

The Effect of Organizational Justice on Affective Commitment with Knowledge Sharing as a Mediation Variable

Pengaruh Keadilan Organisasi Terhadap Komitmen Afektif Dengan Knowledge Sharing Sebagai Variabel Mediasi

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ABSTRACT

This study aims to investigate the effect of organizational justice on employee affective commitment at the Indragiri Hilir Regency Education Office, with knowledge sharing as a mediating variable. Organizational justice consists of three main dimensions: distributive, procedural, and interactional justice, which are believed to influence employee affective commitment. The method used is a survey with data collection through questionnaires distributed to employees. The results of the study indicate that organizational justice has a positive effect on affective commitment, and knowledge sharing mediates the relationship. These findings indicate that in order to increase employee affective commitment, there needs to be more effort in creating fairness in the workplace and encouraging knowledge sharing activities among employees. This study provides useful insights for leaders of the Education Office in designing policies that can increase employee affective commitment and strengthen the culture of knowledge sharing in the organizational environment.

Keyword: *Organizational Justice, Affective Commitment, Knowledge Sharing*

Abstrak

Penelitian ini bertujuan untuk menginvestigasi pengaruh keadilan organisasi terhadap komitmen afektif pegawai di Dinas Pendidikan Kabupaten Indragiri Hilir, dengan berbagi pengetahuan sebagai variabel mediasi. Keadilan organisasi terdiri dari tiga dimensi utama: keadilan distributif, prosedural, dan interaksional, yang diyakini mempengaruhi komitmen afektif pegawai. Metode yang digunakan adalah survei dengan pengumpulan data melalui kuesioner yang dibagikan kepada pegawai. Hasil penelitian menunjukkan bahwa keadilan organisasi berpengaruh positif terhadap komitmen afektif, dan berbagi pengetahuan memediasi hubungan tersebut. Temuan ini mengindikasikan bahwa untuk meningkatkan komitmen afektif pegawai, perlu ada upaya yang lebih dalam menciptakan keadilan di tempat kerja serta mendorong aktivitas berbagi pengetahuan di antara pegawai. Penelitian ini memberikan wawasan yang berguna bagi pimpinan Dinas Pendidikan dalam merancang kebijakan yang dapat meningkatkan komitmen afektif pegawai serta memperkuat budaya berbagi pengetahuan di lingkungan organisasi.

Kata kunci: Keadilan Organisasi, Komitmen Afektif, Berbagi Pengetahuan.

1. Introduction

Human resources (HR) are the most important assets in an organization that act as the main driver in achieving organizational goals. Organizational performance and productivity are highly dependent on the quality and commitment of the HR they have. In the midst of the era of globalization marked by increasingly tight competition, organizations are required to be able to manage HR effectively in order to maintain their existence and encourage sustainable growth. One of the key factors in successful HR management is the formation of employee affective commitment to the organization, which can strengthen emotional attachment and increase their contribution to organizational goals. This study focuses on the influence of organizational justice, which includes distributive, procedural, and interactional justice, on employee affective commitment, as well as the role of knowledge sharing as a mediator in the relationship.

Affective commitment refers to the emotional attachment, identification, and involvement of employees in the organization. Employees with a high level of affective commitment have a strong desire to remain part of the organization, not because of obligation or need, but because of a sense of personal will (want to) (Bimantara, Rahmat, & Heri, 2022; Hariono, Rahmat, & Oemar, 2022; Rahmat, Abdillah, Priadana, Wu, & Usman, 2020). Research has shown that affective commitment has a positive effect on organizational outcomes such as performance, organizational citizenship behavior (OCB), and employee retention (Meyer, Morin, & Vandenberghe, 2015)

In the public sector, especially in education, employee affective commitment plays an important role. The Education Office, as a government institution responsible for organizing education, requires employees who have a high commitment to provide quality education services. Employees with strong affective commitment will be more motivated to contribute optimally to achieving the organization's vision and mission.

However, creating and maintaining affective commitment is not an easy task. Various factors can influence the level of employee affective commitment to the organization. One factor that is believed to have a significant influence is organizational justice. Organizational justice refers to employees' perceptions of the extent to which they are treated fairly in the organization (Hariono et al., 2022) Organizational justice consists of three main dimensions: distributive justice, procedural justice, and interactional justice (Rahmat, Hadiyati, & Abdillah, 2017).

Distributive justice relates to fairness in the distribution of resources and rewards. Procedural justice refers to fairness in the decision-making process. Interactional justice relates to the quality of interpersonal treatment received by employees. These three dimensions have a significant influence on employee attitudes and behaviors towards the organization, including affective commitment.

Several previous studies have shown a positive relationship between organizational justice and affective commitment. (Kumar Yadav, 2016) found that all three dimensions of organizational justice had a significant effect on affective commitment in bank employees in India. In line with that, ((Rai, 2013; Zhao, Xu, Peng, & Matthews, 2020) in their research in an Indian telecommunications company also confirmed the important role of organizational justice in shaping employee affective commitment. Research by Eka, Rahmat, & Handayani, (2022); Hariono et al., (2022); Rahmat et al., (2017) showed similar results, that organizational justice has a positive effect on affective commitment.

One of the factors that is thought to mediate the influence between organizational justice and affective commitment is knowledge sharing. Knowledge sharing refers to the process by which individuals exchange information and experiences, and jointly create new knowledge (Van Den Hooff & Ridder, 2004). In the context of an organization, knowledge sharing is an important activity to increase intellectual capital and encourage innovation in the organization.

Organizational justice is seen as a factor that encourages knowledge sharing behavior. When employees feel treated fairly, they tend to be more willing to share knowledge and experiences with coworkers. Conversely, perceptions of injustice can inhibit knowledge sharing activities. Research Akram, Lei, Haider, & Hussain, (2020) on bank employees in Pakistan showed that all three dimensions of organizational justice have a significant effect on knowledge sharing behavior. In line with that, Yeşil & Dereli, (2013) in their research on manufacturing companies in Turkey also found that organizational justice is an important predictor of employee knowledge sharing activities.

Furthermore, knowledge sharing is also believed to influence employee affective commitment. Through knowledge sharing activities, employees can develop stronger social relationships with coworkers and increase their sense of belonging to the organization. This in turn can increase employees' emotional attachment to the organization. Research Curado & Vieira, (2019) in Portugal showed that knowledge sharing has a significant effect on employee affective commitment. Similar results were found by Nguyen, Nguyen, Do, & Nguyen, (2019) in

their study in Vietnam, indicating that knowledge sharing has the potential to increase affective commitment.

Although various studies have examined the relationship between organizational justice, knowledge sharing, and affective commitment, there are still few studies that examine the mediating role of knowledge sharing in the relationship between organizational justice and affective commitment, especially in the context of the public sector in Indonesia. Therefore, this study aims to fill this gap by investigating the effect of organizational justice on affective commitment with knowledge sharing as a mediating variable, at the Education Office of Indragiri Hilir Regency, Riau.

The Indragiri Hilir Regency Education Office has a strategic role in organizing education in the region. As a knowledge-based organization, the Education Office relies heavily on the knowledge and skills of its employees to provide quality education services. Therefore, creating an organizational climate that supports knowledge sharing and increases employee affective commitment is an important factor in improving organizational performance.

Based on the results of initial observations and interviews with several employees of the Indragiri Hilir Regency Education Office, several problems were found related to organizational justice, knowledge sharing, and affective commitment. In terms of organizational justice, several employees felt that there was injustice in the distribution of workload and career development opportunities. Several employees felt that their workload was too heavy compared to other colleagues, and the job promotion process was considered less transparent.

Regarding knowledge sharing, although most employees were willing to share knowledge, the intensity and quality of knowledge sharing still needed to be improved. Several employees were reluctant to share knowledge because they were worried about losing their "value" in the organization. In addition, the absence of an adequate system for documenting and disseminating knowledge was an obstacle.

In terms of affective commitment, although many employees felt proud to be part of the Education Office, the level of emotional attachment and sense of belonging to the organization still needed to be improved. Some employees only work to fulfill their obligations without any sense of motivation to contribute more to the organization. The phenomenon of employees applying to move to other agencies also indicates the need to increase affective commitment.

Based on this phenomenon, this study aims to investigate how organizational justice can affect employee affective commitment through the mediation of knowledge sharing. The results of this study are expected to provide more comprehensive insights into the factors that influence employee affective commitment and provide practical recommendations for the leaders of the Indragiri Hilir Regency Education Office.

Theoretically, this study is expected to provide significant contributions in developing literature on organizational justice, knowledge sharing, and affective commitment, especially in the context of the public sector in Indonesia. By examining the mediation role of knowledge sharing, this study can provide new perspectives in understanding the mechanisms underlying the relationship between organizational justice and affective commitment.

Practically, the results of this study can be input for the leaders of the Indragiri Hilir Regency Education Office to design more effective policies and programs in creating an organizational climate that supports the formation of employee affective commitment, as well as encouraging more intensive knowledge sharing activities among employees.

2. Literature Review

The Influence of Organizational Justice on Affective Commitment

Organizational justice and affective commitment are two important concepts in organizational behavior that have been widely studied. Organizational justice refers to how employees perceive fairness in the workplace, while affective commitment describes employees' emotional attachment to the organization. Research shows that positive

perceptions of organizational justice can increase affective commitment. Organizational justice consists of three main dimensions: distributive justice (fairness in outcomes), procedural justice (fairness in decision-making processes), and interactional justice (fairness in interpersonal treatment). When employees feel they are treated fairly, they are more likely to display positive attitudes toward the organization, and high affective commitment makes employees stay in the organization because they want to, not because they are forced to.

Employees' perceptions of fairness affect their attitudes and behaviors (Ponnu & Chuah, 2010).. Because employees want to get the results they deserve. If they don't get it, they can leave the organization and everything else about it. In this context, organizational justice is important for employees to feel that they belong in the organization. When employees believe that they are equal to other employees in the organization and that senior management treats everyone in the organization equally, they are more likely to see themselves as part of the organization. Furthermore, how employees feel about pay, managers, and coworkers influence their decisions to serve sincerely or not to fight for the organization (Suliman & Kathairi, 2013). That is, justice is a determinant of the desire to remain in the organization, the willingness to work for the benefit of the organization and embrace the goals of the organization which are factors that characterize organizational commitment. Thus, it can be concluded that there is a positive relationship between the perception of organizational justice (distributive, procedural, and interactional) with employee affective commitment.

Hypothesis 1: Organizational justice has an effect on affective commitment.

The Effect of Knowledge Sharing on Affective Commitment

Knowledge sharing is a two-way process and both parties increase knowledge, competence, and experience (Wang & Wang, 2012). This also has an impact on the organization. Because sharing knowledge between employees in an organization improves employee relationships with each other and makes knowledge a value in the organization. Knowledge sharing improves organizational knowledge, improves existing capabilities and thus improves organizational efficiency by providing a flow of knowledge within the organization (Yuniawan & Udin, 2020) Because knowledge is an intangible asset that provides a sustainable competitive advantage for organizations (Li, Yuan, Ning, & Li-Ying, 2015)

Knowledge Sharing and affective commitment are two important concepts in knowledge management and organizational behavior that have been widely studied in recent years. Knowledge Sharing refers to the process by which individuals exchange knowledge and create new knowledge, while affective commitment describes the emotional attachment of employees to the organization. Research shows that effective Knowledge Sharing practices can increase employee affective commitment. According to (Yeboah, 2023), Knowledge Sharing involves the exchange of tacit and explicit knowledge, while (Pauleen, 2017) emphasizes that knowledge has greater value when shared. Affective commitment, as explained by ((Alvaleri, Abdillah, Rahmat, & Anita, 2022), reflects the emotional attachment of employees, where they stay in the organization because they want to, not because they are forced. Several studies support the positive relationship between Knowledge Sharing and affective commitment.

Li, Yuan, Ning, & Li-Ying, (2015) found that employees who actively share knowledge tend to have a stronger emotional bond with the organization. Xu & Wei, (2023) showed that Knowledge Sharing not only increases intellectual capital but also contributes to the development of affective commitment. ((Yeboah, 2023) examined the reciprocal relationship between these two concepts, finding that committed employees are more likely to share knowledge. Akter, Banik, Tang, & Adnan, (2024) highlighted the role of trust as a mediator in this relationship, while Elsaid, Elasad, Faisal, Hanaa, & Rabou, (2020) showed that the positive relationship between Knowledge Sharing and affective commitment is consistent across cultures. Hao, Shi, & Yang, (2019) also found that Knowledge Sharing in teams contributes to team members' affective commitment to the organization. Based on this evidence, it can be

concluded that there is a positive relationship between Knowledge Sharing practices and employees' affective commitment to the organization.

Hypothesis 2: Knowledge Sharing has an effect on Affective Commitment

The Influence of Organizational Justice on Knowledge Sharing

Organizational justice and Knowledge Sharing are two important concepts in organizational behavior and knowledge management that have been widely studied in recent decades. Organizational justice refers to employees' perceptions of fairness within the organization, while Knowledge Sharing involves the process of exchanging knowledge between individuals. Many studies have shown that positive perceptions of organizational justice can increase employee Knowledge Sharing behavior. Greenberg first conceptualized organizational justice as a multidimensional construct (Tan, 2014), and Imamoglu, Ince, Turkcan, & Atakay, (2019) stated that organizational justice has a significant impact on employee attitudes and behaviors, including job satisfaction and organizational commitment

Several studies support a positive relationship between organizational justice and Knowledge Sharing. (Zheng, 2017) found that fair distributive justice encourages employees to be more open in sharing knowledge. Kim & Park, (2017) showed that procedural justice in strategic decisionmaking increases employees' willingness to share knowledge. (Akram, Lei, Haider, Hussain, & Puig, 2017) studied that good interactional justice, where employees are treated with respect, also contributes to Knowledge Sharing behavior. Ibragimova, Ryan, Windsor, & Prybutok, (2012) found that organizational justice builds trust, which encourages knowledge sharing behavior. In addition, Connelly, Zweig, (2012) showed that perceptions of organizational injustice can lead to knowledge hiding behavior, which hinders the Knowledge Sharing process. Based on this literature review, it can be hypothesized that there is a positive relationship between organizational justice and Knowledge Sharing.

Hypothesis 3: organizational justice has an effect on Knowledge Sharing Behaviors.

The Influence of Organizational Justice on Affective Commitment Through Knowledge Sharing

In today's knowledge era, organizations are increasingly aware of the importance of understanding the factors that influence employee commitment and knowledge sharing behavior. Organizational justice, Knowledge Sharing, and affective commitment are three key concepts that have attracted the attention of researchers and practitioners. This study aims to explore the relationship between the three concepts, focusing on the mediating role of Knowledge Sharing in the relationship between organizational justice and affective commitment. Organizational justice refers to employees' perceptions of fairness in the organization, which consists of three dimensions: distributive justice (fairness in the allocation of outcomes), procedural justice (fairness in the decision-making process), and interactional justice (fairness in interpersonal treatment). Meanwhile, Knowledge Sharing is defined as the process of exchanging knowledge between individuals in an organization, which contributes to innovation and competitive advantage.

Several studies have shown a positive relationship between organizational justice and Knowledge Sharing. For example, Wan, Qin, Zhou, Zhou, & Li, (2023) found that fair distributive justice encourages employees to share knowledge. In addition, Kim dan Wan et al., (2023) concluded that procedural justice increases employees' willingness to share knowledge. (Koçak & Kerse, 2022) added that good interactional justice also contributes to Knowledge Sharing behavior. On the other hand, (Pee & Min, 2017) found that employees who are active in sharing knowledge have higher levels of affective commitment. Research by Lexline Lynda, (2023) shows that all dimensions of organizational justice have a positive correlation with affective commitment, with procedural justice showing the strongest relationship. Several studies, such as those conducted by (Akram et al., 2020) also found that Knowledge Sharing acts as a mediator in the relationship between organizational justice and affective commitment, indicating that

organizational justice not only increases affective commitment directly, but also through increased knowledge sharing behavior.

Hypothesis 4: Knowledge Sharing mediates the relationship between organizational justice and affective commitment.

2. Methods

This research was conducted at the Indragiri Hilir Regency Education Office, Riau Province. The selection of this location was based on the uniqueness of the phenomena in the area and the ease of data collection by researchers. In addition, this study adopted a quantitative method approach, where researchers formulated research problems and hypotheses as temporary answers to the questions asked. Quantitative research methods, as explained by (Sugiyono, 2010), are used to analyze certain populations or samples with sampling techniques that are generally random. Data are collected through research instruments, and data analysis is carried out quantitatively or statistically to test the hypotheses that have been formulated. In this study, the population was employees in the Indragiri Hilir Regency Education Office, Riau Province, as many as 67 people.

In this case, the author uses Saturated sampling, which is a sampling technique when all members of the population are used as samples. Saturated samples are also called censuses, where all members of the population are sampled.

This descriptive analysis is used to provide an overview of the respondents in the study and the results of research in the field related to the tendency of the analysis factors of the influence of student trust on the risk of online shopping in Pekanbaru. Thus, the descriptive statistical analysis in this study is used to provide an overview of the variables related to; a) risk perception, b) technology perception, c) trust, and d) satisfaction. To test the hypothesis, the Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis is used. The purpose of using SEM analysis in this study is because the variables used in this study are unobserved variables (variables that cannot be observed directly) or in their measurement using indicators to assess them.

SEM-PLS analysis consists of two evaluation stages: (1) outer model evaluation; and (2) inner model evaluation (Arfi & Rahmat, 2020). The first stage, namely the outer model evaluation, is carried out to see the validity and reliability of the data. Validity testing in the outer model evaluation is carried out by conducting convergent validity and discriminant validity tests. The second stage, namely the inner model evaluation, is carried out to test the hypothesis in the study.

3. Result and Discussion

Analisis Outer Model

Outer Model analysis aims to evaluate the validity and reliability of the constructs measured in this study. This analysis is important to determine the extent to which the indicators used can effectively measure unobserved constructs. In the Outer Model analysis process, these indicators are evaluated using various metrics and statistical techniques.

In this study, various indicators are used to measure unobserved constructs, and each indicator is evaluated using various metrics and statistical techniques. One of the metrics applied is Variance Extracted (VE), which functions to assess how well these indicators can explain the variation of unobserved constructs. VE provides a clear picture of the ability of the indicators to represent the actual construct.

In addition to VE, Composite Reliability (CR) is also used in this analysis. CR measures the internal reliability of unobserved constructs, and a high CR value indicates that the indicators consistently measure the intended construct.

The results of the Outer Model analysis provide important information regarding the validity and reliability of the indicators used in this study. If the indicators meet the established validity and reliability criteria, it can be concluded that the unobserved construct has been measured effectively and reliably. This Outer Model analysis is crucial to ensure the quality of measurement of the variables involved in the study. By ensuring good validity and reliability, the results of the study can be considered more accurate and trustworthy. Therefore, researchers must explain in detail the steps taken in this analysis to ensure that validity and reliability have been thoroughly examined.

Convergent validity, also known as similarity validity, is one of the important aspects in construct validity analysis in research. Convergent validity refers to the extent to which indicators used to measure a construct can correlate with each other and produce similar or convergent results. In convergent validity analysis, the main objective is to evaluate the correlation between indicators that are part of the same construct, with the expectation that these indicators have a significant and positive correlation with each other. In research, there are several methods commonly used to test convergent validity.

These methods allow researchers to measure the internal reliability of the construct through the calculation of Composite Reliability (CR) or Average Variance Extracted (AVE). CR and AVE values that meet certain criteria (usually CR values > 0.7) indicate that convergent validity has been met.

Table 1: Outer Loading Values of Research Variables

Variables/Indicators	Outer Loading	Cronbach's Alpha	Composite Reliability	Information
Organizational Justice		0,855	0,902	Reliable
- OJ1	0,859			Valid
- OJ2	0,788			Valid
- OJ3	0,872			Valid
- OJ4	0,820			Valid
Knowledge Sharing		0,816	0,879	Reliable
- KS1	0,758			Valid
- KS2	0,791			Valid
- KS3	0,818			Valid
- KS4	0,843			Valid
Commitmen Afektif		0,858	0,904	Reliable
- CA1	0,833			Valid
- CA2	0,859			Valid
- CA3	0,850			Valid
- CA4	0,806			Valid

Source: Processed Data, 2025

Loading factor values for Organizational Justice, Knowledge Sharing, and Affective Commitment variables. Loading factor measures how well an indicator represents a variable, with values above 0.7 considered valid. For Organizational Justice, all indicators (OJ1, OJ2, OJ3, OJ4) have values above 0.7, with OJ3 being the highest at 0.872. This indicates that the indicator is very valid and important because organizational justice affects employee behavior, such as satisfaction and commitment.

In the Knowledge Sharing variable, all indicators (KS1, KS2, KS3, KS4) are also valid, ranging from 0.758 for KS1 to 0.843 for KS4. This indicates that employees are active in sharing knowledge, which is important for collaboration and innovation. For Affective Commitment, all indicators are valid, with CA2 being the highest at 0.859, reflecting employees' emotional attachment to the organization. Overall, all indicators for the three variables have been tested for validity, providing a strong basis for further analysis.

Composite Reliability Values for Affective Commitment, Knowledge Sharing, and Organizational Justice. Values above 0.7 are considered reliable. Affective Commitment has a value of 0.904, indicating very good internal consistency. Knowledge Sharing is recorded at 0.879, and Organizational Justice at 0.902, both indicating good reliability. All variables have values above 0.879, providing confidence that the indicators are reliable.

Cronbach's Alpha values for the three variables. Values above 0.7 are considered adequate. Affective Commitment has a value of 0.858, Knowledge Sharing at 0.816, and Organizational Justice at 0.855. All of these values indicate good internal consistency. With values above 0.816, the indicators used in this study are reliable, important to ensure the validity of the findings and provide meaningful insights into the relationships between variables in the organization.

Inner Model Analysis

In this study, the results of path coefficient testing, goodness of fit evaluation, and hypothesis testing will be presented. Path coefficient testing is used to reveal the extent to which independent variables affect dependent variables. In addition, the coefficient of determination (R-Square) is used to measure the extent to which endogenous variables are influenced by other variables. *Uji Path Coefficient*.

According to Chin, when the R2 value for the endogenous latent variable in the structural model reaches 0.67 or higher, it indicates that the influence of the exogenous variable on the endogenous variable is categorized as "good". Conversely, if the R2 value is in the range of 0.33 to 0.67, it is classified as "moderate", and if the R2 value is in the range of 0.19 to 0.33, it is classified as "weak".

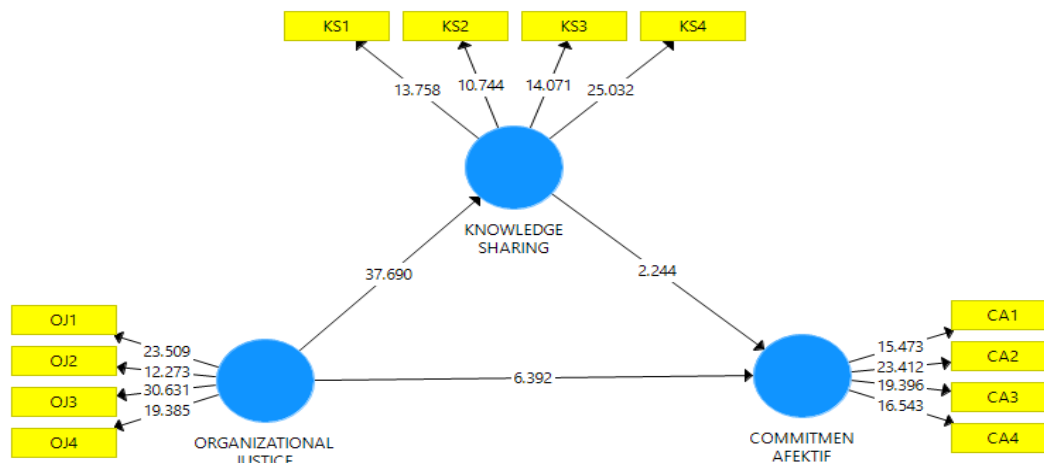


Figure 1. Research Model Results

Source: Processed Data, 2025

The image presented is a graphical representation of the structural model that describes the relationship between variables in this study, namely Knowledge Sharing, Organizational Justice, and Affective Commitment. In this model, there are two independent variables, namely Organizational Justice and Knowledge Sharing, which influence the dependent variable, namely Affective Commitment.

This architecture reflects the complex and mutually influencing relationship between these variables. Based on the data processing that has been carried out using the SmartPLS 3.29 program, the R-Square value is obtained as follows:

Table 2. R-Square Value

Variabel	Nilai R-Square
Commitmen Afektif	0,891
Knowledge Sharing	0,827

Source: Processed Data, 2025

Table 2 presents the R-Square values for the variables in this study, namely Affective Commitment and Knowledge Sharing. R-Square, or coefficient of determination, is a measure used to indicate how much of the proportion of variance in the dependent variable can be explained by the independent variables in a regression model. The R-Square value ranges from 0 to 1, where a higher value indicates that the model used is able to explain more variance in the dependent variable.

For the Affective Commitment variable, the R-Square value obtained was 0.891. This figure shows that around 89.1% of the variance in Affective Commitment can be explained by the independent variables in the model, namely Knowledge Sharing and Organizational Justice. This reflects that this research model is very effective in capturing the factors that influence employees' emotional attachment to the organization. With a value approaching 0.9, this indicates that almost all variations in Affective Commitment can be predicted based on the variables analyzed.

Meanwhile, for the Knowledge Sharing variable, the R-Square value was recorded at 0.827. This shows that about 82.7% of the variance in Knowledge Sharing can be explained by the model involving other variables. Although this value is slightly lower than Affective Commitment, the value of 0.827 still shows that this model is quite strong in explaining the factors that contribute to knowledge sharing among employees. This shows that the independent variables measured have a significant influence on the level of collaboration and information exchange in the organization. To test the hypothesis in this study, an Inner Model analysis (structural model) was conducted involving R-Square output, parameter coefficients, and t-statistics.

The purpose of this test is to determine whether the proposed hypothesis can be accepted or rejected. In this context, attention is paid to the significance value between constructs, t-statistics, and p-values. SmartPLS 3.2.9 software is used as a tool to conduct hypothesis testing in this study. The values related to hypothesis testing can be found in the bootstrapping results. In this study, the rule of thumb is used that the t-statistic must be greater than 1.96 with a significance level of p-value less than 0.05 (5%), and the beta coefficient must have a positive value according to Ghazali (2014). Detailed information on the values of hypothesis testing in this study can be found in Table 3.

Table 3. Direct Effect Path Coefficients and P Values

Hipotesis	Original 'Sample (O)	T Statistics (O/STDEV)	P Values	Information
Direct Influence				
Knowledge Sharing	-> 0,260	2,244	0,028	Accepted
Commitmen Afektif				
Organizational Justice	-> 0,701	6,392	0,000	Accepted
Commitmen Afektif				
Organizational Justice	-> 0,909	37,690	0,000	Accepted
Knowledge Sharing				
Indirect Influence				
Organizational Justice	-> 0,237	2,203	0,031	Accepted
Knowledge Sharing	->			
Commitmen Afektif				

Source: Processed data 2024

Discussion

The Influence of Organizational Justice on Affective Commitment

Analysis of path coefficients and P values to test the relationship between Organizational Justice and Affective Commitment. The path coefficient (Original Sample) of 0.701 indicates a significant positive influence of Organizational Justice on Affective Commitment, which means that an increase in the perception of organizational justice is related to an increase in employee emotional attachment. The sample mean value (0.702) supports this finding, indicating consistency of results across samples. T Statistics of 6.392, which is much greater than 1.96, indicates that this relationship is statistically significant, and P Values of 0.000 confirm that this relationship is highly significant.

Overall, these results support that Organizational Justice has a positive effect on Affective Commitment, which means that creating a fair work environment can increase employee emotional attachment. This finding provides important managerial insights, because efforts to improve organizational justice can have a positive impact on employee engagement, which in turn increases productivity and job satisfaction. Thus, Hypothesis 1 is accepted.

The Indragiri Hilir Regency Education Office needs to pay attention to the importance of creating a fair and transparent work environment to increase employee affective commitment. Fair decisions in terms of promotion, task distribution, and performance appraisal will make employees feel appreciated and more emotionally attached to the organization. Employees who feel treated fairly tend to have a greater sense of responsibility towards organizational goals, which will encourage them to contribute more optimally to improving the quality of education. Therefore, to create high affective commitment, the Education Office needs to uphold the principle of justice in all aspects of its management.

The Effect of Knowledge Sharing on Affective Commitment

Analysis of path coefficient and P value to test the relationship between Knowledge Sharing and Affective Commitment. The path coefficient (Original Sample) of 0.260 indicates a positive effect of Knowledge Sharing on Affective Commitment, which means that increasing knowledge sharing practices among employees can increase their emotional attachment to the organization. Although lower than the effect of Organizational Justice, this value is still significant in building employee affective commitment. The sample mean value (0.257) supports this finding, indicating consistency of results across samples.

T Statistics of 2.244 indicates that the relationship between Knowledge Sharing and Affective Commitment is statistically significant, with a P value of 0.028 indicating a significant relationship. This finding suggests that knowledge sharing contributes positively to employee emotional attachment. Therefore, organizations need to encourage a culture of knowledge sharing to increase employee engagement, which has the potential to increase job satisfaction and productivity. Thus, Hypothesis 2 is accepted.

The Education Office needs to encourage a culture of knowledge sharing among employees, especially between teachers and administrative staff, to increase their affective commitment to the organization. Knowledge sharing not only strengthens collaboration among employees but also builds trust that can increase their emotional attachment to the organization. Consistent knowledge sharing practices will make employees feel more valued and more involved in achieving common goals, which in turn will increase their commitment to the Education Office. Therefore, it is important for the Education Office to create platforms or activities that encourage communication and information exchange among employees.

The Influence of Organizational Justice on Knowledge Sharing

Analysis of path coefficients and P values to test the relationship between Organizational Justice and Knowledge Sharing. The path coefficient (Original Sample) of 0.909 indicates a very strong positive influence of Organizational Justice on Knowledge Sharing, which means that

increasing the perception of organizational justice will significantly increase the practice of knowledge sharing among employees. The same mean sample value (0.909) shows the consistency of the results across samples, which strengthens the belief that this relationship applies generally in the population.

The T Statistics value of 37.690 indicates that this relationship is statistically significant, and P Values of 0.000 provide strong evidence that Organizational Justice has a positive effect on Knowledge Sharing. These findings underline the importance of creating a fair and transparent environment in the organization to improve collaboration and knowledge sharing among employees. Thus, Hypothesis 3 is accepted.

To improve the practice of knowledge sharing in the Education Office environment, it is important for organizations to ensure that employees are treated fairly. Fair decisions and policies will create a sense of security and trust among employees, which makes them more open in sharing knowledge and experiences. When employees feel that they are treated fairly, they will be more motivated to collaborate and share information that can improve organizational performance. Therefore, the Department of Education should emphasize the importance of organizational justice as a first step in building an effective knowledge sharing culture in the workplace.

The Effect of Inclusive Leadership on Workplace Bullying through Self-Esteem

Analysis of the indirect path coefficient and P value to test the relationship between Organizational Justice, Knowledge Sharing, and Affective Commitment. The indirect path coefficient (Original Sample) of 0.237 indicates a significant positive effect of Organizational Justice on Affective Commitment through Knowledge Sharing as a mediator. This means that increasing the perception of organizational justice can increase knowledge sharing, which in turn strengthens employees' emotional attachment to the organization. The recorded sample mean value of 0.234 supports this finding, indicating consistency across samples.

T Statistics of 2.203 indicates that this indirect effect is statistically significant, and P Values of 0.031 indicate a significant relationship. This finding emphasizes the importance of creating a fair work environment to encourage knowledge sharing, which ultimately strengthens employees' emotional attachment. Thus, Hypothesis 4 is accepted.

Inclusive leadership in the Indragiri Hilir Regency Education Office is very important to reduce the phenomenon of bullying in the workplace. Leaders who listen and value every employee's opinion can increase their self-esteem, which will reduce the possibility of bullying. Inclusive leadership creates a safe environment, where employees feel valued and respected, thus minimizing negative interactions that can lead to bullying. Therefore, the Education Office needs to adopt inclusive leadership, which not only pays attention to performance aspects but also the psychological well-being of employees, to create a positive and productive work atmosphere.

4. Conclusion

Based on the results of the research that have been analyzed, it can be concluded that Organizational Justice has a positive and significant influence on Affective Commitment, which indicates that the better the organizational justice perceived by employees, the higher their affective commitment to the organization. In addition, Knowledge Sharing also has a positive and significant influence on Affective Commitment, which indicates that the practice of sharing knowledge between employees contributes to increasing their emotional attachment to the organization. Organizational Justice also has a strong positive influence on Knowledge Sharing, which indicates that organizational justice plays a significant role in encouraging knowledge sharing practices among employees.

This study also found that Knowledge Sharing acts as a mediator in the relationship between Organizational Justice and Affective Commitment, indicating that organizational justice can increase employee affective commitment through increased knowledge sharing activities. The research model shows a good level of fit, indicating that this model is able to explain variations in dependent variables very well. Overall, this study proves the importance of building organizational justice and encouraging knowledge sharing practices to increase employee affective commitment to the organization.

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