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THE INFLUENCE OF KNOWLEDGE SELF-EFFICACY AND PERSONALITY ON KNOWLEDGE SHARING WITH TRUST AS MEDIATOR

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Abstract

Knowledge sharing behavior is influenced by two main factors, namely macro factors originating from the organization, such as organizational culture, leadership, reward and incentive systems, as well as technological aspects such as information systems. The second factor is micro factors originating from the individual, including personality, knowledge, self-efficacy, and trust. Trust is a crucial element in knowledge sharing behavior, as revealed by several studies that the higher the level of trust between management and colleagues, the greater the tendency to share knowledge. The main focus of this research is on individual factors, because they are considered a key element in the success of knowledge management. Knowledge in organizations is created through interactions between employees at various levels, so the individual aspect becomes very important. This research involved 200 permanent employees with more than one year of service, using a non-probability sampling method with accidental sampling technique. This sample size is in accordance with the criteria for structural equation modeling (SEM) with the optimal Maximum Likelihood method for detecting significant differences. The results indicate that organizations need to pay special attention to developing individual factors, especially trust and self-efficacy, to improve knowledge sharing behavior.

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INTRODUCTION

Human resource development is a very important component and this is related to the increasingly global and sharp business competition that requires companies to have strong intellectual capital and follow an open system. Organizations or companies that adopt an open system will be "sensitive" and respond to the desires and needs of their stakeholders, especially customers, effectively and efficiently. Companies that do not respond to their stakeholders will be abandoned by them, so that the company will find it difficult to maintain its survival, let alone grow (Budihardjo, 2017). According to Fischer (2003), globalization shows economic, social, relations with foreigners and culture. Globalization certainly promises greater market opportunities, but on the other hand it means that competition will be increasingly sharp, therefore special knowledge and skills are needed so that companies are able to innovate.

*Knowledge management*reflected as systematic, structured knowledge management to improve organizational capabilities (if in the context of an organization, because it can also occur in groups or individuals) through the process of managing knowledge both tacitly and explicitly (Budiharjo., 2017). In the context of a company, knowledge management is directed to produce superior products, services, systems that meet the desires and needs of its stakeholders so that the company will continue (sustainable), survive and even grow (Budihardjo, 2017). Wiig around 1986 created knowledge management, in that year presented knowledge management at the United Nations's International Labor Organization conference and where in 1991 Nonaka and Takeuchi published the first article on knowledge management in the Harvard Business Review (HBR). The process of knowledge*management*consists of three major activities, namely knowledge creation, knowledge sharing and knowledge reuse, Of the three processes, in this case the focus is on knowledge sharing, which is more on knowledge sharing behavior.

According to Bock et al (2005), whether or not the implementation of knowledge sharing behavior is good depends on the values, interests and motivations of employees, with knowledge sharing behavior enabling the creation of ideas or innovations that will support the sustainability of the organization, increase sales value so that it can compete with other organizations, knowledge sharing enables the formation of regeneration in the sense that if the organization loses senior staff (expertise) then the organization continues to develop because the knowledge used is not carried away.

The focus of knowledge management activities implemented by PT Pelindo III (Persero) is knowledge sharing which has become a permanent agenda. According to Criano and White (1981) key factors in climate communication include information obtained from both superiors and subordinates, openness between employees and each other, and reliable information.

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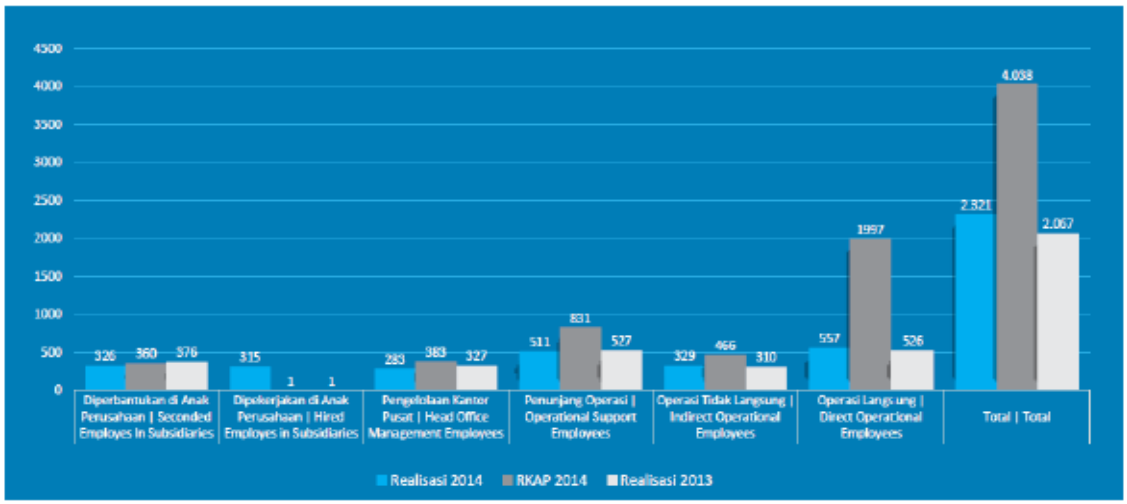
Table I
Classification of Pelindo III Employees in 2014



Source: Annual Report of PT. Pelindo III (Persero) 2014

From the table above, the number of employees seconded to subsidiaries is 326 people, employed in subsidiaries 315 people, head office management 283 people, operational support 511 people, indirect operations 329 people, direct operations 557 people. So that the total distribution of employees in Pelindo III (Persero) is 2,321 people. Based on the distribution of Pelindo III employees, the largest number of employees is in the head office, this is because there are employees who are employed and seconded to subsidiaries, for operational employees, both direct operations, indirect operations and operational support, the most are in the Tanjung Perak branch which is one of the largest branches of Pelindo III (Persero).

Graph 1
Composition of Employees of PT. Pelabuhan Indonesia III (Persero)

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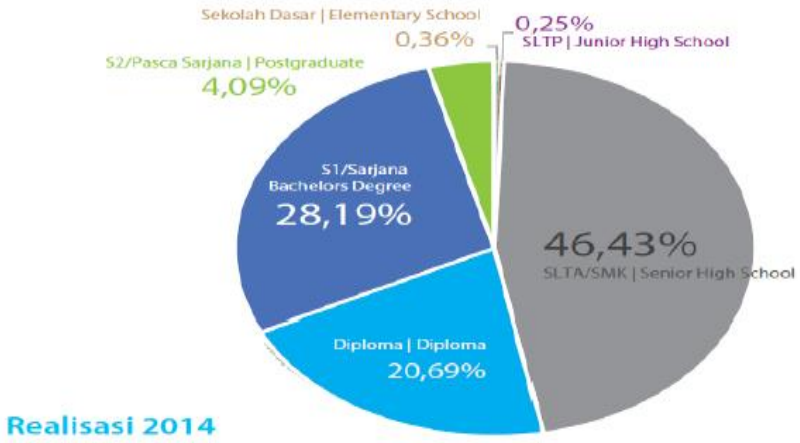
Based on Education in 2014



Source: Annual Report of PT. Pelindo III (Persero) 2014

The graph above shows that the realization of 2014 has exceeded the target of RKAP 2014 that has been set. From the data, most of Pelindo III (Persero) employees have high school/vocational high school education, this can be seen in the diagram of 46.43% of Pelindo III (Persero) employees. This is because the requirements for functional employees, especially operators, are high school education.

Table II
Composition of PT. Pelindo III (Persero) Employees Based on Age

Age	<30 Years	31–35 years old	36 – 40 years old	41-45 years old	46-50 years old	>50 Years
Amount (%)	27.95%	19%	15.83%	14.98%	8.79%	12.81%

Source: Annual Report of PT. Pelindo III (Persero) 2014

Based on the table above, the composition of employees by age shows that most Pelindo III (Persero) employees are under 30 years old at 27.95%, the second largest are at 31-35 years old at 19%, then at 36-40 years old at 15.83%. the number of 41-45 years old is 14.98%, the age> 50 years old is 12.81% and the age of 46-50 years is 8.79%. This shows that most Pelindo III (Persero) employees are still in their productive age. Productive age is the age where humans are physically and biologically mature, this age ranges from 18-45 years. At this age, humans are at the peak of their activity. Physical activity tends to be heavier than other ages. The density of activity often triggers stress which is also a disease that often affects society. The emergence of stress can change the normal functions of the body and in the long term lead to the early appearance of symptoms of degenerative diseases. It can be seen that the young age range which is said to be very productive, namely the age < 30 years, is 27.95% and the age of 31-35 years is

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19% with a total of 46.95%. This number is quite large when compared to employees who are of a less productive age who will enter retirement, namely the age of 46-50 years, is 9.79% and the age of 31-35 years, is 19%.>50 years old amounted to 12.81% so the total was 21.6%.

The age range between the ages of employees who are truly very productive is greater than the ages of employees who are less productive (approaching retirement). In fact, in this case, knowledge sharing is needed before employees enter retirement. There is an assumption that it is not easy to share knowledge, many employees feel that by sharing knowledge, their 'excess' power will be reduced, and there are also those who feel that the activity of sharing knowledgeis the same as wasting time and does not benefit him.

Factors that influence knowledge sharing behavior are divided into two (2) groups. First, factors at the macro level, namely factors originating from the organization, such as organizational culture, leadership, rewards and incentives (Tsai, 2002; Wasko & Faraj, 2005), and technological aspects that include information systems in the organization. The second factor at the micro level is factors originating from individuals, including personality, knowledge self-efficacy (Wang & Lai, 2006; Wasko & Faraj, 2005), and trust (Ferrin & Dirks, 2001; Levin & Cross, 2004). According to Cheng & Li, 2006; Qian et al., 2008 stated that trust is an individual factor that is the main requirement in knowledge sharing behavior, in a study conducted by Hoff and Weenen (2004) the higher the trust between management and coworkers in an organization, the more likely there is knowledge sharing behavior (Julibert, 2008). Another individual factor that influences knowledge sharing behavior is knowledge self-efficacy. According to Bandura (1997), self-efficacy is a person's belief that the abilities they have can complete their work.

This study emphasizes more on individuals because they are the most important factor in knowledge sharing behavior in knowledge management (Alavi & Leidner, 2001; Daveport & Prusak, 1998; Kankanhalli, Tan, & Wei, 2005) and are the reason for the failure of knowledge sharing (Carter & Scarbrough, 2001; Voelpel, Dous, & Davenport, 2005). Knowledge in organizations is created through interactions between employees at various levels in the organization.

*Personality traits*or characteristic is an individual factor that has an important role in knowledge sharing, personality traits can be interpreted as personal traits or personality. Gibson, Ivancevich, and Donnely (1996, p.156) stated that a person's personality can be reflected in how a person acts and relates. Kreitner and Kinicki (2007, p.150) stated that personality is defined as a combination of stable physical and mental characteristics that provide an individual's identity. (Personality is defined as the combination of the stable physical and mental characteristics that give the individual his or her identity). Based on the background above, it is necessary to conduct research on "The Influence of Knowledge Self-Efficacy and Personality on Knowledge Sharing with Trust as a Mediator".

Knowledge sharing behavior

Knowledge is the most important source in a business, has a fairly broad role, one

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of which is as a facility in decision making. Knowledge sharing behavior is defined as a process of behavior of individuals who are often involved in exchanging knowledge, both tacit and explicit, which will be used to find new knowledge. According to Cumming, 2003, knowledge sharing behavior is the main concept of knowledge management and is the most important focus in knowledge management because knowledge is seen as the most strategically valuable resource owned by an organization, the main source for value creation (Nonaka & Takeuchi, 1995). According to Liebowitz, 2001, the main focus of knowledge management is the extent to which knowledge sharing behavior can create more value for an organization, if in the knowledge management process it can be interpreted as the extent to which individual knowledge becomes organizational knowledge and functions as the main key in the organization (Nonaka and Takeuchi, 1995).

Hendriks (1999) claims that*knowledge sharing behavior*built through communication between two parts and information that is changed into communication. The requirement of knowledge sharing behavior is that one or more parts that have knowledge can communicate and the other part understands what has been communicated. Knowledge sharing behavior and management can only be moved when communication members believe that their information system is safe, information security procedures have a positive impact on knowledge sharing and advance knowledge sharing behavior (Rocha Flores, Antosen, & Ekstedt, 2014).

According to Hansen and Avital, 2005, the type*knowledge sharing*behavior can vary depending on the understanding of knowledge. People can understand knowledge as an asset that exists in individuals or organizations which are tacit or explicit (Hansen and Avital, 2005). Tacit knowledge is knowledge that has not been documented and is still attached to a person, knowledge that is not easy to express and is subjective (Nonaka and Tekeuchi, 1995, Nonaka and Konno, 1998; Akamavi and Kimble, 2005; Tobing, 2007). Explicit knowledge is knowledge that has been documented, easy to modify, easy to articulate and objective in nature. Research conducted by Lin Lu et al, (2006) states that there is a possibility of a different process between tacit knowledge and explicit knowledge, so in their research that knowledge sharing behavior is explained in tacit knowledge behavior and explicit knowledge sharing behavior.

Trust

*Trust*is a person's desire to trust another individual based on the beneficial actions of the individual (Chowdury, 2005). According to Mayer (1995) trust is a desire (trustor) to carry out an action based on expectations of another individual (trustee), while Moordian et al. (2006) stated that trust is a construct in the form of an attitude, where an individual's expectations of others are related to the individual's previous experience of a particular person such as a manager or coworker. Trust refers to a particular belief especially related to the integrity and ability of others (Chiu, Hsu, & Wang, 2006). In general, trust is an important component in social exchange relationships, the higher the degree of trust felt by the giver and receiver, the stronger the social exchange relationship between them (Blau, 1964; Wasko & Faraj, 2005).

In this study, the researcher used an approach*trust*which was put forward by McAllister (1995), because this approach focuses more on conditions within the

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organization that include interactions between employees (Qian et al., 2008), in this case McAllister developed and empirically tested that two different forms of interpersonal trust are (a) affect based trust, namely the tendency to believe in someone's sincerity or good intentions, referring to trust from the heart, bonds based on empathy, feelings, emotional closeness. So with this trust, individuals express concern and attention for the good and welfare of coworkers (Chua, Ingram, & Moris, 2008), more regenerable in various situations compared to cognitive based trust (Chua et al., 2008; Lewick & Bunker, 1996). (b) Cognitive based trust which is the tendency to believe in the abilities and competence of coworkers, in this case we trust and respect others because of reasons and evidence of competence, responsibility, reliability as criteria used to assess trust. The existence of trust that is built on information, evidence of the behavior of other individuals in certain circumstances (Fiske, Cuddy, & Glick, 2007).

Knowledge self efficacy

*Self efficacy*According to Bandura (1997), it is a person's perception of their ability to organize and carry out tasks. This does not only concern the skills possessed but also the assessment of what can be done with the skills possessed by the individual, self-efficacy is related to the individual's evaluation of their ability to perform certain tasks or behaviors which are carried out to overcome obstacles in showing the behavior. Individual assessment of their abilities provides an understanding of how someone makes decisions to share knowledge (Endres et al., 2007). Research conducted by Endres et al. (2007) resulted in that the individual's environment contributes to self-efficacy which leads to knowledge sharing behavior. They believe that individuals with higher knowledge self-efficacy are willing to behave in sharing their knowledge and past experiences than individuals with low knowledge self-efficacy. Individuals with high knowledge self-efficacy give a positive assessment of their abilities and achievements which will motivate them to share the knowledge they have.

Personality traits

The five dimensions of the big five model (FFM) have different characteristics, including agreeableness which means being pleasant (Bessser & Shackelford, 2007) which is oriented towards others, namely being helpful, doing good, utilizing, and appreciating (McCrae & john, 1992). Extraversion which means tending to have the character of being a sociable person (Besser & Shackelford, 2007). Conscientiousness which means tending to have a high dependency attitude on reward orientation and a tough character. Neuroticism which means tending to have different negative moods such as anxiety, sadness, and disbelief. Openness to experience which has the characteristics of an open and artistic mind (Yhoms, Moore, Scoot, 1996).

In this study, researchers only took the two dimensions that are suspected that agreeableness and openness are closely related to knowledge sharing behavior, because the characteristics of the two dimensions seem to be related to knowledge sharing behavior. A person who is dominant in the agreeableness dimension tends to have the characteristics of being kind, forgiving, polite, helpful, generous, cheerful and can be invited to work together (Barrick & Mount, 1991). In addition, individuals with high agreeableness also tend to be altruistic, sympathetic, and enthusiastic to help others, and are more likely to cooperate than to be competent (Liao & Chuang, 2004), according to

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Cabrera, et al (2006) individuals who agreeableness tend to be cooperative, helpful and help others. Therefore, the nature of agreeableness is suspected of having high intensity in knowledge sharing behavior.

The data in this study were taken using the Big-Five Inventory Scale which was adapted by Ramdhani (2012) which consists of 19 items, of which 10 items measure the openness dimension and the other 9 items measure the agreeableness dimension..The scale aims to identify employee personality tendencies in both dimensions.

Manager

A manager is a person who carries out management activities. Every manager involves other people to achieve organizational goals, if someone works alone, he is not a manager. A person is called a manager if he is able to plan, manage and control the organization well, (Marno & Triyo Supriyatno, 2008: 50).

This is where the role of the manager is very much needed to create knowledge sharing behavior. The manager's responsibility is to socialize to all staff about what and how knowledge management is implemented in an organization, and the leader's responsibility is also to access every knowledge owned by his knowledge workers (Kikoski & Kikoski, 2004). One way to form knowledge sharing behavior is to create a sense of mutual trust between staff, staff with the organization, and staff with the leader.

According to Handy (1989) stated that a manager must be able to encourage and encourage, teach and give examples, provide time to consult with his staff. Motivating and giving examples are very important for the success of the knowledge sharing process in the organization, encouraging staff to progress and be creative, giving space for all opinions and ideas, accepting staff who make mistakes and giving positive advice for mutual progress, to ensure that knowledge sharing behavior runs, continuous staff monitoring is needed. Parlow (1998) in his research on knowledge workers, companies should monitor and supervise their staff regularly. Management must also schedule regular meetings, give tasks and deadlines and ensure that staff work according to the needs of the organization. Monitoring can be interpreted positively if the leader uses the monitor as a tool to measure the progress of knowledge sharing behavior, ensure that all activities continue to run in place, and take immediate action if there is a problem. Leaders must always approach staff to carry out knowledge sharing behavior and provide personal feedback to staff, and ask questions individually to staff if they do not carry out knowledge sharing and encourage staff to express their problems (Buckman, 2004).

RESEARCH METHODS

The approach used in this study is a quantitative approach. The quantitative approach is used because with this approach the research process is carried out in a structured manner and uses a relatively sufficient number of research samples, which are considered to represent the population being studied. Because the samples used are considered to be able to represent the population being studied, the results obtained in this study are conclusive results for the population from which the research samples were taken.

Population and Research Sample

The population in this study were permanent employees who worked for more

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than 1 year from various divisions. In this study, the number of samples taken was 200 employees, the basis for determining the number of samples was based on the provisions set by the structural equation model used as an analysis tool in this study. The use of this model with the provision of a minimum sample size of 100 (Ferdinand; 2014), and according to Ghozali (2005:21) using the Maximum Likelihood, a minimum of 100 samples are required. When the sample is increased above 100, the Maximum Likelihood method increases its sensitivity to detect differences between data. Once the sample becomes large, the Maximum Likelihood method becomes very sensitive and always produces significant differences so that the Goodness-of-fit measure becomes poor. So it can be recommended that a sample size between 100 and 200 should be used for the Maximum Likelihood estimation method. So this study used 200 samples.

The sampling technique is to use*nonprobability sampling*with accidental sampling.

RESULTS AND DISCUSSION

In this study, the six variables to be tested for their influence cannot be measured directly. The values of the five research variables are obtained from measurements using indicators for each variable that are based on the opinions of Han, SH, et al. (2016), Ekinci, (2013), Kim., et al (2016), Therefore, what will be operationalized are the research variables and indicators. From this operational definition, it will be derived as a research instrument in the form of research questions or questionnaires.

Measurements were made using a Likert scale with a scale ranging from 1 for strongly disagree to 5 for strongly agree. In order to meet the requirements in the analysis conducted in this study, this range assessment is based on marketing research, especially risk used by Shimp and Bearden (1982)

Method of collecting data

Data collected bygan one-shot approach. In more detail the unit of analysis in this study is permanent employees who have worked for more than 1 year. Data were collected by means of a survey conducted individually through the distribution of questionnaires to a number of respondents. The data collectedIn this study, there are 2 types, namely primary data and secondary data.

Primary data, namely data obtained fromemployeeby referring to the questionnaire that has been prepared. While secondary data used only for preliminary data and is as supporting data obtained from journal articles and literature.

Measuring Instruments

The data collection stage was carried out using a questionnaire, consisting of questions regarding the characteristics of respondents (employees) and questions regarding the variables being studied.

The statements in the questionnaire are presented in the form of statements and scales to express the respondents' responses. The statements in the questionnaire are related tovariable.

Data Analysis Techniques

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In answering the research objectives and assessing the model that was prepared, the analysis technique used wasStructural Equation Modeling (SEM) analysis techniques using the LISREL 8.80 software program.

Ferdinand (2014;46) stated that the stages carried out in SEM modeling, follow the following steps:

1. Theory-based model development
2. Development of flowcharts to show causal relationships
3. Convert the flowchart into a set of structural equations and measurement model specifications.
4. Selection of input matrix and estimation techniques for the model built
5. Assessing identification problems
6. Model evaluation
7. Interpretation and modification of the model

CONCLUSIONS AND SUGGESTIONS

Factors that influence knowledge sharing behavior can be grouped into macro and micro levels. At the macro level, aspects such as organizational culture, leadership, reward systems, and technology support play an important role in creating a knowledge sharing environment. Meanwhile, at the micro level, individual factors such as trust, personality and self-confidence in abilities (knowledge self-efficacy) are the main drivers. Trust, in particular, has been shown to be a fundamental condition for building effective knowledge sharing behavior. The emphasis on individual factors is considered more crucial because they often determine the success or failure of knowledge sharing in organizations. Good interaction between individuals at various levels is the key to creating new knowledge and maintaining sustainable knowledge management in the organization.

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