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The Effect of Informational Justice on Employees' Knowledge-Hidden Behavior With Organizational Identification as A Mediate at The Yogyakarta Main Post Office

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Abstract: With organizational identification serving as a mediator, this research seeks to investigate the impact of information justice on knowledge hiding behavior. Using a census approach (saturated sample), the study population consisted of all workers of the Yogyakarta Main Post Office. Partial Least Square-Structural Equation Modeling (PLS-SEM) was used to examine data received from a Likert scale questionnaire. Before evaluating the hypothesis, validity and reliability tests were performed. To assess the model, we used model fit, R-square, effect size, and bootstrapping. The findings reveal that information justice exerts a significant positive effect on organizational identification and a significant negative effect on knowledge hiding behavior. Moreover, organizational identification demonstrates a significant negative effect on knowledge hiding behavior and effectively mediates the association between information justice and knowledge hiding behavior. The results show that information justice decreases knowledge-hiding behavior and increases organizational identification. This demonstrates the importance of transparent, consistent, and honest communication practices in building a collaborative organizational climate and minimizing barriers to knowledge sharing. Consequently, the findings highlight the importance of transparent communication in reducing knowledge hiding.

Keywords: Information Justice; Knowledge Hiding Behavior; Organizational Identification.

INTRODUCTION

Human resource management plays a crucial role in supporting organizational goals, particularly through managing employee behaviors that influence knowledge sharing within the organization (Dessler et al., 2015). One common challenge is knowledge hiding, which refers to employees intentionally hiding information from their coworkers (Connelly et al., 2011). This behavior can hinder information flow, reduce creativity, and weaken team effectiveness (Xu et al., 2023). Previous studies have shown that employee performance is influenced by various factors, including external motivation (Nastiti & Rosari, 2021). Strengthening organizational identification through information justice has been considered a strategic approach to addressing this challenge.

When investigating the connection between knowledge concealment, organizational identity, and informational justice, prior studies have yielded conflicting conclusions. Research suggests that information justice may have a positive influence on organizational identification (Xu *et al.* , 2023). Similarly, (Ćerne *et al.* , 2014) confirm that motivational climate influences knowledge hiding behavior. Another finding highlights leadership and psychological factors influencing knowledge-related behaviors in organizations (Nastiti & Rosari, 2021).

Furthermore, research findings emphasize the importance of transparent, clear, and consistent communication in building trust, demonstrating that communication forms an important foundation for establishing internal information justice, thereby strengthening organizational identification and reducing dysfunctional behaviors such as knowledge hiding (Lisarini *et al.* , 2018). Similarly, research conducted also supports the view that work environment factors, stress, and employee motivation play a significant role in shaping individual behavior within an organization (Kurniawan & Purwanto, 2022). When relationships are positive, employees tend to be more open and willing to share information; conversely, a work climate filled with distrust can increase the tendency to hide knowledge. However, they note that the relationships underlying knowledge hiding can vary, suggesting the presence of additional influencing factors (Connelly *et al.*, 2011). This inconsistency suggests the need for further research, particularly in different organizational contexts. The uniqueness of this study lies in revisiting the role of organizational identification as a mediating variable between information justice and knowledge hiding behavior in the public sector context, specifically at the Yogyakarta Main Post Office.

Initial observations at the Yogyakarta Main Post Office revealed indications of knowledge hiding among employees, reflected in several tangible behaviors. For example, the flow of information between divisions was often delayed or incompletely communicated, hampering work coordination and reducing the efficiency of customer service. Furthermore, some employees reported limited involvement in decision-making, reflecting weak organizational identification (Himam, 2010). These observations highlight the importance of transparent and timely information justice in strengthening organizational identification and reducing knowledge hiding behavior. Thus, implementing information fairness has the potential to be an important strategy for minimizing knowledge hiding behavior, fostering collaboration, and ensuring long-term teamwork effectiveness.

Consequently, the purpose of this research is to analyze how organizational identification functions as a mediator between informational justice and knowledge-hiding behavior. These findings are expected to provide theoretical contributions by enriching the human resource management literature and practical contributions by providing insights into internal communication strategies grounded in information justice and enhancing organizational identification to minimize knowledge hiding behavior in the workplace.

In line with the previous discussion, the research hypotheses are formulated based on relevant theoretical foundations and empirical findings. Previous studies have shown that informational justice can reduce employees' tendency to hide knowledge by encouraging transparent and fair communication within organizations (Kılınc, 2025; Xu *et al.* , 2023). At the same time, informational justice has also been found to strengthen employees' organizational identification, which in turn reduces their likelihood of hiding knowledge (Cao, 2022). Based on these arguments, this study proposes that informational justice has a negative relationship with knowledge hiding, a positive relationship with organizational identification, and that organizational identification has a negative influence on knowledge hiding as supported by prior findings. Furthermore, it is expected that organizational identification plays a mediating role in the relationship between informational justice and knowledge hiding (Xu *et al.* , 2023). The conceptual framework of this study is illustrated in Figure 1.

Next, the main concepts that form the basis of this research are explained. Informational justice refers to the extent to which employees receive clear, accurate, timely, and

understandable explanations regarding organizational decisions (Colquitt, 2001). Fair and transparent information creates a sense of respect, trust, and reduces uncertainty in work relationships (Greenberg, 1993). Employees who perceive informational justice are more likely to exhibit collaborative behavior, as they do not feel the need to withhold information to protect themselves from potential harm (Mahmood *et al.*, 2023). Conversely, a lack of informational justice can trigger defensive behaviors, such as knowledge hiding, which ultimately harms the organization (Connelly *et al.*, 2011). Previous research has shown that information justice is an important predictor of increased organizational identification (Xu *et al.*, 2023). Other studies note that unclear or inconsistent communication may increase dysfunctional knowledge-related behaviors in organizations (Peng *et al.*, 2020).

H1: Information Justice has a significant negative effect on employee knowledge hiding behavior.

Organizational identification describes the extent to which employees internalize the organization's values and goals and feel an emotional attachment to their workplace (Ashforth & Mael, 1989). Providing fair and consistent information strengthens trust in the organization and builds a stronger psychological bond between employees and the organization. When employees feel treated fairly through open communication, they are more likely to feel pride and have a strong sense of in-group toward the organization (Riketta, 2005). Previous research has shown that informational justice is an important predictor of increased organizational identification (Xu *et al.*, 2023). Furthermore, studies indicate that positive organizational experiences can strengthen employee emotional attachment. In Indonesia, several studies have also found that fair organizational communication practices can strengthen employees' sense of belonging to their institution.

H2: Information Justice has a significant positive effect on organizational identification.

Employees with high levels of organizational identification will view the organization's success as part of their personal success, so they are more motivated to support shared goals through open knowledge sharing (Ashforth & Mael, 1989). Conversely, low levels of organizational identification can lead to an individualistic orientation that encourages knowledge hiding practices (Černe *et al.*, 2014). Strong identification encourages positive perceptions of information exchange because employees believe that their contributions will be appreciated by the organization (Nguyen *et al.*, 2022). Previous research shows that high organizational identification reduces knowledge hiding behavior, so employees with strong ties to their organization are less likely to engage in knowledge hiding (Černe *et al.*, 2014). Furthermore, other studies confirm that organizational identification plays an important role in encouraging sharing and collaboration behavior, which is the opposite of the tendency to hide knowledge (Nguyen *et al.*, 2022).

H3: Organizational identification has a significant negative effect on employee knowledge hiding behavior.

Organizational identification can serve as a psychological mechanism explaining how informational justice influences knowledge hiding behavior. Employees who receive information fairly feel respected, trusted, and part of the organization, which in turn strengthens their identification. High identification then encourages employees to engage in prosocial behaviors, such as knowledge sharing, and suppresses the tendency to hide information (Nguyen *et al.*, 2022). Previous research supports this role by showing that organizational identification mediates the relationship between information justice and knowledge hiding (Xu *et al.*, 2023). Similar findings were also obtained in the Indian context, where fair organizational treatment increased identification, which decreased knowledge hiding behavior (Kumar Jha & Varkkey, 2018). Other research in the Indonesian public sector found that organizational identification strengthened the influence of organizational justice on knowledge sharing behavior.

H4: Organizational identification mediates the effect of information justice on employee knowledge hiding behavior.

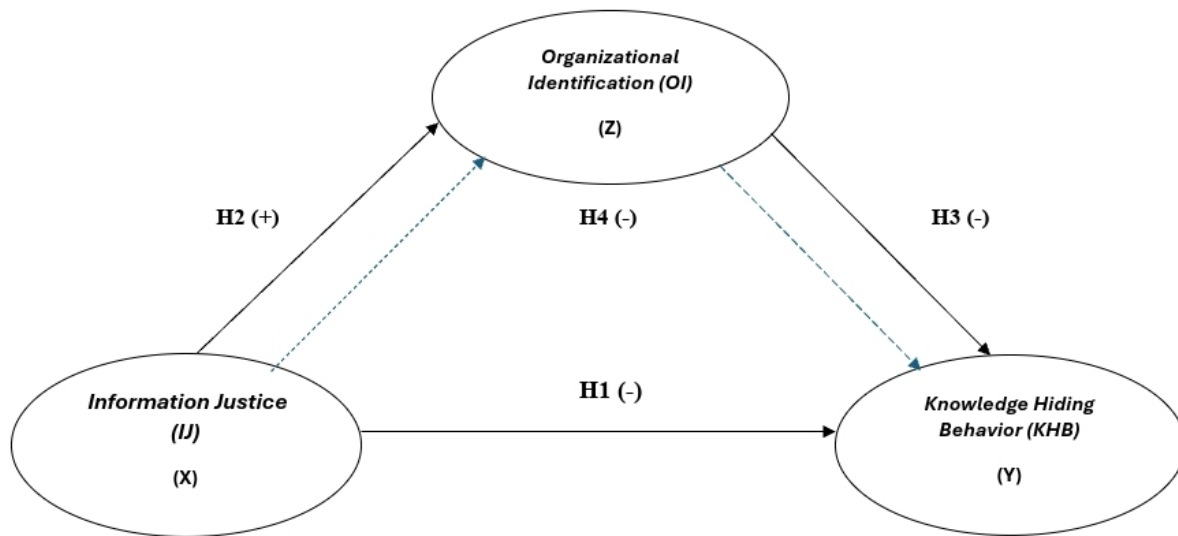


Figure 1 Conceptual Framework

METHOD

This study employed a quantitative survey approach. This approach was chosen because it aligns with the research objectives of testing formulated hypotheses and obtaining statistically measurable data. The purpose of this research was to examine the relationship between organizational identification as a mediator and information justice in relation to knowledge-hiding behavior among employees at the Yogyakarta Main Post Office in May 2025.

Primary and secondary data were used in this research. Questionnaires were distributed to all employees at the Yogyakarta Main Post Office in order to collect primary data, while secondary data were obtained from previous research literature and relevant internal organizational documents as supporting material for the analysis. The study population was all 50 employees of the Yogyakarta Main Post Office. Because the population size is relatively small and can be fully reached, all members of the population were selected as respondents. Therefore, the technique used was a census with a sample size of 50 people.

The researchers used a Likert scale from 1 to 5, where 1 indicates strongly disagree and 5 indicates strongly agree, to gather data from the participants. There are three primary factors that make up the questionnaire. First, Information Justice, which is measured by five statement items adapted from (Colquitt, 2001), for example “My top supervisor explains work procedures thoroughly to me.” Second, Organizational Identification, measured by five statement items based on (van Dick *et al.* , 2008), for example “I feel strong ties with my organization.” Third, Knowledge Hiding Behavior, which is measured by eleven statement items from (Connelly *et al.*, 2011), one of which is “I pretend not to know the information requested by colleagues.” The questionnaire was distributed directly to employees via the customer service section to ensure responses reflected actual conditions.

The data were further examined using SmartPLS software and the Partial Least Square Structural Equation Modeling (PLS-SEM) technique. We opted for this approach because it can evaluate both direct and indirect relationships between variables and is suitable for studies with small sample sizes. Testing research instruments, models, and hypotheses was part of the data analysis process. The questionnaire questions were subjected to instrument testing to guarantee their reliability (Cronbach's Alpha, Composite Reliability) and validity (convergent validity, discriminant validity). The next step was to evaluate the model, including the outer and inner

models, using R-square values, hypothesis testing, and model fit testing. In order to find the direct and mediated effects, the bootstrapping approach in PLS-SEM was used for hypothesis testing with repeated resampling. To further assess the extent to which the study model's variables influenced one another, effect size (f^2) calculations were also performed to measure the magnitude of variable influence.

RESULTS AND DISCUSSION

Characteristics Of Respondents

The majority of respondents were male (28 respondents or 56%) compared to female (22 respondents or 44%). In terms of age, the majority of respondents were in the 31–40 year range (62%), indicating that most were in the productive age group with optimal physical abilities and work energy. However, in this age range, respondents generally also included young families with dependent children, thus demanding a balance between work and family. In terms of the last education level, the majority of respondents were Diploma graduates (48%), followed by Bachelor's graduates (46%), and high school or equivalent (6%). These demographics reflect that the workforce in this study is dominated by the productive age group with a relatively high level of education, which may relate to perceptions of information fairness and knowledge sharing behavior in the workplace (Table 1).

Table 1. Respondent Characteristics

Category	Description	Number	Percentage
Gender	Male	28	56.0%
	Female	22	44.0%
Age	20-30 years old	3	6.0%
	31-40 years old	31	62.0%
	41-50 years old	13	26.0%
	>50 years	3	6.0%
Last education level	Senior High School	3	6.0%
	D1/D2/D3/D4	24	48.0%
	S1/S2/S3	23	46.0%

Source: 2025 research data.

Validity And Reability Test

The validity and reliability tests (Table 2) show that all indicators meet the convergent validity condition, with outer loading values above 0.70 and AVE values greater than 0.50 for each construct. Indicators of the organization identification variable (OI) have outer loading values between 0.741 and 0.882 with an AVE of 0.694. The Information Justice (IJ) variable has outer loading values ranging from 0.857 to 0.902 with an AVE of 0.771. Meanwhile, the knowledge hiding behavior variable (KHB) has outer loading values between 0.755 and 0.881 with an AVE of 0.704.

Reliability tests also confirmed good internal consistency as indicated by the composite reliability values of each construct above 0.70, namely OI = 0.919, IJ = 0.944, and KHB = 0.963. Likewise, the Cronbach's Alpha value for all variables are above 0.80, namely OI = 0.889, IJ = 0.926, and KHB = 0.958, thereby strengthening the reliability of the research instruments. Thus, the validity and reliability test results indicate that all constructs in the model are valid and reliable.

Table 2. Validity and Reliability Test Results

Variables	Indicator	Outer Loading	Cronbach's alpha	Composite reliability (rho _a)	Composite reliability (rho _c)	AVE
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Organization Identification (OI)	OI1	0.836	0.889	0.897	0.919	0.694
	OI2	0.882				
	OI3	0.856				
	OI4	0.843				
	OI5	0.741				
Information Justice (IJ)	IJ1	0.857	0.926	0.929	0.944	0.771
	IJ2	0.865				
	IJ3	0.894				
	IJ4	0.873				
	IJ5	0.902				
Knowledge Hiding Behavior (KHB)	KHB1	0.825	0.958	0.960	0.963	0.704
	KHB10	0.841				
	KHB11	0.802				
	KHB2	0.755				
	KHB3	0.852				
	KHB4	0.874				
	KHB5	0.873				
	KHB6	0.881				
	KHB7	0.855				
KHB8	0.850					
KHB9	0.816					

Source : Primary data processed 2025.

Model Fit Test

Table 3 shows that the model fit test was successful because the SRMR value of 0.070 is less than the cutoff of 0.10, indicating a good model fit. Furthermore, the d_ ULS value is 1.143 and the d_ G value is 1.296, both acceptable based on their bootstrap-based thresholds. This indicates that the model meets the suitability criteria based on the comparative thresholds. The NFI value of 0.746 indicates that the model is adequately fit. Meanwhile, the GoF value of 0.659 is higher than 0.36, indicating that the model falls into the strong fit classification.

Table 3. FIT Model Test Results

Rule of Thumb		Parameter Values	Note
SRMR	Less than 0.10	0.070	FIT
d_ ULS	>0.05	1.143	FIT
d_ G	>0.05	1.296	FIT
NFI	Approaching the value 1	0.746	FIT ENOUGH
GoF	0.1 (Small GOF), 0.25 (Moderate GOF), 0.36 (Strong GOF)	0.659	STRONG FIT

Source: Primary data processed 2025.

R-Square (R²)

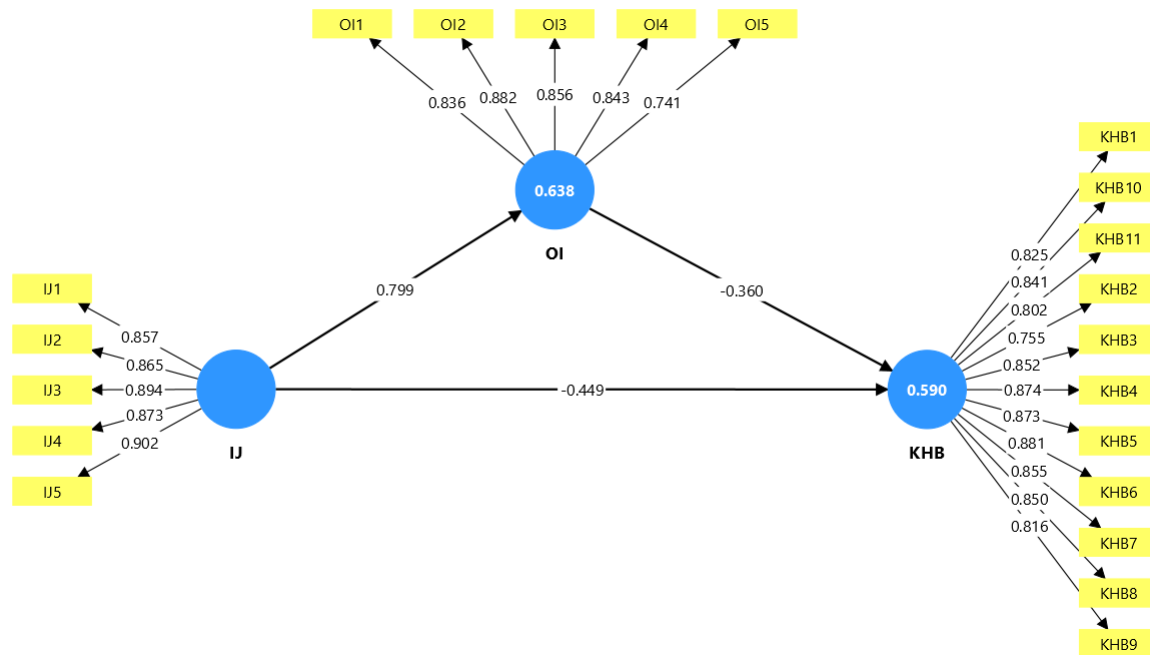
The R-Square (R²) value is used to determine how much the independent variable explains the dependent variable. A higher R² value indicates stronger explanatory power of the model for the dependent variable.

Table 4. R-Square Results

	R-square	R-square adjusted	Note
Organizational Identification	0.638	0.630	Strong
Knowledge Hiding Behavior	0.590	0.572	Strong

Source: Primary data processed 2025.

The Organizational Identification variable has an R^2 value of 0.638 (Adjusted 0.630), as shown in Table 4. This means that 63.8% of the variance in Organizational Identification can be explained by the independent variables. The model’s predictive power for this variable is high because it falls into the **strong category**. With an R^2 value of 0.590 (Adjusted 0.572), the Knowledge Hiding Behavior variable also performs well. This indicates that 59% of the variance in Knowledge Hiding Behavior can be explained by the model. This value also falls within the **strong category**, indicating high predictive power for this variable. This supports the statement that a higher R^2 value indicates that more observed variation is explained by the model, improving prediction accuracy (Hair *et al.* , 2019).



Source: 2025 research data.
 Figure 2 Results After the Analysis Test.

Hypothesis Testing

The significance test in PLS-SEM serves to determine whether the relationship between latent variables in the model can be proven statistically. This procedure is carried out using the *bootstrapping technique*, a *resampling* method that produces *path* coefficient estimates along with *standard error* values. Bootstrapping is used to test the significance of path coefficients and direct and indirect effects in PLS-SEM by calculating *t-values* and *confidence intervals* from resamples (Streukens & Leroi-Werelds, 2016). The analysis output is indicated by the *t-statistic* or *P-value*, where the relationship is declared significant if the *P-value* is below the specified significance level (0.05 in this study). A significant path coefficient indicates that the independent variable influences the dependent variable, so the research hypothesis is supported. The following are the results of *bootstrapping tests* for *direct* and *indirect effects* in the research model.

Table 5. Results of the Path Coefficient Bootstrapping Direct Effect Test

Path Coefficient	Original Sample (O)	T-Statistic (IO/STDEV)	P-Value (sig.)	Note
Organizational Identification → Knowledge Hiding Behavior	-0.360	2.146	0.032	Significant

Information Justice → Organizational Identification	0.799	15.204	0.000	Significant
Information Justice → Knowledge Hiding Behavior	-0.737	10.354	0.000	Significant

Source: Primary data processed 2025.

Hypothesis testing uses a P-value of less than 0.05 as a threshold for determining the statistical significance of a path coefficient, which will determine whether the path coefficient is statistically significant (Hair *et al.*, 2012). With a T-statistic of 2.146 and a P-Value of 0.032 (<0.05), the findings of the hypothesis testing in Table 5 demonstrate that Organizational Identification significantly impacts Knowledge Hiding Behavior negatively. Consistent with the results (Peng *et al.*, 2020), this suggests that stronger organizational identification is associated with lower knowledge hiding behavior. In addition, with a T-statistic of 15.204 and a P-Value of 0.000 (<0.05), Information Justice significantly improves Organizational Identification. Information justice enhances employee identification with the firm, according to (Xu *et al.*, 2023). There is a statistically significant negative effect of information justice on knowledge hiding behavior with a T-statistic of 10.354 and a P-value of 0.000. Findings like this are consistent with studies showing that information justice may reduce employee knowledge hiding (Serenko & Bontis, 2016). Thus, these findings confirm that the implementation of Information Justice not only increases Organizational Identification, but also directly and indirectly reduces the tendency for Knowledge Hiding Behavior, thereby contributing to a more collaborative and productive work climate.

Table 6. Results of the Path Coefficient Bootstrapping Indirect Effect Test

Path Coefficient	Original Sample (O)	T-Statistic (IO/STDEV)	P-Value (sig.)	Note
Information Justice → Organizational Identification	-0.288	2.055	0.040	Mediated
Information Justice → Knowledge Hiding Behavior				

Source: 2025 Research data

The results of the hypothesis testing in Table 6 show that Information Justice has a significant negative effect on Knowledge Hiding Behavior through Organizational Identification with a T-statistic of 2.055 and a P-value of 0.040 (<0.05). This indicates that organizational identification mediates the relationship between information justice and knowledge hiding behavior. According to mediation significance criteria, a T-statistic > 1.96 and a P-value < 0.05 indicate a significant mediating effect. This finding supports research which emphasizes that information justice increases organizational identification, thereby suppressing knowledge hiding behavior (Xu *et al.*, 2023). Thus, these results strengthen the understanding that the mediating role of organizational identification is very important in explaining how information justice can reduce the tendency to hide knowledge in the workplace, thereby supporting the creation of a more open and collaborative work environment.

Effect Size (f²)

Based on Table 7, the effect size (f²) results show that information justice has a large influence on organizational identification with an f² value of 1.762, consistent with Cohen’s (1988) criteria, which classify f² values above 0.35 as large (Selya *et al.*, 2012). Furthermore, information justice has a moderate influence on knowledge hiding behavior with an f² value of 0.178, which falls between 0.15 and 0.35. Meanwhile, organizational identification has a small influence on knowledge hiding behavior with an f² value of 0.114, which falls between 0.02 and 0.15. These results indicate that information justice plays a dominant role in increasing

organizational identification and contributes to knowledge hiding behavior directly and through organizational identification.

Table 7. Effect Size Test Results (F²)

	Organization Identification	Information Justice	Knowledge Hiding Behavior
Organizational Identification			0.114
Information Justice	1.762		0.178
Knowledge Hiding Behavior			

Source: *Primary data processed 2025.*

Discussion Of Hypothesis Testing Results

The results of the measurement model testing indicate that all indicators meet the validity and reliability criteria. The outer loading values are above 0.70, the AVE is above 0.50, and the composite reliability exceeds 0.70, thus indicating the validity and reliability of the constructs in this study (Hair *et al.* , 2012). The model fit also showed quite good results, making this model generally acceptable.

The Effect of Information Justice on Knowledge Hiding Behavior (H1)

The results of the H1 test indicate that information justice has a significant negative effect on knowledge hiding behavior, with a T-statistic of 10.354 and a P-value of 0.000 (<0.05). This indicates that the higher the information justice received by employees, the lower their tendency to hide knowledge. This finding is in line with research which found that information justice encourages openness among employees so that it can suppress knowledge hiding behavior in the work environment (Serenko & Bontis, 2016). Thus, the results of this study emphasize the importance of the role of information justice in building a transparent and collaborative organizational climate. The highest average value is found in the indicator "The explanation of the top superior regarding work procedures is well received" (mean = 3.04), which illustrates that respondents consider the information provided by the leader to be clear and understandable, thus increasing trust in the organization (Colquitt, 2001). Meanwhile, the lowest average value is found in the indicator "The top superior is honest in his communication with me regarding work procedures" (mean = 2.98), which indicates that information openness from the leader can still be improved. This low score indicates that the perception of leadership honesty in communication is a significant challenge, even though transparency of information is key to strengthening trust between employees (Greenberg, 1993).

The Influence of Information Justice on Organizational Identification (H2)

The results of the H2 test show that information justice has a significant positive effect on organizational identification, with a T-statistic value of 15.204 and a P-value of 0.000 (<0.05). This means that the more fair the information delivery received by employees, the higher their sense of attachment and pride in the organization. This finding supports research which explains that information justice can strengthen employee identity toward the organization (Xu *et al.* , 2023). Thus, information justice is proven to be a factor in fostering positive organizational identification. The highest average value is found in the indicator "I am very proud to work in this organization" (mean = 3.04), which illustrates that employees feel proud to be part of the organization because they receive information treatment that is considered fair (Ashforth & Mael, 1989). Meanwhile, the lowest average value is found in the indicator "I feel honored to be part of this organization" (mean = 2.98), which indicates that although organizational identification has been formed, the aspect of self-esteem as a member of the organization is still relatively low. This condition indicates that organizations need to continue to improve perceptions of fairness so that employee emotional identification can be stronger.

The Effect of Organizational Identification on Knowledge Hiding Behavior (H3)

The results of the H3 test show that organizational identification has a significant negative effect on knowledge hiding behavior, with a T-statistic value of 2.146 and a P-value of 0.032 (<0.05). This indicates that the higher the organizational identification, the lower the tendency of employees to hide knowledge. This finding is in line with research which emphasizes that organizational identification can strengthen employees' sense of emotional attachment, thereby suppressing dysfunctional behavior, including hiding knowledge (Peng *et al.* , 2020). The highest average value is found in the indicator "I told my coworkers that my boss doesn't allow anyone to share this information" (mean = 3.06), which illustrates that some employees still hide knowledge for defensive reasons, due to regulations or instructions from their leaders. Meanwhile, the lowest average value is found in the indicator "I pretend not to understand the topic being discussed by my coworkers" (mean = 2.94), which indicates that the strategy of hiding knowledge through avoidance is rarely carried out by employees. This is in line with assertions that forms of knowledge hiding vary, and organizational identification tends to suppress intentional hiding practices (Strik *et al.* , 2021).

Organizational Identification Mediates the Relationship Between Informational Justice and Knowledge Hiding Behavior (H4)

The results of the H4 test indicate that organizational identification acts as a mediator in the relationship between information justice and knowledge hiding behavior, with a T-statistic value of 2.055 and a P-value of 0.040 (<0.05). According to mediation criteria, a T-statistic greater than 1.96 and a P-value < 0.05 indicate a significant mediating effect. This finding supports research which confirms that information justice can increase organizational identification, which in turn suppresses knowledge hiding behavior (Xu *et al.* , 2023). This condition shows that the implementation of information justice not only has a direct effect, but also creates an indirect effect through increasing organizational identification. Thus, the results of this study strengthen the understanding that organizational identification is an important mechanism in bridging the influence of information justice on knowledge hiding behavior, while supporting the creation of a more open and collaborative work environment (Iqbal *et al.* , 2022).

CONCLUSION

This study was conducted on employees of the Yogyakarta Main Post Office with the aim of examining the effect of information justice on knowledge-hiding behavior, with organizational identification as a mediating variable. The results showed that information justice had a significant negative effect on knowledge-hiding behavior, meaning that the higher the level of fairness in information delivery, the lower the tendency of employees to hide knowledge. This finding is in line with the results of studies that confirm that fair and open communication practices can suppress dysfunctional behavior in the form of knowledge hiding (Serenko & Bontis, 2016). Furthermore, information justice has a significant positive effect on organizational identification, so that fair and transparent communication can increase employees' sense of belonging to the organization, in line with what was found by (Xu *et al.* , 2023). Organizational identification is also proven to have a significant negative effect on knowledge hiding behavior, so that the stronger the employee's identification with the organization, the lower the tendency for defensive behavior in the form of knowledge hiding according to (Peng *et al.* , 2020). Knowledge hiding behavior is significantly reduced when employees have a strong sense of organizational identification, as stated by (Peng *et al.* , 2020). This means that the more identified an employee is with the organization, the less likely they are to engage in defensive knowledge hiding. Also, the study's findings support the idea that organizational identification mediates the connection between informational justice and

conduct involving the concealment of knowledge. The results of this research are consistent with findings that organizational identification helps to mitigate the effect of justice on employees' actions (Peng *et al.* , 2020). Honest, consistent, and open communication is a powerful tool for creating a cooperative work environment and preventing dysfunctional conduct, making this a significant practical contribution to the area of organizational management, particularly as it pertains to the service sector.

From a practical perspective, this study demonstrates that information justice plays a significant role in suppressing knowledge hiding behavior while enhancing organizational identification at the Yogyakarta Main Post Office. Honest, transparent, and consistent communication needs to be strengthened through mechanisms such as providing clear feedback, fair workload distribution, and rewards for employees who actively share knowledge. Such practices can help create a more open, collaborative, and productive work climate (Peng *et al.* , 2020; Serenko & Bontis, 2016; Xu *et al.* , 2023). From a theoretical perspective, this study indicates that information justice is an important factor in shaping organizational dynamics (Colquitt, 2001), while also opening up space for further research to explore other variables such as procedural justice, interactional justice, and organizational climate (Černe *et al.* , 2014) which also influence knowledge hiding behavior.

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