
**THE EFFECT OF ORGANIZATIONAL JUSTICE AND SELF EFFICACY ON
KNOWLEDGE SHARING IN M-19 SHOP AT MANADO**

*PENGARUH KEADILAN ORGANISASI DAN EFIKASI DIRI TERHADAP BERBAGI PENGETAHUAN PADA
TOKO M-19 DI MANADO*

By :
Fikran David¹
S.L.H.V.Joyce Lapian²
Merinda Pandowo³

¹²³Faculty of Economics and Business, International Business Administration, Management Program
Sam Ratulangi University Manado

E-mail:

fikrandavid@gmail.com¹
lapianjoyce@gmail.com²
iinpan@yahoo.com³

Abstract: This study objectives are to analyze the influence of organizational justice and self efficacy on knowledge sharing simultaneously and partially in M-19 Shop at Manado. This research type is causal uses quantitative type of research. This study is conducted in M-19 Shop at Manado. This research was held at 2018. This research use employees as respondents. Sample of this research are 35 employees. Data analysis using validity and reliability test and regression analysis and hypothesis test. This research finding are: organizational justice, and self efficacy has a positive and significant influence on knowledge sharing. Organizational justice and self efficacy has significant and positive impact on knowledge sharing partially. Organizational justice has the highest impact variable that influence knowledge sharing comparing to other variable. Self efficacy has the second highest impact variable that influence knowledge sharing. Suggestion of this research: organization in this research must pay attention to this research finding. Organization in this research must improve organizational justice or organizational fairness also self efficacy to improve knowledge sharing in organization.

Keywords: *Organizational justice, self efficacy, knowledge sharing, small medium enterprises*

Abstrak: Tujuan penelitian ini adalah untuk menganalisis pengaruh keadilan organisasi dan self efficacy terhadap berbagi pengetahuan secara simultan dan parsial di M-19 Shop di Manado. Jenis penelitian ini adalah kausal menggunakan jenis penelitian kuantitatif. Penelitian ini dilakukan di M-19 Shop di Manado. Penelitian ini diadakan pada tahun 2018. Penelitian ini menggunakan karyawan sebagai responden. Sampel dari penelitian ini adalah 35 karyawan. Analisis data menggunakan uji validitas dan reliabilitas serta analisis regresi dan uji hipotesis. Temuan penelitian ini adalah: keadilan organisasi, dan self efficacy memiliki pengaruh positif dan signifikan terhadap berbagi pengetahuan. Keadilan organisasional dan self efficacy memiliki dampak positif dan signifikan terhadap berbagi pengetahuan secara parsial. Keadilan organisasional memiliki variabel dampak tertinggi yang mempengaruhi berbagi pengetahuan dibandingkan dengan variabel lain. Efikasi diri memiliki variabel dampak tertinggi kedua yang memengaruhi berbagi pengetahuan. Saran penelitian ini: organisasi dalam penelitian ini harus memperhatikan temuan penelitian ini. Organisasi dalam penelitian ini harus meningkatkan keadilan organisasi atau keadilan organisasi serta self efficacy untuk meningkatkan berbagi pengetahuan dalam organisasi.

Kata Kunci : *Kepribadian, pengalaman kerja, kompetensi, tingkat pendidikan, kinerja karyawan*

INTRODUCTION

Research Background

As we enter the twenty-first century, experts continue to validate that it is the human asset, not the fixed asset, that will make the difference for successful organizations. While it has historically been HR's job to "own" those assets, the overall enterprise must take a more active role in the workforce experience. HR must continue to gain ground as the chief people strategist by providing attraction and retention techniques that create an employer-of-choice environment. Simultaneously HR must demonstrate a measurable ROI on human capital.

Knowledge sharing is the conduit through which solutions travel from place A to place B. But, quite often, rather than being documented and shared, solutions are simply left behind, hidden in remote rural communities or tucked away in the heads of officials and development practitioners who have moved on to the next big task. Knowledge gained from development solutions is permanently at risk of getting lost or forgotten.

Drucker (1993) notes that "Knowledge today must prove itself in action." Knowledge becomes an important currency of any organization, equal to the value of productivity or products. Organizations that continue doing business as usual without continuous reflection, learning, course correction, iteration, and the application of solution paths will likely fall behind those that use knowledge to influence how they deliver services (Janus, 2016).

In particular, they typically want to accomplish three goals: First, become more effective. With access to critical knowledge when and where needed, organizations accelerate operational processes and avoid mistakes. Second, maintain a high level of institutional knowledge even when key staff members depart, and the last or third is solve operational problems by continually evaluating and taking to scale what worked in isolated instances and avoiding what didn't.

There are various factors that can drive the success of knowledge sharing within an organization. In some studies it is found that there is an influence of organizational justice as well as self efficacy towards improving knowledge sharing within an organization in profit-based organizations or non-profit organizations.

Taking by consideration the description above, this study has come up with the title "The Effect Of Organizational Justice And Self Efficacy On Knowledge Sharing on M-19 Shop".

Research Objectives

Based on the research problem, the objectives of this research are to analyze:

1. The influence of organizational justice and self efficacy on knowledge sharing simultaneously.
2. The influence of organizational justice on knowledge sharing partialy.
3. The influence of self efficacy on knowledge sharing partialy.

THEORITICAL REVIEW

Human Resources Management

Storey (2001) noted that the beliefs of human resources management included the assumptions that it is the human resource that gives competitive edge, that the aim should be to enhance employee commitment, that human resource decisions are of strategic importance and that therefore human resource policies should be integrated into the business strategy. Human resource management is the part of the organization that is concerned with the "people" dimension (DeCenzo and Robbins, 2005). The policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising (Dessler, 2015).

Organizational Justice

Fairness has been and continues to be an important matter of concern for people (Heidari & Saeedi, 2012). It is among those organizational factors that shape the actions of individual employees in contemporary organizations (Usmani & Jamal, 2013). According to Greenberg (Greenberg, 1990), organizational justice or fairness in organizations refers to "the extent to which the employees consider that the organizational decisions are fair". Organizational justice is important because fair treatment leads to better social interactions and overall organizational effectiveness (Heidari & Saeedi, 2012). It has deep effects on the ways the workers show job behaviors and the work attitudes that ultimately result in a positive if confirmed or, otherwise negative organizational outcome (Usmani & Jamal, 2013). Hence, such notion has great and significant implication for the individuals and the organizations as a whole. Although organizational justice is a multidimensional concept,

but basically, organizational justice is defined as “individuals’ perception about the fairness in organizations they are working for (Yesil & Dereli, 2013). Due to its practical and theoretical importance, researchers have been studying the concept of organizational justice since long.

Self Efficacy

Bandura (1977) hypothesized that self-efficacy affects choice of activities, effort, persistence, and achievement. Compared with persons who doubt their capabilities, those with high self-efficacy for accomplishing a task participate more readily, work harder, persist longer when they encounter difficulties, and achieve at a higher level. People acquire information to appraise self-efficacy from their performances, vicarious (observational) experiences, forms of persuasion, and physiological reactions. One's performances offer reliable guides for assessing self-efficacy. Successes raise efficacy and failures lower it, but once a strong sense of efficacy is developed a failure may not have much impact (Bandura, 1977). The self-efficacy theory can be used. According to Bandura, self-efficacy is defined as “an individual’s belief or conviction that they can successfully achieve at a designated level on a task or attain a specific goal”. Bandura stated that self-efficacy played a role in determining how individuals felt, thought and motivated themselves, which then ultimately affected the behavior and the outcome.

Knowledge Sharing

In the knowledge management literature, knowledge management is defined as “those strategies that comprise of such activities of creating, codifying and sharing knowledge for obtaining the right information for right person in the right place at right time” (Janus, 2016). This definition highlights the importance of knowledge management in day-to-day organizational matters. Additionally, importance of knowledge sharing is also well accredited in psychology literature related to work (Janus, 2016). Knowledge sharing is referred as “provision of task information and the know-how to help others and to collaborate with others to solve problems, develop new ideas or implementing policies and procedures” (Janus, 2016). It is defined as the endowment, reception, exchange and transfer of information and work know-how in order to collaborate with and help others to solve problems, develop ideas, implement policies and procedures and various other work-related matters (Yesil & Dereli, 2013). Knowledge sharing is further divided into two important sub-components or activities as knowledge donating and knowledge collecting (Yesil & Dereli, 2013). Knowledge donating refers to the communication that is based upon a person’s volunteer wish to transfer his intellectual capital, whereas, knowledge collecting is the attempt to persuade others to share their intellectual capital.

Previous Research

Akram, Lei, Haider, Hussain, and Puig, (2017). This study assessed the impact of organizational justice on knowledge sharing among employees of Chinese telecommunications firms. The study focused on five forms of organizational justice (distributive, procedural, interactional, temporal, and spatial) and two forms of knowledge sharing (donating and collecting). A self-administered questionnaire yielded data for 245 employees. The data were analyzed using a two-step process in Amos 21. First, the measurement model was determined through CFA. Second, SEM was applied to test the hypotheses. The results suggest that if employees have positive perceptions of distributive, procedural, interactional, and temporal justice, they are intrinsically encouraged to share their knowledge with colleagues. Spatial justice, however, was found to affect knowledge sharing negatively and significantly. In an organizational work context, each form of organizational justice has a unique contribution toward knowledge sharing. Therefore, all forms of organizational justice should be considered.

Ardakarni (2012). The current study investigated the relationship between organizational justice and intention to share knowledge in Fars Petrochemical Company (FPC), Iran. Using stratified random sampling method, a sample of 242 employees selected for further analysis. The analysis of the data showed that the perception of organizational justice has a positive impact on intention to share knowledge. The results also indicated that dimensions of organizational justice (distributive justice, informational justice, interpersonal justice and procedural justice) have significant and positive impacts on intention to share knowledge

Hu (2013). Firms must compete in the world economy with superior knowledge. The ability to disperse that knowledge throughout the firm should be a primary consideration. An important question for managers is how to focus on the economic and social-psychological factors that affect knowledge sharing. Knowledge sharing is dependent on individual cognitions, which is one of the most complex task forms. Self-efficacy is an ideal theory to understand why people choose to share knowledge in some contexts and not in others. We

propose three kinds of self-efficacy: knowledge self-efficacy, knowledge creation self-efficacy and ICT self-efficacy, and analysis how they affect the intentions and behaviors of knowledge sharing. On this basis, we propose the specific suggestions of how to build and raise individual self-efficacy of knowledge sharing by referencing the classical theory of self-efficacy.

Shao, Wang and Feng (2015). The purpose of this paper is to examine the impact mechanism of organizational culture (OC) on Enterprise Resource Planning (ERP) user’s explicit and tacit knowledge-sharing behavior in the context of enterprise systems usage. Design/methodology/approach – Drawing from social cognitive theory, the authors developed a comprehensive model that integrates OC, computer self-efficacy and employees’ knowledge-sharing behaviors. In total, 343 valid questionnaires were collected from ERP users of 115 firms and structural equation modeling technique was used to test the model. Findings – Empirical results suggest that hierarchical culture that focusses on efficacy and uniformity is positively related with employees’ explicit knowledge sharing; group culture that focusses on trust and belonging is positively related with employees’ tacit knowledge sharing, and their relationship is fully mediated by employees’ computer self-efficacy. In addition, computer self-efficacy also partially mediates the relationship between rational culture and employees’ knowledge sharing. Practical implications – This study provides guidelines for top managers to enhance employees’ computer self-efficacy and facilitate employees’ knowledge-sharing behavior by developing appropriate type of OC. Originality/value – This study unpacks the mediating mechanism between OC and knowledge sharing, and contributes to the academic research of knowledge management in the context of enterprise systems assimilation

Conceptual Framework

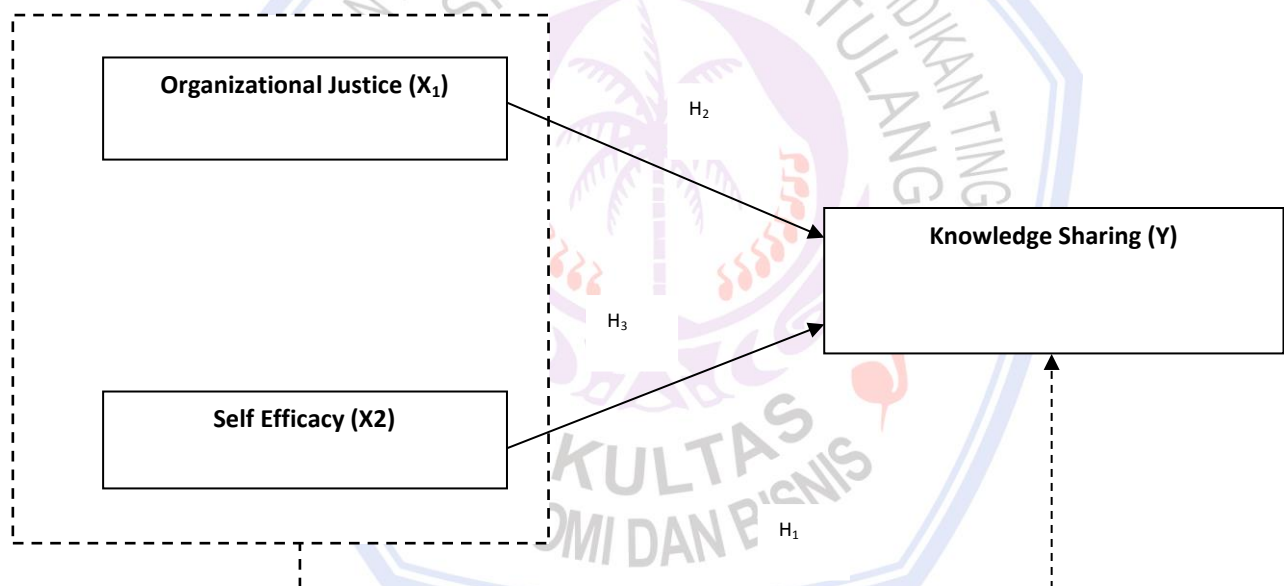


Figure 1. Conceptual Framework

Source: Data Processed (2018)

RESEARCH METHOD

Type of Research

This research type is causal uses quantitative type of research. Quantitative research or quantitative method (Sugiyono, 2013) defined as research method based on positivism paradigm that used to investigate spesifice population or samples. This research in field of human resource management.

Place and Time of Research

This study is conducted in M-19 Shop at Manado. M-19 is a small business operate in Manado and business scope in shoes retailer. This research will be held at 2018. This research use employees as respondents.

Population and Sample

Population is the entire group of people, events or things of interest that the researcher wishes to investigate, (Sekaran and Bougie, 2010). The population that is mainly observed in this current research are all employees. Population of this research are 35 employees. Amount of respondents or total respondents become sample in this research are 35 respondents. This sample is minimum sample to analyze with quantitative analysis especially with multiple linear regression analysis and hypotesis testing. Sampling method using saturation sampling or sensus sampling which is is a sample determination technique when all members of the population are used as a sample (Sugiyono, 2013).

Data Collection Method

The source of data that used is primary data which is the information that we obtained first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran and Bougie, 2009) in this study primary data is the data that collected from the questionnaire of respondent by direct survey, go to the field an spread the questionnaire.

Operational Definition of Research Variables

The explanation of operational definition and research variables in Table 1.

Table 1. Variables and Operational Definitions

Variables	Defintion	Indicators
Organizational justice	the extent to which the employees consider that the organizational decisions are fair (Greenberg, 1990)	Compensation fairness; Career fairness; Relationship fairness; Facility fairness; Respect fairness
Self Efficacy	an individual's belief or conviction that they can successfully achieve at a designated level on a task or attain a specific goal	Performace accomplishment; Vicorious experience; Social persuasion; Emotional/psychological state
Knowledge sharing	provision of task information and the know-how to help others and to collaborate with others to solve problems, develop new ideas or implementing policies and procedures	Ideal work culture; Learning by doing; Competitive ambience; Speed of knowledge sharing; Motivation for information

Source: Data Processed (2018)

Data Analysis Method

Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (Armstrong, 2012). The introduction of model in multiple regression analysis is very similar to simple regression analysis. The equation which describes how the dependent variable Y is related to the independent variables X1, X2, ... Xk and and an error term is called the multiple regression model. Multiple regression models take the following term:

$$Y = \alpha + \beta_0 B_1 X_1 + \dots + \beta_n X_n + \varepsilon$$

The formula of multiple regression analysis method that used in this research is as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_t$$

Desc:

α	=	Intercept
β_1	=	X_1 regression coefficient
β_2	=	X_2 regression coefficient
ε	=	Standard of error
Y	=	Knowledge sharing
X_1	=	Organizational culture
X_2	=	Self efficacy

RESULT AND DISCUSSION

Result

The following Table 2, is a summary of the summary table models, coefficients, and ANOVA.

Table 2. Multiple Regression Test

	Regression Coefficient (b)	Std. Error	Beta	t _{count}	Sig.	Description
Constanta	1.123	4.354		0.258	0.793	
Organizational Justice (X_1)	0.527	0.166	0.445	3.170	0.003	Significant
Self Efficacy (X_2)	0.421	0.164	0.360	2.566	0.015	Significant
R (Multiple R)	=		0.639			
R Square	=		0.409			
Adjusted R Square	=		0.372			
F _{count}	=		11.064			
t _{table}	=		1.679			
Sig. F	=		0.000			
n	=		35			
α	=		0.05 (5%)			

Source: Data Processed (2018)

Based on Table 2. can be written in the form of regression equation Coefficients Standardized forms obtained by the following equation:

$$Y = 1.123 + 0.527X_1 + 0.421X_2$$

The regression equation can be explained as follows :

1. Constanta value is 1.123 which means that if variable organizational justice, and self efficacy constant or not change, than knowledge sharing value is 1.1.23.
2. The regression coefficient value is 0.527 which means if organizational justice increased 1 scale, than knowledge sharing will increase 0.527.
3. The regression coefficient value is 0.421 which means if self efficacy increased 1 scale, than knowledge sharing will increase 0.421.

Correlation Coefficient and Determination Coefficient Test Results

The correlation of organizational justice, and self efficacy to knowledge sharing can be seen via the correlation coefficient. If the correlation coefficient R (multiple R) is 0.639 which means that organizational justice and self efficacy have strong positive effect to knowledge sharing. Coefficient of Determination results, or R square (r^2) is 0.409 which means that knowledge sharing influenced by organizational justice and self efficacy with value 40.9 per cent or 0.409, and 59.1 per cent or 0.591 influenced by other variables or causes outside this model of this research.

Hypotesis Testing

Hypothesis testing F Test performed to test the significance of the relationship between independent variables and the dependent overall variable. The test results obtained at Table 2: F-test was conducted to determine the effect of organizational justice and self efficacy on knowledge sharing variables, to test the hypothesis. The test is done by comparing the calculation results with a significant level of significance level of 0.05 (5 %) with the following criteria:

- If $F_{count} (sig) \geq \alpha 0,05$ then H_0 accept and H_a refuse
- If $F_{count} (sig) < \alpha 0,05$ then H_0 refuse and H_a accept

The test results for the overall regression model variables indicate the value of F count = 1.123 with 0.000 significance. By using the 0.05 limit (5 per cent). The results found that the significance value less than 0.05 (<5 per cent). With the direction of the positive coefficients, thus found that the hypothesis that the variable organizational justice and self efficacy simultaneously have a significant effect on knowledge sharing is accepted or proven.

Based on the results of hypothesis testing in particular the model of the research, especially in F Test, consist about model test or simultaneously impact of independent variable to dependent variable found that the research model consisting of : organizational justice and self efficacy have a positive and significant influence on knowledge sharing. This model applies in this research. To see the partial effect of organizational justice (X_1) variable, and self efficacy (X_2) variable, can be seen in Table 2. T test is done to see presence / absence of the influence of change management, and organizational culture on employee performance in Sam Ratulangi University Rectorate. T test can be performed by using the criteria of hypothesis testing:

- If $t_{count} \leq t_{table} (\alpha = 0,05)$, than H_0 accept and H_a reject.
- If $t_{count} > t_{table} (\alpha = 0,05)$, than H_0 reject and H_a accept.

Based on Table 2:

1. Organizational justice variable, t count 3.170 > t table 1.679, thereby H_a accepted, and reject H_0 who claim there is no influence of organizational justice to knowledge sharing. Thus the second hypothesis which states there is influence of organizational justice to knowledge sharing is accepted or proven.
2. Self efficacy variable, t count 2.566 > t table 1.679, thereby H_a accepted, and reject H_0 who claim there is no influence of self efficacy to knowledge management. Thus the third hypothesis which states there is influence of self efficacy to knowledge sharing is accepted or proven.

According to the result show above, this research finding are:

1. Hypothesis testing found that organizational justice has significant and positive impact on knowledge sharing in this research. Organizational justice has the highest impact on knowledge management compare to other variable.
2. Hypothesis testing found that self efficacy has significant and positive impact on knowledge sharing in this research. Self efficacy has the second impact variable on knowledge management compare to other variable.

Discussion

Impact of Organizational Justice and Self Efficacy On Knowledge sharing

Results of statistical tests found that simultaneously organizational justice and self efficacy have impact to knowledge sharing. The results of this study indicate that the model is suitable or fit for the selected F test and test results showed that organizational justice and self efficacy influence on knowledge sharing simultaneously and significant in this research. Based on these results, for organization in this research can use this research model that simultaneously uses a factor in organizational justice and self efficacy for predicting knowledge sharing. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings by replicating the results of this research which are impact of organizational justice and self efficacy to knowledge sharing on the object of other research in other organization. Based on this research model the concept of organizational justice also self efficacy as one of the key in achieving good knowledge sharing in which the role of these two factors or variables significantly influence the improvement of knowledge sharing, especially in this research.

Impact of Organizational Justice to Knowledge sharing

Based on the test that the t test statistics can be explained that the effect on organizational justice on knowledge sharing with a positive and significant coefficient. Organizational justice has the highest variable that influence knowledge sharing in this research. Results of this study support by previous research from

research: Shao, Wang and Feng (2015); Akram, Lei, Haider, Hussain, and Puig, (2017); Ardakarni (2012). This study and previous study that mention before have similarity that organizational justice has positive and significant impact to knowledge sharing. Based these result organizational justice become one important factors to predict or to improve knowledge sharing. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings which is impact of organizational justice to knowledge sharing by replicating the results of this research on the object of other research in other organizations. Organizational justice or fairness in organizations refers to the extent to which the employees consider that the organizational decisions are fair. Organizational justice is important because fair treatment leads to better social interactions and overall organizational effectiveness. It has deep effects on the ways the workers show job behaviors and the work attitudes that ultimately result in a positive if confirmed or, otherwise negative organizational outcome. Hence, such notion has great and significant implication for the individuals and the organizations as a whole. Fairness in organizations or organizational justice important for improve knowledge sharing in organization. 21st century organization needs knowledge sharing to become winner in the disruptive era. One of the key to improve knowledge sharing is organization fairness or organizational justice. Organizations who has fairness value such as openness, transparancy, accountability, other moral value has chance to increase knowledge in organization tacit knowledge or other knowledge. That organizational justice involve in compensation, career, relationship, facility, and respect area.

Impact of Self Efficacy to Knowledge sharing

Based on the test that the t test statistics can be explained that the effect on self efficacy on knowledge sharing with a positive and significant coefficient. Self efficacy has the second dominant variable that influence knowledge sharing in this research. This Result study support by previous research such as: Hu (2010). This study and previous study that mention before have similarity that self efficacy has positive and significant impact to knowledge sharing. Based these result self efficacy become one important factors to predict or to improve knowledge sharing. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings which is impact of self efficacy to knowledge sharing by replicating the results of this research on the object of other research in other organizations. Self efficacy is an individual's belief or conviction that they can successfully achieve at a designated level on a task or attain a specific goal. Employee with high self efficacy will beneficial to organizations. Self efficacy in employee become asset to organization to improve knowledge sharing to next level. With high self efficacy knowledge sharing in organization will rise the organization competitiveness. Self efficacy which are performance accomplishment, vicorious expericence, social persuasion, emotional state, psychological state will help efficiency and effectivity of knowledge sharing in organizations.

CONCLUSION AND RECOMMENDATION

Conclusion

Conculsions of this research are:

1. Based on the results of hypothesis testing in particular the model of the research found that the research model consisting of: organizational justice, and self efficacy has a positive and significant influence on knowledge sharing. This model applies in this research.
2. Based on the results of hypothesis testing found that organizational justice has significant and positive impact on knowledge sharing in this research. Organizational justice has the highest impact variable that influence knowledge sharing comparing to other variable.
3. Based on the results of hypothesis testing found that self efficacy has significant and positive impact on knowledge sharing in this research. Self efficacy has the second highest impact variable that influence knowledge sharing.

Recommendation

Recommendations of this research are:

1. Organization in this research must pay attention to this research finding. Organization in this research must improve organizational justice or organizational fairness also self efficacy to improve knowledge sharing in organization

2. Other researchers are focusing on the research field of management science and the science of human resource management needs to pay attention to these findings by replicating the results of this research on the object of other research in other organization.

REFERENCES

- Akram, T., Lei, S., Haider, M. J., Hussain, S. T., & Puig, L. C. M. (2017). The effect of organizational justice on knowledge sharing: Empirical evidence from the Chinese telecommunications sector. *Journal of Innovation and Knowledge*, 2, 134–145. Diambil dari www.elsevier.es/jik. Accessed June 01th 2018.
- Ardakani, S. R. (2012). The Impact of Organizational Justice on Knowledge Sharing Intention. *Journal of American Science*, 8(2), 337–340. Diambil dari www.americanscience.org. Accessed June 01th 2018.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215. Diambil dari <http://psycnet.apa.org/record/1977-25733-001>. Accessed June 01th 2018.
- DeCenzo, A., & Robbins, S. (2005). *Fundamentals of Human Resource Management* (8 ed.). New York: John Wiley & Sons.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Drucker, P. F. (1993). The Rise of the Knowledge Society. *Wilson Quarterly*, 17(2), 52–71. Diambil dari http://archive.wilsonquarterly.com/sites/default/files/articles/WQ_VOL17_SP_1993_Article_02_1.pdf. Accessed June 01th 2018.
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management*, 16, 399–432. Diambil dari www.google.com. Accessed June 01th 2018.
- Heidari, D. S. A., & Saeedi, N. (2012). Studying the role of organizational justice on job satisfaction (Case study: An Iranian company). *Journal of Basic and Applied Scientific Research*, 2(7), 6459–6465. Diambil dari www.google.com. Accessed June 01th 2018.
- Hu, W. W. (2013). Self-efficacy and Individual Knowledge Sharing (hlm. 401–404). Dipresentasikan pada 3rd International Conference on Information Management, Innovation Management and Industrial Engineering, China: IEEE Computer Society. Diambil dari www.google.com. Accessed June 01th 2018.
- Janus, S. S. (2016). *Becoming A Knowledge-Sharing Organization*. Washington DC: World Bank Group.
- Shao, Z., Wang, T., & Feng, Y. (2015). Impact of organizational culture and computer self-efficacy on knowledge sharing. *Industrial Management & Data Systems*, 115(4), 590–611. Diambil dari www.emeraldinsight.com/0263-5577.htm. Accessed June 01th 2018.
- Storey. (2001). *Armstrong's Handbook of Strategic Human Resources Management*. London: Michael Armstrong.

Usmani, S., & Jamal, S. (2013). Impact of distributive justice, procedural justice, interactional justice, temporal justice, spatial justice on job satisfaction of banking employees. *Review of Integrative Business and Economics Research*, 2(1), 1–11. Diambil dari www.google.com. Accessed June 01th 2018.

Yesil, S., & Dereli, S. F. (2013). An empirical investigation of the organizational justice, knowledge sharing and innovation capability. *Procedia, Social and Behavioral Sciences*, 75, 199–208. Diambil dari www.google.com. Accessed June 01th 2018.

