



The Role of Psychological Ownership and Organizational Justice Regarding Knowledge-Sharing Behavior with Perception of Organizational Support as Moderation Role (Case Study in United Tractors Group)

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Abstract

This study aims to investigate and discuss the effect of psychological ownership and organizational justice on knowledge-sharing behavior with the perception of organizational support in its moderation role. The number of respondents involved in this research was 300 respondents, all respondents were employees of United Tractors Group. This study is a quantitative approach that uses an instrument in the form of a questionnaire. Research data were analyzed using the SEM-PLS (Structural Equation Model) analysis approach equipped by SmartPLS 4.0.9.6 and the result of the analysis in this study shows that psychological ownership and organizational justice have a positive influence on knowledge-sharing behavior. This study also shows that the perception of organizational support has no moderating effect on the relationship-psychological ownership and organizational justice toward knowledge-sharing behavior.

Keywords: psychological ownership, organizational justice, knowledge-sharing behavior, perceiving of organizational support.

1 Introduction

In the contemporary business landscape, marked by rapid technological advances and a pressing need for economic recuperation, the establishment and prosperity of firms are intricately linked to the collaborative and intellectual contributions of their workforce [1]. Recognizing the critical role of human capital in enhancing organizational performance, the discourse on professional development has taken a front seat in the strategic agenda of corporations [2]. This paradigm shift acknowledges that the enthusiasm of employees to exchange knowledge not only cultivates a culture of professionalism and innovation but also significantly enhances production efficiency. Central to this discourse is the concept of knowledge-sharing behavior (KSB), a phenomenon that facilitates the dissemination and expansion of both explicit and tacit knowledge among employees, thereby serving as a cornerstone of effective knowledge management strategies [3]

The significance of KSB extends beyond the mere transfer of information; it is a catalyst for fostering critical and creative thinking among individuals, enhancing job

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satisfaction, and ultimately providing businesses with a competitive edge [4]. As such, the creation and maintenance of a conducive environment for knowledge sharing are deemed essential for the sustained growth and competitiveness of organizations in the digital era. This is particularly true for conglomerates like United Tractors Group, where the implementation of knowledge-sharing initiatives such as the UT Grebeg project and the UT Smart application epitomizes the efforts to harness the potential of collective intelligence [4]

Despite these initiatives, the effectiveness of knowledge sharing within United Tractors Group is hampered by several challenges such as participation constraints and the limitations of existing technological infrastructures [3]. This situation underscores the necessity for a comprehensive understanding of the multifaceted nature of KSB and the factors influencing its effectiveness within organizational settings.

Emerging research has identified psychological ownership and organizational justice as critical determinants of KSB, positing that a sense of ownership over organizational resources and perceptions of fairness within the workplace can significantly influence individuals' willingness to share knowledge [5]. Moreover, the role of perceived organizational support as a moderating factor in this dynamic offers a promising avenue for enhancing KSB through targeted interventions that foster a supportive and equitable organizational culture.

This study aims to delve into the intricacies of relationships within the context of United Tractors Group, exploring how psychological ownership and organizational justice contribute to knowledge-sharing behavior (KSB) and the extent to which perceived organizational support can amplify these effects. Building on previous research, such as [6] on the moderating effect of psychological ownership [6], [7] on the mediating role of organizational psychological ownership, and [8] on the mediating effect of psychological ownership, this study seeks to address the following research question explicitly: How do psychological ownership and organizational justice influence knowledge-sharing behavior within the United Tractors Group, and to what extent does perceived organizational support enhance these relationships?" [8] By doing so, it seeks to provide actionable insights into the development of more effective knowledge-sharing practices that can support the group's strategic objectives of fostering innovation, enhancing competitive advantage, and facilitating long-term business growth [9].

To further address the gap in the existing literature, this research focuses on the intricate relationship between psychological ownership, organizational justice, and perceived organizational support within the context of knowledge-sharing behavior (KSB) in a prominent conglomerate situated in a developing country. While Pereira & Mohiya provide a foundational insight into this nexus, additional studies enrich our understanding of this complex interplay [10]. For instance, Donglong et al. delve into the individual-level dimensions of learning organizations, examining their impact on members' knowledge-sharing and innovative behavior while considering the moderating influence of psychological ownership [6]. This study's findings are particularly relevant given the emphasis on psychological ownership in our research. Furthermore, Chang et al. [7] explored the relationship between organizational identity, team-level performance, and individual-level organizational psychological ownership. Their research sheds light on the mediating role of organizational psychological ownership in the relationship between work values and member behavior, offering valuable insights into the factors influencing KSB. Integrating these studies alongside Pereira & Mohiya's work strengthens our investigation of the interplay between

psychological ownership, organizational justice, perceived organizational support, and KSB within our specific organizational context [7]. Through a comprehensive examination of these dynamics, the study contributes to a deeper understanding of the mechanisms underlying effective knowledge sharing in organizational settings, thereby offering a blueprint for fostering a culture of collaboration and continuous learning in the face of evolving business challenges.

2 Review of Related Literature

2.1 Organizational Justice

Organizational justice, a pivotal concept in organizational psychology and management, embodies the principles of fairness within the workplace, delineating how individuals perceive and interpret the fairness of their treatment by the organization [11]. It serves as a critical determinant of employees' attitudes, behaviors, and overall organizational outcomes [6]. The construct of organizational justice comprises several dimensions, each of which plays a distinct role in shaping employees' perceptions and experiences within the organization. Distributive justice (DJ) refers to the perceived fairness in the distribution of resources and outcomes among organizational members [12]. It encompasses considerations such as salary, benefits, promotions, and other tangible rewards, and hinges on the principles of equity, equality, and need [13]. Employees gauge distributive justice based on the alignment between their contributions to the organization and the rewards they receive in return, thereby assessing the fairness of resource allocation processes.

Procedural justice (PJ) revolves around the perceived fairness of the procedures and processes employed in decision-making within the organization [14]. It encompasses transparency, consistency, impartiality, and the extent of employee involvement in decision-making processes [15]. When employees perceive decision-making procedures to be fair and unbiased, they are more likely to accept organizational decisions and engage in supportive behaviors, fostering a positive organizational climate [13].

Interactional justice (IJ) pertains to the perceived fairness of interpersonal treatment and communication within the organization [14]. It encompasses factors such as respect, dignity, politeness, and the extent to which individuals are treated with sincerity and consideration in their interactions with supervisors, peers, and subordinates [15]. Employees evaluate interactional justice based on the quality of interpersonal relationships, the provision of explanations and justifications for decisions, and the degree of empathy and respect demonstrated by organizational members [13].

Moreover, informational justice represents a fourth category within the organizational justice framework, focusing on the perceived fairness of information dissemination and communication processes within the organization [15]. It pertains to the transparency, accuracy, relevance, and timeliness of information provided to employees regarding organizational decisions, policies, and procedures ([14]. When employees perceive information to be disseminated fairly and transparently, they experience higher levels of trust, satisfaction, and commitment to the organization [13]).

By examining these various dimensions of organizational justice, researchers can gain a nuanced understanding of how fairness perceptions influence employees' attitudes, behaviors, and organizational outcomes. However, despite the extensive research on organizational justice, there may still be gaps in our understanding, particularly regarding its interaction with other organizational factors and its implications for specific contexts or populations. Therefore, this study aims to contribute to existing knowledge by exploring the interplay between organizational justice, psychological ownership, and perceived organizational support in the context of knowledge-sharing behavior within a leading conglomerate in a developing country.

The term "fairness in organization" refers to the fairness or equality that exists in the workplace, with an emphasis on how employees evaluate their treatment and how this affects other aspects of the workplace [11]. Organizational justice is defined as the extent to which people feel that they are managed objectively by the company [6]. Distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) are the three parts of organizational justice as proposed by Hameed et al. [12]. These three types of justice (DJ, PJ, IJ) in addition to informational justice are the four categories of organizational justice [15].

Workers' perceptions of distributive justice, which takes into account many distribution principles that influence the outcomes of distribution choices, such as pay requirements, are what determine how fairly organizational resources are allocated [13]. The distribution of goods and resources among members of an organization is referred to as procedural fairness. The way interpersonal decision-makers within an institution treat one another is known as interpersonal justice.

2.2 Psychological Ownership

Psychological ownership constitutes a fundamental psychological state wherein individuals perceive themselves as possessing and exerting control over specific objects, tasks, or aspects within their environment [16]. It encompasses a deep-seated sense of attachment, responsibility, and identity tied to the target object or domain, akin to the feelings associated with actual ownership [9]. This sense of ownership is not merely a legal or materialistic concept but a profound psychological phenomenon that influences individuals' attitudes, behaviors, and motivations in various contexts.

Within organizational settings, psychological ownership holds significant implications for employee engagement, commitment, and performance. When employees develop a strong sense of ownership toward their work, projects, or organizational goals, they are more likely to exhibit greater initiative, dedication, and creativity in their endeavors [16]. This heightened sense of personal investment fosters a deeper connection with the organization and its objectives, driving employees to go above and beyond their formal job responsibilities to contribute to the collective success [9].

Research has consistently demonstrated the manifold positive effects of psychological ownership on individual and organizational outcomes. Studies have highlighted its role in enhancing job satisfaction, organizational citizenship behaviors, innovation, and job performance [17]. Moreover, psychological ownership has been linked to reduced turnover intentions and increased organizational commitment, as employees feel a stronger sense of belonging and identity within the organization [16].

Despite the myriad benefits associated with psychological ownership, its antecedents and boundary conditions remain subjects of ongoing inquiry. Understanding the factors

that contribute to the development and sustenance of psychological ownership, as well as its interaction with other organizational constructs, is crucial for fostering a supportive work environment conducive to employee engagement and organizational success. Therefore, this study seeks to explore the relationship between psychological ownership, organizational justice, perceived organizational support, and knowledge-sharing behavior within the specific context of a leading conglomerate in a developing country. By elucidating these dynamics, the research aims to provide valuable insights into how organizations can cultivate and leverage psychological ownership to enhance employee motivation, collaboration, and performance.

Ownership in psychology aims to clarify the idea that employees need to experience a sense of ownership for them to provide more vitality and effort to the company [16]. According to Delyara & Suhariadi [9], the property is seen as both a significant psychological state and a legal entity. Numerous positive effects of psychological ownership of target objects have been shown by research [17].

2.3 Perception of organizational support

The perception of organizational support (POS) encompasses employees' overall evaluations of the extent to which their organization values their contributions, cares about their well-being, and provides assistance when needed [18]. It reflects the degree to which employees feel supported, respected, and appreciated by their organization, influencing their attitudes, behaviors, and commitment levels.

When employees perceive high levels of organizational support, they are more likely to feel valued, motivated, and committed to the organization's goals and objectives [18]. This sense of support fosters a reciprocal obligation among employees, prompting them to reciprocate by actively contributing to the organization's success, going above and beyond their prescribed roles, and engaging in behaviors that benefit the organization as a whole [18].

Positive work experiences play a crucial role in shaping employees' perceptions of organizational support. When employees have fulfilling, supportive work environments characterized by positive interpersonal relationships, fair treatment, and opportunities for growth and development, their perception of organizational support tends to increase [19]. Conversely, negative experiences such as lack of recognition, inadequate resources, or poor communication can diminish employees' perceptions of support, leading to decreased motivation, satisfaction, and commitment levels.

It is important to recognize that not all organizations are equally capable of providing comprehensive support to their employees. Resource constraints, organizational culture, and leadership priorities can all influence the extent to which organizational support is perceived by employees [20]. However, organizations can take proactive measures to enhance perceptions of support and improve employee performance. For example, increasing productivity and efficiency within the organization can free up resources that can be allocated toward supporting employees' needs and well-being, thereby bolstering their perception of organizational support [20].

The perception of assistance from the organization is defined as workers' overall assessments of how much the firm values their contributions and is concerned about their welfare [18]. Employees may feel more obliged to contribute, show concern for the company's success, and help the business achieve its goals if they see that organizational support has improved [18]. Workers' perceptions of organizational support increased when they had positive work experiences [19]. The decision is made

since not all businesses can provide their employees with overall support. One way to improve employee performance is to increase productivity, which will reduce the number of cases when employees feel poorly supported by the company (POS) [20].

By understanding the factors that shape employees' perceptions of organizational support and its impact on their attitudes and behaviors, organizations can cultivate a supportive work environment that fosters employee engagement, satisfaction, and productivity. Therefore, this study aims to investigate the relationship between psychological ownership, organizational justice, perceived organizational support, and knowledge-sharing behavior within the specific context of a leading conglomerate in a developing country, providing valuable insights for organizational leaders and practitioners striving to create a positive and supportive workplace culture.

2.4 Knowledge-sharing Behavior

Knowledge-sharing behavior encompasses the exchange of information, insights, expertise, and experiences among individuals, groups, or organizations, facilitating the creation, dissemination, and utilization of knowledge [21]. It involves the voluntary sharing of both explicit, codified knowledge and implicit, tacit knowledge, with the aim to collectively generate new insights and understanding [10]. At its core, knowledge-sharing behavior is driven by a desire to collaborate, learn, and innovate. Individuals or groups engage in knowledge sharing to leverage their collective expertise, solve problems, and enhance decision-making processes [4]. By sharing insights and best practices, organizations can create synergies, foster creativity, and adapt more effectively to changing environments. Furthermore, knowledge-sharing behavior extends beyond the mere exchange of information to encompass the dissemination of innovative concepts and solutions [22]. Through knowledge-sharing initiatives, businesses can facilitate the spread of novel ideas, approaches, and technologies, thereby stimulating creativity, problem-solving, and organizational agility.

One of the key benefits of knowledge sharing is its role in enabling organizations to discover, disseminate, and preserve innovation [23]. By facilitating the flow of information and ideas across organizational boundaries, knowledge sharing accelerates the pace of innovation, enhances organizational learning, and drives continuous improvement efforts. Moreover, knowledge sharing contributes to the development of a knowledge-based culture within organizations, wherein sharing knowledge is not only encouraged but also rewarded and recognized [21]. Such a culture fosters trust, collaboration, and openness, laying the foundation for sustained competitive advantage and organizational success. However, despite its potential benefits, fostering a culture of knowledge sharing can pose challenges, including concerns about intellectual property, competitive pressures, and individual motivations [10]. Therefore, organizations must implement strategies and initiatives to incentivize and facilitate knowledge sharing while addressing potential barriers and ensuring the ethical and responsible use of shared knowledge.

The exchange of information between two or more people is referred to as information-sharing behavior. In this exchange, one party shares what it knows, while the other party takes it in, together creating new knowledge [21]. Transmitting implicit or tacit knowledge from one individual, group, or organization to another is another way to define information-sharing behavior [10]. Initiatives to share behavioral insights might provide businesses with "added value," according to Kumar [4]. According to Ishrat & Rahman [22] businesses may share innovative concepts and solutions via

behavioral knowledge-sharing initiatives. Information-sharing, according to Baker [23] enables companies to discover, disseminate, and preserve innovation.

In summary, knowledge-sharing behavior plays a pivotal role in driving organizational innovation, learning, and adaptation. By promoting a culture of openness, collaboration, and continuous learning, organizations can harness the collective intelligence of their workforce to achieve strategic objectives, foster innovation, and maintain a competitive edge in today's dynamic business environment.

3 Method

This research adopts a quantitative approach to examine the dynamics of knowledge-sharing behavior within the United Tractors Group amidst an economic downturn, specifically focusing on heavy equipment dealers and mining employees across Indonesia. Utilizing perceived organizational justice, the study explores the intricate relationship between psychological ownership and organizational justice in fostering information-sharing behavior. By employing a purposive sampling method, the analysis targets a specific respondent criterion, aiming for a sample size of 250 individuals, based on the guidelines for structural equation modeling (SEM) to ensure robustness in findings through Maximum Likelihood estimation (MLE) [25]. The research spans several locations across Indonesia, engaging participants at various organizational levels through an online questionnaire distributed over two weeks, reflecting a cross-sectional study design as per Sekaran and Bougie [24].

This study integrates a blend of primary and secondary data sources to meticulously examine the knowledge-sharing behaviors within the United Tractors Group, focusing on the heavy equipment dealers and mining sectors [24]. Primary data, encompassing quantitative assessments, are sourced directly from the opinions of clients and employees through surveys conducted at branch and field locations. Secondary data, on the other hand, are culled from a variety of internal and external resources, including books, journals, newspapers, websites, and corporate documents such as KPIs and monthly operational reports, providing a comprehensive backdrop to the primary data.

Data collection methods span a range of approaches, from reviewing literature like textbooks, theses, and journal articles to deploying an online questionnaire aimed at gathering current insights from employees engaged in knowledge-sharing post-June 2023. The questionnaire is structured in three sections to capture demographic details, assess respondents' perceptions of their organizational environment, and gauge the recovery post-economic downturn using Likert scales for nuanced response capture. This methodological framework ensures a robust analysis of how knowledge-sharing behaviors are influenced by and impact the organizational dynamics within United Tractors Group.

The data processing procedures in this study as it is on Figure 1 encompassed several critical stages to ensure the integrity and validity of the collected data. Initially, data preparation involved comprehensive steps such as collection, integration, cleansing, and cleaning, adhering to the objectives outlined by Sekaran & Bougie (Bougie & Sekaran, 2019) to uphold data reliability and validity. Following data preparation, verification processes were employed, including the selection of fully completed questionnaires by respondents spanning a diverse range of occupations within the middle to top management echelons. Utilizing SPSS for data filtering, the study identified outliers and assess data quality, crucial for maintaining the integrity of the

analysis as highlighted by Hair [25]. For the examination of validity and reliability, which are paramount for ensuring the accuracy and consistency of the measurement instruments, the study adopted Cronbach's Alpha through SPSS software, aligning with Bougie and Sekaran's [24] standards for reliability assessment. Additionally, Pearson's correlation coefficient was employed to explore the relationships between variables, further substantiated by structural equation modeling (SEM) for hypothesis testing and inferential analysis.

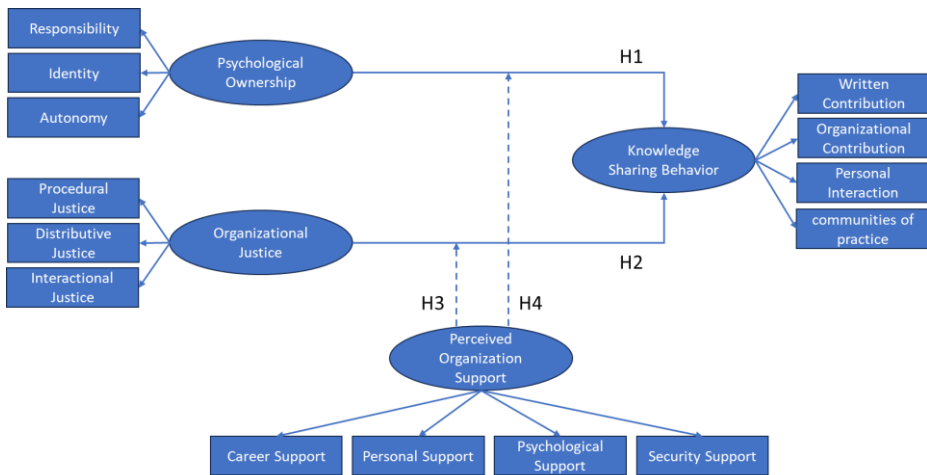


Figure 1 Conceptual Framework

This multifaceted approach to data processing, from initial preparation through to the application of sophisticated statistical techniques like SEM, facilitated a rigorous investigation into the interrelations between psychological ownership, perceived organizational support, and organizational justice within the context of knowledge-sharing behaviors at United Tractors Group, ensuring the study's findings were grounded in a robust analytical foundation.

4 Results

4.1 Baseline Characteristics

This study harvested data from a diverse group of respondents employed across various sectors of the coal mining and heavy engineering industries within United Tractors Group, utilizing Google Forms to distribute a comprehensive questionnaire comprising 53 questions across 4 variables and 14 dimensions. Instructions were meticulously provided to ensure respondents understood the completion requirements, facilitated through a dedicated WhatsApp group. From an initial pool of 300 respondents, the dataset was refined to 276 valid responses. After data cleansing processes in SPSS version 26, the software identified and excluded 24 outliers via Boxplot analysis. The demographic analysis of the survey participants highlighted a predominant age group of 41–45 years, constituting 61% of the total responses, and

revealed a significant educational background with 44% possessing a high school diploma, followed closely by bachelor's degrees. The majority of respondents were positioned as laborers or supervisors, indicating a substantial engagement from the operational level within the industry. Furthermore, the marital status and job titles of respondents were recorded, showcasing a majority of married individuals and a notable distribution of roles from laborers to management level, underscoring the study's inclusive approach to capturing a wide spectrum of perspectives on knowledge-sharing behaviors. The findings elucidate the critical interplay between organizational justice, psychological ownership, and the mediating role of perceived organizational support in fostering an environment conducive to knowledge sharing across all echelons of the organization.

4.2 Classical Assumption

The normality test of the dataset revealed a mixture of results, with certain variables adhering to the assumptions of normal distribution, while others deviated significantly. Normal distribution is typically indicated by skewness values between -1 and +1 and kurtosis values falling within the range of -2 to +2. Variables that exhibited skewness or kurtosis beyond these thresholds were deemed to have non-normal distributions. The significance of these deviations was confirmed by the Cramér-von Mises *p* values; values below the 0.05 threshold suggested a rejection of the null hypothesis for normality. Consequently, a substantial portion of the dataset exhibited non-normal characteristics, necessitating the use of robust statistical techniques or data transformations to accommodate the non-normality in subsequent analyses.

Table 1 Multicollinearity Test

Predictor	Score
Organizational Justice (OJ)	2.240
Psychological Ownership (PO)	2.212
Perception of Organizational Support (POS)	2.067
Interaction of POS and PO	2.076
Interaction of POS and OJ	2.318

The multicollinearity test in Table 1. shows the Variance Inflation Factor (VIF) results from an inner model matrix, providing insights into multicollinearity within a set of predictor variables, namely Knowledge Sharing Behavior (KSB), Organizational Justice (OJ), Psychological Ownership (PO), and Perception of Organizational Support (POS), along with their interactions (POS x PO and POS x OJ). The VIF values range from 2.067 to 2.318 for the variables and their interactions, all of which are below the commonly used threshold of 5. This indicates a moderate level of multicollinearity that does not reach a level of concern which could distort the results of regression analyses. Therefore, the model appears to be free from significant multicollinearity issues, ensuring that the regression coefficients are stable and the model is reliable for further analysis.

Table 2 Collinearity Test

Predictor	Sample mean (M)	(STDEV)	T statistics	P values
OJ -> KSB	0.401	0.062	6.509	0.000
PO -> KSB	0.501	0.052	9.686	0.000

QE (PO) -> KSB	0.028	0.036	0.743	0.457
QE (OJ) -> KSB	0.062	0.035	1.813	0.070

Table 2 outlines the findings from a statistical analysis assessing the impact of Organizational Justice (OJ) and Psychological Ownership (PO) on Knowledge-Sharing Behavior (KSB), including their quadratic effects (QE). OJ has a substantial and positive effect on KSB, with a mean effect size of 0.401 and a relatively small standard deviation of 0.062, underscored by a highly significant t statistic of 6.509, which translates to a p value of 0.000, indicating strong statistical significance. PO's influence on KSB is even more pronounced, with a mean effect size of 0.501 and a standard deviation of 0.052, bolstered by a t statistic of 9.686 and a P value of 0.000, confirming its significant positive relationship with KSB. However, the quadratic effects tell a different story; the QE of PO on KSB and the QE of OJ on KSB show mean effect sizes of 0.028 and 0.062, respectively, but their t statistics (0.743 for PO and 1.813 for OJ) correspond to p values (0.457 for PO and 0.070 for OJ) that do not meet the conventional threshold for statistical significance. This suggests that while OJ and PO directly influence KSB, their quadratic effects do not significantly contribute to the predictive power of the model.

Table 3 Endogeneity Test

Predictor	Original sample	Sample mean	Standard deviation	t statistics	p values
OJ -> KSB	0.341	0.342	0.069	5.828	0.000
PO -> KSB	0.296	0.306	0.212	1.395	0.163
GC (PO) -> KSB	0.206	0.199	0.188	1.096	0.273

In Table 3, it has shown the effects of Organizational Justice (OJ) and Psychological Ownership (PO) on Knowledge Sharing Behavior (KSB), along with the Gaussian Copula (GC) for PO's effect on KSB. OJ shows a positive effect on KSB with an original sample coefficient (O) of 0.341, which is very close to the sample mean (M) at 0.342, demonstrating consistency in the effect size. The standard deviation (STDEV) is relatively low at 0.069, resulting in a t statistic of 5.828, which, along with a p value of 0.000, signifies a strong and statistically significant relationship. In contrast, PO's effect on KSB, while positive with an original sample coefficient of 0.296, shows a larger variation with a standard deviation of 0.212, leading to a lower t statistic of 1.395 and a p value of 0.163, indicating that the relationship is not statistically significant. Lastly, the Gaussian Copula for PO's effect on KSB has a coefficient of 0.206, with a sample mean slightly lower at 0.199 and a high standard deviation of 0.188, yielding a t statistic of 1.096 and a p value of 0.273, which also points to a non-significant effect.

Table 4 Endogeneity test

Predictor	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t statistics (O/STDEV)	p values
OJ -> KSB	-0.058	-0.013	0.140	0.411	0.681
PO -> KSB	0.504	0.506	0.051	9.797	0.000
GC (OJ) -> KSB	0.411	0.367	0.129	3.185	0.001

Table 4 shows the results of an endogeneity test for different predictors on KSB. The original sample coefficients (O) provide the observed relationship in the data, while the sample mean (M) is an estimate from resampling. Standard deviation (STDEV) gives the variability of the bootstrapped estimates. *T* statistics are calculated by dividing the original sample by the standard deviation, giving a sense of how many standard deviations the estimate is from zero. *P* values test the null hypothesis that the true coefficient is zero; low values suggest strong evidence against the null.

In the context of this test, PO → KSB shows a very strong and statistically significant relationship with a high *t* statistic and a *p*-value of 0.000, rejecting the null hypothesis that the path coefficient is zero. GC (OJ) → KSB also shows a significant relationship with a *p* value of 0.001. However, OJ → KSB is not statistically significant, as indicated by its *p* value of 0.681, suggesting that the relationship between OJ and KSB is not significantly different from zero in this sample.

Table 5 AVE Score

Construct	Cronbach's alpha	Composite reliability (rho_A)	Composite reliability (rho)	Average variance extracted (AVE)
KSB	0.847	0.852	0.857	0.688
OJ	0.739	0.741	0.842	0.657
PO	0.706	0.706	0.858	0.630
POS	0.827	0.862	0.864	0.657

Table 5 reflects the construct reliability and validity measures for different variables. Cronbach's alpha assesses internal consistency reliability, with higher values indicating greater reliability. Composite reliability (rho_A and rho) are modern reliability estimators that assess the shared variance among the observed variables supposed to represent the construct. Finally, Average Variance Extracted (AVE) measures the amount of variance that is captured by the construct in relation to the amount of variance due to measurement error, with values greater than 0.5 typically being acceptable, indicating that, on average, the construct explains more than half of the variance of its indicators.

4.3 Structural Equation Model Analysis

In evaluating the reflective measurement model, the study adheres to a set of established threshold values to ensure construct validity and reliability. According to Hair et al., loading factors for the constructs should exceed 0.700, signifying that individual items are highly associated with their respective constructs [25]. Cross-loadings, which compare the loadings of items on their own construct with loadings on other constructs, should be greater than 0.500, ensuring that items are more strongly associated with their own construct than with others. Construct reliability is confirmed with a composite reliability (CR) score above 0.700, denoting internal consistency among the items within the construct. Convergent reliability is evaluated by the Average Variance Extracted (AVE), which should surpass the 0.500 threshold, indicating that over half of the variance in the items can be attributed to the underlying construct. Lastly, the Fornell-Larcker criterion suggests that the square roots of the AVEs should be larger than the correlations with other constructs, ensuring

discriminant validity. These thresholds are instrumental in validating the measurement model and ensuring that it accurately reflects the constructs being measured.

Table 6 Evaluation of the Reflective Measurement Model

Measurement		Threshold Value	
Evaluation of the Reflective Measurement Model	Construct Validity	Loading Factor	>0.700
		Cross Loading	>0,500
	Construct Reliability	CR	> 0.700
		AVE	> 0.500
	Convergent Reliability	Fornell Lacker	> Correlation Value
		HTMT	< 0,90

For the structural model's goodness of fit evaluation (Table 7), a series of indicators are used to gauge the model's explanatory power and predictive accuracy. R Square values, which measure the proportion of variance in the dependent variable that can be predicted from the independent variables, are categorized as low (0.19), moderate (0.33), or high (0.67), providing a scale for assessing the model's explanatory strength. Q Square values are utilized for predictive relevance with thresholds set at 0.01–0.25 for low, 0.25–0.49 for moderate, and greater than 0.50 for high predictive relevance. The f Square effect size, which assesses the impact of a predictor variable on the dependent variable, has cut-off points of 0.02–0.15 for small, 0.15–0.35 for medium, and greater than 0.35 for large effects.

Table 7 Good of Fit of Structural Model

Measurement		Threshold Value			
Evaluation of the Good of Fit of Structural Model	Structural Good Fit	R Square	Low 0,19	Moderate 0,33	High 0,67
		Q Square	0,01 – 0,25	0,25-0,49	>0,50
		f Square	0,02 - 0,15	0,15 – 0,35	>0,35
Structural Model	Fit Indices	SRMR	Good Fit	< 0,08 / <0,10	
		PLS Predict	Good Fit	<0,50	
		Linearity	Good Fit	<0,50	

Fit indices are also considered, with the Standardized Root Mean Square Residual (SRMR) indicating a good fit for values less than 0.08 or 0.10. PLS Predict, a criterion for assessing the model's out-of-sample predictive power, suggests a good fit with values less than 0.50. Lastly, linearity is accounted for, with a good fit indicated by a value less than 0.50. These thresholds collectively offer a robust framework for evaluating the structural model, ensuring it adequately captures and predicts the relationships and effects within the data.

Table 8 Structural Model

Measurement		Threshold Value	
Evaluation of Structural	Multicollinear	Inner VIF	< 0,500
	Significance Path	t value	> 1,96

Model	Coefficient	<i>p</i> value	< 0,05
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In Table 8, the structural model for multicollinearity and the significance of path coefficients are examined, specific threshold values are set to ensure the robustness of the model. The Inner Variance Inflation Factor (VIF) is used to detect multicollinearity among the constructs within the model, with a threshold value of less than 5 indicating an acceptable level of collinearity. For assessing the significance of the path coefficients, a *t* value of greater than 1.96 and a *p* value of less than 0.05 are the benchmarks used. A *t* value higher than 1.96 suggests that the path coefficient is statistically significant, while a *p* value lower than 0.05 further confirms this significance. These thresholds are critical to confirm that the model is not affected by multicollinearity and that the relationships between variables are both statistically significant and reliable.

4.4 First Order – Reflection Model Evaluation

In this research model investigating the moderating effects of Perception of Organizational Support (POS) on the relationship between Psychological Ownership (PO) and Organizational Justice (OJ) on Knowledge Sharing Behavior (KSB), the analysis includes evaluating external factor loadings, composite reliability (CR), and average variance extracted (AVE). The path diagram load factor analysis reveals that out of 108 paths, 67 have a loading factor greater than 0.70, indicating that approximately 62% of the paths meet the validity criteria for the constructs. However, 41 indicators are deemed invalid due to external loadings below the threshold of 0.70. Further scrutiny into the dimensions of psychological ownership shows two indicators per dimension meeting the threshold, suggesting a refined and valid measurement model for RP (responsibility) and ID (identification), with two indicators each, and AU (autonomy), with two indicators as well. In terms of organizational justice, seven indicators persist after excluding those with loadings below 0.7. The reliability analysis indicates that only two measures have a CR exceeding 0.50, suggesting a reliable model for SEM-PLS hypothesis testing. Internal consistency is confirmed as composite reliability values surpass the 0.7 benchmark, and AVE scores exceed the minimum of 0.5, ensuring convergent validity. Lastly, all variables meet the minimum cross-loading factor score of 0.5, further confirming the robustness of the model's constructs.

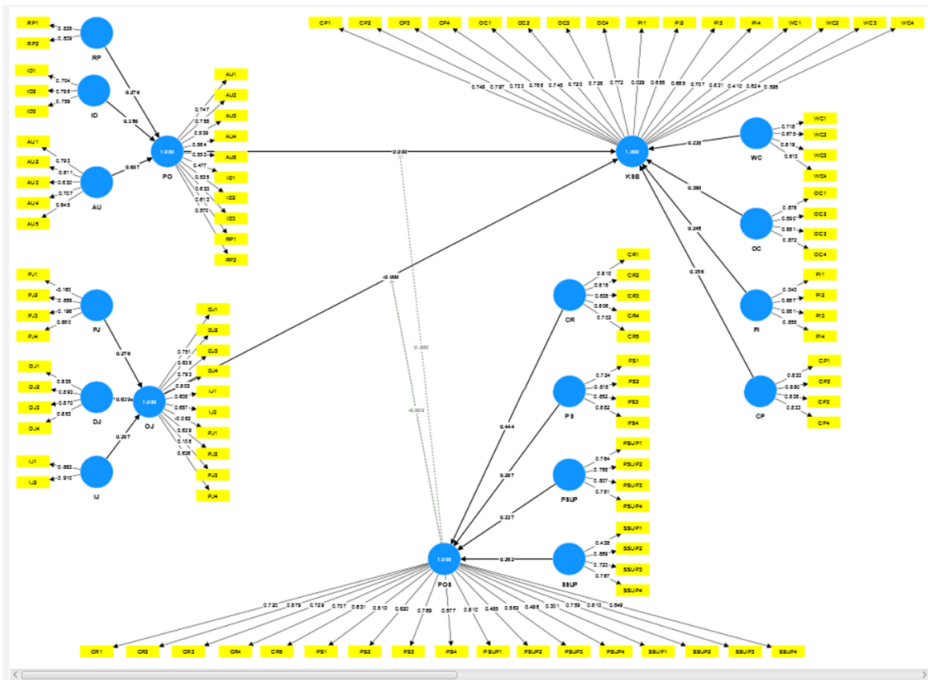


Figure 2 First Order – Reflection Model Evaluation

In this comprehensive evaluation, the constructs of Organizational Justice (OJ), Psychological Ownership (PO), Knowledge Sharing Behavior (KSB), and Perception of Organizational Support are assessed through their loading factors, Composite Reliability (CR), and Average Variance Extracted (AVE), according to established criteria. OJ, showcasing dimensions of Procedural Justice (PJ), Distributive Justice (DJ), and Interactional Justice (IJ), exceeds the reliability and validity thresholds with a CR of 0.739 and an AVE of 0.657, affirming its reliability and validity. Each dimension within OJ also surpasses the 0.700 validity benchmark. PO, with dimensions of Responsibility (RP), Identity (ID), and Autonomy (AU), demonstrate reliability with a CR of 0.706 and validity with an AVE of 0.630, with all dimensions validated against their respective criteria. KSB, examined through Written Contributions (WC), Organizational Communication (OC), Personal Interactions (PI), and Communities of Practice (CP), is deemed highly reliable and valid, achieving a CR of 0.847 and an AVE of 0.666, with all specific dimensions meeting the validity benchmark. Lastly, Perception of Organizational Support, analyzed through Career Support (CR), Personal Support (PS), Psychological Support (PSUP), and Security Support (SSUP), is both reliable and valid, with a CR of 0.827 and an AVE of 0.657, with all dimensions considered valid. Notably, Psychological Support's loading factor of 0.680 marginally meets the lower threshold, this sign (*) implying a need for closer scrutiny. This analysis collectively demonstrates the robustness of the model's constructs in terms of reliability and validity.

Table 9 First Order Conclusion

No	Dimension	Loading Factor	CR/AVE	Criteria	Result
A	Organizational Justice (OJ)		0.739	>0.700	Reliable
			0.657	>0.600	Valid
1	Procedural Justice (PJ)	0.803		>0.700	Valid
2	Distributive Justice (DJ)	0.835		>0.700	Valid
3	Interactional Justice (IJ)	0.794		>0.700	Valid
B	Psychological Ownership (PO)		0.706	>0.600	Reliable
			0.630	>0.700	Reliable
4	Responsibility (RP)	0.796		>0.600	Valid
5	Identity (ID)	0.786		>0.700	Valid
6	Autonomy (AU)	0.799		>0.700	Valid
C	Knowledge Sharing Behavior (KSB)		0.847	>0.700	Reliable
			0.666	>0.600	Valid
7	Written Contributions (WC)	0.780		>0.700	Valid
8	Organizational Communication (OC)	0.826		>0.700	Valid
9	Personal Interactions (PI)	0.812		>0.700	Valid
10	Communities of Practice (CP)	0.892		>0.700	Valid
D	Perception of Organizational Support		0.827	>0.600	Reliable
			0.657	>0.700	Reliable
11	Career Support (CR)	0.854		>0.600	Valid
12	Personal Support (PS)	0.825		>0.700	Valid
13	Psychological Support (PSUP)	0.680		>0.600*	Valid
14	Security Support (SSUP)	0.868		>0.700	Valid

4.5 Second Order

Figure 3 represents a second-order structural equation model (SEM), illustrating the relationships between higher-order constructs and their underlying dimensions. Psychological Ownership (PO), represented by Autonomy (AU), Identity (ID), and Responsibility (RP), demonstrates a significant impact on Knowledge Sharing Behavior (KSB) with a path coefficient of 0.151, indicating a moderate positive effect. The construct of Organizational Justice (OJ), comprising Distributive Justice (DJ), Interactional Justice (IJ), and Procedural Justice (PJ), has a stronger effect on KSB with a path coefficient of 0.504, signifying a substantial positive influence.

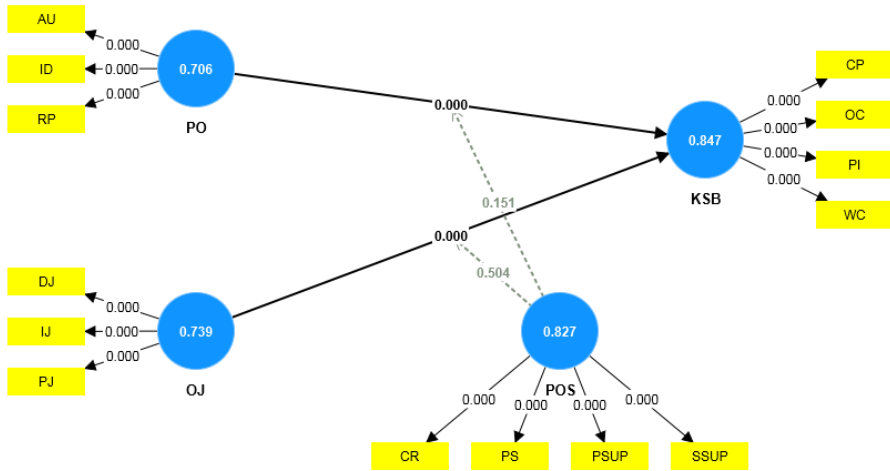


Figure 3 Second Order

Additionally, the model shows the Perception of Organizational Support (POS) with dimensions such as Career Support (CR), Personal Support (PS), Psychological Support (PSUP), and Security Support (SSUP) having a direct influence on KSB, with the circle representing POS being connected to KSB via a solid line. The construct reliability for PO and OJ is indicated by their respective Cronbach's alpha values (shown within the circles), both exceeding the threshold for acceptable internal consistency, which suggests that the latent variables are well-measured by their indicators.

KSB itself is disaggregated into several dimensions including Communities of Practice (CP), Organizational Communication (OC), Personal Interactions (PI), and Written Contributions (WC), all showing p values of 0.000, which denote statistical significance in their contributions to the KSB construct. The strong connections between these lower-order constructs and their respective higher-order construct, indicated by p values of 0.000, suggest that they are all statistically significant contributors to their overarching constructs. The overall depiction indicates a well-validated model with strong path relationships and reliable constructs.

4.6 Results of hypothesis testing

The hypotheses made in this study were then tested by using structural equation modeling (SEM) to examine the whole model. The acceptance of the hypothesis is influenced by the p -value of a variable. A two-sided test with a significance level of 5% will be used by the researcher to examine seven hypotheses in this investigation. The table summarizes the outcomes of hypothesis testing for a model assessing the impact of Organizational Justice (OJ), Psychological Ownership (PO), and their interactions with Perception of Organizational Support (POS) on Knowledge Sharing Behavior (KSB).

Table 10 Hypothesis Testing

No	Variable	<i>p</i>	<i>t</i>	Decision
H1 (+)	OJ □ KSB	0.000	3.727	H1 Accepted
H2 (+)	PO □ KSB	0.000	6.092	H2 Accepted
H3 (+)	POS x OJ □ KSB	0.504	0.669	H3 Rejected
H4 (+)	POS x PO □ KSB	0.151	1.438	H4 Rejected

From Table 10, hypothesis 1 (H1) postulates a positive relationship between OJ and KSB, and the results support this hypothesis with a *p* value of 0.000 and a *t* statistic of 3.727, thereby leading to the acceptance of H1. Then, hypothesis 2 (H2) suggests a positive effect of PO on KSB, which is also supported by the data, as indicated by a *p* value of 0.000 and a *t* statistic of 6.092, resulting in the acceptance of H2. Meanwhile, hypothesis 3 (H3) predicts a positive impact of the interaction between POS and OJ on KSB. However, with a *p* value of 0.504, which is above the conventional threshold for significance, and a *t* statistic of 0.669, H3 is rejected. Similarly, Hypothesis 4 (H4) proposes a positive effect of the interaction between POS and PO on KSB. This hypothesis is rejected as well, given the *p* value of 0.151 and a *t* statistic of 1.438, both of which fail to meet the threshold for statistical significance. In conclusion, the tested model confirms that OJ and PO independently contribute to KSB, but their interactions with POS do not significantly predict KSB, leading to the rejection of the hypotheses regarding these interactions.

Table 11 Moderating Effect of POS results

H	Path	<i>p</i> value	<i>t</i> value	Conclusion
-	POS -> KSB	0.000	5.501	n.a
H3 (+)	MOD* -> OJ -> CP	0.504	0.669	Predictor Moderation
H4 (+)	MOD* -> PO -> CP	0.151	1.438	Predictor Moderation

In the analysis of the hypothesized relationships within the structural model, the path from Perception of Organizational Support (POS) to Knowledge Sharing Behavior (KSB) is found to be highly significant, with a *p* value of 0.000 and a *t* value of 5.501. This strong statistical evidence leads to the acceptance of this particular hypothesis, indicating that POS is indeed a significant predictor of KSB. On the other hand, the hypothesis testing reveals that the moderation effects represented by the path coefficients are not statistically significant. Hypothesis H3 proposed a positive moderation effect of an unspecified moderator (MOD*) on the relationship between Organizational Justice (OJ) and Communities of Practice (CP). The *p* value here is 0.504 with a *t* value of 0.669, which does not meet the typical threshold for significance, leading to the rejection of H3. Similarly, Hypothesis H4, which also anticipated a positive moderation effect of the same unspecified moderator on the relationship between Psychological Ownership (PO) and Communities of Practice, shows a *p* value of 0.151 and a *t* value of 1.438. This falls short of the conventional cutoff for statistical significance, resulting in the rejection of H4 as well. The conclusion for both H3 and H4 is that the predicted moderation effect is not supported by the data.

5 Discussion

5.1 Justice in the workplace and sharing of information

Workplace justice plays a crucial role in promoting knowledge-sharing behaviors (KSB) within organizations, as it influences trust and reciprocity among employees. Perceptions of injustice, such as distributive, procedural, and interactional disparities, can lead to a reluctance to share knowledge, thereby impeding organizational innovation. Fair treatment and transparency in information access can foster a sense of psychological ownership and commitment to organizational goals, enhancing work performance and cooperative behaviors. This study has found that organizational justice significantly enhances KSB with a notable T-value and path coefficient value, indicating that fair practices are conducive to knowledge exchange. Distributive justice, in particular, emerges as a key driver, with specific dimensions such as distributive justice (DJ) showing the highest factor loading values, indicating that equitable outcomes are a strong motivator for knowledge sharing. The findings align with prior research, including studies by Akram et al. [26] and reinforce the concept that a sense of fairness in outcomes and processes is pivotal for robust KSB, suggesting that employees are more inclined to share knowledge when they perceive that their contributions and rewards are just and equitable.

5.2 Information exchange and emotional responsibility (PO)

Psychological ownership (PO) and its influence on knowledge-sharing behavior (KSB) is a complex interplay shaped by the perceived boundaries of organizational membership and the sense of belonging among employees. Mascarenhas et al. [19] highlight that this sense of ownership encourages members to assume shared responsibilities, nurturing a more collaborative and altruistic work environment. The phenomenon of psychological ownership, fostering a feeling of personal investment and pride, is known to lead to positive emotions and behaviors that support organizational goals. It's linked with enhanced job satisfaction and productivity and often goes hand-in-hand with organizational commitment, prompting behaviors that go beyond basic role requirements.

Empirical evidence supports that PO is a significant predictor of KSB, with a substantial T-value and path coefficient reflecting its strong influence. Specifically, autonomy, as a dimension of psychological ownership, stands out with its high factor loading value, underscoring the importance of independent thought and action in facilitating knowledge exchange within organizations. This is consistent with recent findings by scholars [17], which confirm that when employees feel a sense of ownership and autonomy, they are more inclined to engage in sharing knowledge, thereby enriching the informational assets of the organization. Thus, creating opportunities for employees to feel autonomous and vested in their work is essential to bolstering KSB within the United Tractors Group, reinforcing the connection between individual empowerment and collective intelligence.

5.3 Knowledge sharing and organizational fairness are moderated by perceived organizational support

Perceived organizational support (POS) has been recognized as a pivotal moderator in the relationship between knowledge sharing and organizational justice. Studies (Mascarenhas et al., 2022; Wen et al., 2019) underline a solid link between POS and active engagement in knowledge sharing when employees feel their jobs are secure and supported by the organization. This connection is thought to be a reciprocal reaction to the positive treatment received from the organization, which prompts employees to engage in information exchange as a form of social repayment, as discussed by previous research [4]. The sense of obligation to reciprocate the support fosters a conducive environment for sharing information, turning organizational support into a crucial socio-emotional resource. This notion is further strengthened by the findings [17], who argue that POS is the glue that cements the employee-organization relationship, with a clear correlation between POS and beneficial career outcomes. When employees perceive their organization's support, particularly in innovation and commitment to development, it can unleash their creative potential, as [2] have noted. In this study, however, while POS significantly influences KSB as an independent predictor with a notable *t* value, its role as a moderator between Organizational Justice (OJ) and KSB does not demonstrate a significant impact, suggesting that while POS directly encourages knowledge-sharing, its moderating effect in the nexus of OJ and KSB may not be as influential. This aligns with the findings from previous studies, emphasizing that POS, more as a direct predictor than a moderator, encourages KSB within the organizational context.

5.4 Information-sharing behavior and psychological commitment are moderated by perceived organizational support

Perceived organizational support (POS) is frequently posited to influence work performance and information-sharing behavior, as highlighted by previous research [12], suggesting that when employees feel supported by their organization, they are more likely to perform better and share information. Allen and Shanock [27] describe POS as a crucial element that cements the relationship between the employee and the organization, emphasizing the psychological commitment stemming from support perceptions. Furthermore, job security and the inclination to share information are intricately tied to how employees perceive organizational backing have identified POS as a strong predictor of information-sharing behavior, highlighting that employees are more inclined to share information when they believe the organization values their well-being.

In this study, POS does not significantly moderate the relationship between Psychological Ownership (PO) and Knowledge Sharing Behavior (KSB). However, as an independent variable, POS demonstrates a positive and significant impact on KSB, with robust *T*-value indications, reinforcing its role as a predictor rather than a moderator in the relationship between PO and KSB. This aligns with research by Hameed et al. [12], corroborating the notion that POS, more directly than as a moderating influence, facilitates the sharing of knowledge within the workplace.

6 Conclusion

This study contributes to the understanding of information sharing behavior within the United Tractors Group by investigating the moderating impact of perceived organizational support in the link between psychological ownership, organizational justice, and knowledge-sharing behavior. Using structural equation modeling (SEM) techniques and data from various organizational levels, the findings show that, while perceived organizational support does not significantly moderate this relationship, organizational justice, and psychological ownership both have a positive influence on knowledge-sharing behaviors. These findings highlight the need to encourage organizational justice and psychological ownership as measures for improving information sharing [7].

The study's findings have important managerial implications for firms, particularly those in the heavy equipment and mining sectors. To begin, it highlights the significance of creating a culture of fairness and equity within the firm in order to encourage employee knowledge sharing. Managers should prioritize activities that promote organizational justice, such as transparent decision-making processes and equitable resource allocation, in order to foster a culture of knowledge sharing. Second, the study emphasizes the importance of firms recognizing and nurturing their employees' feelings of psychological ownership. Managers can accomplish this by allowing employees to exercise autonomy, acquire skills, and participate in decision-making processes, empowering them to take ownership of their work and contribute to collaborative knowledge-sharing activities.

This study sheds light on information-sharing behavior inside the United Tractors Group, but more research is needed to examine other possibilities. First, future research might look into the significance of individual-level characteristics like personality traits and motivation in determining knowledge-sharing habits. Longitudinal research could also provide more insight into the long-term implications of organizational justice and psychological ownership on information sharing in dynamic business situations. Furthermore, comparison research across sectors or organizational contexts may provide useful insights into the findings' generalizability and reveal industry-specific factors influencing information-sharing practices.

This study has limitations that should be acknowledged. First, the study is based on cross-sectional data, which limits the capacity to draw causal inferences. Future studies with longitudinal designs could solve this problem by investigating changes in information-sharing behaviors over time. Furthermore, the study focuses solely on employees from the United Tractors Group's heavy equipment and mining sectors. As a result, the findings may have limited applicability to other industries or organizational environments. Future research could solve this restriction by performing comparative studies across industries or organizations. Finally, the study is based on self-reported data, which may be prone to response biases like social desirability or common method variance. Employing multi-source data-gathering methods or objective measures of information-sharing behaviors could help to address this constraint and improve the findings' validity.

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