

# EFFECTS OF ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL SAFETY ON KNOWLEDGE HIDING AND EMPLOYEE CREATIVITY

Tran The Nam<sup>1\*</sup>, Che Thi Thanh Mai<sup>1</sup>, Ho Thi Thanh Thuy<sup>1</sup>, Phan Thi My Ca<sup>1</sup>, Vo  
Hoang Kim Uyen<sup>1</sup>

<sup>1</sup>University of Finance - Marketing, Vietnam

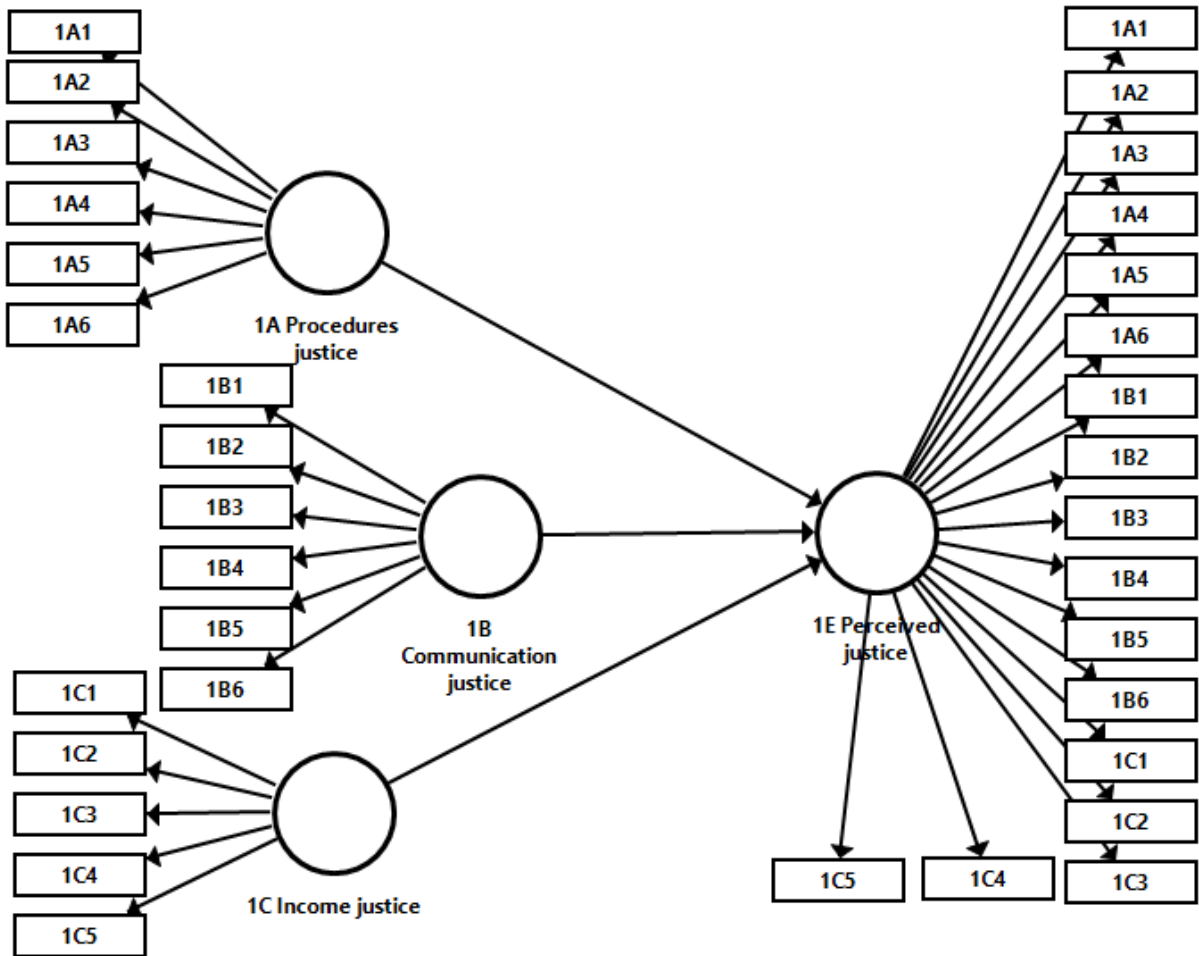
\* Corresponding author: Email: tranthenam@ufm.edu.vn

## Appendix 1: Items

No	Items	Source
	<b>Procedures justice</b>	
1	Procedures designed to collect accurate information necessary for making decisions	(Moorman, 1991)
2	Procedures designed to provide opportunities to appeal or challenge the decision	
3	Procedures designed to have all sides affected by the decision represented	
4	Procedures designed to generate standards so that decisions could be made with consistency	
5	Procedures designed to hear the concerns of all those affected by the decision	
6	Procedures designed to provide useful feedback regarding the decision and its implementation	
	<b>Communication justice</b>	
1	Your supervisor considered your viewpoint	(Moorman, 1991)
2	Your supervisor was able to suppress personal biases	
3	Your supervisor provided you with timely feedback about the decision and its implications	
4	Your supervisor treated you with kindness and consideration.	
5	Your supervisor showed concern for your rights as an employee	
6	Your supervisor took steps to deal with you in a truthful manner.	
	<b>Income justice</b>	
1	Fairly rewarded considering the responsibilities.	(Moorman, 1991)
2	Fairly rewarded in view of the amount of experience you have	
3	Fairly rewarded for the amount of effort you put forth	
4	Fairly rewarded for the work you have done well	
5	Fairly rewarded for the stresses and strains of your job	
	<b>Psychological safety</b>	
1	In my work unit, I can express my true feelings regarding my job.	(Liang et al., 2012)
2	In my work unit, I can freely express my thoughts	
3	In my work unit, expressing your true feelings is welcomed	
4	I'm worried that expressing true thoughts in my workplace would do harm to myself (reverse-coded)	
	<b>Knowledge hiding</b>	
1	I do not want to transfer personal knowledge and experience to others	(Nguyen et al., 2022)
2	I withhold helpful information or knowledge from others	
3	I do not want to transform valuable skills and expertise into organizational knowledge	
4	I do not want to share innovative achievements	
	<b>Employee creativity</b>	
1	I experiment with new approaches to doing my job	(Rice, 2006; Sudibjo & Prameswari, 2021)
2	I believe that I am currently very creative in my work	
3	I would like to learn some new skills that will help me to be more effective at work	
4	When new trends develop in my workplace, I am usually the first to get on board	

APPENDIX 2: SMARTPLS results

1/ Identifying the suitability of the first-order constructs



Information of outerloading

	1A Procedures justice	1B Communication justice	1C Income justice	1E Perceived justice
1A1	0.771			
1A1				0.623
1A2	0.845			
1A2				0.658
1A3	0.771			
1A3				0.58
1A4	0.754			
1A4				0.605
1A5	0.792			
1A5				0.647
1A6	0.798			
1A6				0.621
1B1		0.758		
1B1				0.65
1B2		0.781		

	<b>1A Procedures justice</b>	<b>1B Communication justice</b>	<b>1C Income justice</b>	<b>1E Perceived justice</b>
1B2				0.63
1B3		0.79		
1B3				0.73
1B4		0.757		
1B4				0.661
1B5		0.837		
1B5				0.682
1B6		0.825		
1B6				0.731
1C1			0.822	
1C1				0.746
1C2			0.776	
1C2				0.648
1C3			0.872	
1C3				0.689
1C4			0.871	
1C4				0.725
1C5			0.776	
1C5				0.648

Information of Cronbach's alpha – Composite reliability – Average variance extracted

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
1A Procedures justice	0.878	0.88	0.908	0.623
1B Communication justice	0.881	0.883	0.91	0.627
1C Income justice	0.881	0.884	0.914	0.68
1E Perceived justice	0.92	0.922	0.931	0.442

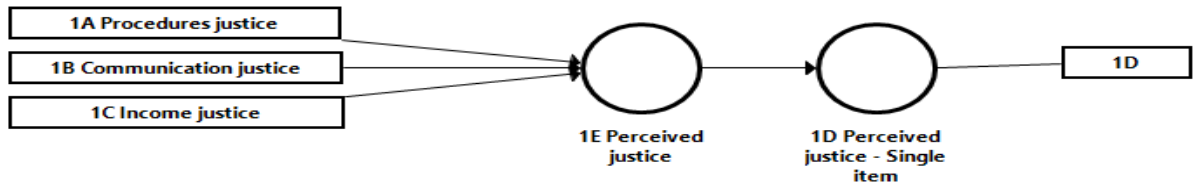
Information of HTMT ratio

	<b>1A</b>	<b>1B</b>	<b>1C</b>	<b>1E</b>
1A Procedures justice				
1B Communication justice	0.559			
1C Income justice	0.551	0.705		
1E Perceived justice	0.894	0.949	0.922	

Information of VIF value

	1A	1B	1C	1E
1A Procedures justice				1.420
1B Communication justice				1.780
1C Income justice				1.768
1E Perceived justice				

2/ Identifying the suitability of the second-order construct



Information of relationship between the second-order construct and the first-order construct (single item)

	Original Sample (O)	Sample Mean (M)	2.50%	97.50%
1E Perceived justice -> 1D Perceived justice (Single item)	0.712	0.714	0.622	0.791

Information of VIF value between the second-order construct and the first-order construct (single item)

	VIF
1A Procedures justice	1.419
1B Communication justice	1.780
1C Income justice	1.767
1D Perceived justice (Single item)	1.000

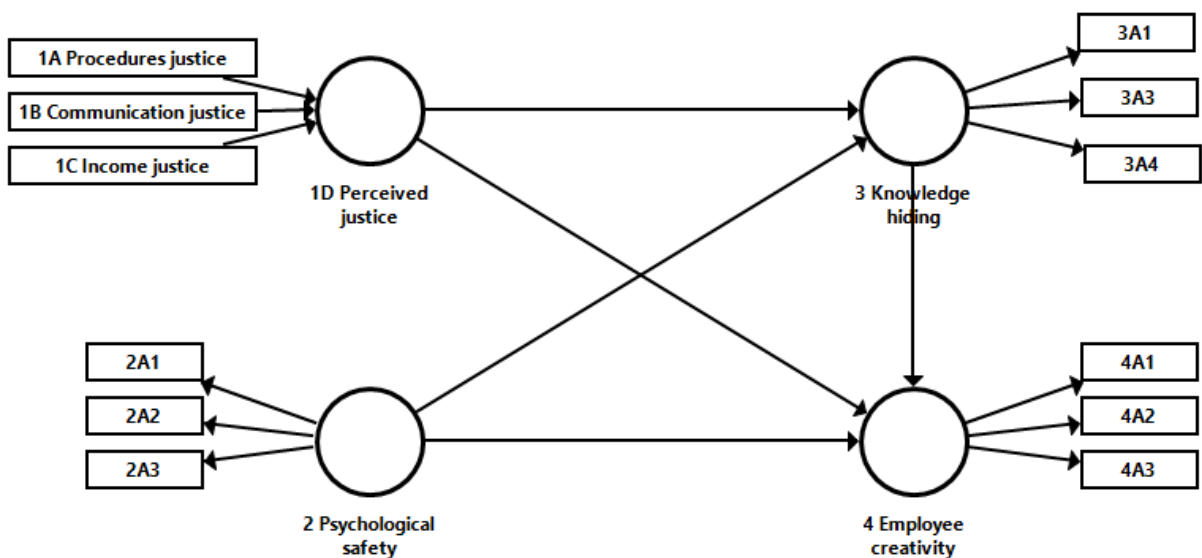
Information of outer weight value between the second-order construct and the first-order construct (single item)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
1A Procedures justice -> 1E Perceived justice	0.11	0.106	0.095	1.162	0.245
1B Communication justice -> 1E Perceived justice	0.359	0.363	0.099	3.625	0
1C Income justice -> 1E Perceived justice	0.669	0.661	0.084	7.983	0
1D <- 1D Perceived justice (Single item)	1	1	0		

Information of outerloading value between the second-order construct and the first-order construct (single item)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
1A Procedures justice -> 1E Perceived justice	0.613	0.607	0.095	6.466	0
1B Communication justice -> 1E Perceived justice	0.832	0.829	0.052	16.095	0
1C Income justice -> 1E Perceived justice	0.947	0.941	0.025	37.934	0
1D <- 1D Perceived justice (Single item)	1	1	0		

### 3/ Analyzing the measurement model



Information of outer loading

	1D Perceived justice	2 Psychological safety	3 Knowledge hiding	4 Employee creativity
1A Procedures justice	0.967			
1B Communication justice	0.690			
1C Income justice	0.635			
21		0.882		
22		0.774		
23		0.672		
31			0.789	
33			0.773	

	1D Perceived justice	2 Psychological safety	3 Knowledge hiding	4 Employee creativity
34			0.867	
41				0.836
42				0.505
43				0.819

Information of Cronbach alpha – Composite reliability – Average variance extracted

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
1D Perceived justice		1		
2 Psychological safety	0.699	0.822	0.822	0.609
3 Knowledge hiding	0.740	0.765	0.851	0.657
4 Employee creativity	0.593	0.663	0.772	0.541

Information of HTMT ratio

	2 Psychological safety	3 Knowledge hiding	4 Employee creativity
2 Psychological safety			
3 Knowledge hiding	0.336		
4 Employee creativity	0.400	0.621	

#### 4/ Analyzing the structural model

Information of VIF value

	1D Perceived justice	2 Psychological safety	3 Knowledge hiding	4 Employee creativity
1D Perceived justice			1.104	1.161
2 Psychological safety			1.104	1.148
3 Knowledge hiding				1.131
4 Employee creativity				

Information of path coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
1D Perceived justice -> 3 Knowledge hiding	-0.224	-0.241	0.086	2.623	0.01
1D Perceived justice -> 4 Employee creativity	0.252	0.258	0.063	3.997	0.00
2 Psychological safety -> 3 Knowledge hiding	-0.196	-0.199	0.072	2.723	0.01
2 Psychological safety -> 4 Employee creativity	0.13	0.134	0.071	1.844	0.06
3 Knowledge hiding -> 4 Employee creativity	-0.355	-0.353	0.059	6.037	0.00

Information of R<sup>2</sup>

	R Square	R Square Adjusted
3 Knowledge hiding	0.116	0.107
4 Employee creativity	0.301	0.29

Information of f<sup>2</sup>

	1E Perceived justice	2 Psychological safety	3 Knowledge hiding	4 Employee creativity
1D Perceived justice			0.052	0.078
2 Psychological safety			0.039	0.021
3 Knowledge hiding				0.159
4 Employee creativity				