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The impact of organizational justice and trust on knowledge sharing behaviour

Sabahattin Cetin¹, Merve Davarci¹, Ayhan Karakas¹¹ Bartin University, Bartin, Turkey

Abstract. The spread of knowledge sharing provides advantages to organizations in developing new solutions to problems along with a broader informational infrastructure. For this reason, it is important to know the factors affecting the knowledge sharing behaviour of individuals. The study examined the impact of employees' perceptions of organizational justice and trust on knowledge sharing behaviour. The theories of organizational justice, organizational trust and knowledge sharing behavior constitute the methodological framework of the research. Within the scope of the study, data were collected from 421 participants (68 managers and 353 employees) working in public and private sectors in Bartin province (Turkey), using survey method. Within the scope of the study, organizational justice is divided into four sub-dimensions (procedural, distributive, interpersonal, and informational), and the construct of trust includes two sub-dimensions – trust in the manager and in the organization as a whole. As a result of the study, while no significant relationship was found between procedural justice, distributive justice and knowledge sharing, it was found between interpersonal justice, informational justice and knowledge sharing. In addition, a positive and significant relationship was found between trust in the manager, trust in the organization and knowledge sharing behaviour. According to the findings, it is seen that organizational trust has an important role in the exhibition of knowledge sharing behaviour; as the level of trust in organizations increases, knowledge sharing behaviour is positively affected. At the same time, informational and interpersonal justice dimensions affect knowledge sharing behaviour more than distributive and procedural justice. It is emerging that organizations should give more importance to justice's informational and interpersonal dimensions.

Keywords: organizational justice; organizational trust; knowledge sharing behaviour; employees; organizational behaviour; Turkey.

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Влияние организационной справедливости и уровня доверия сотрудников на обмен знаниями

С. Четин¹, М. Даварчи¹, А. Каракас¹¹ Бартынский университет, г. Бартын, Турция

Аннотация. Практики обмена знаниями внутри компаний способствуют принятию эффективных бизнес-решений, а также расширяют границы информационной инфраструктуры организации. В связи с этим особую актуальность приобретает анализ факторов, обуславливающих поведение сотрудников при информационном взаимодействии. В статье исследуется, как восприятие организационной справедливости и доверия влияет на процесс обмена знаниями между коллегами. Методологический каркас работы составили концепции справедливости организационного взаимодействия, доверия и управления знаниями. Использовались методы моделирования структурными уравнениями и факторного анализа. Информационной основой послужили результаты опроса 421 респондента (68 менеджеров и 353 сотрудников), занятых в государственном и частном секторах экономики провинции Бартын (Турция). Применяемый в рамках исследования конструкт «организационная справедливость» образовали четыре подкатегории: процедурная, дистрибутивная, межличностная и информационная справедливость, а конструкт «доверие» – две: доверие менеджеру и организации в целом. Полученные результаты свидетельствуют об отсутствии значимой корреляции между процедурной и дистрибутивной справедливостью и обменом знаниями внутри компаний. В то же время обнаружена значимая взаимосвязь межличностной и информационной справедливости с обменом знаниями, а также положительная связь между показателями «доверие организации», «доверие менеджеру» и «обмен знаниями». Установлено, что усиление организационного доверия оказывает позитивное воздействие на поведение сотрудников при передаче опыта. Влияние межличностной и информационной справедливости на обмен знаниями более существенно в сравнении с процедурным и дистрибутивным измерениями. Авторами сделан вывод о том, что компании должны уделять больше внимания информационному и межличностному аспектам справедливости организационного взаимодействия.

Ключевые слова: организационная справедливость; организационное доверие; обмен знаниями; сотрудники; организационное поведение; Турция.

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INTRODUCTION

Organizational behaviour is the study of human attitudes and behaviours within organizations, such as organizational commitment, culture, justice, work ethics, change, aberrant behaviours, communication, employee silence and knowledge sharing. Organizational behaviour provides useful tools to help managers in dealing with individual and group behaviours by being applied to improve the effectiveness and productivity of an organization itself. Organizational behaviour practices aim to facilitate the achievement of the goals and objectives of an organization [Demir, 2011; George, Jones, 2002].

Many studies have been conducted to date on organizational behaviour issues. At the same time, studies on knowledge sharing behaviour within the field of organizational behaviour have been relatively less investigated than other subjects in that field [Hameed et al., 2019]. Organizational justice, personality and trust have generally been considered the antecedents of knowledge sharing behaviour, and studies have been conducted in this direction [Lin, 2007b; Usoro et al., 2007]. The aim of this research is to reveal the relationships between organizational justice, organizational trust and knowledge sharing behaviour. The question *"How do organizational justice and organizational trust affect knowledge sharing behaviour?"* was the source of inspiration for the study.

We aim to determine the effects of organizational justice and trust on knowledge sharing behaviour. Within the scope of the study, the concepts of organizational justice, trust and knowledge sharing behaviour are explained. The methodology section gives analysis and results related to the research. The research will contribute to the literature in several ways. It presents proving information on the level and antecedents of knowledge sharing behaviour of Turkish employees. In this way, we will get the opportunity to have information on which practices to use to increase the knowledge sharing behaviour. Secondly, we will be able to observe the relations between organizational justice and trust and the impact of organizational justice on trust.

LITERATURE REVIEW

Organizational justice. Organizational justice is considered a basic requirement for the functioning of organizations and the satisfaction of people working within organizations [Greenberg, 1990]. Organizational justice is the perception of employees in relation to the fair distribution of rewards and resources in the workplace [Cropanzano et al., 2001; Notz, Starke, 1987]. It is based on the Equity Theory by John Adams. According to Adams, individuals constantly compare their positions to the other employees working in the same position as them. As a result of this comparison, they assume an attitude towards the organization [Greenberg, 1990]. Organizational justice is generally examined under three dimensions: distributive, procedural and interactional justice [Colquitt, 2001]. In or-

ganizations, distributive justice is secured when rewards and resources are distributed fairly; procedural justice is secured when decision-making processes are fair; and interactional justice is secured when managers treat employees with respect and dignity [Ibragimova et al., 2012].

Distributive justice is regarded as all kinds of gains such as duties, wages, bonuses, goods, awards, penalties, promotions, and other social rights being distributed equally among the employees. Procedural justice examines the reaction of individuals to the processes in decision-making within organizations and can be a tool to control the functioning system of organizations. The managers were acting honestly, courteously, and respectfully towards those affected by the decisions while making decisions, giving them feedback as well as stating the reasons for the decisions they take, indicating interactional justice [Paşamehmetoğlu, Yeloğlu, 2015].

In his study, Greenberg [1993] added new dimensions to the perception of justice and divided interactional justice into two dimensions: interpersonal (related to the interpersonal attitudes and distributive justice in relation to the extent to which those, who set the achievements, show kindness, dignity and respect to employees), and informational (related to the distribution of achievements, to procedural justice and to how much information and explanations are given to employees regarding the processes) [Greenberg, 1993; Robinson, 2004]. According to Greenberg [1993], the impacts of these two perceptions of justice differ from each other. Perception of interpersonal justice is primarily related to reactions given to outcomes. Emotionality may cause individuals to feel more positive about undesired outcomes. Since the explanations about the decision process contain information to evaluate the structural aspect of the process, informational justice affects the reactions to the process itself [Colquitt, 2001]. In this study, informational justice was regarded as the fourth dimension.

Trust. Trust is the emotional state where one party considers the other party helpful, reliable, competent, honest, and open and does not feel the need to defend against the other party [Hoy, Tarter, 2004]. Trust emerges as a result of organizational justice, and it is one of the prerequisites for organizations to become both effective and competitive [Bidarian, Jafari, 2012]. Also, trust emerges as a result of experiences and interactions, and it is a substantial part of interpersonal relations, which is a mutual process between mid-level and top managers and employees within organizations. Organizational trust affects organizational justice. Employees, who trust the organization, have higher job satisfaction, organizational commitment, and organizational performance, with less intention to quit [Hoy, Tarter, 2004]. In order to refer to trust within an organization, it is necessary to have the concepts of vulnerability in mutual relationships, helpfulness, reliability, competence as well as openness and

honesty in knowledge sharing. Trust is regarded as both behaviour and a belief [Cummings, Bromiley, 1996].

Trust is classified as trust in the organization and trust in the manager (supervisor) [Nyhan, Marlowe, 1997]. The ability of an organization to gain long-term success is expressed with the element of trust to be formed between the employees and teams in the organization [Özyılmaz, 2010, p. 12]. At this point, the concept of trust in the organization is defined as the perceived reliability of the employees towards the organization [Eren, 2014]. Trust in the organization is a very important issue for workers and managers as it positively affects the organizational climate and performance. If the organization does not reward its employees with fair wages or does not see their employees' contributions to the organization, the trust of the employees in the organization may change [Görmezoğlu Gökçen, 2019]. In case the desired environment of trust does not occur in an organization, it will be difficult for it to reach its objectives [Parlak, 2018, p. 27].

Trust in the manager is a significant point in ensuring the environment of trust within the organization. In particular, the behaviours that have priority in determining trust are the manager's openness to communication and supportive behaviours. The degree of perceived fit between behavioural integrity and accepted values is critical to the development of employee trust in their managers [Görmezoğlu Gökçen, 2019]. To trust the managers, employees should feel that their managers are taking them seriously and considering them valuable [İslamoğlu, Birsal, Börü, 2007, pp. 31–32]. In sum, what is expected from managers is being fair, obeying the rules, showing goodwill and exhibiting behaviours in compliance with ethical principles [Erdem, 2003, p. 168]. Employees observing such behaviours in their managers are to work more efficiently, more committed to their organizations and more in harmony with their colleagues.

Knowledge sharing behaviour. There are two types of knowledge in organizations, explicit and tacit knowledge. Explicit knowledge is the knowledge that is formally and systematically collected, clearly expressed, and made available to the environment through information processing. At the same time, tacit knowledge is knowledge embedded in the action experience, idea, or a particular situation. Implicit knowledge can be classified as cognitive and technical; also, it can be acquired with the team [Göksel, Aydınlan, Bingöl, 2010].

In the process of producing goods and services, organizations act by integrating the knowledge of individuals and groups within that organization. The key to knowledge management is the sharing and reproduction of knowledge as well as its cumulative increase. In order to develop the basic skills of the businesses, it is necessary for the experts in their fields to share their knowledge with other employees so that they can become competitive [Gupta, Govindarajan, 2000]. Knowledge sharing is a process that involves exchanging knowledge with col-

leagues in order to enable them to acquire and use that knowledge [Ipe, 2003].

There are five factors affecting the success of knowledge sharing. These are the relationship between the source and the receiver, the process and place of knowledge, the learning tendency of the receiver, the knowledge sharing ability of individuals, and the environment where knowledge sharing takes place [Cummings, 2003].

Changing the knowledge sharing behaviour of individuals is seen as an important issue for businesses [Lin, 2007b; Ruggles, 1998]. Knowledge sharing is on a voluntary basis [Yang, 2007] and includes the mutual exchange of knowledge and support between employees. Knowledge sharing differs from information since it is mutual. Information refers to a one-way flow of data. Knowledge management should be viewed as a strategic element by the managers in businesses, and it is necessary to create a technological infrastructure for knowledge generation, storage, information access, knowledge sharing and use within the institution and to provide an organizational trust environment [Öneren, Çiftçi, Harman, 2016]. Through knowledge sharing, tacit knowledge has economic and competitive value, enables the development of informal learning, prevents waste of resources by showing the best practices in the organization and provides motivation, job satisfaction, as well as positive interaction [Peltokorpi, 2006].

Organizational justice, trust and knowledge sharing behaviour. There is a positive and high-level correlation between organizational justice and organizational trust. Organizational justice also positively affects employees' trust in organizations [Bidarian, Jafari, 2012; Demir, 2011; İşcan, Sayin, 2010]. Among different types of organizational justice and trust in the organization, procedural justice and distributive justice are viewed as the precursors of trust [Hubbell, Chory-Assad, 2005]. In studies where the relationships between organizational justice, organizational trust and organizational citizenship behaviours are analysed, a positive relationship is observed between these three variables [Polat, Ceep, 2008].

H1: Procedural justice affects the trust in the manager positively and significantly.

H2: Distributive justice affects the trust in the manager positively and significantly.

H3: Interpersonal justice affects the trust in the manager positively and significantly.

H4: Informational justice affects the trust in the manager positively and significantly.

H5: Procedural justice affects the trust in the institution positively and significantly.

H6: Distributive justice affects the trust in the institution positively and significantly.

H7: Interpersonal justice affects the trust in the institution positively and significantly.

H8: Informational justice affects the trust in the institution positively and significantly.

There are various studies conducted showing that organizational justice is a precursor of knowledge sharing behaviour [Cabrera, Cabrera, 2005; Fang, Chiu, 2010; Yeşil, Dereli, 2013]. Cabrera and Cabrera [2005] state that several factors support and encourage knowledge sharing behaviour among employees. These factors comprise perceived support, culture, and procedural justice transcending the traditional human resource practices. Based on this idea, Cabrera and Cabrera [2005] use the term "human management practices" in order to talk about modernity and the importance of these factors. Flood et al. [2001] examine the relationship between justice and knowledge sharing among the information workers in the high technology and financial services industries. The results reveal that perceived equality leads employees to feel obliged to share knowledge and contribute to the organization. Fang and Chiu [2010] state that the inclusion of four different dimensions of justice (distributive justice, procedural justice, interpersonal justice, and informational justice) results in a more descriptive model that can better illustrate the intention to maintain knowledge sharing among individuals in virtual communities. According to Bartol and Srivastava [2002], justice is perceived during processes and procedures related to the allocation and distribution of resources; that is, procedural justice makes employees feel that the organization values employees, and thus, it gets easier for employees to share knowledge with their colleagues. In a study conducted by Lin [2007a], it is revealed that there is an indirect impact between the dimensions of justice and knowledge sharing behaviour among colleagues. The results indicate that distributive justice, procedural justice, and collaboration affect implicit knowledge sharing indirectly through organizational commitment. In addition, distributive justice indirectly affects implicit knowledge sharing behaviour through trust put in colleagues. In their study, Schepers and Van Den Berg [2007] state that there are positive relations between procedural justice and knowledge sharing among employees. Yesil and Dereli [2013] also analysed the relations between the three dimensions of organizational justice and knowledge sharing behaviour. The results show that procedural justice and interactional justice are positively correlated with knowledge sharing behaviour. However, the hypothesis between distributive justice and knowledge sharing behaviour is not supported in their study. Based on the above literature research, the following were hypothesized within the scope of the study:

H9: Procedural justice affects knowledge sharing behaviour positively and significantly.

H10: Distributive justice affects knowledge sharing behaviour positively and significantly.

H11: Interpersonal justice affects knowledge sharing behaviour positively and significantly.

H12: Informational justice affects knowledge sharing behaviour positively and significantly.

Trust comes to the fore in organizations with mutual dependence. In the modern business approach, it is not possible for the employees to do the work they do alone. In this context, the element of trust becomes prominent. When employees feel they are in a safe organization, it becomes easier for them to share knowledge and make use of each other's experiences. Once the environment of trust becomes negative, knowledge sharing behaviour decreases [Sezgin, Uçar, Duygulu, 2015].

Dyer and Chu [2003] examined trust and knowledge sharing behaviour between suppliers and buyers, and the result was that suppliers tended to share more information if they trusted buyers. Abrams et al. [2003] obtained findings supporting the idea that trust enabled effective knowledge sharing in social networks. McEvily, Perrone and Zaheer [2003] studied trust within the organizational framework and found that there was a positive relationship between organizational trust and knowledge sharing behaviour. In a study conducted by Chowdhury [2005], it is stated that affection-based trust has a positive impact on complex knowledge sharing. Due to the similarities between affection-based trust and identification-based trust, Hsu et al. [2007] examined the relationships between identification-based trust and knowledge sharing behaviour in professional virtual communities and stated that there was a positive relationship between trust and knowledge sharing behaviour. Bartol and Srivastava [2002] clearly express that trust is considered a key activator in relation to knowledge sharing through informal interactions. This study indicates that organizational trust helps individuals to engage in positive social behaviours such as knowledge sharing behaviour.

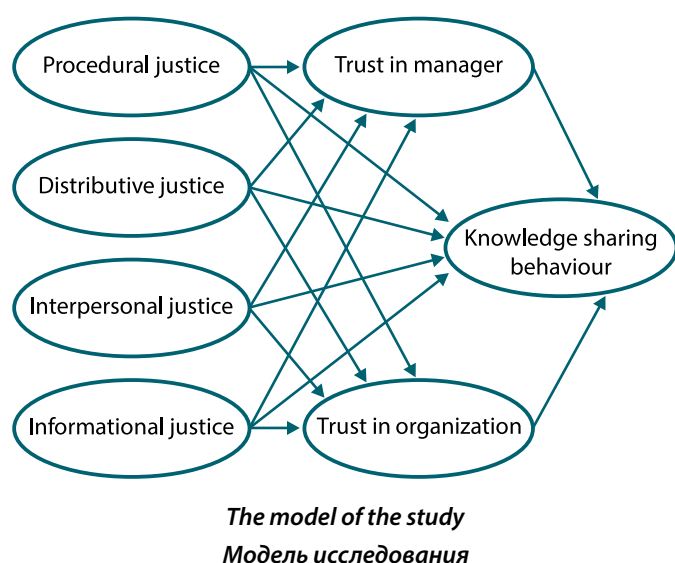
Al-Alawi, Al-Marzooqi and Mohammed [2007] presented that information systems, rewards, communication, and trust were the antecedents of knowledge sharing behaviour. The findings of the study show that trust in colleagues positively affects knowledge sharing in organizations. Chiu, Hsu and Wang [2006] argue that trust is positively related to the quantity and quality of knowledge sharing. The results indicated that only the quality of knowledge sharing is positively correlated with trust. When employees trust each other, they may be more willing to share knowledge within themselves. Trust leads to cooperative behaviour among employees [Nahapiet, Ghoshal, 1998], which is a must for knowledge sharing [Szulanski, Cappetta, Jensen, 2004]. In a study conducted by Fang and Chiu [2010], it is stated that both trust in members and trust in management positively impact knowledge sharing behaviour. On the other hand, Casimir, Lee and Loon [2012] state that trust has a more significant function in social transactions than in economic ones. Since trust is a social transaction based on this idea, it encourages knowledge sharing behaviour between individuals [Montoro-Sánchez, Ribeiro Soriano, 2011]. Rutten, Blass-Franken and Martin [2016] examined the relations between trust and knowledge sharing by comparing the

high and low levels of trust among employees. As expected, a low level of trust in a colleague led to significantly lower levels of knowledge sharing compared to a high level of trust. In a similar way, Razmerita, Kirchner and Nielsen [2016] state that the limitation of knowledge sharing is based on a lack of trust, time, and behaviour change. Taking the above-mentioned relations between trust and knowledge sharing behaviour into consideration, the hypotheses of the study are as follows.

H13: Trust in the manager has a positive and significant impact on knowledge sharing behaviour.

H14: Informational justice has a positive and significant impact on knowledge sharing behaviour.

According to the above-mentioned hypotheses, the model of the study looks as in Figure.



METHODOLOGY OF THE STUDY

Sampling, data collection and evaluation technique.

The research is a quantitative study conducted in the survey model. 421 people working in public and private sectors in Bartın province (Turkey) were reached by collecting data electronically by using the convenience sampling method. In the study, scales, of which validity and reliability had been tested beforehand, were used to collect data. An electronic questionnaire was created by adding demographic information as well.

The organizational justice scale consisting of 20 four-dimensional statements developed by Colquitt [2001] and translated into Turkish by Özmen, Arbak and Süral Özder [2007] was used. Whereas, for organizational trust, a two-dimensional scale consisting of twelve statements developed by Nyhan and Marlowe [1997] and translated into Turkish by Görmezoğlu Gökçen [2019] was used. A one-dimensional scale consisting of 7 statements developed by van den Hooff, Schouten and Simonovski [2012] and translated into Turkish by some authors was used to measure knowledge sharing behaviour. However, one statement was excluded from the analysis due to the low

factor load (0.21). The results of the confirmatory factor analysis of the scales are given below.

In this section of the study, information regarding the demographic characteristics of the respondents participating in the study, the confirmatory factor analysis of the variables examined within the context of the study, as well as the validity and reliability analyses of the scales used in the study are included. Structural equation modelling was used to test the hypotheses of the study after the analysis. Table 1 shows the demographic characteristics of the participants of the study.

Table 1 – Descriptive statistics
Таблица 1 – Дескриптивная статистика

Indicators		n	%
Gender	Male	237	56.3
	Female	184	43.7
Marital status	Married	145	34.4
	Single	276	65.5
Age	18–25	114	27.1
	26–35	215	51.1
	36–44	73	17.3
	45–54	15	3.6
	55 and above	4	1.0
Education level	Elementary education	2	0.5
	High school	13	3.1
	Associate degree	17	4.0
	Bachelor's degree	220	52.3
	Postgraduate	169	40.1
Sector of the institution	Public	180	42.8
	Private	241	57.2
Position	Employee	353	83.8
	Manager	68	16.2
Experience	1–5 years	209	49.6
	6–10 years	102	13.5
	11–15 years	57	7.8
	16–20 years	33	4.8
	21 years and above	20	24.2

When the demographic characteristics of the participants included in the study are examined within the scope of the data given in Table 1, it is seen that 56.3 % of the participants are male, and 43.7 % are female. Also, 34.4 % of the participants are married, and 65.5 % are single. It is also observed that the majority of the participants are the ages between 26 and 35 (51.1 %), 18 and 25 (27.1 %), 36 and 44 (17.3 %), 45 and 54 (3.6 %), and 55 years and above (1.0 %). 52.3 % of the respondents have an undergradu-

ate education level. Their education levels are graduates (40.1 %), associate degree (4.0 %), secondary education (3.1 %), and primary education (0.5 %). While 42.8 % of the participants work in public institutions, 57.2 % work in private institutions. According to the distribution of the respondents in terms of their positions, it is seen that 83.8 % are employees and 16.2 % are managers. In addition, it is noteworthy that 73.4 % of the participants have working periods between 1 to 5 years. The current working period of the participants is 6 to 10 years (16.9 %), 11 to 15 years (5.2 %), 16 to 20 years (1.9 %), and 21 years and above (2.6 %). According to Table 1, 49.6 % of the participants have 1 to 5 years of professional experience. This is followed by 21 years and above (24.2 %), 6 to 10 years (13.5 %), 11 to 15 years (7.8 %), and 16 to 20 years (4.8 %).

RESEARCH RESULTS

Confirmatory factor analysis. According to the confirmatory factor analysis results (Table 2), the fact that the χ^2 value of the organizational justice dimension is less than 3 shows that the model is coherent. GFI is observed to be above 0.85, which is acceptable. It is also observed that AGFI takes a value between 0 and 1 and that it is acceptable. Similarly, NFI is above 0.90, which is acceptable. It is seen that the TLI is over 0.90 and is coherent. The fact that RMSEA is close to 0.08 indicates that the value is in an acceptable coherence [Çelik, Karakaş, 2021].

The fact that the χ^2 value of the organizational trust dimension is greater than 3 indicates that the model is acceptable. GFI is observed to be above 0.90, which is acceptable. Also, AGFI is observed to be taking the values of 0.906, and it is coherent. The fact that NFI is above 0.95 indicates a perfect coherence. It is also seen that the TLI has a value above 0.95 and indicates perfect coherence. The fact that RMSEA is close to 0.08 indicates that the value is in an acceptable coherence [Çelik, Taş, 2021].

The fact that the χ^2 value of the knowledge sharing dimension is less than 3 indicates that the model is coherent. GFI is observed to be above 0.90, which is acceptable. Also, AGFI is observed to be taking values above 0.90, and it is coherent. It is also seen that the NFI has a value above 0.95 and has a perfect coherence. It is seen that the TLI has a value above 0.95 and has perfect coherence. The fact that RMSEA is close to 0.08 indicates that the value is in an acceptable coherence [Çetin, Fidan, 2017].

Validity and reliability analysis. The scales used in the study and the factor loads, composite reliability (CR), average variance extracted (AVE) and Cronbach's Alpha (α) values of these scales' sub-dimensions are given in Table 3. When the factor loads of the variables are examined, the factor loads of all the variables used are seen to be at a sufficient level [Şencan, Fidan, 2020]. Thus, it can be said that all items show good construct validity [Fornell, Larcker, 1981]. According to the CR test results, the values

Table 2 – Results of factor analysis
Таблица 2 – Результаты факторного анализа

Dimensions	χ^2/df	GFI	AGFI	NFI	TLI	CFI	RMSEA
Organizational justice	2.962	0.899	0.867	0.930	0.943	0.952	0.068
Organizational trust	3.141	0.940	0.906	0.969	0.972	0.979	0.071
Knowledge sharing behaviour	2.912	0.989	0.953	0.990	0.981	0.994	0.067

Table 3 – Factor loads, CR, AVE and (α) values
Таблица 3 – Факторные нагрузки, композитная надежность (CR), средняя объясненная дисперсия (AVE) и значения коэффициента альфа Кронбаха (α)

Dimensions	Items	Factor loads	Cronbach Alfa (α)	CR	AVE
Procedural justice (PJ)	PJ7	0.805	0.879	0.878	0.510
	PJ6	0.556			
	PJ5	0.771			
	PJ4	0.713			
	PJ3	0.802			
	PJ2	0.664			
	PJ1	0.652			
Distributive justice (DJ)	DJ4	0.747	0.886	0.889	0.667
	DJ3	0.827			
	DJ2	0.853			
	DJ1	0.835			
Interpersonal justice (IPJ)	IPJ3	0.932	0.920	0.924	0.803
	IPJ2	0.858			
	IPJ1	0.896			

Dimensions	Items	Factor loads	Cronbach Alfa (α)	CR	AVE
Informational justice (IJ)	IJ5	0.821	0.923	0.926	0.715
	IJ4	0.853			
	IJ3	0.868			
	IJ2	0.856			
	IJ1	0.829			
Trust in manager (TM)	TM8	0.896	0.954	0.954	0.723
	TM7	0.891			
	TM6	0.865			
	TM5	0.888			
	TM4	0.851			
	TM3	0.619			
	TM2	0.892			
	TM1	0.865			
Trust in organization (TO)	TO4	0.833	0.913	0.904	0.704
	TO3	0.797			
	TO2	0.922			
	TO1	0.797			
Knowledge sharing behaviour (KSB)	KSB6	0.616	0.867	0.845	0.493
	KSB5	0.559			
	KSB4	0.512			
	KSB3	0.536			
	KSB2	0.931			
	KSB1	0.923			

of the variables vary between 0.845 and 0.954. However, this value must be greater than 0.70. When the AVE values of the variables are examined, it is seen that these values vary between 0.493 and 0.803, whereas this value should also be greater than 0.50 [Hair et al., 1998, p. 612]. The AVE value of knowledge sharing behaviour seems to be low. However, due to the fact that the CR value is greater than the AVE value and the Cronbach's Alpha value, it can be said that the variable provides internal consistency. It is seen that the alpha values vary between 0.867 and 0.954. However, these values are desired to be greater than 0.70 [Altunışık et al., 2012, p. 126]. According to the results,

it can be stated that the internal structure consistency of the variables is ensured.

Correlation analysis. According to the results of the correlation analysis (Table 4), significant and positive correlations are found between all variables ($p < 0.05$ and $p < 0.01$). In terms of relationship strength, it is seen that the strongest relationship is between trust in the manager and informational justice ($r = 0.836$; $p < 0.01$). Once again, in terms of relationship strength, it is striking that the weakest relationship is between knowledge sharing and distributive justice ($r = 0.337$; $p < 0.01$).

Table 4 – Results of correlation analysis
Таблица 4 – Результаты корреляционного анализа

Dimensions	Mean	Std. deviation	Procedural justice	Distributive justice	Interpersonal justice	Informational justice	Trust in manager	Trust in organization
Procedural justice	3.71	0.86	1					
Distributive justice	3.63	1.09	0.725**					
Interpersonal justice	4.05	1.02	0.540**	0.453**				
Informational justice	3.74	1.07	0.612**	0.548**	0.775**			
Trust in manager	3.75	1.05	0.627**	0.536**	0.697**	0.836**		
Trust in organization	3.54	1.14	0.672**	0.559**	0.674**	0.713**	0.769**	
Knowledge sharing behaviour	4.23	0.72	0.411**	0.337**	0.525**	0.515**	0.448**	0.491**

Note: * $p < 0.05$, ** $p < 0.01$.

Results of structural equation model (SEM). The fit indices of the study and the testing of the hypotheses created within the context of the study model are given in Table 5.

Table 5 – Research model fit indices

Таблица 5 – Индексы соответствия в модели исследования

Model fit indices	Results	Acceptable value
χ^2/df	2.335	$\leq 5,0$
GFI	0.847	≥ 0.8
AGFI	0.822	≥ 0.8
NFI	0.901	≥ 0.9
TLI	0.935	≥ 0.9
CFI	0.941	≥ 0.9
RMSEA	0.056	≤ 0.8

Table 6 shows the relationships as well as the explanatory and significance levels of all variables within the research model.

In accordance with the results obtained from the analysis, it was found that procedural justice significantly affected trust in the manager (0.296; $p < 0.001$) and the first hypothesis of the study (H1) was accepted. It was found that distributive justice did not have a significant impact on the variable of trust in the manager (-0.109 ; $p > 0.05$), and thus the second hypothesis of the study (H2) was rejected. Also, the third hypothesis of the study (H3) was rejected because it was found that interpersonal justice did not have a significant impact on the variable of trust in the manager (-0.053 ; $p > 0.05$). It was seen that informational justice had a significant and high impact on the trust in the manager variable (0.846; $p < 0.001$), and the fourth hypothesis of the study (H4) was accepted.

In addition, it was observed that procedural justice had a significant impact on the variable of trust in the institution (0.435; $p < 0.001$) and the fifth hypothesis of the study (H5) was accepted. Whereas distributive justice was found not to have a significant impact on the variable of trust in the institution (-0.066 ; $p > 0.05$), and thus the sixth hypothesis of the study (H6) was rejected. It was found that interpersonal justice had a significant impact on the variable of trust in the institution (0.189; $p < 0.001$), and the seventh hypothesis of the study (H7) was accepted. It was also seen that informational justice had a significant impact on the variable of trust in the institution (0.448; $p < 0.001$), and the eighth hypothesis of the study (H8) was accepted.

It was found that procedural justice did not have a significant impact on knowledge sharing behaviour (0.074; $p > 0.05$), and thus the ninth hypothesis of the study (H9) was rejected. Similarly, distributive justice was found not to have a significant impact on knowledge sharing behaviour (-0.029 ; $p > 0.05$), and the tenth hypothesis of the study (H10) was rejected. At the same time, interpersonal justice was found to have a significant impact on knowledge sharing behaviour (0.126; $p < 0.05$), so the eleventh hypothesis of the study was accepted (H11). Similarly, informational justice was also found to have a significant impact on knowledge sharing behaviour (0.312; $p < 0.05$), and the twelfth hypothesis of the study was accepted (H12).

Trust in the manager was observed to have a significant impact on the knowledge sharing behaviour (0.218; $p < 0.05$), and thus the thirteenth hypothesis of the study (H13) was accepted. Similarly, it was found that trust in the institution had a significant impact on knowledge sharing behaviour (0.176; $p < 0.05$), and the fourteenth hypothesis of the study (H14) was accepted.

Table 6 – SEM results

Таблица 6 – Результаты моделирования структурными уравнениями (SEM)

Interaction		Std. reg. coefficient	Std. error	P	Result	
Trust in manager	←	Procedural justice	0.296	0.075	0.000	Accepted
		Distributive justice	-0.109	0.062	0.080	Rejected
		Interpersonal justice	-0.053	0.058	0.360	Rejected
		Informational justice	0.846	0.055	0.000	Accepted
Trust in organization	←	Procedural justice	0.435	0.059	0.000	Accepted
		Distributive justice	-0.066	0.077	0.393	Rejected
		Interpersonal justice	0.189	0.069	0.007	Accepted
		Informational justice	0.448	0.081	0.000	Accepted
Knowledge sharing behaviour	←	Procedural justice	0.074	0.097	0.447	Rejected
		Distributive justice	-0.029	0.070	0.676	Rejected
		Interpersonal justice	0.126	0.062	0.041	Accepted
		Informational justice	0.312	0.111	0.005	Accepted
		Trust in manager	0.218	0.079	0.006	Accepted
		Trust in organization	0.176	0.056	0.002	Accepted

DISCUSSION AND CONCLUSION

In this study, we examined how the employees' perceptions of organizational justice and trust affected knowledge sharing behaviour. According to the research results, while a positive and significant relationship was found between procedural justice, informational justice and trust in the manager, no significant relationship was found between distributive justice, interpersonal justice, and trust in the manager. A positive and significant relationship was found between procedural justice, interpersonal justice, informational justice, and trust in the institution. No significant relationship was found between distributive justice and trust in the institution, as well as procedural justice, distributive justice, and knowledge sharing. On the other hand, a positive and significant relationship was found between interpersonal justice, informational justice and knowledge sharing, as well as between trust in the manager, trust in the institution and knowledge sharing.

Regarding other studies in the literature on examining the relationship between organizational justice and organizational trust, Hubbell and Chory-Assad [2005] concluded that distributive justice only predicted trust in the manager, while procedural justice affected trust in the manager and the institution to a large extent. In the study, no positive and significant relationship was found between distributive justice and trust in the manager. However, procedural (process) justice was found to be affecting both trust in the manager and trust in the institution. A similar result was obtained in this study. According to İşcan and Sayin [2010], Polat and Celep [2008], Bidarian and Jafari [2012], and Külekçi Akyavuz [2017], it affects both organizational justice and organizational trust. Demirkaya and Kandemir [2014] concluded that organizational justice was effective on trust. However, once they examined the relationship between the sub-dimensions of organizational justice and trust, they could not obtain significant results. According to the study results, it was found that procedural justice and informational justice had a positive relationship with both trusts in the manager and trust in the institution, whereas interpersonal justice had a positive relationship only with trust in the institution, and the study was underpinned at one point. No positive and significant relationship was found between distributive justice, trust in the manager and trust in the institution. In addition, no positive and significant relationship was found between interpersonal justice and trust in the manager. DeConinck [2010] concluded that there was a positive and significant relationship between procedural justice, distributive justice, and organizational trust. The study concluded that there was a significant and positive relationship between the organizational trust dimensions of procedural justice, and thus the study was underpinned. No significant and positive relationship was found between distributive justice and the dimensions of or-

ganizational trust. Practices such as rewards, penalties, bonuses and promotions, which will be implemented by the managers equitably, will have a positive impact on distributive justice while keeping employee interests at the forefront; using the right procedures during the decisions to be taken will positively affect procedural justice, and being respectful, sensitive and polite to the employees within the organization as well as making necessary explanations in a timely manner will positively affect interactive (interpersonal – informational) justice. When employees feel a sense of justice towards their organization, the level of their trust in the organization will increase. In case employees describe their organization as unjust, their level of trust in the organization will decrease.

In studies conducted to examine the relationship between organizational justice and knowledge sharing, different results have been obtained. İmamoglu et al. [2019], Amirhasani, Ghorbani and Zahdi [2020], and Jnaneswar and Ranjit [2020] stated that organizational justice affected knowledge sharing. On the other hand, Carman [2016] concluded that procedural justice had a positive impact on knowledge sharing, while distributive justice and interactional (interpersonal-informational) justice did not have so. Lin and Shin [2021] concluded that distributive justice and interactional (interpersonal-informational) justice had an impact on knowledge sharing, whereas procedural (process) justice did not have so. It can be said that the results obtained support the results in the literature to a certain extent. However, different results were obtained in this study as well. It is important to transfer objective information on the fair distribution of rewards and penalties in order to reinforce the employees' belief in the objectivity of these practices to be received by the employees depending on their performance. The fact that the information given to them regarding the gains and penalties is overlapping will strengthen the organizational justice perceptions of the employees. Furthermore, the inclusion of employees in the resource distribution processes as well as transferring the necessary information about the subject will positively affect the employees' perception of justice. In organizations where organizational justice is dominant, communication between employees will be strengthened, and thus knowledge sharing will increase among employees.

In other studies on the relationship between organizational trust and knowledge sharing [Samadi et al., 2015; Ouakouak, Ouedraogo, 2018; Shateri, Hayat, 2020; Rachmania, Mauludin, 2021], organizational trust is stated to be affecting knowledge sharing behaviour. Similar results were obtained in this study. Creating and maintaining the perception of trust within the organization is of importance for the organization itself. In order to ensure knowledge sharing between employees, managers and institutions, a sense of trust and transparency should be

adopted in management. Knowledge sharing includes the voluntary participation of employees. Therefore, the level of trust between individuals is a prominent factor in knowledge sharing behaviour. A higher level of trust in organizations will increase the knowledge sharing behaviour among employees. When employees feel an environment of trust in the organization, they will be able to freely share their feelings and thoughts to express themselves in a better way. Along with this, employees will have the chance to learn together. ■

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