"Antecedents of knowledge management: The case of professional employees in Indonesia"

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ANTECEDENTS OF KNOWLEDGE MANAGEMENT: THE CASE OF PROFESSIONAL EMPLOYEES IN INDONESIA

Abstract

This study aims to evaluate and test the impact of knowledge, trust, unity, and self-efficacy on knowledge management of employees in Indonesian businesses in the education sector. This empirical study also examines the relationship between knowledge management among employees in Indonesian education sector businesses and conformity through knowledge self-efficacy, trust, and unity. A quantitative causality technique was employed in the study using a sample of workers from Indonesian companies involved in the education sector (at least 35 years old and engaged). The primary data consisted of 220 replies from respondents with varying educational backgrounds. Partial Least Squares Structural Equation Modelling software was used to analyze the data. The Likert scale is used to determine each answer's value. Empirical evidence shows that knowledge self-efficacy does not affect the knowledge management of employees in these companies (T Statistics = 0.992); on the other hand, knowledge self-efficacy influences conformity, harmony, and confidence, which in turn affects the knowledge management of employees in these companies. The indirect effect demonstrates that agreement can moderate the influence of knowledge self-efficacy on the knowledge management of employees in these companies (T Statistics = 5,959); conversely, conformity mediates the strong impact of trust on the knowledge management of employees in these businesses. The empirical results show that employees need to have a high level of knowledge for diverse expertise to function well. Conversely, trust will make people more eager to share their information. Lack of confidence might impede the dissemination of knowledge.

Keywords	antecedents, knowledge, management, professional, employees, Indonesia
JEL Classification	C32, D81, D83, 053

INTRODUCTION

Knowledge management is reflected in a systematic, structured way to improve organizational capabilities through tacit and explicit knowledge management processes (Bolisani & Oltramari, 2012). Knowledge management in a business setting aims to provide excellent processes, services, and products that satisfy stakeholders and enable the business to endure, expand, and be sustainable (Rahimli, 2012). The three main steps in the knowledge management process are knowledge creation, knowledge storing, and knowledge sharing. The three procedures center on sharing knowledge, or more specifically, sharing behavior (Almulhim, 2020).

Factors influencing knowledge management are agreeableness and knowledge self-efficacy (Baker et al., 2021; Coudounaris & Arvidsson, 2021; Lynn, 2021; Asiaei & Jusoh, 2015). Trust is an individual factor and is the main requirement in knowledge management (Asiaei & Jusoh, 2015). Trust has two forms: affect-based and cognitive-based (Leerapong & Mardjo, 2013; George, 2004). Knowledge self-efficacy is

an individual's belief in the possessed knowledge (Gottman et al., 1998) that motivates people to practice knowledge management. People who believe in their own abilities are more inclined to impart their expertise than people who do not. People with high self-efficacy possess information that they can impart and take responsibility for. The process of creating, sharing, storing, and using knowledge is highlighted by knowledge management. Knowledge management cannot be separated from knowledge workers and leaders in an organization. Organizations focusing on knowledge management can make it superior (Muthuveloo et al., 2017) through knowledge-sharing behavior. An individual who wants to share knowledge must have the intention (Huang, 2010) to predict best their behavior (Fishbein & Ajzen, 1977). The expectation that someone will act in a knowledge-sharing manner is known as the knowledge-sharing intention. People who have a favorable opinion of knowledge-sharing initiatives will be more inclined to participate in them. A person's intention or desire to share knowledge can be improved if the individual trusts his co-workers.

This study refers to five dimensions of a person's personality: extraversion, agreeableness, conscientiousness, emotional stability, and experience. The researchers suspect that agreeableness is closely related to knowledge management because someone dominant in the agreeableness dimension tends to be kind, forgiving, polite, helpful, generous, cheerful, and able to work together (Eroglu & Sanders, 2021). In addition, individuals with cooperative behavior, another indicator of an agreeableness personality, are more willing to share their knowledge.

1. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

An integral part of a knowledge-based or economic society, knowledge management is an interdisciplinary field of study that arose from post-industrial civilization. Its definition is ambiguous. To create an intelligent process system for the distribution of resources and internal problem-applying, a comprehensive management strategy to the deliberate use of information is suggested. Organizations' capacity to manage their knowledge resources is closely related to their ability to manage other organizational resources, such as money and intelligence. Processes both internal and external, such as employee productivity and customer interactions, are impacted by this ability (Pfleging & Zetlin, 2009). The two information and knowledge management processing behaviors – Knowledge management Production and Knowledge management Integration – are defended by McElroy (2003). The Knowledge Management Process is defined by the authors as follows: "is an ongoing, persistent, purposeful interaction among human-based agents through which the participating agents manage (handle, direct, govern, control, coordinate, plan, organize, facilitate, enable, and empower) other agents, components, and activities participating in basic knowledge processing (knowledge production and knowledge integration)." This process helps to create and maintain an organic, unified whole system as well as to produce, maintain, enhance, acquire, and transmit the enterprise's knowledge base.

Three components come together to make knowledge management: people, technology, and processes. These components are combined in a way that transforms and effectively uses information, technology, and culture. These days, a key element of an organization's competitive advantage is their capacity to recognize the complexity of the external environment and make efficient use of intellectual capital resulting from the work of talented people who are prepared to participate in a culture of knowledge creation and sharing (Dalkir, 2013).

The interdisciplinary topic of knowledge management originated in post-industrial civilization and focuses on internal problem-solving and intelligent process systems for resource allocation. It affects interior and exterior activities, such as staff productivity and customer interactions, and is strongly tied to organizational resources like money and intelligence. To manage the creation and integration of knowledge, human-based agents must engage in continuous exchanges. Knowledge management comprises three parts: people, technology, and processes. The capacity to identify ex-

ternal complexity and effectively use intellectual capital, a product of skilled individuals engaged in a culture of knowledge production and sharing, gives organizations a competitive edge.

Organizational theory studies how and why complex organizations behave and how employees behave. One of the contemporary approaches in organizational theory since the 1990s is a learning organization. Its concept was pioneered in the 1900s by Rimer (1993), Al-Omoush et al. (2024), Hariputra et al. (2024), and Moqaddamerad and Ali (2024) who developed scientific management theory and believed that management articulated or measured truth, learning could be transferred to other employees, and organizational efficiency. An organization with the characteristics of a strong learning organization also has a high level of readiness to change. Organizations need to have five disciplines, which he calls five new component technologies, which are believed to be disciplines that every individual organization needs to have as the main foundation for success in building learning organizations to face and create changes. The five disciplines of learning organization are:

1) personal expertise (self-mastery);
2) mental models;
3) cooperation among team members;
4) common vision; and
5) systems thinking.

The five disciplines of learning organizations have a correlational relationship, meaning that the disciplines are interrelated. The organization must encourage its members and working groups to improve learning and success (Rimer, 1993; Bartuseviciene et al., 2024; Kement et al., 2024; Upadhayay et al., 2024).

Organizational transformation serves as the definition of organizational learning theory, which is modelled after individual learning theories drawn from social and cognitive psychology. According Argyris and Schön (1997), Kim (1993, 2009), Nevis et al. (2009), and Schein (1996) agree that an organization gains knowledge from the unique experiences of its constituents. From a cognitive perspective, individual learning involves information storage, retrieval, modification, and application; memory is utilized in this information processing as "a storage device

where everything we perceive and experience is filed away" (Kim, 2009; Brinette et al., 2024; Kistler et al., 2024; Shao & Cao, 2024). Memory is more than just a static store medium; it adapts to new information as it comes in. People have memories, and shared memories can also result from shared knowledge and experience, such as those gained by membership in an organization. Mental models are groups of recollections centered on certain events that serve as a framework for actions.

The goal of organizational theory is to comprehend employee behavior and complicated organizations. The learning organization, first introduced by Rimer in the 1900s, is a modern approach to organizational theory that has been around since the 1990s. An organization that is strong in learning is very flexible and ready to change. The five disciplines that make up learning organizations are systems thinking, common vision, team member cooperation, mental models, and personal expertise. Since these fields are interconnected, it is important to support them in order to enhance performance and learning. Information storage, retrieval, modification, and application are the main topics of organizational learning theory, which is based on individual learning theories from social and cognitive psychology.

One of the most crucial yet difficult parts of human life is communication. People's interactions with other people – known and unknown – have a big impact on them. For both people and an organization, communication is vital (Hecht et al., 2005; Gao & Zhao, 2024; Letmathe & Noll, 2024; Wang et al., 2024). An organization may function efficiently and productively with effective communication, and vice versa. Organizational communication is necessary to avoid organizational congestion or a messy job. Its communication aims to influence through signals or symbols sent by inviting employees gradually or all at once. To ascertain what and how the organization divides work, as well as who is superior and who is inferior, communication is linked to interaction principles in this study. The distribution of people, machinery, procedures, and techniques inside the company, as well as how to manage many individuals, depend on the level of authority and power. An organization's communication pattern is how a message, including the flow of informa-

tion and instructions, is delivered in detail. Stated otherwise, the formal organizational hierarchy establishes the relationship between superiors and subordinates, or vice versa, and how each group performs their job duties. There are those in positions of authority and subordination, and how one handles a large number of individuals depends on their degree of power and authority. Additionally, it demonstrates how to assign personnel, equipment, processes, and strategies within a company (Hecht et al., 2005; Liébana-Cabanillas et al., 2024; Sano et al., 2024; Wu et al., 2024).

Communication, a vital component of human life, affects both individuals and organizations. Good communication provides effective work and helps to avoid traffic. It has an impact on how work, authority, and power are allocated inside a company. An organization's formal organizational hierarchy creates ties between superiors and subordinates, and its communication pattern describes how information and instructions are shared within the group. The distribution of staff, tools, procedures, and tactics inside the organization is also based on the level of authority and power.

The belief and capacity of an individual to carry out a specific task that involves not only their skills but also an evaluation of what can be accomplished with those skills is known as self-efficacy. Self-efficacy is associated with an individual's assessment of his capacity to carry out specific tasks or behaviors that are carried out to overcome barriers in exhibiting these behaviors. An awareness of how someone chooses to impart knowledge can be gained via individual evaluations of their ability (Baker et al., 2021). Self-efficacy is considered high or strong; it can be seen from the level of confidence in a person's ability to do work. A person's self-efficacy can be formed through the environment, a person's personality, and the social nets they find (Wijaya, 2019). Understanding this reciprocal relationship is the key to understanding the process of knowledge creation (knowledge) since knowledge generated by interpersonal interactions has the potential to improve both the quantity and quality of each individual (knowledge-sharing behavior).

Initiations where the learning organization moves beyond teaching people new skills and instead creates an atmosphere that maximizes collective

experience and learning – where collaborative learning benefits individuals, groups, and the organization – are made possible by consolidating a perspective on knowledge management based on culture (Abell & Oxbrow, 2006).

A perspective on knowledge management that follows the information and knowledge gathering, utilization, and distribution cycle of an organization is encouraged by Beckman (1999) and Nonaka and Takeuchi (2007). The authors' argument highlights how knowledge management impact on all organizational levels is widely acknowledged, even in a sector and industry where it is still seen as a technical, software-oriented field. The basis of a more thorough understanding of the knowledge management process is a culture that encourages information sharing, increases the ability to use technology, and provides incentives for organizational practices that will value and strategically use knowledge production and sharing.

Studying a person's surroundings increases self-efficacy and encourages knowledge-sharing (Van Den Hooff & De Ridder, 2004; Wijaya, 2019). They contend that people who have higher levels of self-efficacy are more inclined to share their knowledge and prior experiences than people who have lower levels of self-efficacy. People who possess high self-efficacy knowledge evaluate their skills and accomplishments favorably, which encourages them to impart their knowledge. Knowledge, the most important source in a business, has a fairly broad role, one of which is a facility in decision making (knowledge management) (Gogan et al., 2016).

Trust is also needed when one deals with sharing knowledge within an organization. Suppose employees in the company desire to cooperate with their co-workers. In that case, it is better if they contribute their knowledge to the organization so that its operational activities can run effectively. The psychological condition of trust is the willingness to tolerate vulnerability in the face of optimistic expectations about the motives or actions of another, without the ability to observe or exert control over the other person (Hidayat et al., 2021). Trust refers to a certain belief, especially concerning the integrity and capabilities of others.

Individuals with agreeableness tend to be cooperative and helpful to others (Wilmot & Ones, 2021). Therefore, agreeableness is thought to have a high intensity in knowledge management (Eroglu & Sanders, 2021; Sarwoko & Nurfarida, 2021; Shahzad et al., 2021). Furthermore, rather than being competent, people who score well on agreeableness also tend to be benevolent, empathetic, and eager to assist others.

An individual's estimate of his capacity to provide and carry out the actions required to attain a specific degree of performance is known as knowledge self-efficacy (Almulhim, 2020). Workers who are confident in their abilities may also be more willing to teach colleagues. People with higher self-efficacy will more deliberately share their past experiences and knowledge than people with low self-efficacy knowledge (Blake et al., 2022). Someone dominant on the agreeableness dimension also tends to be kind, forgiving, polite, helpful, generous, cheerful, and able to work together (Altaf et al., 2021). These two insights – knowledge self-efficacy and agreeableness – are closely related and help with the implementation of knowledge management in a business.

A good relationship also depends on trust, which promotes cooperative interactions. The likelihood of forming a partnership increases with a person's level of trust. The knowledge provider's personality has an impact on their intention to share their expertise. The pleasant personality type is one that suggests trustworthiness (Baker et al., 2021). Agreeableness personality with trust indicator is related to agreeableness and conflict avoidance. People with high scores on agreeableness tend to be easy to trust, generous, receptive, and accepting and have good behavior. Conversely, people scoring low on agreeableness are generally suspicious, stingy, unfriendly, and easily irritated. They also like to criticize others, more aggressive and less cooperative (Altaf et al., 2021).

Knowledge creation is gathered through the interaction between humans and the structure of social institutions (Nonaka's Spiral of Knowledge). This goal provides an understanding of how to create organizational knowledge so that organizations can understand how they can maximize application management and knowledge transfer. Agreeableness is one of the five-factor personality dimensions (Big Five Personality) with sincerity in sharing, subtle feelings, and focus on positive things in others (Shahzad et al., 2021). In everyday life, someone who agrees is described as a human with an angelic heart (Sameer & Priyadarshi, 2021). The agreeableness variable was chosen as a moderator due to several considerations. First, agreeable people have high empathy (Coudounaris & Arvidsson, 2021). Second, in a situation that can trigger anger, an agreeable person tries to reduce anger and has a more constructive alternative conflict resolution (Lynn, 2021).

The background information, justification of earlier studies, and the literature review mentioned above serve as the foundation for the following research goal. This study aims to verify that agreeableness moderates the relationship between self-efficacy and trust in knowledge management based on the evidence presented.

These assertions and points of view serve as the foundation for the following hypothesis:

H_1: *Knowledge self-efficacy significantly affects knowledge management.*

H_2: *Trust significantly influences knowledge management.*

H_3: *Agreeableness significantly affects knowledge management.*

H_4: *Knowledge self-efficacy significantly affects agreeableness.*

H_5: *Trust significantly affects agreeableness.*

H_6: *The substantial correlation between knowledge self-efficacy and trust in knowledge management can be attenuated by agreeableness.*

2. METHOD

Quantitative methodologies were used to conduct this investigation. The questionnaire and literature study were used as part of the data collection method (Likert, 1932). The data collection process was therefore categorized as secondary data.

All Indonesian residents with employment status who reside in cities make up the study's population. Purposive sampling was used in the sampling procedure. The sample was chosen based on a set of criteria that included urban migration by Indonesian citizens and a minimum educational background of a diploma and a bachelor's degree. Citizens of Indonesia, at least 35 years old and engaged. Additionally, they worked as professionals as managers, supervisors, or chiefs, and the distance between their homes and the city center was no more than 10 km.

Explanatory research such as this seeks to validate or disprove preexisting research theories (Sudaryanto et al., 2022). The data utilized in this work, which is fundamental research, will all be original and primary. Using the statistical tool known as Smart Partial Least Square, this study employs a quantitative research methodology.

The primary data used in this study came from respondents' answers to the questionnaire. Data were gathered by including multiple statements in the questionnaire about their demographic characteristics for the purpose of descriptive statistical analysis, and perceptual answers were measured using psychometric scales to evaluate the hypotheses (Kyriazos & Stalikas, 2018; Sudaryanto et al., 2022).

Based on the criteria above, questionnaires were distributed to such 220 qualified respondents. The questionnaires were filled out and returned resulting in a sample of 220 Indonesian professionals. The Likert scale is used to determine each answer's value. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1) are the descriptions (Likert, 1932).

For the variance-based structural equation model, the analytical method uses a statistical test tool to implement the Partial Least Square method (Hair Jr et al., 2014). Smart Partial Least Square was used to analyze the research data, and three stages of verification analysis were conducted such as evaluating the outer model, assessing the structural (inner) model, and testing the research hypothesis.

3. RESULTS

Research questionnaires were given to the respondents to collect data (see Table 2).

The questionnaires were distributed to 220 respondents. All the responses were very good and were returned with full accuracy, so the number of data samples was studied, as many as 220 full questionnaires without any reduction.

Table 1. Variables and indicators

Source: Journal 2017–2020 in processing (2023).

No.	Variable	Definition	Indicator
1.	Knowledge self-efficacy	Knowledge self-efficacy is an individual's belief in the knowledge possessed	1. Confidence carries out certain tasks and problems in all situations 2. Confidence can motivate one to complete the task 3. I am convinced he can endure every obstacle and difficulty until he rises again
2.	Trust	When one has good expectations about the intentions or behavior of others, trust is a psychological condition in which one intends to accept vulnerability without having the power to observe or exert control over the other person	1. Reliability 2. Honesty 3. Concern 4. Credibility
3.	Agreeableness	Agreeableness is one of the dimensions of personality with characteristics of sincerity in sharing, the subtlety of feelings, and focus on positive things in others	1. Easy to agree 2. Friendly 3. Avoid conflict 3. Not demanding 4. Easy to work with 5. Attention 6. Tend to follow other people 7. Easy to give suggestions 8. Likes to be alone
4.	Knowledge management	Knowledge management is a process related to knowledge creation, sharing, storage, and use (Wang, 2011)	1. Organizational culture 2. Organizational structure 3. Individual admission 4. Information technology

Table 2. Questionnaire distribution

Description	Amount	Percentage
Shared Questionnaire	220	100%
The questionnaire that does not return	0	0%
Processed Questionnaire	220	100%

The study's Participants in this research are active workers who continue to carry out productivity-related tasks for the organization. Respondent descriptions including gender and age can be seen in the following Table:

Table 3. Respondent descriptions, including gender and age

Gender	Amount	Percentage
Male	138	63%
Female	82	37%
Total	220	100%
Age	**Amount**	**Percentage**
> 30 Year	69	16,2%
31-40 Year	81	27,3%
41-50 Year	36	38,2%
> 50 Year	34	18,2%
Total	220	100%
Length of Work	**Amount**	**Percentage**
10-15 year	156	71%
> 15 year	64	29%
Total	220	**100%**

Based on the characteristics of respondents, 63% of the 220 respondents were male, more than 37% of the 220 were female respondents. These respondents were divided into three age groups ranging from > 30 year (16,2%), 31-40 years old (27,3%), 41-50 years (38,2%), and the age > 50 years (18,2% respondents). The length of respondents' work is categorized into two. The employees with 10-15 years working were 71% of the 220 respondents. Meanwhile, 29% of the 220 respondents have worked more than 15 years

The test results demonstrate that, because the convergent validity value is more than 0.5, all indicator items on the variables in this study are practicable as a construct measurement instrument.

The value of cross-loadings in Table 4 shows that all constituent constructs have a good discriminant.

Table 4. Cross loading

Indicators	Knowledge Self-efficacy (X1)	Trust (X2)	Agreeableness (Z)	Knowledge Management (Y)
X.1	0.813	0.479	0.535	0.504
X.2	0.831	0.425	0.476	0.403
X.3	0.798	0.393	0.416	0.443
X.4	0.778	0.379	0.389	0.398
X.5	0.771	0.431	0.430	0.399
X.6	0.817	0.370	0.526	0.451
X.7	0.780	0.308	0.474	0.354
X.8	0.753	0.374	0.436	0.394
X2.1	0.272	0.635	0.214	0.301
X2.2	0.532	0.796	0.422	0.416
X2.3	0.432	0.767	0.339	0.404
X2.4	0.422	0.814	0.363	0.420
X2.5	0.293	0.653	0.311	0.340
X2.6	0.311	0.703	0.297	0.316
X2.7	0.246	0.732	0.351	0.385
Z.1	0.388	0.345	0.639	0.379
Z.2	0.406	0.310	0.641	0.395
Z.3	0.486	0.357	0.709	0.480
Z.4	0.402	0.417	0.704	0.417
Z.5	0.432	0.270	0.757	0.563
Z.6	0.409	0.324	0.778	0.600
Z.7	0.418	0.290	0.782	0.656
Y.1	0.325	0.339	0.526	0.764
Y.2	0.370	0.341	0.678	0.777
Y.3	0.303	0.295	0.610	0.820
Y.4	0.413	0.415	0.607	0.784
Y.5	0.469	0.435	0.290	0.628
Y.6	0.394	0.394	0.289	0.654
Y.7	0.459	0.457	0.570	0.680
Y.8	0.376	0.295	0.446	0.742

Table 5. Result of AVE

Construct	Average Variance Extracted (AVE)
Knowledge Self-Efficacy (X1)	0.629
Trust (X2)	0.535
Agreeableness (Z)	0.516
Knowledge Management (Y)	0.538

The AVE value's results indicate that there is good discriminant validity because it is more than 0.5. Therefore, each construct variable has been deemed dependable. Each dependent latent variable's R-square value must be considered while evaluating the model using PLS. The structural model's endogenous latent variable, with an R-square of 0.33 indicating the model is moderate, and an R result of 0.67 indicating the model is good. The model is weak, as shown by an R-square of 0.19 (Kurniasari & Ghozali, 2013). The test results are described as in Table 5.

Table 6. R-square

Construct	R-square
Knowledge Self-Efficacy (X1)	0.00
Trust (X2)	0.00
Agreeableness (Z)	0.378
Knowledge Management (Y)	0.546

For the independent variables, knowledge self-efficacy (Xi) and trust (X2), which influencing. The agreeableness (Z) variable in the structural model has an R-value of 0.378, which indicates that the model is "moderate." In contrast, knowledge self-efficacy (X1), Trust (X2) and agreeableness (Z), which affect the knowledge management variable (Y) in the structural model, have an R-value of 0.546, which indicates that the model has also been "moderate." The suitability of the structural model was seen from the equation Q2, as follows.

$$
\begin{aligned}
Q2 &= 1 - \left[(1-R1) \cdot (1-R2) \right] \\
&= 1 - \left[(1-0.378) \cdot (1-0.546) \right] \\
&= 1 - \left[(0.622) \cdot (0.454) \right] \\
&= 1 - \left[0.282 \right] = 0.718.
\end{aligned}
\tag{1}
$$

Table 7. Composite reliability

Construct	Composite Reliability
Knowledge Self-Efficacy (X1)	0.931
Trust (X2)	0.889
Agreeableness (Z)	0.881
Knowledge Management (Y)	0.903
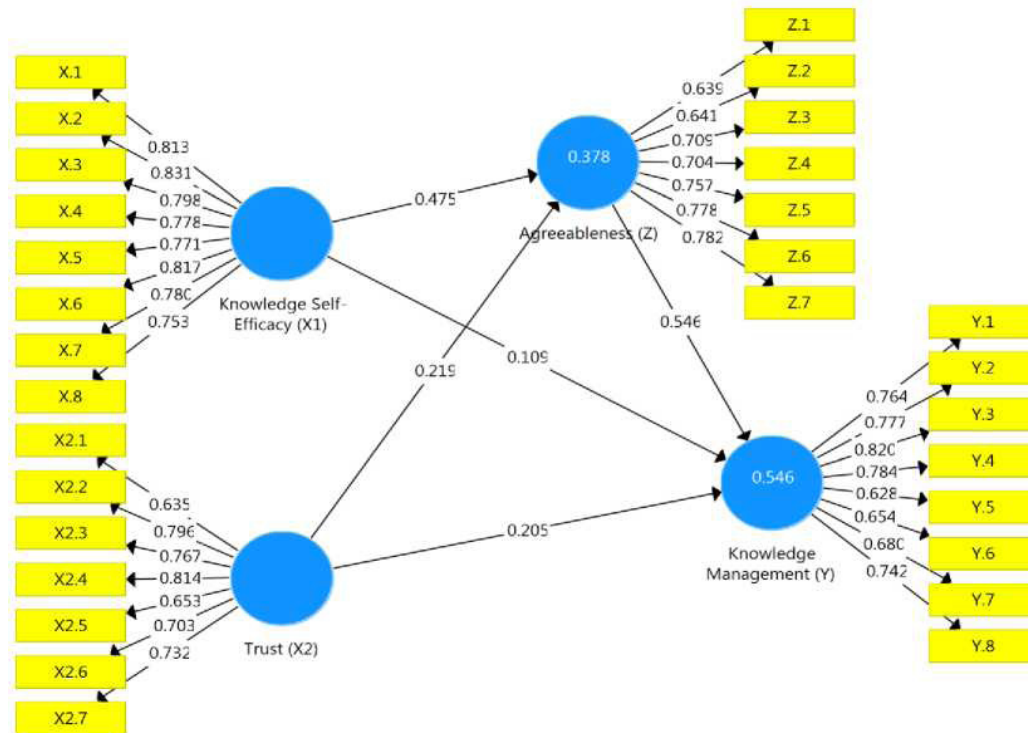
Figure 1. Measurement model

Table 8. Hypothesis testing results

Hypothesis	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (|O/ STDEV|)	P Values
Knowledge Self-Efficacy (X1) → Knowledge Management (Y)	0.109	0.102	0.110	0.992	0.322
Trust (X2) → Knowledge Management (Y)	0.205	0.217	0.103	1995	0.047**
Agreeableness (Z) → Knowledge Management (Y)	0.546	0.550	0.092	5,959	0.000***
Knowledge Self-Efficacy (X1) → Agreeableness (Z)	0.475	0.480	0.077	6.169	0.000***
Trust (X2) → Agreeableness (Z)	0.219	0.230	0.083	2,649	0.008***
Knowledge Self-Efficacy (X1) → Agreeableness (Z) → Knowledge Management (Y)	0.259	0.264	0.063	4,112	0.000***
Trust (X2) → Agreeableness (Z) → Knowledge Management (Y)	0.120	0.125	0.047	2,529	0.012**

Table 6 shows that all the variables in this study were stated as constructs and met the composite reliability criteria because they all were > 0.60, so it was possible to position each concept as a study variable.

Figure 1 shows that knowledge management is impacted by knowledge self-efficacy, trust, and agreeableness, while agreeableness is influenced by knowledge self-efficacy and trust. The test findings are then interpreted to address the study hypotheses (see Table 7).

4. DISCUSSION

4.1. The relationships between knowledge self-efficacy, trust, agreeableness, and knowledge management

The empirical findings show that knowledge self-efficacy does not significantly affect knowledge management because the t-statistical value is 0.992, meaning it is smaller than 1.96, so **Hypothesis *H1* is declared unaccepted.** Trust significantly affects knowledge management because the t-statistical value is 1.995, which means it is greater than 1.96.

Hypothesis *H2* is declared accepted. Trust is an important condition related to the intention to share knowledge in an organization. If employees in a company desire to cooperate with co-workers to contribute to each other's knowledge in the organization, then knowledge-sharing activities will run effectively. Knowledge management is a process to improve and collect or express employee skills and expertise supported by information

technology. Trust is influential in knowledge-sharing activities (Asiaei & Jusoh, 2015). Trust between employees significantly affects knowledge sharing among employees (Jones, 2004). Agreeableness significantly affects knowledge management with the value of t statistic = 5,959.

***H3* is accepted.** These results indicate that the agreeableness personality of employees is a strong supporting factor for sharing knowledge. In addition, individuals with high agreeableness also tend to be altruistic, sympathetic, and enthusiastic to help others and are more likely to cooperate than compete. Cabello-Medina et al. (2011) added that agreeable individuals tend to be cooperative and helpful to others. Therefore, with the existence of such traits in the context of work, agreeable individuals are strongly suspected of having a high intention to share knowledge. Hence, they tend to have a more positive attitude to learning new things and a higher intention to engage in learning experiences (Anwar & Clauß, 2021). Cabrera et al. (2006) argued that openness is a strong predictor of knowledge sharing because openness to experience reflects one's curiosity and desire to seek insight from others; agreeableness individuals also tend to cooperate and help others. Therefore, the nature of agreeableness is thought to have a high intensity in successfully implementing knowledge management in an organization.

In comparison, trust is part of a person's positive perception. In an organizational group, trust can change according to each member's ability and willingness to trust and be trusted (trustworthy). Employees with high trust can build and maintain trust by being trustworthy. The more people are accepting, supportive, and willing to cooperate with others, the more they can express their

thoughts, ideas, theories, conclusions, feelings and reactions. If trust among co-workers is high, the co-workers are not only seen as a threat when they have a wealth of knowledge. Likewise, workers will be willing to ask their colleagues to explore important knowledge because they have confidence in the quality and ability of their co-workers. The intention to share knowledge is also related to the personality of the giver of knowledge because personality characteristics are generally correlated to sharing knowledge. Then, this study argues that agreeableness can build a strong relationship to increase trust, tis finding relates to the study by Cheng and Li (2001).

4.2. The relationship between self-efficacy, trust, and agreeableness

Knowledge self-efficacy significantly affects agreeableness because the t-statistic value is 6.169, which means it is greater than 1.96, so **Hypothesis *H4* can be accepted.** These results show that a strong level of confidence from professional employees has supported their personality. The intention to share knowledge is also strongly related to the personality of the knowledge giver. One personality that has an indicator of trust is the agreeableness personality. Agreeableness personality with trust indicators is related to friendliness and avoiding conflicts between individuals (Barnhart et al., 2007); the findings strongly correlate knowledge self-efficacy and agreeableness personality.

Trust significantly affects agreeableness because the t-statistical value is 2.649, greater than 1.96, so **Hypothesis *H5* is accepted.** Trust plays an important role in a successful relationship and facilitates cooperative relationships, so the higher the level of trust, the greater the possibility of establishing a partnership. The intention to share knowledge is also related to the personality of the knowledge giver. One personality that has an indicator of trust is the agreeableness personality. Another study conducted by Wilmot and Ones (2021) also found that intrinsic motivation positively influenced attitudes toward knowledge-sharing behavior, like the pleasure of helping and the need for affiliation.

Agreeableness can build a strong relationship to increase trust during participant interaction. Knowledge-sharing intention is a positive association with friendship. Knowledge owners who are willing to share it are the basis of their trust in others, and the level of trust determines the level of knowledge sharing. The intention to share knowledge is also related to the personality of the giver of knowledge because personality characteristics are generally correlated to sharing knowledge. During the interaction, agreeableness can build a strong relationship to increase trust.

The respondents also argue that agreeableness can build a strong relationship to increase trust. Knowledge-sharing intention is a positive association with friendship. Knowledge owners who are willing to share are the basis of their trust in others, and the level of trust determines the level of knowledge sharing (Cheng & Li, 2001).

4.3. The relationship between trust in knowledge management and knowledge self-efficacy in the context of agreeableness moderation

Hypothesis *H6*: The substantial correlation between knowledge self-efficacy and trust in knowledge management can be attenuated by agreeableness. Through agreeableness, knowledge self-efficacy significantly influences knowledge management. If the t result is more than 1.96, the Sobel test's mediation effect test yields a mediating effect. This test equation has a t value of 4.112, which indicates that it is more than 1.96. Thus, *H6* is approved. This test's findings suggest that agreeableness may be able to mitigate the substantial correlation between knowledge management and knowledge self-efficacy.

Through agreeableness, trust has a major impact on knowledge management. If the t result is more than 1.96, the Sobel test's mediation effect test is probably going to show a mediating effect. This test equation has a t value of 2.529, which indicates that it is more than 1.96. Thus, the theory *H6* is approved. According to the test's results, agreeableness can mitigate the substantial correlation between knowledge management and trust.

In participant interactions, agreeableness can foster a strong rapport and boost trust. The aim to share information is a good fit with friendship.

The degree of trust that determines the amount of information sharing is based on the willingness of knowledge owners to share with others. Since sharing knowledge is typically associated with certain personality traits, the purpose to share knowledge is likewise tied to the personality of the knowledge provide, agreeableness can establish a solid rapport and boost trust during the exchange.

The empirical results show that employees with high levels of knowledge are necessary for information sharing to be effective. Because of their lack of expertise, employees will feel inadequate when presenting it. But mutual trust will promote everyone's readiness to impart information. The absence of trust can undermine the purpose to share knowledge. The findings of Bock and Kim (2002), who found that a person's attitude toward sharing knowledge is determined by how positive they feel about it, are corroborated by this study.

The contribution of trust and personality to employees is very important. Hence, the researchers suggest that companies or organizations use them optimally and develop informal knowledge-sharing activities. Companies or organizations also need to better understand their human characteristics as determinants and actors of knowledge sharing, such as trust and agreeableness personality variables, to understand their employees' personalities for business continuity. On the other hand, employees should be actively involved in knowledge-sharing activities in an organization to improve their work professionalism.

CONCLUSION

The results of empirical research indicate that knowledge self-efficiency has no discernible positive effect on knowledge management. Put another way, a higher knowledge self-efficiency does not translate into higher levels of knowledge management, and lower knowledge self-efficiency does not translate into lower levels of knowledge management. Knowledge management benefits greatly from trust, meaning that higher trust levels have an impact on knowledge management's value, and vice versa. Lower levels of trust have an impact on knowledge management's level. Knowledge management benefits greatly from agreeableness. Put another way, a more significant degree of friendliness raises the level of knowledge management, and a lower degree of pleasantness lowers the value of knowledge management. There exists a positive and significant correlation between consentableness and knowledge self-efficacy. In other words, higher levels of knowledge self-efficacy lead to increased levels of consentableness, whereas lower levels of knowledge self-efficacy result in lower levels of consentableness. Therefore, increasing trust has an impact on increasing conformity, and decreasing trust has an impact on decreasing conformity. Accord is positively and significantly impacted by trust. Stated differently, agreement has the potential to reinforce the relationship between knowledge management and knowledge self-efficacy. The significant correlation between knowledge self-efficacy and confidence in knowledge management may be diminished by agreeableness.

The findings of this study still need to be revised due to the limited measurement of trust and agreeableness personality variables. Further research is expected to use other variables with approaches to social, organizational, motivational, and leadership factors and other factors that can affect knowledge sharing.

AUTHOR CONTRIBUTION

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