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Increasing Knowledge Transfer to Employees Through Organizational Justice with Affective Commitment as Mediator

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Abstract:

Research aims: This study aims to determine the mediation of affective commitment on the effects of organizational justice, consisting of distributive justice, procedural justice, and interactional justice, on the knowledge transfer to employees at Diskominfo Kebumen Regency. The purpose of this research is also to find out the effect of distributive, procedural, and interactional justice on affective commitment, the effect of affective commitment on knowledge transfer, and the mediating role of affective commitment in the relationship between distributive, procedural, and interactional justice on knowledge transfer.

Design/Methodology/Approach: This study used a quantitative approach with the path analysis method. Respondents in this study were employees at Diskominfo Kebumen. The sample used was 78 respondents who were taken by the total sampling technique.

Research findings: This study found that distributive justice, procedural justice, and interactional justice significantly and directly affected affective commitment. The study results also showed a significant direct effect of affective commitment on knowledge transfer. Also, distributive justice, procedural justice, and interactional justice indirectly affected knowledge transfer through the mediation of affective commitment.

Theoretical contribution: There are few previous studies on distributive, procedural, and interactional justice variables. The difference in this research lies in the research model development and the existing respondents' characteristics.

Practitioner/Policy implication: Based on this research, Diskominfo Kebumen, in the future, can pay attention to the variable aspects of this research in the decision-making process and the development of employee capabilities.

Research limitation/Implication: The limitation in this study is that there are still few references related to variables, so mediation is needed. For example, no research addresses the direct relationship between knowledge transfer and organizational justice. Therefore, the scope for exploratory research is limited, and the research model and analysis methods must be adjusted.

Keywords: Knowledge Transfer; Distributive Justice; Procedural Justice; Interactional Justice; Affective Commitment

Introduction

Organizations in their operation require human resources (HR), so HR is a key asset. HR has another vital asset in the form of knowledge. The intangible nature of knowledge is a strategic resource for organizations (Martin-Perez & Martin-Cruz, 2015). Intangible resources, such as intellectual capital, knowledge, creativity, and innovation, are the main factors for organizational development (Da Silva, Rados & Kaurova, 2020). Knowledge has also been identified as an essential source of competitive advantage in organizations in today's competitive and diverse environment (Raguž, Zaken, & Peronja, 2017).

Moreover, knowledge transfer is the process of exchanging knowledge between individuals, both implicit and explicit knowledge, to increase work productivity for team performance, turn diversity into creativity, and increase organizational effectiveness (Martin-Perez & Martin-Cruz, 2015). Knowledge transfer functions to maintain performance, achievement, market position, and others. In this case, a superior certainly wants to work effectively and efficiently to maximize his members' ability (capacity and capability) to work through easy but effective ways of explaining tasks and functions. Nowadays, information and knowledge are the keys to the excellence of an organization, including government agencies.

An organization would also need employees to commit to the organization to use their science (Marques et al., 2019). Besides, an organization will constantly be exposed to the threat of dissatisfied employees. The increased competition between organizations also requires them to find new ways to maintain competent and trained employees (Chan, 2019). Thus, organizational commitment is defined as an attitude of employees that displays loyalty by showing attention to company success (Allen & Meyer, 1990). Meanwhile, affective commitment has over and over received recognition in research linked to organizational behavior. It is because affective commitment stands on a psychological and emotional approach (Hidayat & Tjahjono, 2015). Recent studies have revealed that knowledge transfer equally relies on psychological factors, such as affective commitment (Cabrera & Cabrera, 2005; Chang et al., 2007; Hislop, 2003; Thompson & Heron, 2005). In cooperation with the design of a fair ambiance, fair treatment at work stimulates employees to reveal longing behavior towards a teammate, managers, and the whole organization (Mohammad et al., 2016). Because this makes employees feel very appreciated, automatically, employees provide feedback in the form of contributions to their work to help organizational effectiveness. With this reciprocal relationship, equal relations between employees and their organizations will emerge.

Organizational commitment is also often associated with organizational justice (Masrukhin, 2014). Justice is an essential social value, and feelings of justice have significant consequences for society and the workplace. For example, an employee might look for an organization that offers a fair workplace, where they feel welcome, respected, and valued (Hayunintyas et al., 2018). Organizational justice itself consists of three parts: distributive justice, procedural justice, and interactional justice (Park, Song, & Lim, 2016). Distributive justice sees justice by balancing giving an assessment to workers and workers' effort to the company (Crow, Lee, & Joo, 2012). In this regard, employees make

comparisons between their output/input ratios and those of their peers. They also evaluate whether they are fairly compensated for their effort, using their counterparts' compensation packages as a benchmark. If the ratio is the same for all peers, it can be said that distributional justice has been achieved in the organization (Ohana & Meyer, 2016). Meanwhile, procedural justice is a theory that refers to the rules and procedures used to obtain results, which need to be assessed as fairness (Cohn, White, & Sanders, 2000). In other words, procedural justice refers to the perceived fairness of the decision-making process in which results are distributed (Wang et al., 2010). On the other hand, interactional justice focuses on how much authority can be adequately communicated (Jawad et al., 2012). Thus, in general, interactional justice only focuses on aspects of interaction, both informal and interpersonal interactions (Yaghoubi et al., 2011). As a whole, organizational justice must exist to foster a sense of commitment in employees. Wang et al.'s (2010) research on industrial employees in China found that organizational justice is related to an employee's commitment. In addition, several researchers also said that organizational justice had a positive influence and correlation with affective commitment, including Tjahjono, Fachrunnisa and Palupi (2019); Swalhi, Zgoulli, and Hofaidhllaoui (2017); Perreira, Berta and Herbert (2018). According to Cropanzano, Bowen, and Gilliland (2007); and Colquitt et al. (2001), trust, commitment, increased performance, and job satisfaction are meaningful in fostering fairness for employees and organizations.

Specifically, Communication and Information Office (Diskominfo) has the duty to convey information or knowledge regarding government programs or activities to the public. However, with the constraints of public access to digital-based information centers, it makes the process of transferring knowledge to the community is still not optimal even though people are required to take advantage of technology. Besides, since Diskominfo is dominated by young employees under 30 years old, of course, they do not really like knowledge transfer in a rigid and too formal way. For this reason, this phenomenon makes the characteristics of the context of knowledge sharing bad, or there is a bad relationship. In the end, a bottleneck of knowledge is created that would reduce the work process's effectiveness.

Diskominfo Kebumen is an official agency responsible for managing information and electronic data for the local government of Kebumen Regency. Of course, with such a large responsibility, employee performance is a top priority to provide good and maximum information services. To support this, high knowledge transfer from each employee is essentially needed to always be up to date on information technology developments. Therefore, researchers attempt to follow up the gap phenomenon that occurs so that this topic is interesting to study. Studies with the same theme but different objects and samples are to strengthen or refute previous research. In addition, knowledge transfer is essential for organizations to compete in the global competition in this disruptive era.

Literature Review and Hypothesis Development

Knowledge Transfer

Knowledge is a vital structure that composes an organization to develop its main competencies, face-changing challenges, manage complexity, and still generate profits (Blome, Schoenherr, & Eckstein, 2014). Knowledge is a complex concept, and several factors define the nature of the world of knowledge management, assessment, and sharing (Gottschalk, 2007).

Generally, knowledge is split into tacit knowledge and explicit knowledge. Explicit knowledge can be exhibited in words and numbers and can be allowance in the arrangement of data, scientific formulations, specifications, guidelines. This classification of knowledge is geared up to be a shift between individuals, formal and structural. Tacit knowledge, on the reverse, is very personal and tough to compose, hard to communicate with others. Subjective instincts, intuition, and hunch are involved in this knowledge category (Gottschalk, 2007).

Knowledge transfer is also a process in which individuals are willing to exchange implicit and explicit knowledge. They have the potential to increase worker productivity for team performance, turn diversity into creativity, and increase organizational effectiveness (Martin-Perez & Martin-Cruz, 2015). According to Wang et al. (2010), knowledge transfer has several factors, including knowledge characteristics, characteristics of knowledge sources, characteristics of knowledge recipients, and characteristics of the context. Gilbert and Cordey-Hayes (1996) suggests a form or model of knowledge transfer, which consists of four components: acquisition, communication, application, assimilation.

Affective Commitment

Affective commitment is part of organizational commitment. Organizational commitment itself is a psychological condition of an employee that makes him tied to the organization (Allen & Meyer, 1990). Moyday et al. (Allen & Meyer, 1990) define affective commitment as a close and strong relationship between individuals and the organization, as indicated by employee participation in activities within the organization. Becker (Allen & Meyer, 1990) briefly states that affective commitment is the tendency of employees to be consistently engaged in organizational activities. Allen and Meyer (1990) explain that three aspects can describe the existence of an affective commitment to an organization, consisting of:

Emotional attachment

It is a strong feeling towards the organization individually and emotionally attached, which results in the individual feeling that he has become part of the organization. It is shown by a high sense of belonging so that there is no reason to leave and want to continue membership in the organization.

Identification

Individual acceptance beliefs and forms of the organization's goals and values are shown by an attitude of commitment, such as a common goal between the individual and the organization. The individuals believe the organization provides policies that support their performance, and the individuals feel proud to be part of the organization.

Participation

It is the desire of individuals to be involved seriously in the interests of the organization. What is shown by individuals will receive various kinds of duties and obligations by carrying them out with good performance.

Distributive Justice

Research on distributive justice currently focuses on individuals' perceptions of how fair the outcome they receive is (Tjahjono, 2008). Distributive justice refers to justice from the lower level, including payroll, training, promotion, and dismissal. Conceptually, fair distribution is also related to the distribution of conditions and goods that will affect individual welfare (Tjahjono, 2008).

Tjahjono (2009) states that several theories of distributive justice are not aligned between the two, so that one principle with another is not sustainable. For example, another condition that can be compared is someone who has the same position or job. Moreover, the idea of proportion is not in line with the idea of equity. The definitive version is that the idea of proportion is handled by self-interest, while equity is handled by the feeling of togetherness. More certainly, the discontinuity is that the idea is subsequently out of alignment with the circumstances or the aims the organization wants to realize. Therefore, applying principles of distributive justice must be based on careful consideration. According to Cropanzano et al. (2007), there are three dimensions of distributive justice: (1) Justice, namely rewarding employees based on their performance. (2) Equality, namely providing compensation for each employee with the same amount. (3) The need, namely providing benefits based on one's personal needs.

Procedural Justice

Procedural justice describes employees' perceptions of having a relationship with fairness based on the procedures used by management (Colquitt, 2001). Meanwhile, Baron and Greenberg (2003) define procedural justice as the perception of fairness in the process of decision-making or organizational affairs. Meanwhile, according to Tjahjono (2015), procedural justice is what an employee feels about justice related to procedures or rules in formulating a policy in the organizational system.

A fair result or output refers to the level of perceived fairness of the procedures applied in making decisions so that each individual can be involved and play a role in the process. Procedural justice explains that individuals should not only evaluate the allocation of

output distribution but also evaluate procedural fairness when determining these allocations (Tjahjono, 2015). Colquitt (2001) states that there are six indicators in procedural justice. These indicators can measure a procedure that can be said to be fair. The indicators are the following:

Consistency rule (Fair rules): Fair procedures must be consistent, both from one person to another and over time. Everyone has the same rights and treatment according to their portion in the same procedure.

The bias suppression rule (Minimizing bias or deviation): There are two sources of bias that often arise: individual interests and partial doctrine. In an effort to minimize this bias, it is necessary to avoid individual interests and biases.

The accuracy rule (Rules or accurate information): The information needed to determine a fair judgment must be based on data and facts. If the information is accurate, it will provide a solid basis for judgment.

The correctability rule (Can be fixed): Justice enforcement strives to correct mistakes, and fair organizational procedures aim to correct existing mistakes that will occur.

The representativeness rule (Involving all parties concerned): Procedures can be said to be fair if they involve members of the organization or related parties because in making decisions, it is necessary to involve input from these members.

The ethical rule (Based on ethics): Fair procedures must be based on both ethics and morals. By paying attention to ethics, what is right and what is wrong to do will be known.

Interactional Justice

Colquitt (2001) affirms that interactional justice is an approach taken by organizations when implementing procedures or rules, where treatment in explaining these procedures is the main focus. Interactional justice is an individual's perception of the extent to which he is needed with his dignity, attention, and respect (Robbins, 2008). Meanwhile, Kreitner and Kinicki (2014) assert that interactional justice is the quality of the treatment that people receive when the procedures or rules in the organization are applied. For example, when individuals are mistreated, a negative response will appear, and vice versa. There are four determinants of interactional justice: explanation, social sensitivity, tension, and empathy.

Perceptions of interactional irregularity can describe employees' feelings when leaders know their problems or treat them politely and well (Schuler & Jackson, 2010). Leaders who are sensitive to providing enthusiasm and motivation to employees who do not get rewards, such as promotions, can provide moral support to terminated employees. There are two types of interactional justice:

Informational Justice

Informational justice is providing justice by providing truthful information about existing decisions (Robbins, 2015). Workers' knowledge of decisions is taken accurately, completely, and well-considered; even though they do not entirely agree with the decision, they know all the information. It proves the existence of informational justice (Moorhead & Griffin, 2013).

Interpersonal Justice

Interpersonal justice covers the relationship between employees and leaders. According to Robbins (2015), interpersonal justice can be seen from leaders' treatment with respect and dignity to their employees. Polite and respectful behavior is fundamental in interpersonal justice. Apart from that, communication also plays an important role.

Hypothesis Development

Influence of Distributive Justice on Affective Commitment

Distributive justice is an individual's perception of fairness in the output obtained compared to others based on the input ratio (Colquitt, 2001). Distributive justice refers to justice from the lower level, including payroll, training, promotion, and dismissal. Conceptually, fair distribution is also related to the distribution of conditions and goods that will affect individual welfare (Tjahjono, 2008). Moyday et al. (Allen & Meyer, 1990) have their understanding that affective commitment is a close and strong relationship between the individual and the organization, which is shown by the participation of employees in activities within the organization. In Swalhi et al. (2017) research, overall fairness had a greater effect on affective commitment. It is also supported by research from Tjahjono et al. (2019), stating that contextual aspects, such as distributive justice, procedural justice, and social capital, played a major role in elaborating organizational satisfaction and commitment. Based on the description above, the researchers proposed the following hypothesis:

H₁: Distributive justice has a positive effect on affective commitment

Influence of Procedural Justice on Affective Commitment

Procedural justice describes employees' perceptions of having a relationship with fairness based on the procedures used by management (Colquitt, 2001). Procedural justice also explains that individuals should not only evaluate the allocation of output distribution but also evaluate procedural fairness when determining these allocations (Tjahjono, 2015). Meanwhile, affective commitment is part of organizational commitment. Organizational commitment itself is a psychological condition of an employee that makes him tied to the organization (Allen & Meyer, 1990). In Karaca's (2017) research, organizational justice in all dimensions, such as distributive justice, procedural justice, and interactional justice,

was positively related to organizational commitment. It is also reinforced by research from Tjahjono, Palupi, and Dirgahayu (2015), who found that contextual aspects, such as distributive justice, procedural justice, and social capital, played a major role in elaborating organizational satisfaction and commitment. Based on the description above, the researchers formulated the following hypothesis:

H₂: Procedural justice has a positive effect on affective commitment

Influence of Interactional Justice on Affective Commitment

Colquitt (2001) states that interactional justice is an approach taken by organizations when implementing procedures or rules, where treatment in explaining these procedures is the main focus. Interactional justice is an individual's perception of the extent to which he is treated with his dignity, attention, and respect (Robbins, 2008). Becker (Allen & Meyer, 1990) briefly affirms that affective commitment is the tendency of employees to be committed to organizational activities consistently. Based on research from Ha and Ha (2015), the three dimensions of justice were positively and significantly related to affective commitment. It is also supported by research from Perreira et al. (2018), where interactional justice was associated with affective commitment to one's organization. Affective commitment to one's organization was also found to mediate the relationship between interactional justice and turnover intentions. Based on the description above, the researchers put forward the following hypothesis:

H₃: Interactional justice has a positive effect on affective commitment

Influence of Affective Commitment on Knowledge Transfer

Affective commitment is part of organizational commitment. Organizational commitment itself is a psychological condition of an employee that makes him tied to the organization (Allen & Meyer, 1990). Another opinion from Hartman (2000) contends that affective commitment refers to a sense of belonging, being attached to the organization, and having a relationship to employee personal characteristics, organizational structure, work experience in terms of compensation, supervision, roles, and skills. On the other hand, knowledge transfer is a process in which individuals are willing to exchange their implicit and explicit knowledge, which has the potential to increase worker productivity for team performance, turn diversity into creativity, and increase organizational effectiveness (Martin-Perez & Martin-Cruz, 2015). Based on previous research, there was a relationship between affective commitment and knowledge transfer, as in the research of Martin-Perez and Martin-Cruz (2015). Research findings showed that developing affective commitment is necessary to increase employees' loyalty, reduce their turnover rate, and increase their willingness to transfer their knowledge. At the same time, Luo and Wang (2017) asserted that knowledge dissemination motivation partially mediated the relationship between affective commitment and knowledge transfer and the relationship

between knowledge dissemination motivation and knowledge transfer. Based on the description above, the researchers drew up the following hypothesis:

H₄: Affective commitment has a positive effect on knowledge transfer

Role of Affective Commitment in Mediating Distributive Justice on Knowledge Transfer

No research has discussed this mediation, so the researchers took the path of mediation by summarizing studies that showed the influence of distributive justice on affective commitment and the effect of affective commitment on knowledge transfer. Hypothesis 5 was taken from previous studies that support this mediation. Safdar and Liu (2019) revealed that fairness significantly affected employee commitment. In addition, the commitment was significantly related to citizenship behavior. Moreover, the mediation of job satisfaction for the relationship between fairness and commitment is clear. Also, Marques et al. (2019) found a significant relationship between organizational commitment to knowledge transfer and consequently knowledge management maturity. From these study results, the researchers assumed that affective commitment could mediate the relationship between distributive justice and knowledge transfer. Then, the hypothesis could be taken as follows:

H₅: Affective commitment mediates the influence of distributive justice on knowledge transfer

The Role of Affective Commitment in Mediating Procedural Justice on Knowledge Transfer

No research has examined this mediation, so the researchers took the path of mediation by summarizing studies revealing the influence of procedural justice on affective commitment and the influence of affective commitment on knowledge transfer. Hypothesis 6 was taken from previous studies that reinforce this mediation. For example, Tjahjono et al. (2015) showed that contextual aspects, such as distributive justice, procedural justice, and social capital, played a prominent role in elaborating on organizational satisfaction and commitment. Besides, Martin-Perez and Martin-Cruz (2015) uncovered that developing affective commitment is necessary to increase employees' loyalty, reduce their turnover rate, and increase their willingness to transfer their knowledge. From these study results, the researchers postulated that affective commitment could mediate the relationship between procedural justice and knowledge transfer. Then, the hypothesis can be drawn as follows:

H₆: Affective commitment mediates the influence of procedural justice on knowledge transfer

The Role of Affective Commitment in Mediating Interactional Justice on Knowledge Transfer

No research has ever discussed this mediation, so the researchers took the mediation path by summarizing studies disclosing the influence of interactional justice on affective commitment and the influence of affective commitment on knowledge transfer. Hypothesis 7 was taken from previous studies that support this mediation. Perreira et al. (2018) investigated that interactional justice was associated with affective commitment to one's organization. Affective commitment to one's organization was also found to mediate the relationship between interactional justice and turnover intentions. Luo and Wang (2017) stated that knowledge dissemination motivation partially mediated the relationship between affective commitment and knowledge transfer and the relationship between knowledge dissemination motivation and knowledge transfer. From these study results, the researchers proposed that affective commitment could mediate the relationship between interactional justice and knowledge transfer. Then, the hypothesis could be taken as follows:

H₇: Affective commitment mediates the influence of interactional justice on knowledge transfer

Research Methods

This study used a quantitative approach with the path analysis method. Path analysis is an extension of multiple regression analysis, or path analysis uses regression analysis to estimate the causal relationship (causal model) that has been previously determined based on theory (Ghozali, 2018). The data obtained was based on a questionnaire submitted directly to respondents at the Diskominfo Kebumen. The results were processed and analyzed utilizing the IBM SPSS version 25 statistical software. The object of this research was Diskominfo Kebumen. Meanwhile, the subjects in this study were all employees of Diskominfo Kebumen.

The population in this study were all employees of Diskominfo Kebumen. A population is a group of people or individuals, events, or things with research interest (Sekaran & Bougie, 2016). The method in taking the sample of this research was total sampling. The sample itself is part of the population, which comes from a few or a selected part of the population itself (Sekaran & Bougie, 2016). The consideration in determining the sample was that the Diskominfo Kebumen employees had worked for at least one year and understood or gone through the processes in the organization with a total of 101 people. The operational definitions of the variables in this study are as follows:

Distributive Justice

Distributive justice is an individual's perception of fairness in the output obtained compared to others based on the input ratio (Colquitt, 2001). The distributive justice

variable was measured using a scale developed by Colquitt. The instrument has four statement items determined employing a Likert scale of 1-5.

Procedural Justice

Procedural fairness is a description of employees' perceptions regarding fairness based on the procedures used by management (Colquitt, 2001). The distributive justice variable was gauged employing a scale developed by Colquitt. The instrument has seven statement items measured using a Likert scale of 1-5.

Interactional Justice

Interactional justice is an approach taken by organizations when implementing procedures or rules, where treatment in explaining these procedures is the main focus (Colquitt, 2001). The distributive justice variable was assessed utilizing a scale developed by Colquitt (2001). The instrument has four statement items determined using a Likert scale of 1-5.

Knowledge Transfer

According to Martin-Perez and Martin-Cruz (2015), knowledge transfer, namely the process of exchanging ideas between individuals regarding their implicit and explicit knowledge, can increase worker productivity for team performance, turn diversity into creativity, and increase organizational effectiveness. The distributive justice variable was calculated using a scale developed by Martin-Perez and Martin-Cruz (2015). The instrument has seven statement items measured utilizing a Likert scale of 1-5.

Affective Commitment

Affective commitment is an employee's emotional attitude or behavior towards the organization, identification, and involvement in the organization (Allen & Meyer, 1990). The distributive justice variable was measured employing a scale developed by Allen and Meyer (1990). The instrument has eight statement items gauged using a Likert scale of 1-5.

The research model proposed in this study consisted of two dependent or exogenous variables, one mediating variable, and one independent or endogenous variable. The exogenous variables comprised distributive justice, procedural justice, and interactional justice. In addition, the affective commitment was the mediating variable, while knowledge transfer was an endogenous variable. The research model is described as follows:

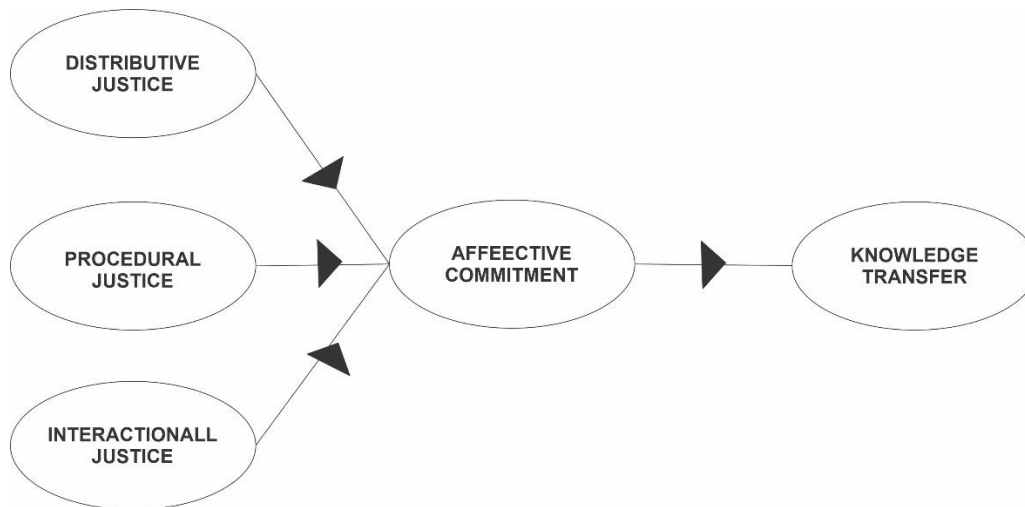


Figure 1 Research Model

Source: (Tjahjono, 2017) (Perez & Cruz., 2015)

Validity & Reliability Tests

Testing the instrument's validity was processed utilizing IBM SPSS version 25 by looking at the output value in the rotated component matrix table and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy > 0.5 (Santoso, 2012). Meanwhile, a reliable instrument is an instrument that will produce the same data when used several times to measure the same object. The question indicator is reliable if the Cronbach alpha value is > 0.60 (Ghozali, 2018). Instrument reliability testing was processed using the IBM SPSS version 25 software.

Research Questionnaire

Hypothesis Test

T-statistic test (partial)

Hypothesis testing using the t-test (partial) determines whether there is a partial influence between the independent variables and the dependent variable (Ghozali, 2018). If the probability of significance (Sig.) < 0.05, the independent variable is significant to the dependent variable.

Sobel test

Sobel test was used to determine the indirect effect of the X to Y variables. Sobel test was done by testing the strength of the indirect effect of the independent variable on the dependent variable through the mediation variable. The indirect effect of X to Y through M was calculated by multiplying the path X -> M by the path M -> Y using the following formula:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Description: (Sa) = Standard error X-M, (Sb) = Standard error M-Y, (b) = M-Y regression coefficient, (a) = X-M regression coefficient.

To test the significance of the indirect effect partially, the formula was calculated as follows:

$$z = ab / Sab$$

With the following criteria:

H₀ is accepted if the absolute z significance < 1.96.

H_a is accepted if the absolute z significance > 1.

Results and Discussion

Validity & Reliability Tests

Based on the Table 1, it was found that all indicators of research variables produced ideal values. The results showed that distributive justice had a 0.582 KMO value. It means that distributive justice data was ideal for processing. The other variables showed KMO value greater than 0.5, procedural justice of 0.830, interactional justice of 0.798, the affective commitment of 0.808, and knowledge transfer of 0.666. The lowest KMO value was distributive justice with 0.582, and the highest KMO value was procedural justice with 0.830. Thus, all variables could be processed in SPSS. The instrument validity test was processed using IBM SPSS version 25 by looking at the output values in the rotated component matrix table and Kaiser-Meyer-Olkin Measure of Sampling Adequacy > 0.5. All indicators showed numbers above 0.5. It signifies that the data were ideal for research and could be processed for the next SPSS test.

The reliability test displayed that all indicators produced ideal value. Cronbach alpha value was higher than 0.6. With reliable data, the measuring instrument used showed consistency. It indicates that the measuring instrument used was suitable for this research. Distributive justice uncovered Cronbach alpha value of 0.714, procedural justice of 0.824, interactional justice of 0.834, the affective commitment of 0.824, and knowledge transfer of 0.741. All variable Cronbach alpha values showed greater than 0.6; the lowest was knowledge transfer with 0,741, and the highest was interactional justice with 0.834. With the reliable instrument, this research result could be trusted.

Table 1 Validity & Reliability Test

	Component		Kaiser-Meyer-Olkin Measure	Cronbach Alpha
	1	2		
KD#1	.750		.582	.714
KD#2		.972		
KD#3	.653			
KD#4	.691			
KP#1	.602		.830	.824
KP#2	.553			
KP#3	.733			
KP#4	.719			
KP#5	.796			
KP#6	.717			
KP#7	.839			
KI#1	.759		.798	.834
KI#2	.602			
KI#3	.812			
KI#4	.845			
KI#5	.845			
KA#1		.546	.808	.824
KA#2		.748		
KA#3		.852		
KA#4	.761		.666	.741
KA#5	.767			
KA#6	.862			
KA#7		.581		
KA#8	.535			
KT#1	.665			
KT#2	.671			
KT#3	.609			
KT#4	.784			
KT#5	.710			
KT#6		.807		
KT#7		.862		

Hypothesis Test

T-Test

Table 2 T-Test Results for All Variables

Variable	Unstandardized Coefficients	t	Sig.	R	R Square
Distributive Justice	0.887	2.956	0.004	0.321	0.103
Procedural Justice	0.599	6.119	0.000	0.575	0.330
Interactional Justice	.856	6.788	0.000	0.614	0.377
Affective Commitment	.451	6.646	0.000	0.606	0.368

T-test X1 to Y

Based on the SPSS output table, the significance value obtained was 0.04. Because the sig value of 0.004 < 0.05, then H_1 could be accepted. In other words, there was an influence between distributive justice on affective commitment. It can also be said that with a constant value of 17.737 and a regression coefficient value of 0.887, each addition of 1% distributive justice increased 0.887 in affective commitment. The conclusion is that if distributive justice increases, there will also be an increase in affective commitment. In addition, the t-value was 2.956. Then, the two-tailed t-table value of 0.05 from n 78 was 1.990. Because the t-value was 2.956 > 1.990, then H_1 could be accepted. In other words, there was an influence between distributive justice on affective commitment. In the R square column, the value was 0.103. It means that the distributive justice variable affected 10.3% on affective commitment, while 89.7% were influenced by other variables not studied. Based on the empirical thinking model developed in this study, the proposed research hypothesis (H_1) is as follows:

H_1 : Distributive justice has a positive effect on affective commitment

After conducting the research, the results showed that distributive justice had a positive effect on affective commitment. It denotes that the higher the distributive justice, the higher the affective commitment. It is in accordance with previous studies by Tjahjono et al. (2019) and Swalhi et al. (2017). Both studies stated that distributive justice had a positive correlation to affective commitment. From the data, the t-test results revealed that if Diskominfo wants to increase the affective commitment of its employees, then decision-makers can see distributive justice as an effort. Distributive justice itself is justice related to the output received by each employee by paying attention to the fairness of the output so that no employee feels that the output he receives is not in accordance with what he gives. The leadership must also be able to provide an understanding of each employee's job desk and workload so that there is no suspicion that it will affect performance and commitment. Based on this study's results, distributive justice could increase affective commitment by 10.3%.

T-Test X2 to Y

Based on the SPSS output table, the significance value obtained was 0.00. Because the sig value of 0.00 < 0.05, H_2 was acceptable. Alternatively stated, there was an influence between procedural justice on affective commitment. It can also be stated that for every 1% addition of procedural justice with a constant value of 16.041 and a regression coefficient of 0.599, an increase of 0.559 occurred in affective commitment. The conclusion is that if procedural justice increases, there will be an increase in affective commitment. Besides, the t-value was 6.119, the two-tailed t-table value of 0.05 from n 78 was 1.990. Because the t-value was 6.119 > 1.990, then H_2 could be accepted. In other words, there was an influence between procedural justice on affective commitment. Moreover, in the R square column, the value was 0.330. It means that the variable procedural justice affected 33.0% on affective commitment, while 67% were influenced

by other variables not examined. Based on the empirical thinking model developed in this study, the proposed research hypothesis (H_2) is as follows:

H_2 : Procedural justice has a positive effect on affective commitment

After conducting the research, the results revealed that procedural justice had a positive effect on affective commitment. It indicates that the higher the procedural justice, the higher the affective commitment. It aligns with previous studies by Tjahjono et al. (2015) and Karaca (2017). Both studies stated that procedural justice had a positive correlation to affective commitment. In this case, procedural justice is employees' perception of justice based on the procedures used by management. It means that the procedures at Diskominfo must also be considered so that all regulations, methods, or tasks can be accepted and understood by all employees so that their affective commitment is maintained. Based on this study's results, procedural justice could increase affective commitment, which was 33%. It is quite significant because the rules in the organization must be agreed upon by all components so that the organization is solid and can achieve its goals.

T-test X3 to Y

Based on the SPSS output table, the significance value obtained was 0.00. Because the sig value was $0.00 < 0.05$, then H_3 could be accepted, or in other words, there was an influence between interactional justice and affective commitment. It can also be said that with a constant value of 15.139 and a regression coefficient value of 0.856, every 1% addition of interactional justice increased 0.856 in affective commitment. The conclusion is that if interactional justice increases, there will be an increase in affective commitment. Besides, the t-count value was 6.788, the two-tailed t-table value of 0.05 from n 78 was 1.990. Because the t-value was $6.788 > 1.990$, then H_3 could be accepted. Putting it differently, there was an influence between interactional justice on affective commitment. In the R square column, the value was 0.377. It indicates that the variable of interactional justice affected 37.7% on affective commitment, whereas 62.3% were influenced by other variables not studied. Based on the empirical thinking model developed in this study, the proposed research hypothesis (H_3) is as follows:

H_3 : Interactional justice has a positive effect on affective commitment

After conducting the research, the results disclosed that interactional justice had a positive effect on affective commitment. It signifies that the higher the interactional justice, the higher the affective commitment. It is also found in previous studies by Ha and Ha (2015) and Perreira et al. (2018). Both studies stated that interactional justice had a positive correlation with affective commitment. In this regard, interaction in the organization is essential, and even it must be done fairly and proportionally. Interactional justice is the approach taken by the organization when carrying out procedures or rules, where the treatment is in explaining the procedure. Therefore, in the presentation carried

out by the leadership, it must be adjusted to the employees' characters because employees in the organization have different characters influenced by ways of thinking, religion, or ethnicity. With the right approach, these rules can then be accepted. The focus is acceptance from employees, which will ultimately affect the employee's desire to be involved in the organization. Then, it becomes essential for every organization, including the Diskominfo. According to this study's results, it was known that interactional justice could increase affective commitment by 37.7%.

T-test Y to Z

Based on the SPSS output table, the significance value obtained was 0.00. Because the sig value was $0.00 < 0.05$, then H_4 could be accepted. In other words, there was an influence between affective commitment on knowledge transfer. It can also be said that with a constant value of 14.591 and a regression coefficient value of 0.451, every 1% addition of affective commitment is an addition of 0.451 to the knowledge transfer. The conclusion is that if affective commitment increases, there will also be an increase in knowledge transfer. Moreover, the t-value was 6.646, the two-tailed t-table value of 0.05 from n 78 was 1.990. Because the t-value was $6.646 > 1.990$, then H_4 could be accepted, or there was an influence between affective commitment to knowledge transfer. In the R square column, the value was 0.368. It means that the affective commitment variable of 36.8% affected knowledge transfer, while 63.2% were influenced by other variables not studied. Based on the empirical thinking model developed in this study, the proposed research hypothesis (H_4) is as follows:

H₄: Affective commitment has a positive effect on knowledge transfer

After doing the research, the results uncovered that affective commitment had a positive effect on knowledge transfer. It denotes that the higher the affective commitment, the higher the knowledge transfer. It was also found in previous studies by Martin-Perez and Martin-Cruz (2015) and Luo and Wang (2017). Both these studies stated that affective commitment had a positive correlation with knowledge transfer. Concerning this, knowledge is the main asset in the organization. In order to survive, organizations must develop and be dynamic. Besides, individuals who like to share knowledge are also needed to keep the organization updated with changes in today's disruptive times. In addition to the need for employees who have the knowledge, employees with loyalty are also the expectations of each organization. Employees who like to be involved with organizational activities feel emotionally and belonging to the organization, commonly called affective commitment. Then, if Diskominfo Kebumen wants to increase the knowledge transfer of its employees, it can create a system where employees feel comfortable working at Diskominfo and can work together with other employees. As a result, the impact will make employees share knowledge, seek new knowledge, and not hesitate to share with other employees' friends. Thus, knowledge can affect the achievement of organizational goals. Based on this study's results, affective commitment could increase knowledge transfer by 36.8%.

Sobel Test

Mediating Role of Affective Commitments between Distributive Justice and Knowledge Transfer

Path Analysis

Based on the Sobel test above, the researchers found the statistical Sobel value of 2.700 and the p-value of 0.00 because the statistical value was $2.700 > 1.96$, and the p-value was < 0.05 . The researchers concluded that affective commitment could mediate distributive justice and knowledge transfer. The researchers could see the direct effect coefficient column to determine how much influence the mediation of affective commitment has on distributive justice and knowledge transfer. The mediation value obtained multiplied the standardized values X1 to Y by Y to Z. The obtained numbers were $0.321 \times 0.606 = 0.194$. It proves that affective commitment could mediate the influence of distributive justice on knowledge transfer by 19.4%. It indicates that affective commitment could mediate the effect of distributive justice with knowledge transfer of 19.4%. It also means that distributive justice influenced knowledge transfer but should be mediated by affective commitment. In other words, it had an indirect effect.

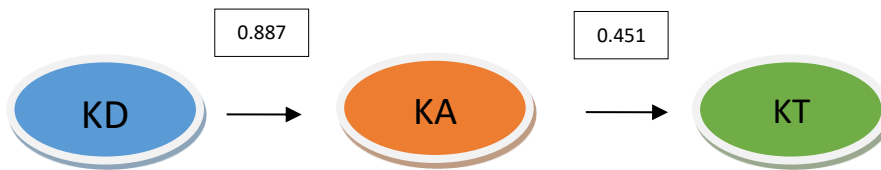


Figure 2 Path Analysis X1 – Y – Z

Table 3 Path Analysis Sobel Test X1 – Y – Z

	Input	Sobel Test Statistic	P-value
a	0.887	2.700	0.00
b	0.451		
Sa	0.300		
Sb	0.068		

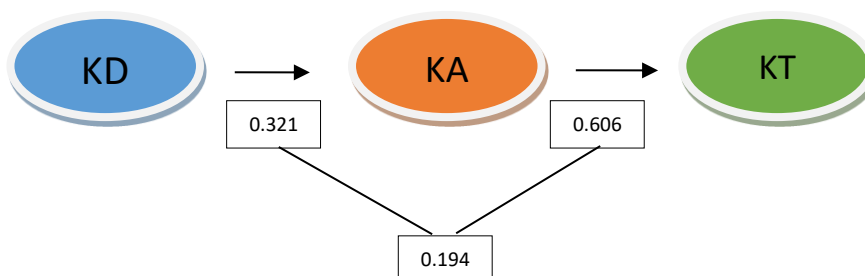


Figure 3 Mediation X1 – Y – Z

Table 4 Indirect Effect Sobel Test X1 – Y – Z

Variable	Standardized
Distributive Justice	0.321
Affective Commitments	0.606

Based on the empirical thinking model developed in this study, the proposed research hypothesis (H₅) is as follows:

H₅: Affective commitment mediates the influence of distributive justice on knowledge transfer

It signifies that distributive justice could affect knowledge transfer through the mediation of affective commitment. Previous studies that support this mediation are Safdar and Liu (2019) and Marques et al. (2019). So far, no research has found a direct correlation between distributive justice and knowledge transfer. Thus, in this study, variable mediation was carried out using the path analysis method. The study results showed that affective commitment could mediate distributive justice variables with knowledge transfer. In other words, if Diskominfo wants to increase its knowledge transfer by using the distributive justice variable, then the management also needs to consider the affective commitment variable, for example, in the performance appraisal system. In this system, employees are free to seek information and share information about their work and the work of other employees. It aims to cross-check each other's work and collaborate to achieve organizational goals. For this reason, if there is no distribution of output that does not fit the portion, the system will not run well. Then, distributive justice is needed to strengthen the performance appraisal system again. Affective commitment is also needed, where employees want to be involved in organizational development. In other words, if organizations want knowledge transfer to increase, managers need to consider distributive justice and be strengthened by employees' affective commitment. Based on this study, affective commitment could mediate distributive justice and knowledge transfer by 19.4%.

Mediating Role of Affective Commitments between Procedural Justice and Knowledge Transfer

Path Analysis

Based on the Sobel test above, the researchers attained the statistical Sobel value of 4.494 and the p-value of 0.00. It can be concluded that affective commitment could mediate procedural justice and knowledge transfer because the statistical value was $4.494 > 1.96$, and the p-value was < 0.05 . To determine how much influence the mediation of affective commitment has on procedural justice and knowledge transfer, the researchers looked at the column direct effect coefficient. The mediation value obtained multiplied the standardized values X₂ to Y by Y to Z. The obtained numbers were $0.575 \times 0.606 = 0.348$. It confirms that affective commitment could mediate the effect of procedural justice on

knowledge transfer by 34.8%. It also means that distributive justice influenced knowledge transfer but should be mediated by affective commitment or had an indirect effect.



Figure 4 Path Analysis X2 – Y – Z

Table 5 Path Analysis Sobel Test X2 – Y – Z

	Input	Sobel Test Statistic	P-value
a	0.599	4.494	0.00
b	0.451		
Sa	0.098		
Sb	0.068		

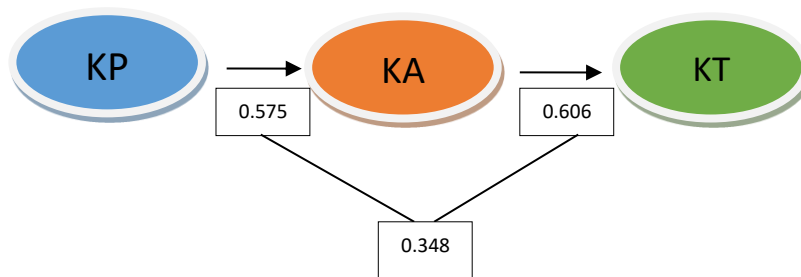


Figure 5 Mediation X2 – Y – Z

Table 6 Indirect Effect Sobel Test X2 – Y – Z

Variable	Standardized
Distributive Justice	0.575
Affective Commitments	0.606

Based on the empirical thinking model developed in this study, the proposed research hypothesis (H_6) is as follows:

H_6 : *Affective commitment mediates the influence of procedural justice on knowledge transfer*

It indicates that procedural justice could affect knowledge transfer through the mediation of affective commitment. Previous studies by Tjahjono et al. (2019) and Martin-Perez and Martin-Cruz (2015) support this mediation. Every organization must have a system for sharing information verbally and through the system. Then, in its implementation, of course, some procedures or rules apply. This sharing system can run well and impact the organization. Besides, managers also need to pay attention to procedural justice, which relates to consistency and process control. Not only that, but managers also need to add

affective commitment aspects to it. Therefore, employees are voluntarily and initiatively involved in the organization, including sharing information. With the consistency of procedures and good process control, employees will automatically run the sharing system well, especially with the affective commitment aspect, where employees want to be involved in organizational development. As this study’s results, affective commitment could mediate procedural justice and knowledge transfer by 34.8%.

Mediating Role of Affective Commitments between Interactional Justice and Knowledge Transfer

Path Analysis

Based on the Sobel test, the researchers obtained the statistical Sobel value of 4.745 and the p-value of 0.00. It can be concluded that the researchers concluded that affective commitment could mediate interactional justice and knowledge transfer because the statistical value was $4.745 > 1.96$, and the p-value was < 0.05 . To find out how much influence the mediation of affective commitment has on interactional justice and knowledge transfer, the researchers saw the column direct effect coefficient. The mediation value obtained multiplied the standardized values X3 to Y by Y to Z. The obtained numbers were $0.614 \times 0.606 = 0.372$. It verifies that affective commitment could mediate the effect of interactional justice on knowledge transfer by 37.2%. It also means that distributive justice influenced knowledge transfer but had to be mediated by affective commitment or indirectly.

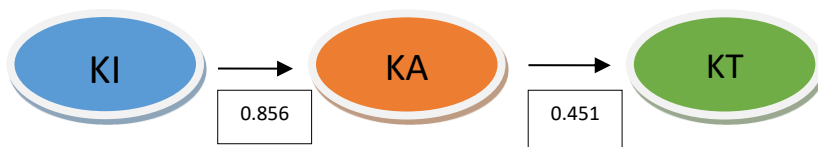


Figure 6 Path Analysis X3 – Y – Z

Table 7 Path Analysis Sobel Test X3– Y – Z

	Input	Sobel Test Statistic	P-value
a	0.856	4.745	0.00
b	0.451		
Sa	0.300		
Sb	0.068		

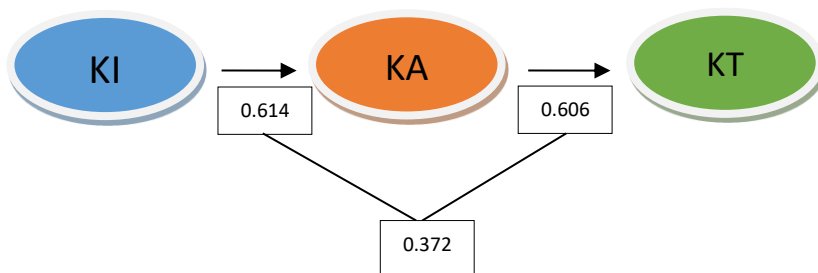


Figure 7 Mediation X3 – Y – Z

Table 8 Indirect Effect Sobel Test X3 – Y – Z

Variable	Standardized
Distributive Justice	0.614
Affective Commitments	0.606

Based on the empirical thinking model developed in this study, the proposed research hypothesis (H₇) is as follows:

H₇: Affective commitment mediates the effect of interactional justice on knowledge transfer

It signifies that interactional justice could affect knowledge transfer through the mediation of affective commitment. Previous studies that reinforce this mediation are Perreira et al. (2018) and Luo and Wang (2017). In the era of information technology, everyone is now free to express their opinion through various media. Likewise, in organizations, knowledge transfer and information sharing become very dynamic and very fast. So that the system can run well and not cause resistance, managers need to pay attention to interactional justice aspects, where delivery and ethics are the primary concerns. The frequent circulation of hoax news, hate speech, ridicule under the guise of criticism, and harsh words will significantly affect employee involvement in supporting this system. Thus, managers need to emphasize their employees to respect each other and maintain ethics in communicating; even though there is criticism, they should convey it with good words. Based on this study's results, affective commitment could mediate interactional justice and knowledge transfer by 37.2%. It means that if employees have a good way of communicating and respecting each other, coupled with increased employee involvement, in this case, affective commitment and knowledge transfer will increase.

Conclusion

Based on the research results above, all the hypotheses proposed by the researchers were acceptable, with the following results. All organizational justice variables, such as distributive justice, procedural justice, and interactional justice, directly and significantly influenced affective commitment. It means that to increase affective commitment, managers need to pay attention to organizational justice aspects to increase employee affective commitment. The conclusions of the research results are in accordance with previous research by Tjahjono et al. (2019) and Swalhi et al. (2017). Both studies stated that distributive justice had a positive correlation to affective commitment. Tjahjono et al. (2015) and Karaca (2017) also revealed that procedural justice positively correlated to affective commitment. Besides, Perreira et al. (2018) showed that interactional had a positive correlation with affective commitment. This study also showed that affective commitment significantly influenced knowledge transfer, meaning that the higher the affective commitment, the higher the knowledge transfer. It aligns with research by Martin-Perez and Martin-Cruz (2015) and Luo and Wang (2017). Both these studies stated that affective commitment had a positive correlation to knowledge transfer.

Through the Sobel test and path analysis method, the researcher found that all organizational justice variables, namely distributive justice, procedural justice, and interactional justice, indirectly affected knowledge transfer through the mediation of affective commitment. The results showed that affective commitment could mediate the effect of distributive justice on knowledge transfer by 19.4% in the first Sobel test. Previous studies that support this mediation are Safdar and Liu (2019) and Marques et al. (2019). The second Sobel test displayed that affective commitment could mediate the effect of procedural justice on knowledge transfer by 34.8%. Previous studies that reinforce this mediation are Tjahjono et al. (2019) and Martin-Perez and Martin-Cruz (2019). The last Sobel test revealed that affective commitment could mediate the effect of interactional justice on knowledge transfer by 37.2%. Previous studies corroborating this mediation are Perreira et al. (2018) and Luo and Wang (2017). From this study's results, managers can take a policy that increases knowledge transfer that has aspects of organizational justice and is strengthened by affective commitment. It needs attention. Moreover, it is hoped that with increased knowledge transfer, the organization can achieve its goals.

This research, of course, still has several limitations. Several things that need to be disclosed regarding the limitations of the study are: (1) The researchers had limited time in distributing questionnaires, so some employees did not fill them out. (2) In the process of data retrieval, the information provided by respondents through questionnaires sometimes did not show their actual opinion. It happened because, sometimes, there were different thoughts, opinions, and understandings for each respondent. Besides, there is another factor, such as respondents' honesty in filling out the questionnaire.

Based on this study's results, there are several suggestions for the Diskominfo Kebumen as material for consideration in the formulation related to the realization of this research variable and for further research to be able to perfect the findings that have been generated from this research.

Based on the research findings, Diskominfo needs to pay attention to aspects of justice, commitment, and knowledge transfer in the future. Based on the existing factors, where there was a bottleneck in knowledge transfer between employees aged over 30 and under 30 years of age, the researchers based on this study's results suggest that several actions, including in the policy-making process, need involve young employees so that there is no bias or miscommunication. In the justice aspects, it can also be achieved. In addition, in the decision-making process, the leadership can also consider justice aspects. If this justice aspect is considered, it can create good policies and are supported by all employees.

As an office with a communication base, of course, Diskominfo needs to have good communication patterns in the knowledge transfer process. With the dominance of young people, leaders need to pay attention to communication methods so that the knowledge transfer can be well received. Changing the rigid ways and approaches to be not rigid can be a way to avoid a bottleneck.

From the data obtained by the researchers, many employees still had a vocational/senior high school educational background and a diploma. In order to increase employee capacity, these employees can be given permission or the opportunity to undertake further education so that capacity and knowledge are increased, and the impact will increase commitment and performance.

Further research is needed regarding knowledge transfer by adding other variables, such as social media culture (Marbun, Juliandi, & Effendi, 2020), compensation, training, and creative culture (Haspolat & Berberoglu, 2020). Using other variables can enrich the repertoire of knowledge. Future research can also replicate the research model and test it in other places with different respondent characteristics. It is hoped that the results can strengthen previous studies or even refute existing findings.

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