cuguero et al. (2019)'s research, whereby affective commitment, perceived organizational support, and job satisfaction were identified as the main drivers of knowledge sharing. OJ leads to the interrelated elements that help organizations to exploit the full range of their staff's talents and backgrounds. When people at work are open about sharing their knowledge, the credit for the creative ideas coming forth and being implemented actually goes to the whole pool of their combined expertise. The positive connection between KS and IWB ($\beta = 0.276$; $p < 0.01$) means that the employees are more likely to experiment, take the initiative, and propose new and creative ideas if they are part of the open knowledge-sharing process. According to the social capital theory, the knowledge sharing networks increase the social ties, trust is built, and problem-solving collaboration is facilitated (Nahapiet & Ghoshal, 1998).

However, innovation is not a default outcome from the mere sharing of knowledge. Creativity or ingenuity takes place, if at all, only when the company supports it with resources, has an understanding of, and is ready to handle the perception of risk in the prevailing culture. Nonaka and Takeuchi's SECI model (1995) is supported by Hoe (2006), who states that informal knowledge processes are, in this context, the most important factor for organizations' continuous learning and adaptability. Interactions, such as mentorship and observation, can create an informal setting for the sharing of implicit knowledge through the SECI model.

Equity is a factor that not only supports the transfer of knowledge but also promotes the development of creativity and innovation. The model indicates that KS is the only factor linking OJ and IWB to a partial extent. It means that KS supports mediation; it compounds trust and reciprocity that entice the workers to not only share their ideas but also make them more inventive. The direct impact of OJ on EIWB indicates the presence of intrinsic motivation and the granting of permission for the flourishing of creativity. The same is said by Lu et al. (2012): knowledge sharing among employees can be done without fears of being judged or failing the whole group. The process of knowledge sharing is difficult despite its advantages. Employees may rather keep their cards close to their chests because of job insecurity, low pay, and the fear of losing a competitive edge (Bock et al., 2005).

When staff members share information openly, they build up a common base of knowledge that leads to the creation and execution of new ideas. The strong relationship between KS and IWB ($\beta = 0.276$; $p < 0.01$) implies that employees are more likely to engage in testing, taking the lead, and suggesting new ideas if knowledge sharing is facilitated openly. The social capital theory posits that networks formed through the sharing of knowledge not only increase the number of social ties but also create trust and make it easier to work together in solving problems (Nahapiet & Ghoshal, 1998). However, simply sharing knowledge among the parties involved does not guarantee that innovation will occur. The success of this effort is, in fact, determined by the extent of the organization's backing, the amount of resources allocated, and the culture's attitude towards risk-taking. In light of this, informal knowledge exchanges become pivotal for the ongoing flow of learning and flexibility in the organization’s function.

Hoe (2006) supports Nonaka and Takeuchi's SECI model (1995) that permits tacit knowledge to be communicated through interpersonal relationships such as mentoring or observation. The informal relationships that allow individuals to share their knowledge create a vibrant learning atmosphere that not only lets the participants but also the whole organization witness the birth of ideas and the development of existing ones. The dissemination of knowledge works through equity, thus leading to the generation of creative and innovative outputs. The evidence concurs with the SET Theory, which indicates via KS that it only partly mediates OJ and IWB. Partial mediation implies that KS is another route for things to happen; justice nurtures the atmosphere of trust and reciprocity, which in turn promotes the sharing of ideas and their evolution into new ones. The fact that OJ directly influences IWB reflects intrinsic motivation and makes it easier for the creative to be developed. Lu et al. (2012) contends that KS among employees makes it possible for them to introduce their novel ideas without any fear of being criticized or turned down. Knowledge transfer is tough, although it carries a number of advantages with it. Employees might decide to keep their knowledge to themselves because of the insecurity of their jobs, low salaries, and the fear of loss of their competitive edge (Bock et al., 2005). Fragmented knowledge management systems may also limit information dissemination. Mahmood et al. (2023) suggested coordinated information-sharing platforms, incentive structures, and anti-retaliation laws to address these issues and maximize knowledge sharing, which has innovative potential. Leadership, communication, and incentives are needed to increase creativity through knowledge sharing. A knowledge-centric culture may foster collaborative problem-solving, creativity, and sustainable innovation in fast-changing companies, enabling long-term growth and flexibility.

6. Conclusion

The study models how governance mechanisms control knowledge flows to generate service innovation within digital service ecosystems, which exists as a contribution to service science and informatics. The research develops a system-level explanation for telecommunications sector innovation, which operates as an essential component of worldwide information and logistics networks. The validated framework provides an operational guide for managing innovation pipelines which operate in knowledge-intensive service systems through the application of fairness to enhance information access, teamwork, and inventive problem-solving capabilities.

This study demonstrates OJ's considerable influence on service firms' EIWB promotion. Equitable treatment encourages risk-taking, creative problem-solving, and firm growth. Innovative, cooperative, and creative workplaces are OJ's goals. Fair processes, interactions, and results enable people to share information, propose new ideas, and take fair risks to grow the organization. These findings clarify OJ, KS, and EIWB and show that fairness-driven empowerment and resource accessibility are needed to turn shared information into EIWB. Studies show that OJ has a considerable impact on how employees act when it comes to KS. Being fair when making decisions and treating people well encourages people to work together, share, and make useful discoveries. Sharing knowledge improves relationships between people and is an important link between ideas about justice and new ideas. KS improves both personal and group innovation in businesses by turning fairness into collaborative learning and creative ways to solve problems.

The empirical data hold the idea that KS is a mediator for the association between OJ and EIWB, which means that the fairness perceptions lead to innovation not only through direct but also through the indirect channel of the improved knowledge exchange. This interplay illustrates that trust is built up in and given back by fair and equal workplaces, further stimulating the creation, development, and use of new ideas by making such a culture more and more necessary. The inner communication of the firm is very important as it serves as a direct line on which creativity flows to the organization, hence making it more adaptable, and consequently, the performance of the firm is improved, and the firm can compete for a longer time. The incorporation of equity and the knowledge-sharing model into the corporate structure guarantees the rise of creativity, a stronghold of the organization against the competition, plus the possibility of the innovations being permanent.

The research results are in line with the social exchange theory and provide empirical evidence that employees, when treated with fairness, view it as an organization that shares their knowledge, is creative, and innovate accordingly. One way through which firms can develop an environment of EIWB is by distinguishing their DJ, PJ, and InJ dimensions with fairness. Now, decision-making that is open, resource allocation that is fair, and the provision of support are among the practices that help to build a culture of trust that is also collaborative. In addition to this, the organizations need to put in place systems and training that will keep the information flow and the learning of skills going on constantly, thus keeping the employees engaged and their productivity at the highest point.

7. Future Direction and Limitations

The study denotes the service sectors where the technology might be restricted due to other regions, cultures, and value systems. Self-report dealings can lead to common method biases that reduce the accuracy of the outcomes. Researchers can consider conducting experimental and longitudinal studies in the future to give a clearer picture of the relationship between KS and OJ, EIWB. The validation of the results through the use of different samples from different organizations would be a possibility in future studies.

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