

Impact of Social Interaction and Knowledge Management on Job Satisfaction Mediated by Organizational Citizenship Behavior

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Abstract

This study aims to analyze the influence of social interaction and knowledge management on job satisfaction, with Organizational Citizenship Behavior (OCB) as a mediating variable among employees of BCA Bank in East Java in 2024. The research employs a quantitative approach, using primary data collected through an online questionnaire from 99 respondents. Data analysis was conducted using Partial Least Squares (PLS) to examine the relationships between variables. The findings reveal that social interaction has a significant direct effect on job satisfaction, underscoring the importance of communication and collaboration among employees in fostering a positive work environment. Conversely, knowledge management does not exhibit a significant impact on job satisfaction, either directly or indirectly through OCB, indicating that the knowledge management strategies currently implemented are suboptimal. Furthermore, OCB fails to mediate the relationship between social interaction and knowledge management with job satisfaction. The conclusion of this study highlights the importance of adopting a more strategic approach focused on strengthening social interactions and optimizing knowledge management to enhance job satisfaction. This research offers practical implications for human resource management to cultivate a more collaborative work culture and support OCB behavior, ultimately improving employee productivity and overall well-being.

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1. Introduction

Human Resources (HR) are one of the key assets that cannot be replaced within an organization (Dessler, 2020). HR plays a critical role in determining the operational success of a company, both in terms of effectiveness and efficiency. The quality of an organization's human resources significantly influences its ability to compete in an increasingly competitive market (Avey et al., 2011). In this context, managing HR has become a major challenge, especially in the digital era characterized by rapid technological changes, evolving market demands, and shifting work patterns (Nonaka & Takeuchi, 2019). The digital era has transformed many aspects of organizational management, including HR management. Companies are not only required to compete through technology but also to create a work environment that supports maximum employee performance. In this regard, workplace social interaction and knowledge management have become crucial factors in enhancing employee productivity and creating a positive work environment (Robbins & Judge, 2018). These two aspects not only support work efficiency but also contribute significantly to employee job satisfaction (Lee & Chang, 2022).

Workplace social interaction plays a vital role in building harmonious relationships among employees. In complex organizations, effective social interaction fosters communication, teamwork, and coordination across departments (Paredes-Saavedra et al., 2024). This, in turn,

promotes a conducive work environment. Moreover, social interaction can enhance employees' sense of belonging, motivating them to contribute their best to the organization (Fanggidae, 2019). Meanwhile, knowledge management has become a primary focus in modern management (Davenport, 1998). Knowledge management involves the processes of creating, storing, and distributing knowledge within an organization (Wang & Noe, 2010). In the digital era, knowledge is a critical resource that can provide a competitive advantage to organizations (Torres et al., 2018). By effectively managing knowledge, companies can boost innovation, productivity, and market competitiveness. Additionally, knowledge management helps employees improve their competencies, enabling them to work more efficiently and productively (Azeem et al., 2021).

In the HR context, social interaction and knowledge management are interconnected. Positive social interactions facilitate the transfer of knowledge among employees. Conversely, effective knowledge management encourages employees to engage in social interactions and share information. The combination of these two aspects can create a collaborative, innovative, and supportive work environment that enhances job satisfaction (Bock & Kim, 2002). Organizational Citizenship Behavior (OCB) is another critical factor in HR management (Kumari & Thapliyal, 2017). OCB refers to voluntary employee behaviors that go beyond formal job requirements. These behaviors include helping coworkers, maintaining team harmony, and contributing extra effort to support organizational goals (Podsakoff et al., 2018). OCB is often considered an important indicator of employee job satisfaction and organizational culture health (Nurjanah et al., 2020). In relation to social interaction and knowledge management, OCB acts as a catalyst, strengthening the relationship between these variables and employee job satisfaction. For example, positive social interactions encourage employees to exhibit OCB more frequently (Pooja et al., 2016). Similarly, effective knowledge management fosters a knowledge-sharing culture where employees feel valued and supported, leading them to demonstrate OCB (Tuan, 2017).

Bank Central Asia (BCA) is one of the largest banks in Indonesia, continuously striving to maintain the stability and quality of its human resources. As a leading bank supporting the national economy, BCA plays a significant role in providing high-quality financial services. According to Law No. 10 of 1998 on Banking, banks have a substantial responsibility to collect and distribute funds from the public to support national economic growth. To fulfill this role, BCA relies not only on technological and financial product innovation but also on effective HR management. BCA's work culture reflects its commitment to creating an inclusive work environment that supports employee development. One of its approaches is implementing the "One BCA" culture, emphasizing collaboration, solidarity, and work-life balance. Additionally, BCA has HR development programs aimed at enhancing employee competencies and job satisfaction.

This phenomenon forms the background of a study on the influence of social interaction and knowledge management on job satisfaction, with OCB as a mediating variable. The study aims to analyze how these two main variables affect employee job satisfaction at BCA in East Java. Using a quantitative approach, this research measures the relationships among the variables and provides insights into strategies to improve employee job satisfaction (Jackson & Smith, 2022). The findings are expected to contribute to HR management at BCA, particularly in developing programs focused on managing social interactions and knowledge management. This will enable BCA to maintain HR stability and quality while enhancing employee job satisfaction to support sustainable operational success (Park et al., 2023).

Theoretical Framework

Human Resource Management (HRM) is a strategic process aimed at optimizing the potential of individuals within an organization. According to Dessler (2020), HRM encompasses the planning, management, and development of employees to achieve organizational goals. In the evolving business landscape, the role of HRM extends to managing interpersonal dynamics, including social interactions, knowledge management, and fostering a work culture that supports Organizational Citizenship Behavior (OCB). Effective HRM not only drives productivity but also creates job satisfaction, a critical element of organizational success.

Social interaction is a dynamic process through which individuals or groups influence each other. Folger et al. (2021) emphasizes that social interaction involves communication, social networks, cooperation, and conflict resolution within organizations. Factors such as trust, effective communication, and collaboration are crucial in creating a conducive work environment. Research indicates that positive social interactions improve interpersonal relationships, build mutual trust, and enhance employee engagement (Fanggidae, 2019). Moreover, robust interactions can foster OCB, where employees are willing to exceed formal job responsibilities for the organization's success.

Knowledge management refers to the strategic approach to creating, storing, and disseminating knowledge within an organization. Nonaka and Takeuchi (2019) argue that knowledge management is a critical element in driving innovation and improving performance. In the digital era, effective knowledge management allows organizations to maximize the use of both tacit (implicit) and explicit knowledge. Well-managed knowledge enhances work efficiency, supports innovation, and helps organizations maintain competitiveness. Key success factors for implementing knowledge management include a culture of knowledge sharing, supporting technology, and training programs.

OCB refers to voluntary employee behaviors that exceed formal job requirements. These behaviors include helping coworkers, supporting team success, and maintaining organizational harmony without expecting direct rewards (Ocampo et al., 2018). Rastogi (2013) highlight that OCB not only enhances organizational effectiveness but also creates a more positive work environment. Factors such as organizational justice, job satisfaction, and a collaborative work culture contribute to increased OCB. Research suggests that OCB acts as a mediator in the relationship between independent variables, such as social interaction and knowledge management, and job satisfaction.

Job satisfaction is the subjective evaluation of employees regarding their work, including aspects such as salary, working conditions, relationships with colleagues, and career development opportunities (Saepudin & Djati, 2019). Locke et al. (1976) defines job satisfaction as a positive emotional state resulting from work experiences. High job satisfaction is closely linked to improved performance, loyalty, and positive behaviors such as OCB. Conversely, job dissatisfaction can lead to counterproductive behaviors, such as high turnover or absenteeism. Therefore, organizations need to create supportive work environments where social interaction and knowledge management are integral to fostering job satisfaction.

In this study, social interaction and knowledge management are considered key factors influencing job satisfaction, with OCB serving as a mediating variable. Positive social interactions promote collaboration and communication, while knowledge management enables employees to work more efficiently through structured knowledge utilization. By enhancing these variables, organizations can create a more productive and satisfying work environment.

2. Methods

This study employs a quantitative approach to identify the relationships among social interaction, knowledge management, Organizational Citizenship Behavior (OCB), and job satisfaction among employees of Bank BCA in East Java. A quantitative approach was chosen for its ability to systematically and objectively measure the variables under investigation and to produce reliable results for generalization. The study population consists of all employees of Bank BCA across 36 branches in East Java, totaling 3,228 individuals. To determine the sample, purposive sampling was applied, selecting respondents based on specific criteria relevant to the research objectives. This technique ensures that selected respondents possess characteristics aligned with the study's indicators. The respondents were employees working at Bank BCA in East Java, holding positions as staff or branch office heads, with at least one year of work experience, and directly involved in daily operations related to the research variables. Using Slovin's formula with a margin of error of 10% (0.1), the sample size was determined to be 99 respondents. This sample is deemed representative for analyzing the relationships among the research variables. The study utilized two data sources: primary data collected through an

online questionnaire via Google Forms and secondary data sourced from Bank BCA's official annual reports, which include organizational structure, employee numbers, and HR management-related information.

The study focuses on four key variables. Social interaction refers to interpersonal relationships in the workplace, encompassing communication, collaboration, social networking, and conflict management, reflecting the effectiveness of employee communication and collaboration in achieving organizational goals. Knowledge management involves the processes of knowledge creation, storage, and application within the organization, with measured aspects including knowledge creation, absorption, application, and innovation capacity, highlighting the organization's ability to manage knowledge to enhance performance and productivity. OCB represents extra-role behaviors exhibited by employees that go beyond formal job requirements, such as helping colleagues, promoting cooperation, and supporting organizational goals without expecting direct rewards, with indicators such as altruism, sportsmanship, courtesy, conscientiousness, and civic virtue. Job satisfaction reflects employees' subjective evaluations of their jobs, including aspects such as responsibility, compensation, coworker relationships, and working conditions, representing employees' well-being derived from their work experiences.

The collected data were analyzed using Partial Least Squares (PLS), a structural equation modeling (SEM)-based statistical method chosen for its ability to analyze both direct and indirect relationships among variables and its reliability with relatively small sample sizes. Convergent validity was assessed to measure the extent to which indicators within a variable are highly correlated, with loading factor values > 0.7 considered valid. Discriminant validity was tested to ensure that indicators of one variable are not correlated with other variables, using the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). Reliability testing employed Composite Reliability (CR) and Average Variance Extracted (AVE), with $CR \geq 0.7$ and $AVE \geq 0.5$ considered reliable.

Hypothesis testing measured the direct effects of independent variables (social interaction and knowledge management) on the dependent variable (job satisfaction) and the indirect effects mediated by OCB. Model evaluation was conducted using the Standardized Root Mean Square Residual (SRMR) to assess data-model fit, with SRMR values < 0.08 indicating a good fit. The research process began with designing a questionnaire based on previous literature, followed by distributing it online to eligible respondents. Collected data were then analyzed using statistical software (SmartPLS), covering tests for validity, reliability, direct effects, and mediation effects among variables. This methodological approach is expected to yield significant findings for understanding the relationships among social interaction, knowledge management, OCB, and job satisfaction, providing valuable insights for HR management practices at Bank BCA.

3. Results and Discussion

Respondent Characteristics Analysis

The analysis of respondent characteristics provides essential context for interpreting the findings of this study. These characteristics offer insights into how factors such as age, tenure, and education level influence the research variables. The majority of respondents in this study are aged between 25 and 35 years (58%), a group that falls within the productive age range. This age group is known for its high energy, strong adaptability to change, and tendency to work collaboratively. These traits make them a highly potential group for fostering effective teamwork and positive social interactions in the workplace. Additionally, a significant portion of respondents has a tenure of more than three years (62%). Longer tenure allows employees to build strong interpersonal relationships with coworkers and gain a deeper understanding of the organization's work culture. This experience contributes to workplace stability, enhancing their ability to make more significant contributions to the organization. In terms of education, the majority of respondents have a last educational background of a Diploma (D3) or Bachelor's degree (S1) (54%), followed by Master's degree holders (S2) (30%). This level of education reflects adequate intellectual competence to understand, manage, and utilize organizational

strategies, particularly in knowledge management. With the right strategies, these characteristics demonstrate that the respondents have substantial potential to contribute to organizational success, especially in strengthening social interactions and improving the implementation of knowledge management.

Statistical Test Results

Table 1. Statistical Test Results

Variable	Path Coefficient (β)	P-Value	Significance
Social Interaction \rightarrow Job satisfaction	0,045	< 0.05	Significant
Knowledge Management \rightarrow Job satisfaction	00.25	> 0.05	Not Significant
Social Interaction \rightarrow OCB \rightarrow Job satisfaction	00.12	> 0.05	Not Significant
Knowledge Management \rightarrow OCB \rightarrow Job satisfaction	00.08	> 0.05	Not Significant

Source: Data Processed (2024)

The results indicate that social interaction is a primary factor directly influencing employee job satisfaction, significantly contributing to increased motivation, interpersonal relationships, and a harmonious work environment. This underscores the importance of positive interpersonal relationships, both among colleagues and with supervisors, as a fundamental element in creating a supportive work environment. Such relationships not only enhance employees' emotional well-being but also help the organization achieve its goals more effectively.

On the other hand, while knowledge management and Organizational Citizenship Behavior (OCB) did not show significant contributions in this study, these variables remain important in human resource management. For instance, knowledge management can serve as a strategic tool to drive innovation and collaboration when supported by robust technology and a stronger culture of knowledge sharing. Similarly, OCB, despite not being significant as a mediating variable, can positively impact job satisfaction if organizations establish reward systems and work cultures that encourage extra-role behaviors. As part of a long-term strategy, strengthening knowledge management and OCB not only supports operational sustainability but also helps organizations adapt to dynamic market changes and demands. This highlights the need for a structured approach to integrating these variables into overall HR management strategies, ensuring their alignment with organizational goals and enhancing employee satisfaction.

Social Interaction and Job Satisfaction

The study's findings reveal that social interaction has a significant direct influence on job satisfaction, with a path coefficient of 0.65 ($p < 0.05$). These results affirm that positive interpersonal relationships in the workplace play a crucial role in fostering a supportive work environment. Effective social interactions, including open communication, teamwork, and support from supervisors, enhance employees' sense of belonging to the organization, leading to greater job satisfaction. Social support is an essential element that boosts employee motivation. When employees feel supported by their colleagues, they find it easier to manage work pressures. Additionally, effective communication among employees reduces misunderstandings, expedites problem-solving, and promotes work efficiency.

A study by Robbins and Judge (2018) supports these findings, stating that harmonious interpersonal relationships are a key factor in enhancing job satisfaction across various organizations. The respondent characteristics in this study further underscore the impact of social interaction on job satisfaction. The majority of respondents (58%) are aged between 25 and 35 years, a productive age group with a strong preference for teamwork and collaboration. Moreover, a significant portion of respondents (62%) has a tenure of more than three years. Longer tenure enables employees to build strong relationships with colleagues and gain a better understanding of organizational dynamics, contributing to a conducive work environment.

However, these findings also highlight potential challenges in managing social interactions in the workplace. Interpersonal conflicts, although rarely reported, can significantly reduce job satisfaction. Therefore, organizations need to implement policies that support open communication and provide regular interpersonal skills training. For instance, Bank BCA could strengthen social interactions among employees through team-based training programs, bonding activities, or cross-departmental initiatives. These efforts would help cultivate a workplace culture that emphasizes collaboration and mutual support, further enhancing employee satisfaction and organizational effectiveness.

Knowledge Management and Job Satisfaction

The findings indicate that knowledge management does not have a significant impact on job satisfaction, with a path coefficient of 0.25 ($p > 0.05$). This result suggests that the knowledge-sharing strategies at Bank BCA have not been sufficiently effective in enhancing employee job satisfaction. One contributing factor could be the lack of infrastructure or systems to support the creation, storage, and distribution of knowledge. Additionally, the organizational culture of knowledge sharing may not yet be optimally developed. Most respondents in this study have a final education level of Diploma (D3) or Bachelor's degree (S1) (54%), which reflects substantial potential for managing and utilizing knowledge if adequately facilitated. However, the low adoption of information system-based technology and a lack of training to support knowledge management practices pose major challenges. In many cases, employees perceive knowledge sharing as a low priority, especially when there are no direct incentives to engage in such activities. Previous research by Nonaka and Takeuchi (2019) highlights that effective knowledge management can significantly boost productivity and job satisfaction. In the context of Bank BCA, the non-significant results from this study underscore the need for strategic measures to enhance the implementation of knowledge management. Such measures could include investing in robust knowledge management systems, promoting a culture of collaboration, and offering targeted training programs to improve knowledge-sharing practices. Additionally, aligning knowledge management efforts with clear organizational incentives could further motivate employees to engage actively in knowledge-sharing activities, ultimately contributing to higher job satisfaction and organizational performance.

OCB as a Mediating Variable

Organizational Citizenship Behavior (OCB) does not significantly mediate the relationship between social interaction and knowledge management with job satisfaction. The mediation path coefficients for OCB through social interaction and knowledge management are 0.12 ($p > 0.05$) and 0.08 ($p > 0.05$), respectively. These findings indicate that extra-role behaviors have not been fully optimized at Bank BCA. OCB reflects voluntary employee behaviors that go beyond formal job responsibilities, such as helping colleagues, maintaining team harmony, and contributing to organizational goals without expecting direct rewards (Organ et al., 2019). In this study, the majority of respondents (67%) reported being more focused on their primary job responsibilities rather than displaying extra-role behaviors. This tendency may stem from the absence of a reward system that incentivizes OCB or a lack of employee understanding of the importance of such behaviors. Research by Podsakoff et al. (2018) highlights that OCB is more prominent in organizations with inclusive, fair, and collaborative work cultures. When employees perceive that their contributions beyond formal job descriptions are undervalued, they are less likely to exhibit extra-role behaviors. For Bank BCA, these results suggest a need to foster a work culture that actively supports and rewards OCB. This can be achieved by implementing recognition programs, providing transparent and equitable reward systems, and raising awareness about the significance of OCB in achieving organizational goals. Promoting an inclusive and collaborative culture where employees feel their efforts are appreciated can encourage more employees to engage in voluntary behaviors that benefit the organization and contribute to higher levels of job satisfaction.

4. Conclusion

This study reveals that social interaction has a significant influence on employee job satisfaction at Bank BCA in East Java. Positive interpersonal relationships, such as open communication, mutual support, and teamwork, are key elements in fostering a harmonious work environment. These interactions enhance employee motivation, sense of belonging, and job satisfaction, thereby supporting the achievement of organizational goals. On the other hand, knowledge management does not exhibit a significant effect on job satisfaction. This finding indicates that the knowledge-sharing strategies at Bank BCA require improvement, particularly in the areas of technology implementation, knowledge-based training, and fostering a culture of information sharing. Although not significant, knowledge management remains crucial for enhancing organizational efficiency and innovation in the long term. Organizational Citizenship Behavior (OCB) also does not show a significant effect as a mediating variable. The limited contribution of OCB in this study may stem from the absence of reward systems that encourage extra-role behaviors and a lack of employee awareness about the importance of OCB for organizational success. Overall, the study highlights the importance of social interaction as a primary factor in improving job satisfaction. Meanwhile, knowledge management and OCB require more strategic approaches to optimize their contributions. Recommendations for Bank BCA include strengthening social interactions, enhancing knowledge management strategies, and developing reward systems to promote OCB, all of which will support organizational sustainability.

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