

THE IMPACT OF ORGANIZATIONAL JUSTICE ON KNOWLEDGE SHARING BEHAVIOR: THE MEDIATING ROLE OF AFFECTIVE COMMITMENT

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ABSTRACT

In the context where organizations today increasingly consider knowledge as a strategic resource, promoting employees' knowledge sharing behavior has become an urgent requirement to maintain competitive advantage and enhance organizational performance. Organizational justice is an important factor influencing employees' attitudes and behaviors, including knowledge sharing behavior. This study was conducted to analyze the impact of organizational justice on knowledge sharing behavior, while simultaneously examining the mediating role of affective commitment in this relationship. Data were collected through a survey of 307 employees working in tourism enterprises in Ho Chi Minh City. The study applied Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the proposed hypotheses. The research results show that organizational justice has a positive effect on employees' knowledge sharing behavior and affective commitment. At the same time, affective commitment plays a mediating role in the relationship between organizational justice and employees' knowledge sharing behavior. On this basis, the study proposes managerial implications to help enterprises build a fair working environment, strengthen emotional attachment and encourage employees' knowledge sharing behavior.

Key words: Organizational justice, knowledge sharing behavior, affective commitment.

1. INTRODUCTION

In today's knowledge-based economy, organizations are continuously striving to find effective methods to manage and exploit knowledge as a core factor for sustainable development. To maintain and effectively utilize this resource, employees' knowledge sharing behavior becomes a key factor that contributes to disseminating knowledge, promoting innovation, and improving the operational effectiveness of the organization [1]. However, knowledge sharing behavior does not arise naturally but is influenced by psychological, emotional, and workplace environmental factors of employees. Among these factors, organizational justice is considered one of the important elements that strongly affects employees' perceptions, attitudes, and behaviors during the working process [2]. When employees perceive fairness in the distribution of benefits, decision making processes, and interpersonal treatment within the organization, they tend to develop trust, cooperate, and willingly share knowledge with colleagues [3]. Conversely, perceptions of unfairness may reduce trust, create indifference, and limit the spirit of sharing among individuals within the organization. In addition, organizational justice not only directly influences knowledge sharing behavior but also indirectly affects it through internal emotional factors of employees. One of the emotional factors that plays an important role in this relationship is employees' affective commitment. Affective commitment reflects employees' attachment, loyalty, and desire to

maintain a long-term relationship with the organization [4]. When employees have a high level of affective commitment, they feel proud, trusting, and willing to contribute more to the common interests of the organization. Perceptions of fairness within the organization contribute to nurturing affective commitment, thereby encouraging employees to engage in knowledge sharing behavior as a voluntary and positive action. This linkage not only strengthens the collective spirit but also creates a culture of learning, cooperation, and sustainable knowledge development. In the context of tourism enterprises in Ho Chi Minh City, knowledge sharing is particularly important because service quality depends heavily on employees' ability to exchange practical experience, customer-handling skills, and updated operational information. Tourism employees often work under high service pressure, changing customer demands, and seasonal fluctuations, which require close coordination among departments and continuous support among colleagues. Therefore, a fair working environment becomes essential for maintaining employees' trust, emotional attachment, and willingness to share knowledge in order to ensure consistent service quality and organizational responsiveness. Based on this foundation, this study analyzes the impact of organizational justice on employees' knowledge sharing behavior and clarifies the mediating role of affective commitment in this relationship. The academic novelty of the study lies in integrating organizational justice, affective commitment, and knowledge sharing behavior into a unified mediation model in the context of tourism enterprises in Ho Chi Minh City, where employee fairness perceptions and knowledge-based behaviors remain underexplored.

2. LITERATURE REVIEW

Organizational justice is the degree to which employees perceive that they are treated fairly in the working process, including the distribution of resources, decision making processes, and the manner of interaction among members within the organization [5]. Organizational justice is composed of three main dimensions, including distributive justice, procedural justice, and interactional justice [6]. Distributive justice reflects employees' perceptions of fairness in the allocation of rewards, opportunities, or benefits based on their contributions, efforts, and work outcomes. In addition, procedural justice reflects the rationality and transparency of decision making processes within the organization, expressed through consistency, employee participation, and clarity in the application of evaluation criteria. Meanwhile, interactional justice refers to the manner in which employees are treated during communication and the implementation of decisions, including respect, courtesy, and honesty from management levels. Employees' perceptions of organizational justice are influenced by many factors such as organizational culture, leadership style, reward mechanisms, and the working environment. When perceptions of fairness are maintained, employees develop positive trust, a sense of being respected, and motivation to contribute more to the organization [5]. Therefore, organizational justice is not only an ethical standard in human resource management but also a foundational factor that strengthens trust, promotes a sense of attachment, and builds a positive working environment within the organization. Organizational justice is especially important for tourism employees because they often work under service pressure, irregular customer demand, seasonal fluctuations, and high emotional labor. In such a working environment, fair workload allocation, transparent reward systems, equal access to development opportunities, and respectful treatment from supervisors can reduce negative emotions and strengthen employees' willingness to remain attached to the organization. As a result, fair treatment becomes an important condition for encouraging employees to share knowledge, support colleagues, and maintain service quality during both peak and low tourism seasons.

Knowledge sharing behavior is the willingness of employees to exchange, convey, and disseminate valuable understanding, experiences, skills, or information to other members

within the organization in order to support common tasks and enhance organizational effectiveness [7]. Knowledge sharing behavior generally includes two main forms which are tacit knowledge sharing and explicit knowledge sharing [8]. Tacit knowledge sharing refers to the transmission of experiences, skills, and personal understanding that are often not expressed in written form. In contrast, explicit knowledge sharing reflects the process of exchanging information, procedures, data, or documents that have been systematized and can be stored and reused within the organization. Knowledge sharing behavior is not merely a spontaneous action but needs to be nurtured in a work environment with clear orientation where employees are encouraged, supported, and recognized for their knowledge contributions [9]. Leadership plays an important role in building a climate of trust, promoting two-way communication, and establishing transparent feedback mechanisms that help strengthen motivation to share and enhance internal cohesion within the organization. Knowledge sharing behavior brings practical value to both employees and the organization [8]. For employees, sharing knowledge helps affirm competence, enhance personal reputation, and create a sense of pride when contributing to the overall development of the organization. For the organization, knowledge sharing behavior helps strengthen internal knowledge resources, promote creativity, and improve operational efficiency. When properly guided and encouraged, knowledge sharing behavior becomes an important foundation for building a learning culture, developing competitive capacity, and moving toward the sustainable development of the organization.

Affective commitment is the emotional attachment of employees to the organization, expressed through the voluntary desire to remain attached, contribute, and accompany the development of the organization [6]. Affective commitment is one of the three components of the organizational commitment model, along with continuance commitment and normative commitment [8]. Among these components, affective commitment is considered the most positive and sustainable factor. Employees with high affective commitment often maintain a strong connection with the organization and are willing to exert efforts beyond job requirements. The structure of affective commitment includes factors such as value congruence between individuals and the organization, job satisfaction, feelings of recognition, and trust in leadership [1]. When employees perceive that the organization cares about them, creates opportunities for development, and recognizes their contributions, they develop positive emotions and strengthen their attachment to the organization. In addition, harmonious relationships with colleagues, support from supervisors, and a friendly working environment also contribute to increasing employees' affective commitment [6]. Affective commitment not only influences work attitudes but also directly affects organizational performance. Employees with strong affective commitment often demonstrate loyalty, a high sense of responsibility, and initiative in contributing improvement ideas [7]. Conversely, employees with low affective commitment may show indifference, reduced performance, and higher turnover rates. Therefore, affective commitment is considered an important foundation in human resource management that helps organizations maintain a stable workforce, maximize potential, and promote long term development.

Social Exchange Theory, developed by [10], explains that relationships within organizations are formed through reciprocal exchanges between employees and the organization. According to this theory, when employees perceive that they receive fair treatment, respect, and equitable outcomes from the organization, they tend to reciprocate with positive attitudes and behaviors that benefit the organization. Organizational justice represents an important signal that the organization values its employees and treats them fairly in terms of resource distribution, decision making procedures, and interpersonal interactions. When employees perceive fairness in these aspects, they develop trust toward the organization and are more willing to contribute beyond formal job requirements. Based on Social Exchange Theory, employees who experience organizational justice tend to reciprocate through stronger

emotional attachment and cooperative behaviors. Fair treatment from the organization fosters affective commitment, which reflects employees' emotional bond and loyalty toward the organization. When employees develop strong affective commitment, they are more willing to contribute to organizational success by engaging in voluntary behaviors such as knowledge sharing behavior. Therefore, Social Exchange Theory provides a strong theoretical explanation for the relationship between organizational justice, affective commitment, and knowledge sharing behavior, where perceptions of fairness stimulate emotional attachment and motivate employees to share knowledge for the benefit of the organization.

Organizational justice has a positive impact on employees' affective commitment by creating perceptions of fairness, respect, and recognition in the working environment [6]. When employees perceive that the organization allocates rewards, opportunities, and resources fairly, they develop feelings of trust, satisfaction, and pride in being members of the organization [5]. As a result, employees' affective commitment is strengthened on the basis of trust and positive emotions which encourage employees to maintain long term attachment with the organization. Organizational justice positively influences knowledge sharing behavior of employees by creating perceptions of respect, transparency, and equality in the working environment [9]. When policies, procedures, and decisions are implemented consistently and rationally, employees trust the organization and are willing to engage in knowledge sharing behavior with colleagues [3]. This trust encourages employees to actively exchange knowledge, experiences, and support each other which improves learning effectiveness and knowledge dissemination within the organization. Affective commitment positively influences knowledge sharing behavior when employees experience a deep sense of attachment and meaning in the relationship between the individual and the organization [7]. When employees have trust and loyalty toward the organization, they are willing to share experience, knowledge, and ideas with colleagues in order to contribute to the overall development of the organization. This emotional attachment creates intrinsic motivation that makes knowledge sharing behavior a natural expression of cooperation and collective responsibility among employees [8]. Affective commitment plays an important mediating role in the relationship between organizational justice and knowledge sharing behavior because it transforms perceptions of fairness into motivation that encourages positive employee behavior. When employees perceive that organizational policies and decisions are implemented transparently and equally, they develop emotional attachment, trust, and pride in the organization [5]. On this basis, affective commitment is formed and becomes the foundation that encourages knowledge sharing behavior which motivates employees to contribute knowledge and experiences to the collective [8]. In addition, affective commitment strengthens the influence of organizational justice on knowledge sharing behavior through positive emotions and value congruence between individuals and the organization. When employees have a high level of affective commitment, they not only respond positively to fair policies but also demonstrate the desire to disseminate knowledge in order to support colleagues and contribute to the common goals of the organization [7]. Therefore, affective commitment becomes a key bridge that promotes the positive impact of organizational justice which helps knowledge sharing behavior be maintained sustainably and spread widely within the organization.

The research proposes the following hypotheses:

H1: Organizational justice has a positive impact on affective commitment.

H2: Organizational justice has a positive impact on knowledge sharing behavior.

H3: Affective commitment has a positive impact on knowledge sharing behavior.

H4: Affective commitment mediates the relationship between organizational justice and knowledge sharing behavior.

The proposed research model is as follows:

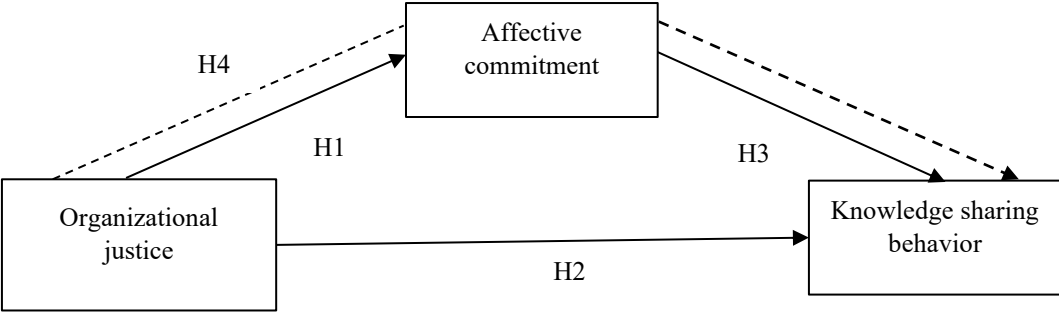


Figure 1. Conceptual framework. Source: own research

3. METHODOLOGY

The study was conducted in Ho Chi Minh City during the period from October 2025 to January 2026. The authors used purposive sampling. Research data were collected through a survey of 307 employees working in tourism enterprises in Ho Chi Minh City, a suitable research context because tourism firms rely heavily on employee interaction, service knowledge, experience sharing, and internal cooperation to maintain service quality and organizational competitiveness. The research model includes three factors which are organizational justice, affective commitment, and knowledge sharing behavior. The measurement scales applied in the study were adapted from the studies of [9], [8] and [7]. The PLS-SEM analysis was conducted in two stages. First, the measurement model was assessed through indicator loadings, Cronbach’s Alpha, composite reliability, average variance extracted, variance inflation factor, and discriminant validity. Second, the structural model was evaluated through path coefficients, p-values, and the indirect effect of affective commitment in the relationship between organizational justice and knowledge sharing behavior.

Table 1. Summary of the constructs.

Constructs	Sources
(1) Organizational justice (OJ)	[9]
(2) Affective commitment (AC)	[8]
(3) Knowledge sharing behavior (KS)	[7]

Source: own research

4. RESULTS

Table 2. The constructs’ Cronbach’s Alpha coefficients.

Constructs	Number of items	Cronbach’s Alpha
OJ	3	0.863
AC	9	0.787
KS	5	0.825

Source: own research

The research results in Table 2 show that Cronbach’s Alpha coefficients of the measurement scales range from 0.787 to 0.863. The results indicate that all measurement scales have Cronbach’s Alpha coefficients higher than 0.600, which shows that the measurement scales used are reliable.

Table 3. The items' loadings and the constructs' AVE, VIF and CR.

Constructs	Loadings	AVE	VIF	CR
OJ	0.67-0.73	0.758	2.562	0.841
AC	0.62-0.67	0.693	2.941	0.774
KS	0.65-0.69	0.732	2.604	0.817

Source: own research

The research results in Table 3 show that the factor loadings range from 0.62 to 0.73 and are all greater than 0.5. The results in Table 3 also show that the AVE values range from 0.693 to 0.758, which are higher than the threshold of 0.5 [11]. The analysis results show that the VIF values range from 2.562 to 2.941, and these results are much lower than the threshold of 5 [11]. The analysis results show that composite reliability (CR) ranges from 0.774 to 0.841, which is higher than 0.7 and does not exceed the threshold of 0.95 [11].

Table 4. Correlations of constructs.

Constructs	Correlation		
	OJ	AC	KS
OJ	0.837		
AC	0.498	0.782	
KS	0.552	0.583	0.815

Source: own research

The findings in Table 4 indicate that the variables exhibit different values when compared to the others. The bold values along the diagonal in Table 4 are notably larger than those of the other variables, both vertically and horizontally. The results align with the criteria set by [11].

Table 5. Hypothesis testing results.

Hypothesis	Paths	Coefficients (standardized)	p-values	Conclusions
H1	OJ → AC	0.81	0.002	H1 is supported
H2	OJ → KS	0.58	0.016	H2 is supported
H3	AC → KS	0.75	0.004	H3 is supported
H4	OJ → AC → KS	0.61	0.027	H4 is supported

Source: own research

The research results in Table 5 show that hypothesis H1 is accepted with an impact level of $\beta = 0.81$ at $p = 0.002$. Thus, organizational justice has a positive impact on affective commitment of employees. In addition, hypothesis H2 is accepted at $p = 0.016$ with an impact level of $\beta = 0.58$. This confirms that organizational justice has a positive impact on knowledge sharing behavior of employees. Moreover, hypothesis H3 is also accepted at $p = 0.004$ with an impact coefficient of $\beta = 0.75$. This result shows that affective commitment has a positive impact on knowledge sharing behavior of employees. Finally, hypothesis H4 is supported with $\beta = 0.61$ and $p = 0.027$, indicating a statistically significant indirect effect of organizational justice on knowledge sharing behavior through affective commitment. This result confirms that affective commitment acts as a psychological mechanism through which employees' perceptions of fairness are transformed into knowledge sharing behavior.

5. CONCLUSION

5.1. Discussion

The research results show that organizational justice has a positive impact on affective commitment and knowledge sharing behavior of employees. Thus, organizational justice has a positive impact on employees' affective commitment. This finding is consistent with [8], indicating that fair treatment, transparent procedures, and respectful interpersonal interaction strengthen employees' emotional attachment to the organization. The research results also demonstrate that affective commitment has a positive impact on the knowledge sharing behavior of employees. Thus, affective commitment has a positive impact on employees' knowledge sharing behavior. This finding is consistent with [4], showing that employees who have strong emotional attachment to the organization are more willing to share knowledge, experience, and useful information with their colleagues.

5.2. Managerial implications

So as to strengthen employees' perceptions of organizational justice, enterprises need to improve policy systems and management processes to ensure equality and rationality in decision making. Criteria for evaluating work performance, rewards, promotion, and the allocation of development opportunities must be clearly announced, applied fairly, and accompanied by transparent monitoring mechanisms. Therefore, tourism enterprises in Ho Chi Minh City should strengthen employees' perceptions of organizational justice by designing transparent reward and workload allocation systems that reflect the specific characteristics of tourism work. During peak seasons, managers should ensure that work schedules, service responsibilities, overtime arrangements, and performance-based rewards are distributed fairly among employees. In addition, tourism firms should create internal channels where employees can report unfair treatment, suggest service improvements, and share operational experiences without fear of negative consequences. In addition, enterprises need to use technology as an important tool to strengthen organizational justice and thereby encourage and maintain knowledge sharing behavior effectively. The implementation of internal knowledge management systems allows all employees to access, contribute, and utilize information without being limited by position or seniority. On this foundation, technology becomes a bridge connecting organizational justice with knowledge sharing behavior and contributes to nurturing a culture of learning and innovation within enterprises.

In order to enhance the level of affective commitment among employees, enterprises need to strengthen internal communication and clarify the meaning of the work that employees are performing so that affective commitment can be formed on the basis of understanding and consensus. When employees are provided with sufficient information about the vision, mission, development strategy, and the specific role of individuals within the organization, they become more aware of their value and contribution to the overall development of the organization. In addition, enterprises need to improve systems for employee recognition and evaluation. When employees perceive that their efforts, dedication, and achievements are recognized appropriately and promptly, they tend to strengthen trust and positive feelings toward the organization. Enterprises can implement programs that honor outstanding individuals and groups not only in terms of business results but also in aspects such as cooperation spirit, support for colleagues, and knowledge sharing behavior. Diverse forms of recognition such as public praise, opportunities to participate in key projects, support for career development, or the expansion of professional influence help connect employees' affective commitment with real experiences at the workplace. In addition, enterprises should focus on implementing professional exchange activities, internal mentoring programs, and cross departmental collaboration in order to strengthen affective

commitment while simultaneously facilitating knowledge sharing behavior among employees. Activities that connect experienced employees with new employees help employees feel more clearly that they belong to a professional community characterized by strong mutual support. Employees will not only share knowledge when required but will also proactively propose support, provide explanations, offer guidance, and share knowledge and experiences with colleagues. As a result, relational bonding mechanisms not only nurture employees' affective commitment but also contribute to making knowledge sharing behavior a core cultural value within the enterprise.

5.3. Limitations and future research

Despite its contributions, this study has some limitations. First, the use of purposive sampling may limit the representativeness of the research sample because respondents were selected based on specific criteria rather than random selection. Second, the cross-sectional design only captures employees' perceptions at a single point in time, which limits the ability to draw strong causal conclusions. Third, because the study was conducted only in tourism enterprises in Ho Chi Minh City, the findings may not be fully generalizable to other industries, regions, or organizational contexts. Future research should expand the sample to other provinces and tourism destinations in Vietnam to compare differences across regional contexts. Future studies may also apply longitudinal research designs to examine how organizational justice influences affective commitment and knowledge sharing behavior over time. In addition, future research could investigate other mediating or moderating variables, such as trust in supervisors, perceived organizational support, job satisfaction, or service climate, to provide a more comprehensive explanation of knowledge sharing behavior in tourism enterprises.

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