

The Influence of Procedural Justice and Interactional Justice on Personnel Performance Through Knowledge Sharing Behavior

Mochamad Faizal Fadli

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: mochamadfaizalfadli.std@unissula.ac.id

Abstract. *This study aims to analyze the effect of organizational justice on the performance of police personnel, with knowledge sharing behavior as a mediating variable. Personnel performance is an important aspect in supporting the success of police duties and functions, which is determined by various internal and external factors, one of which is the perception of justice in the organization. Organizational justice in this study is described into two main dimensions, namely procedural justice and interactional justice. Both dimensions are believed to be able to influence personnel behavior in terms of their willingness to share knowledge, which in turn has an impact on improving performance. This study uses a quantitative explanatory approach with a census method on all Cirebon Police personnel as many as 121 people as respondents. The data analysis technique was carried out using the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach. Variable measurements were carried out with relevant indicators based on the theory of organizational justice, knowledge sharing behavior, and human resource performance. The results showed that procedural justice and interactional justice had a positive and significant effect on knowledge sharing behavior. Furthermore, knowledge sharing behavior also had a significant effect on improving personnel performance. This finding confirms that the creation of a fair work environment, both in the decision-making process and in interactions between individuals, can encourage personnel to be more open in sharing information, experiences, and knowledge. This collaborative attitude ultimately increases the effectiveness of individual and team work in police organizations. This study provides theoretical contributions in enriching the study of organizational justice and knowledge sharing behavior as determinants of performance. From a practical perspective, the results of this study can be used as a basis for formulating managerial policies to create a fair, collaborative, and performance-oriented work environment.*

Keywords: *Interactional; Justice; Knowledge; Organization; Procedural.*

1. Introduction

Employee performance is a crucial factor in determining the success of an organization. Achieving optimal performance can be achieved through various approaches, including ensuring fairness in the workplace.(Alvi & Abbasi, 2012). Organizational justice has a vital role in improving performance by creating a fair and transparent work environment.(Faeq & Ismael, 2022). When they feel that decisions and distribution of resources are made fairly, their level of trust in management tends to increase.(Oh, 2019).

Organizational justice is an important aspect in shaping employee behavior and performance. This justice includes perceptions of fairness in processes, interactions, and outcomes within the organization, which significantly affect employee motivation, engagement, and productivity. In a highly competitive business environment, creating a sense of fairness is key to building a harmonious workplace and increasing organizational effectiveness. Organizational justice is usually classified into three dimensions, namely distributive justice (fairness in the distribution of resources), procedural justice (fairness in the decision-making process), and interactional justice (fairness in treatment between individuals). These three dimensions together shape employee trust, satisfaction, and commitment to organizational goals.

Fairness in organizations plays an important role in creating a harmonious, productive and collaborative work environment.(Homecoming, 2022). When employees feel that the organization treats them fairly in terms of resource allocation (distributive justice), decision-making processes (procedural justice), and day-to-day interactions (interactional justice), they tend to show higher levels of job satisfaction.(Najafi et al., 2011). This sense of fairness motivates employees to perform better, increases engagement, and strengthens their commitment to organizational goals. In addition, organizational fairness also builds trust between employees and management, which ultimately creates a healthy and supportive work culture.(Kurniawati & Ramli, 2024). Justice is not only a moral value, but also a strategy to increase the overall effectiveness of the organization.(Ahmad Jayus et al., 2021a).

The benefits of organizational justice are not limited to individual satisfaction, but also have an impact on the achievement of collective goals. Employees who perceive fair treatment are more likely to share knowledge, collaborate, and support innovation. This is especially important in modern work environments that require cross-functional and team collaboration. In addition, perceptions of justice can reduce internal conflict, increase employee loyalty, and strengthen the organization's reputation in the eyes of stakeholders. By creating a transparent, consistent, and inclusive system, organizations can harness the full potential of their human resources to achieve both short-term and long-term goals more effectively.

Procedural justice, which emphasizes consistency and transparency in the decision-making process, and distributive justice, which emphasizes the fair distribution of outcomes and rewards, both play important roles in increasing HR engagement.(Ahmad Jayus et al., 2021a).

HR who feel treated fairly are more likely to be emotionally involved and contribute more to achieving organizational goals.(Solum, 2004). Research shows that the implementation of organizational justice can strengthen positive HR behavior and improve their performance, which ultimately creates a productive and harmonious work environment.(Kurniawati & Ramli, 2024).

Procedural justice refers to HR perceptions of fairness in decision-making processes and procedures in the workplace.(De Clercq et al., 2020). Research shows that good procedural justice can increase HR trust in management and encourage improvements in their performance.(De Clercq et al., 2020). In contrast, distributive justice focuses more on HR perceptions of fairness in the distribution of rewards and resources.(Sigit Triwibowo, 2021).

Previous research results related to the role of organizational justice dimensions on HR performance still leave controversy. Among them are:Jayus, JA (2021) showed that distributive justice does not have a significant effect on teacher performance, however, Shabbir, T., Naz, K., & Trivedi, SD (2021) showed that all dimensions of organizational justice significantly support improved employee performance.Then, other researchers stated that procedural justice has a positive influence on HR performance.(De Clercq et al., 2020; Rahma et al., 2024)However, other studies have found that distributive justice has a positive but insignificant influence on HR performance.(Tjahjono, 2022). Thus, in this study, knowledge sharing behavior is proposed as a mediating variable to describe the gap.

Knowledge Sharing Behavior (KSB) is also an important factor that contributes to human resource (HR) performance. This behavior includes the exchange of information, skills, and expertise among employees that encourage innovation, problem solving, and organizational learning. Organizations that encourage knowledge sharing tend to have better team collaboration and more optimal performance. However, employees' willingness to share knowledge is highly dependent on their perception of fairness within the organization. Fair treatment and transparent processes create a supportive environment where employees feel comfortable sharing knowledge without fear or hesitation.

Injustice in organizations often triggers negative behavior among employees, one of which is knowledge hiding. When individuals feel treated unfairly, either in the distribution of resources (distributive justice), the decision-making process (procedural justice), or interpersonal interactions (interactional justice), they tend to feel unappreciated or disadvantaged. These feelings can lead to dissatisfaction, distrust, and a desire to protect themselves from further exploitation. In response, employees may withhold or hide important information that could actually help the organization or their colleagues, assuming that sharing knowledge will not provide equal benefits to them.

Knowledge hiding behavior often becomes a self-protection mechanism that not only harms interpersonal relationships but also hinders collaboration and innovation within the organization. For example, employees who feel unfairly treated may be reluctant to provide suggestions, share insights, or help coworkers complete tasks. Repeated unfairness can also

reinforce an unhealthy culture, where individuals focus more on their own interests than on shared goals. As a result, organizations miss out on opportunities to leverage collective knowledge, which can negatively impact productivity, work quality, and overall organizational competitiveness.

2. Research Methods

In conducting this research study, the type of research used is explanatory research. According to Widodo (2010) explanatory research is research that is explanatory in nature, meaning that this research emphasizes the relationship between variables by testing hypotheses, the description contains descriptions but the focus lies on the relationship between variables, namely HR performance, distributive justice, procedural justice, interactional justice and knowledge sharing behavior. The researcher chose this method with the aim that the results of this study can be applied directly to the organization where the researcher works. The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is as an exact linear combination of indicators, so it can avoid indeterminacy problems and produce accurate component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

3. Results and Discussion

The population in this study was all personnel at the Cirebon Police. The questionnaire distribution process was carried out directly, namely by visiting the personnel and indirect distribution, namely by using internet media via Google Form so that a sample size of 121 respondents was obtained. To find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	70	57.9 %
	Woman	51	42.1 %
Age of respondents	19 – 24 years	30	24.8 %
	25 – 30 years	35	28.9 %
	31 – 35 years	25	20.7 %
	> 36 years	31	25.6 %
Level of education	SENIOR HIGH SCHOOL	40	33.1 %
	Diploma (D3)	25	20.7 %
	Bachelor (S1)	38	31.4 %
	Master (S2)	18	19.9 %

Source: Processed primary data, 2025

Based on the table data In terms of gender, the majority of respondents were male (57.9%), while women reached 42.1%. In terms of age, most respondents were in the range of 25-30 years (28.9%), followed by the age group >36 years (25.6%), 19-24 years (24.8%), and 31-35

years (20.7%). In terms of education level, the majority of respondents had a high school education (33.1%) and Bachelor's (S1) of 31.4%, while Diploma (D3) and Master's (S2) were 20.7% and 19.9% respectively.

Educational background and work experience can influence personnel perceptions of resource allocation, rewards, and work results. With the majority of respondents having high school and undergraduate degrees, it is important for the Cirebon Police to ensure that workload and rewards are distributed fairly based on individual contributions and needs. Principles of fairness such as equality, needs, similarity, consistency, and transparency must be applied so that each member feels appreciated and motivated to work optimally.

The majority of respondents in the productive age group (25–30 years old) indicated the importance of consistent and transparent procedures in the organization. Decisions made in the work environment, such as promotions, job assignments, and internal policies, must be carried out ethically and accurately. If the procedures used in decision-making are not understood or are felt to be unfair, then personnel trust and motivation can decrease. Therefore, the implementation of fair and consistent procedures is key to increasing job satisfaction and organizational effectiveness.

Respondents at Polres Cirebon, with a diverse composition of age and education, need effective communication and interactions that respect individual dignity. Interactions between leaders and subordinates must be carried out politely, openly, and provide transparent explanations regarding organizational policies and procedures. With mutual respect and clear communication, the work environment can become more harmonious, thereby increasing employee loyalty and work enthusiasm.

Cirebon Police need to encourage a culture of sharing information and experiences among its personnel. With the majority of respondents in the 25–30 age group and varying levels of education, strategies such as experience-based training and mentoring can be used to strengthen informal relationships and increase trust between members. Success in sharing knowledge will help improve collaboration, innovation, and performance effectiveness within the police force.

Overall, the data shows that the application of the principle of justice in various aspects of the organization in the Cirebon Police is very important in improving personnel performance and human resource performance. If the aspects of Procedural, procedural, and interactional Justice are implemented well, then the job satisfaction and productivity of police members can continue to increase.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the personnel's responses to the questions asked for each variable of Procedural Justice, Knowledge Sharing Behavior, Knowledge Sharing Behavior, Personnel Performance and Performance (Human Resources). To determine the

respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 2012).

$$RS = \frac{TT - TR}{\text{Scale Information}}$$

Scale

Information:

RS= Scale Range	Highest score = 5
TR = Lowest score	Lowest score = 1
TT = Highest score	

$$\begin{aligned} & 5 - 1 \\ & = \frac{\quad}{\quad} \\ & = 1.33 \end{aligned}$$

Thus the interval can be explained as follows:

• Interval 1 – 2.33	Category	Low
• Interval 2.34 – 3.67	Category	Moderate/Sufficient
• Interval 3.68 – 5	Category	Tall

Table Respondent Response Personnel performance

No	Descriptive Variables	Frequency of Answers							
	Variable Items	STS	TS	N	S	SS	Mean	Information	
Kpk 1	Quality	8	6	39	30	38	3,694	Moderate/Sufficient	
Kpk 2	Quantity	6	11	33	33	38	3,711	Tall	
Kpk 3	Timeliness	5	10	35	38	33	3,694	Tall	
Kpk 4	Effectiveness (Cost Effectiveness)	7	6	40	38	30	3.645	Moderate/Sufficient	
Kpk 5	Independence (Need for Supervision)	9	7	42	28	35	3.603	Moderate/Sufficient	
Kpk 6	Work Commitment (Interpersonal Impact)	7	8	28	32	46	3,843	Tall	
Average							3.698	Tall	

Source: Processed primary data, 2025

Based on the Table of 121 respondents taken as samples, the respondents' responses to Personnel Performance at the Cirebon Police showed quite good results with an average value of 3,698, which is categorized as high. These results reflect that the performance of personnel at the Cirebon Police is already at an adequate level, although there are still some aspects that need to be improved.

The Work Commitment Indicator (Interpersonal Impact) obtained the highest average value of 3,843 and was categorized as high, indicating that respondents considered personnel to have a strong level of commitment to their duties and responsibilities. Furthermore, the Quantity (3,711) and Timeliness (3,694) indicators were also categorized as high, indicating that the amount of work completed and the timeliness in carrying out tasks were in accordance with expectations.

Meanwhile, the indicators of Quality (3,694), Cost Effectiveness (3,645), and Need for Supervision (3,603) are categorized as moderate/sufficient. This shows that in terms of the quality of work results, efficiency of resource use, and the ability to work independently without close supervision, there is still room for improvement.

It is important for Polres Cirebon or other agencies to continue to improve personnel performance sustainably. Efforts to improve work quality, increase effectiveness, and encourage personnel independence must be a strategic focus. Thus, this performance improvement will not only strengthen the public services provided, but will also have an impact on overall operational effectiveness. In addition, the creation of a supportive work environment, such as the implementation of organizational justice and knowledge sharing behavior, will be important factors in driving personnel performance towards a more optimal direction.

According to Abdillah and Hartono, (2014) the convergent validity of the outer model can be seen if the loading factor figure is > 0.70 , meaning that the indicator is declared valid in measuring the magnitude of the correlation between the construct and the latent variable. In Hair et al (2021), the evaluation of the reflective measurement model consists of a loading factor > 0.70 , composite reliability > 0.70 , and Cronbach's alpha > 0.70 .

Reflective measurement table

Variables	Measurement Items	Indicator	Outer Loading	T-statistic	Sign Off	Information
Procedural Justice	Kp 1	Consistency.	0.799	20,502	0.70	Valid
	Kp 2	Accuracy.	0.826	26,502		
	Kp 3	Ethical procedures.	0.829	26,040		
Interactional Justice	Ki 1	Treated in a polite manner.	0.802	26,018	0.70	Valid
	Ki 2	Refrain from inappropriate statements or comments.	0.779	19,581		
	Ki 3	Be open in communicating.	0.741	16,241		
	Ki 4	Explains the procedure thoroughly.	0.748	17,085		
	Ki 5	Communicate details in a timely manner.	0.795	20,672		
Knowledge Sharing Behavior	Pbp 1	Social interaction.	0.724	15,082	0.70	Valid
	Pbp 2	Sharing experiences.	0.741	14,395		
	Pbp 3	Informal relationships.	0.792	23,530		
	Pbp 4	Observation.	0.825	28,309		
	Pbp 5	Shared trust.	0.750	17,306		
Personnel performance	kpk 1	Quality.	0.751	17,405	0.70	Valid
	kpk 2	Quantity.	0.807	21,892		

kpk 3	Timeliness.	0.759	18,297
kpk 4	Effectiveness (cost effectiveness).	0.753	17,162
kpk 5	Independence (Need for Supervision).	0.773	18,315
kpk 6	Work commitment (interpersonal impact).	0.787	24,781

Source: Processed primary data, 2025

Composite Reliability Test Table

Variables	Composite Reliability	Sign off	Conclusion
Procedural Justice	0.881	0.70	Reliable
Knowledge Sharing Behavior	0.859	0.70	Reliable
Knowledge Sharing Behavior	0.898	0.70	Reliable
Personnel performance	0.877	0.70	Reliable

1) The Procedural Justice variable is measured by 3 (three) valid measurement items, with outer loading values ranging from 0.799 - 0.829, which indicates that all indicators reflect the measurement of procedural justice well. The Composite Reliability value of 0.881 indicates that this instrument is very reliable, because it exceeds the threshold of 0.70. In addition, convergent validity is indicated by the AVE value of 0.669, which means that this construct has met the convergent validity criteria ($AVE > 0.50$). Thus, 66.9% of the variation in this construct can be explained by its indicators.

Of the three indicators, Ethical Procedures has the highest outer loading of 0.829, followed by Accuracy (0.826), and Consistency (0.799). This shows that ethical procedures are the most dominant indicator in shaping the perception of procedural justice in the Cirebon Police. Therefore, the ethical aspect in the implementation of organizational procedures needs to be maintained and improved, in addition to maintaining accuracy and consistency in the decision-making process.

2) The Interactional Justice variable consists of 5 (five) indicators, all of which are valid, with outer loadings ranging from 0.741 to 0.802. This indicates that the five items consistently reflect the intended variables. The Composite Reliability value of 0.859 indicates a high level of reliability, and the AVE value of 0.598 indicates that this construct has also met the requirements for convergent validity ($AVE > 0.50$), with 59.8% of the indicator variance being explained by the construct.

The indicator with the greatest contribution to interactional justice is being treated politely (outer loading = 0.802), followed by communicating details in a timely manner (0.795). This shows that politeness and clear communication are important aspects in shaping the perception of interactional justice in the Cirebon Police environment. Therefore, interactions between personnel and between superiors and subordinates need to pay attention to communication ethics and timeliness in conveying information.

3) The Knowledge Sharing Behavior variable is measured by 5 (five) valid indicators, with outer loading ranging from 0.724 - 0.825, indicating that all indicators have a good contribution to this variable. The Composite Reliability value of 0.898 indicates that this construct is very reliable, and

the AVE value of 0.589 meets the requirements of convergent validity, so that 58.9% of the variability in the construct can be explained by its indicators.

The Observation Indicator has the highest outer loading of 0.825, indicating that individuals at the Cirebon Police Department learn a lot and share knowledge through observing coworkers. Followed by Informal Relationships (0.792), this indicates that informal relationships or personal closeness also play an important role in encouraging knowledge sharing behavior. Therefore, creating an open work environment that supports informal interactions can strengthen the culture of knowledge sharing between personnel.

4) Personnel Performance Variable consists of 6 (six) valid indicators, with outer loading ranging from 0.751 – 0.807. The Composite Reliability value of 0.877 indicates that this instrument is very reliable, and the AVE value of 0.596 indicates that the construct has good convergent validity (AVE > 0.50), with 59.6% of the indicator variance can be explained by this construct.

The indicator with the highest outer loading is Quantity (0.807), followed by Work Commitment (0.787). This indicates that the amount of work that can be completed and commitment in carrying out tasks are important elements in measuring the performance of personnel at the Cirebon Police. Therefore, performance improvement strategies should be focused on increasing work motivation, proportional workload, and strengthening the loyalty and enthusiasm of personnel in working.

Inner model or structural model testing is conducted to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of Procedural Justice variables (Distributive Justice), Knowledge Sharing Behavior (Interactional Justice), Performance and Personnel Performance as intervening variables. Based on the test results, the following results were obtained:

Path Coefficients Results Table

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Procedural Justice -> Knowledge Sharing Behavior	0.131	0.132	0.062	15,669	0.000	Significant positive
H2 Interactional Justice -> Knowledge Sharing Behavior	0.810	0.810	0.052	15,669	0.036	Significant positive
H3 Relational	0.881	0.882	0.019	45,423	0.00	Significant positive

Knowledge
Sharing
Behavior ->
Personnel
Performance

Source: Processed primary data, 2025

H1: The results of the analysis show that procedural justice has an original sample value of 0.131 with a P-value of 0.000. Because the P-value < 0.05 , it can be concluded that procedural justice has a positive and significant effect on knowledge sharing behavior. This means that the higher the level of procedural justice in the organization, such as the implementation of transparent and consistent procedures, the higher the tendency of Cirebon Police personnel to share knowledge. The implementation of fair and transparent procedures provides a sense of confidence for personnel to be more open and active in sharing information, skills, and experiences among colleagues.

H2: Interactional justice has an original sample value of 0.810 with a P-value of 0.036. Since the P-value < 0.05 , it can be concluded that interactional justice has a positive and significant effect on knowledge sharing behavior. This shows that interactions decorated with respect, clear communication, and empathetic attitudes will increase members' desire to share knowledge. If members of the Cirebon Police feel treated fairly and respectfully in social interactions, they will be more motivated to share experiences and useful information, thus creating more effective collaboration within the organization.

H3: Relational knowledge sharing behavior has an original sample value of 0.881 with a P-value of 0.000. Since the P-value < 0.05 , it can be concluded that relational knowledge sharing behavior has a positive and significant effect on personnel performance. This means that the better the knowledge sharing behavior between personnel, whether in the form of information, experience, or skills, the more their performance will increase. At Polres Cirebon, collaboration and effective knowledge sharing can improve personnel performance, such as effectiveness, work quality, and timeliness in completing assigned tasks.

After conducting the measurement model test, a structural model test is conducted. Hypothesis testing uses two criteria to determine whether the hypothesis is accepted or rejected. The first criterion is t-statistics or critical value, where the hypothesis is accepted if the hypothesis has a critical value (T-Statistics) of more than 1,980. The second criterion is P-Value, where the hypothesis is accepted.

Variable Relationship	T-statistic	P Value	Conclusion
Procedural Justice on Personnel Performance through Knowledge Sharing Behavior	2,071	0.000	Support
Interactional Justice on Personnel Performance through Knowledge Sharing Behavior	15,553	0.038	Support

Source: Processed primary data, 2025

1) The relationship between Procedural Justice and Personnel Performance through Knowledge Sharing Behavior shows a T-Statistic value of 2.071, which is greater than the critical value of the t table of 1.980. In addition, the P-Value is 0.000, which is smaller than the significance limit of 0.05. Thus, this relationship is statistically significant, so the hypothesis is accepted. These results indicate that procedural justice in the organization has a positive and significant effect on improving personnel performance through knowledge sharing behavior. This means that the fairer the procedures implemented in the Cirebon Police, the higher the motivation of personnel to share information, skills, and experiences, which ultimately has a positive impact on improving individual and organizational performance.

2) The relationship between Interactional Justice and Personnel Performance through Knowledge Sharing Behavior shows a T-Statistic of 15.553, which is much higher than the t table of 1.980. The P-Value of 0.038 is also smaller than 0.05, so this relationship is also significant and the hypothesis is accepted. These results indicate that interactional justice, such as polite treatment, respect, and open communication, have a positive influence on the knowledge sharing behavior of personnel at the Cirebon Police, which then has an impact on improving their performance. When personnel feel respected and treated fairly in daily interactions, they will be more motivated to share information, help coworkers, and contribute more effectively to achieving organizational goals.

Overall, the results of this study indicate that procedural justice and interactional justice play an important role in improving personnel performance at Polres Cirebon through knowledge sharing behavior. Therefore, it is very important for organizations to continue to improve and ensure that existing procedures are carried out fairly and transparently, as well as to build a culture of interaction that is full of respect and openness. Thus, knowledge sharing behavior between personnel will continue to develop, which will ultimately improve the quality and effectiveness of performance in the Polres Cirebon environment as a whole.

Hypothesis testing that has been carried out is as follows:

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

1) The Influence of Procedural Justice on Knowledge Sharing Behavior

The test results show that the T-statistic value of 15,669 is greater than the t-table value of 1,980 with a p-value of 0.000. This explanation indicates that there is a significant influence between Procedural Justice on Knowledge Sharing Behavior. With these results, it can be concluded that the first hypothesis (H1) is accepted, so that Procedural Justice has a positive and significant influence on Knowledge Sharing Behavior at the Cirebon Police.

2) The Influence of Interactional Justice on Knowledge Sharing Behavior

The test results show that the T-statistic value of 15,669 is greater than the t-table value of 1,980 with a p-value of 0.036. This explanation shows that there is a significant influence between Interactional Justice on Knowledge Sharing Behavior. Therefore, the second hypothesis (H2) is accepted, so that Interactional Justice has a positive and significant influence on Knowledge Sharing Behavior at the Cirebon Police.

3) The Influence of Knowledge Sharing Behavior on Personnel Performance

The test results show that the T-statistic value of 45.423 is greater than the t-table value of 1.980 with a p-value of 0.000. These results indicate that there is a very significant influence between Knowledge Sharing Behavior on Personnel Performance. Thus, the third hypothesis (H3) is accepted, so that Knowledge Sharing Behavior has a positive and significant effect on Personnel Performance at the Cirebon Police.

The discussion of the presentation is as follows:

1) The Influence of Procedural Justice on Knowledge Sharing Behavior

The results of the Partial Least Square (PLS) analysis show that Procedural Justice has an effect on Knowledge Sharing Behavior. This is proven by the original sample value of 0.131 and the P-value of 0.000. Because the P-value of $0.000 < 0.05$, it can be concluded that Procedural Justice has a positive and significant effect on Knowledge Sharing Behavior.

Procedural justice in the Cirebon Police environment plays an important role in encouraging members to share knowledge. Transparency in the decision-making process, fairness in the treatment of all personnel, and consistency in implementing policies will foster a sense of mutual trust among members of the organization. When personnel feel treated fairly, they tend to be more open in sharing their information, skills, and experiences.

Previous research by Colquitt et al. (2001) showed that procedural justice is closely related to knowledge sharing behavior because individuals feel valued and treated fairly. In addition, Kim and Mauborgne (2005) also found that organizations with high procedural justice are able to create a stronger information sharing culture. This finding is also supported by Lin (2007) who stated that procedural justice encourages active involvement in sharing ideas and innovation.

Thus, strengthening procedural justice in the Cirebon Police, such as clarifying the decision-making process and providing equal treatment for all members, will strengthen the culture of knowledge sharing and increase the effectiveness of personnel work.

2) The Influence of Interactional Justice on Knowledge Sharing Behavior

The results of the Partial Least Square (PLS) analysis show that Interactional Justice has an effect on Knowledge Sharing Behavior, with an original sample value of 0.810 and a P-value

of 0.036. Since the P-value of $0.036 < 0.05$, it can be concluded that Interactional Justice has a positive and significant effect on Knowledge Sharing Behavior.

Interactional justice is related to how personnel feel valued and treated politely and respectfully by colleagues and superiors. At Polres Cirebon, fair attitudes in daily interactions such as giving appreciation, listening to opinions, and showing respect to all members play a major role in encouraging a culture of knowledge sharing. When individuals feel respected, they are more motivated to share ideas, information, and experiences without fear or hesitation.

Research by Bies and Moag (1986) emphasized that fairness in social interactions is very important in building trusting relationships in organizations, which then encourages knowledge exchange. This is reinforced by research by Colquitt et al. (2001) who found that interactional justice contributes positively to information sharing behavior in the workplace.

Thus, it is important for the Cirebon Police to build an organizational culture that emphasizes the importance of respect, empathy, and fair treatment in relations between members, in order to increase the spirit of sharing knowledge that can support organizational performance.

3) The Influence of Knowledge Sharing Behavior on Personnel Performance

The results of the Partial Least Square (PLS) analysis show that Knowledge Sharing Behavior has an effect on Personnel Performance, with an original sample value of 0.881 and a P-value of 0.000. Since the P-value of $0.000 < 0.05$, it can be concluded that Knowledge Sharing Behavior has a positive and significant effect on Personnel Performance.

Knowledge sharing behavior in Polres Cirebon is a key factor in improving personnel performance. When members of the organization share information, experiences, and skills, work processes become more efficient, the quality of work results increases, and innovation is easier to achieve. In addition, knowledge exchange enriches individual competencies and accelerates the completion of operational tasks.

Research by Lin (2007) confirms that knowledge sharing behavior contributes directly to improving organizational performance because it speeds up decision making, increases productivity, and strengthens collaboration between members. In addition, research by Wang and Noe (2010) also shows that organizations with a strong knowledge sharing culture tend to have better individual and team performance.

Thus, Polres Cirebon needs to continue to encourage knowledge sharing behavior among personnel through training programs, experience sharing forums, and awards for members who actively share. These efforts will contribute greatly to achieving organizational goals and improving the quality of service to the community.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Procedural Justice has a positive and significant effect on Knowledge Sharing Behavior. This shows that the higher the level of justice in the decision-making process and procedures at the Cirebon Police, the higher the tendency of personnel to share knowledge, information, and experience with colleagues. Consistency, accuracy, and ethical procedures encourage openness and build trust between personnel, thereby increasing knowledge sharing behavior in the organization. Interactional Justice has a positive and significant effect on Knowledge Sharing Behavior. This finding shows that polite, respectful, and appreciative treatment in daily interactions at the Cirebon Police encourages personnel to be more open in sharing knowledge. Feeling appreciated and treated fairly in interpersonal relationships increases trust and comfort, so that personnel are more active in exchanging information, ideas, and experiences. Knowledge Sharing Behavior has a positive and significant effect on Personnel Performance. These results indicate that the higher the level of knowledge sharing behavior among Cirebon Police personnel, the better the performance produced. Sharing information, skills, and experiences between members of the organization accelerates task completion, improves work quality, and encourages more effective innovation and collaboration in the work environment.

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