

THE ROLE OF RELIGIOSITY IN MODERATION OF THE INFLUENCE OF ORGANIZATIONAL TRUST AND SELF-EFFICACY ON KNOWLEDGE-SHARING BEHAVIOR AMONG LPD EMPLOYEES IN BADUNG REGENCY

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Abstract:

The role of individual knowledge in the development of an organization, both in the public and private sectors, is significant. The need for knowledgeable private sector workers encourages awareness of the importance of acquiring knowledge, especially knowledge mastered by each individual in the organization. Employee participation in knowledge-sharing activities will improve performance and productivity. Several factors, including organizational trust, self-efficacy, and religiosity, drive the process of knowledge sharing in an organization. This study aims to analyze and explain how religiosity as a moderating variable affects the relationship between organizational trust and self-efficacy on knowledge sharing behavior. This study was conducted at the Village Credit Institution (LPD) in Badung Regency, Bali Province, which took a sample of 310 respondents using SPSS Version 26. The results showed that organizational trust and self-efficacy influenced knowledge sharing behavior. It indicates that the higher the level of organizational trust and self-efficacy of LPD employees, the greater the knowledge sharing behavior. This study found that religiosity can provide a moderating role in the influence of organizational trust and self-efficacy on knowledge sharing behavior, meaning that religiosity strengthens knowledge sharing behavior. Religiosity provides a quasi-moderating role in the influence of organizational trust and self-efficacy on knowledge sharing behavior, meaning that religiosity strengthens organizational trust and self-efficacy to support knowledge sharing behavior.

Keywords: Organizational Trust, Self-Efficacy, Religiosity, Knowledge Sharing Behavior, Moderation

INTRODUCTION

In an organizational context, goal achievement can be assessed from a quantitative and qualitative perspective. Quantitative goals reflect the amount of profit earned, while qualitative goals emphasize providing the best possible service to stakeholders. However, not all organizations are profit-oriented; some are nonprofit. One example is the Village Credit Institution (LPD) found in Bali, which aims to support economic activities at the village level and plays a special role in Balinese traditional communities.

LPDs, as financial institutions in Balinese traditional villages, have unique ownership, decision-making processes, and profit sharing. This uniqueness is reflected in the portion of profits that is returned entirely to the traditional village, not to individual interests. However, despite LPDs' important role in the local economy, some face challenges in maintaining their sustainability. One challenge faced by LPDs is information asymmetry, which can trigger various risks, including moral hazard behavior such as fraud. Fraud cases, especially those that occurred in Badung Regency and were once reported in the news media, were found in 6 LPDs, namely the LPD of Kapal Traditional



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Village, which was revealed in 2016, the LPD of Gulingan Traditional Village fraud occurred between 2004 and 2020, the LPD of Sangeh Traditional Village fraud occurred between 2016 and 2020, the LPD of Ambengan Traditional Village occurred between 2011 and 2016, the LPD of Kekeran Traditional Village occurred between 2016 and 2017 and the LPD of Unggasan Traditional Village occurred between 2013 and 2017. The occurrence of these fraud cases, one of which was caused by information asymmetry. Reflecting on these cases, effective knowledge distribution within the organization is important to highlight to prevent these risks.

Furthermore, knowledge-sharing behavior is also a focus in efforts to improve the performance and sustainability of LPDs. Knowledge shared among organizational members not only facilitates innovation, competency development, and cost reduction but can also influence individual attitudes and behaviors within the organization. In this context, organizational trust, self-efficacy, and factors such as religiosity play a significant role in shaping knowledge-sharing behavior. Knowledge can be defined as something believed and justified (Nonaka, 1994), both individually and collectively within an organization. In the process of implementing new knowledge, individuals and organizations experience changes that require shifts in ways of thinking and behaving. This process occurs through reciprocal interactions between information recipients and the disseminated knowledge and the instilling of organizational norms and assumptions in the minds of employees (Santhose, S.S., & Lawrence, 2023; Sun & Scott, 2005).

Furthermore, it can also result in changes in procedures, responsibilities, and norms (Davenport & Prusak, 1998; X. Wang et al., 2024; Wiig, 1997). Knowledge sharing is considered an informal communication process involving the sharing of knowledge among coworkers, where organizational trust determines the communication process (Siemsen et al., 2008). Organizational members are better equipped with skills and knowledge when they engage in knowledge sharing (Sitko-Lutek et al., 2010). Knowledge sharing is essential for organizations and can generate benefits such as innovation, competency development, and cost reduction (Krzyżowska, 2022). Knowledge-sharing behaviors, such as exchanging knowledge, skills, and expertise, are crucial for innovation and collective learning in organizations (Kmieciak, 2020). Knowledge-sharing practices among employees make individual work easier and free up time for more substantive tasks. However, it is difficult to enforce knowledge sharing because knowledge is created and stored within organizational members (Chow & Chan, 2008; Mahajan et al., 2024). Knowledge sharing among employees in organizations leads to the creation of new knowledge and organizational development (Kmieciak, 2020). Knowledge sharing will not occur if someone does not have the intention to share knowledge (Siemsen et al., 2008). It is related to an individual's level of confidence in their ability to share knowledge. Furthermore, knowledge-sharing behavior is generally unnatural because people view their knowledge as important and a valuable asset. Openly sharing knowledge with others is limited by their natural tendency to keep information to themselves (Davenport & Prusak, 1998).

Research related to knowledge management often emphasizes the operational and technological aspects of knowledge management, but human behavior can be used as an approach that can contribute to knowledge management (Wahyudi et al., 2020). Therefore, researchers need to explore the relationships between people management and the contribution of knowledge management, especially regarding knowledge sharing behavior. The relationship between trust and knowledge sharing is not well understood, and different types of trust may have different impacts on knowledge sharing behavior (Kmieciak, 2020). Some existing research links organizational trust and self-efficacy to knowledge sharing behavior. A review of previous research findings still reveals a research gap regarding the influence of organizational trust and self-efficacy on knowledge sharing behavior. Krzyżowska's (2022) research found a positive relationship between self-efficacy,



organizational trust, and knowledge sharing among employees. Kmiecik (2020) in her research stated that trust is positively related to knowledge sharing behavior. Similar results were also found by Santhose, S.S. & Lawrence (2023), Wahyudi et al. (2020), Rutten et al. (2016), and Jain et al. (2015), indicating that organizational trust had a significant positive effect on knowledge sharing behavior. Contrary results were found by Zarine & Saqib (2018), who stated that organizational trust did not influence knowledge sharing behavior. Similar results were also found by Yeo & Gold (2014) and Wang & Wei (2011), who found that organizational trust had no significant effect on knowledge sharing behavior.

Studies analyzing the relationship between self-efficacy and knowledge sharing behavior include those by Wulandari & Muafi (2021), Safdar et al. (2020), Le et al. (2018), and Yilmaz (2016), all of which found that self-efficacy influenced knowledge sharing behavior. However, conflicting results were found by Kanaan et al. (2013), Okyere-Kwakye et al. (2011) and Chen et al. (2009), namely, self-efficacy does not have a significant effect on knowledge sharing behavior.

The most significant factor influencing knowledge sharing is employee attitudes. In some cases, employee attitudes can hinder knowledge sharing (Castaneda, 2023; Hislop, 2003; Santhose, S.S. & Lawrence, 2023; Z. Wang & Wang, 2012). It is important to understand how individual attitudes and behaviors may have different impacts on knowledge sharing. An individual's level of religiosity can influence employee attitudes in the workplace. Religiosity has been found to influence employee attitudes regarding what they want from the work environment and their job satisfaction (King & Williamson, 2005). A person's religiosity is an important factor for their personal well-being (Koburtay et al., 2022), so it is likely to influence their behavior, including knowledge sharing.

Several existing studies provide insight into the relationship between religiosity and knowledge sharing. Cyster & Salubi (2023) and Freeburg (2015) explore how churches create cultures that encourage the recirculation of existing information or the introduction of new information, and how these cultures influence engagement with knowledge management principles. Rohman (2020) examined how information sharing in cafes in Ambon helped Christians and Muslims reconcile their differing views after a period of conflict. Guzik's (2018) research focused on information sharing practices among Muslim converts in Toronto, examining how respondents expressed and exchanged information through non-verbal sources such as clothing items, spoken words, and creative products as religious symbols. Khari & Sinha (2018) investigated the influence of spirituality on knowledge-sharing attitudes in organizations, finding that psychological development and organizational trust mediate the relationship between spirituality and knowledge-sharing behavior. These studies suggest that religiosity can influence knowledge-sharing behavior and practices in organizations.

Although previous research has linked these factors to knowledge sharing behavior, findings remain inconsistent. Therefore, this study aims to address this gap by deepening our understanding of the relationship between organizational trust, self-efficacy, religiosity, and knowledge sharing behavior in LPD organizations in Bali. By analyzing the influence of these factors, this research is expected to make a significant contribution to developing more effective and sustainable knowledge management strategies in the LPD context in Bali.

Theory and Hypothesis. Social learning (also known as observational learning or learning from models) is a learning process that occurs as a function of observing, mastering, and, in the case of imitation learning, imitating the behavior of others. It is widely associated with the research of Bandura (1977), who proposed social learning theory. Social learning theory seeks to explain human behavior in terms of the continuous reciprocal interaction between cognitive, behavioral, and environmental factors. Within this reciprocal interaction lies the opportunity for individuals to



influence their destiny and the limits of their self-direction. Humans and their environments are mutually determinative factors.

According to social learning theory, the act of observing alone uses a cognitive representation of the action. In detail, the cognitive basis of the learning process can be summarized in four stages: attention (attentional processes), retention (retention processes), motor reproduction (motor reproduction processes), and reinforcement and motivation (reinforcement and motivational processes) (Bandura, 1977). For learning through observation to occur, attention must first be present. To reproduce a model's behavior, a person must pay close attention to what the model says or does. Retention is the second process necessary for observational learning to occur. To reproduce a model's actions, a person must store all information in memory and be able to recall it when needed. A simple verbal description or detailed drawing of the model's actions can aid the retention/retention process. Motor reproduction is the process of imitating the model's actions. A person may be able to pay attention and remember what they have seen. However, if the individual has motor limitations, it will be difficult for them to reproduce the model's actions. Reinforcement and motivation are the final components of observational learning. In many cases, a person can pay close attention to what the model does, retain the information, and have the motor skills to reproduce the action. However, individuals often fail to repeat the action due to a lack of reinforcement and motivation.

Bandura's (1977) theory is based on three assumptions:

1. Individuals learn by imitating what is seen in their environment, especially the behavior of others. The behavior of others that is imitated is referred to as model behavior or exemplary behavior. If imitation is reinforced, the imitated behavior will become their own.
2. There is a close relationship between the learner and their environment. Learning occurs through the interconnectedness of three parties: the environment, behavior, and personal factors.
3. Learning outcomes take the form of visual and verbal behavioral codes manifested in everyday behavior.

Bandura's (1977) social learning theory emphasizes that environmental conditions can elicit and maintain certain responses in an individual. The basic assumption of social learning theory is that most individual behavior is acquired through learning by observing the behavior displayed by other individuals who serve as models. Individual behavior resulting from learning constitutes knowledge and will be reflected in behavior.

Organizational Trust and Knowledge Sharing Behavior. Knowledge sharing is a step in knowledge management that provides opportunities for members of an organization, agency, or company to share their knowledge, techniques, experiences, and ideas with other members. Knowledge sharing can only occur if each member has ample opportunity and feels psychologically empowered to express opinions, ideas, criticisms, and comments to other members. Means for knowledge sharing include face-to-face meetings, documentation, websites, electronic discussions, and research.

Knowledge sharing is the activity of disseminating knowledge, encompassing both explicit and implicit knowledge from one person, group, or organization to another. Previous research conducted by Krzyżowska (2022), Kmiecik (2020), Rutten et al. (2016), Jain et al. (2015), Swift & Hwang (2013), and Ho & Lin (2012) indicates that organizational trust significantly influences knowledge sharing behavior. Based on these research results, the following hypothesis is proposed: H1: Organizational trust influences knowledge sharing behavior.

Self-Efficacy and Knowledge Sharing Behavior. Knowledge-sharing behavior that leads to employee engagement in the organization and consistent processes indicates an individual's belief



in their ability to contribute to the knowledge management process within the organization. Several studies have shown that self-efficacy has a positive effect on knowledge sharing behavior, such as those by Fathu et al. (2010) and Iqbal et al. (2011). Furthermore, it has been shown that knowledge-sharing behavior is strongly influenced by the underlying motivation of public sector workers to provide services for the public interest. Furthermore, Castaneda (2023), Krzyżowska (2022), Safdar et al. (2020), Wulandari & Muafi (2021), Wahyudi et al. (2020), Le et al. (2018), Ergün & Avcı (2018), Yilmaz (2016), Olowodunoye (2015), Cavaliere et al. (2015) revealed that self-efficacy contributes positively to knowledge-sharing behavior, so that the following hypothesis can be formulated:

H2: Self-efficacy influences knowledge-sharing behavior.

The Moderation of Religiosity in the Effect of Organizational Trust on Knowledge Sharing Behavior. Religiosity can influence knowledge-sharing behavior. Pluralist theologians view religious knowledge as culturally and pragmatically determined (Merrigan, 1997). International knowledge transfer, which is intertwined with religious elements, is seen as a growing challenge (Schweitzer, 2020). These research findings suggest that religiosity can play a complex role in shaping knowledge-sharing behavior, influenced by cultural and contextual factors.

Several studies have explored the relationship between organizational trust, religiosity, and knowledge-sharing behavior. Khari & Sinha (2018) found that religiosity positively impacts knowledge sharing through organizational trust. Rahman et al. (2015) found a strong relationship between workplace spirituality and knowledge-sharing behavior. High organizational trust can strengthen motivation to share knowledge. Furthermore, religious values can also serve as a moral foundation that shapes trust and motivation in the context of knowledge sharing. Therefore, the following hypothesis can be proposed:

H3: Religiosity moderates the effect of organizational trust on knowledge sharing behavior.

Religiosity's Moderation of Self-Efficacy's Effect on Knowledge Sharing Behavior. Research shows that religiosity and self-efficacy are significant variables influencing knowledge-sharing behavior. Ergün & Avcı (2018) found that self-efficacy was the strongest predictor of knowledge giving and receiving behavior. Cho et al. (2010) supported the role of self-efficacy in knowledge sharing intentions. Abdel-Khalek & Lester (2017) highlighted a positive relationship between religiosity and self-efficacy, indicating that more religious individuals tend to have higher levels of self-efficacy. These findings collectively suggest that religiosity and self-efficacy play a significant role in shaping knowledge-sharing behavior. Based on these research results, the following hypothesis is proposed:

H4: Religiosity moderates the effect of self-efficacy on knowledge sharing behavior.

METHODS

This research was conducted using a survey method among LPD employees in Badung Regency, Bali. Questionnaires were collected from 310 respondents. The measurement of the research construct was carried out through a reflective indicator measurement scale using the Likert scale technique. Referring to the indicators proposed by Zalabak et al. (2000), in this study, the indicators of organizational trust are: openness, competence, caring, reliability, and identification. The organizational trust variable in this study was measured using an instrument developed by Zalabak et al. (2000) and Jain et al. (2015). The self-efficacy variable was measured using an instrument developed by Bandura (1986) with indicators of task difficulty, strength of belief, and generality. The religiosity variable was measured using a questionnaire developed from the religious commitment inventory developed by Worthington et al. (2003). The knowledge-sharing behavior variable was measured using an instrument developed by Yang (2003), De Vries (2006),



and Darroch (2005). The analysis tool used was SPSS or Statistical Package for the Social Sciences Version 26.

RESULT AND DISCUSSION

This study used 310 respondents, LPD employees in Badung Regency. Before being used to collect data, the research instrument was tested for validity and reliability. The instrument testing revealed that the correlation coefficients of all questionnaire items were valid, as evidenced by the Pearson correlation value of each variable above 0.3. The instrument was declared reliable, as the Cronbach's alpha value for each variable was above 0.70. Before conducting multiple linear regression analysis, classical assumption testing was performed. The classical assumption testing determined that the research variables were normally distributed and free from multicollinearity and heteroscedasticity.

A simultaneous effect significance test was conducted to determine the simultaneous influence of the independent variables on the dependent variable. The test was conducted using the F-test. If the significance value (p) is less than the 5% significance level ($p < 0.05$), a significant simultaneous effect is considered. The test results are presented in Table 1.

Table 1. F-Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1108.262	5	221.652	49.645	0.000 ^b
	Residual	1357.287	304	4.465		
	Total	2465.548	309			

a. Dependent Variable: Knowledge Sharing Behavior

b. Predictors: (Constant), Self-Efficacy * Religiosity, Religiosity, Organizational Trust, Organizational Trust * Religiosity, Self-Efficacy

Source: Processed Research Data (2024)

The results of the simultaneous influence significance test using the F-test yielded an F-value (calculated F) of 49.645 and a significance value (p) of 0.000. These results indicate that the significance value (p) is less than the 5% significance level ($p < 0.05$), thus confirming a significant simultaneous influence between organizational trust (X1) and self-efficacy (X2), moderated by religiosity (M), on knowledge sharing behavior (Y).

The t-test determines whether there is an influence of the independent variables on the dependent variable individually (partially). If the t-value probability or significance is ≤ 0.05 , then it can be concluded that there is a partial influence between the independent variables on the dependent variable. However, if the t-value probability or significance is > 0.05 , then it can be concluded that there is no significant influence of each independent variable on the dependent variable. Table 2 below presents the results of the partial influence test using the t-test.

Table 2. Partial Test Results

Coefficients ^a			
	Model	t	Sig.
1	(Constant)	8.759	0.000
	Organizational Trust	2.449	0.015
	Self-Efficacy	3.939	0.000





Religiosity	8.941	0.000
Organizational Trust * Religiosity	2.809	0.005
Self-Efficacy * Religiosity	2.077	0.039

a. Dependent Variable: Knowledge sharing behavior

Source: Processed Research Data (2024)

The partial test results (t-test) presented in Table 2 show:

- 1) The partial test between organizational trust (X1) and knowledge-sharing behavior (Y) yielded a calculated t-value of 2.449 with a significance level of 0.015 (a significance level less than 0.05 (sig < 0.05)). These results indicate a significant partial effect between organizational trust (X1) and knowledge-sharing behavior (Y).
- 2) The partial test between self-efficacy (X2) and knowledge-sharing behavior (Y) yielded a calculated t-value of 3.939 with a significance level of 0.000 (a significance level less than 0.05 (sig < 0.05)). These results indicate a significant partial effect between self-efficacy (X2) and knowledge-sharing behavior (Y).
- 3) A partial test between organizational trust (X1) and religiosity (M) moderation on knowledge sharing behavior (Y) obtained a t-value of 2.809 with a significance value of 0.005 (a significance value less than 0.05 (sig < 0.05)). From these results, there is a significant influence of organizational trust (X1) and religiosity (M) on knowledge sharing behavior (Y), partially.
- 4) A partial test between self-efficacy (X2) and religiosity (M) moderation on knowledge sharing behavior (Y) obtained a t-value of 2.077 with a significance value of 0.039 (a significance value less than 0.05 (sig < 0.05)). From these results, there is a significant influence of self-efficacy (X2) and religiosity (M) on knowledge sharing behavior (Y), partially.

Thus, the results of the partial significance test indicate that organizational trust (X1) and self-efficacy (X2) significantly influence knowledge sharing behavior (Y). Furthermore, organizational trust (X1) and self-efficacy (X2), moderated by religiosity (M), significantly influence knowledge sharing behavior (Y).

The coefficient of determination test was conducted to determine the extent of the influence on the dependent variable that all independent variables can explain. A higher coefficient of determination, indicated by the R-square value, indicates a greater influence of the independent variables on the dependent variable. The coefficient of determination in this study used Adjusted R2. The test results are presented in Table 3.

Table 3. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.670 ^a	0.449	0.440	2.113

a. Predictors: (Constant), Self-Efficacy * Religiosity, Religiosity, Organizational Trust, Organizational Trust * Religiosity, Self-Efficacy

Source: Processed Research Data (2024)

The coefficient of determination obtained an adjusted R-square value of 0.440, indicating that the influence of organizational trust (X1) and self-efficacy (X2), moderated by religiosity (M), on knowledge-sharing behavior (Y), is 44 percent, with the remainder explained by other factors.



To test the research hypothesis, moderated regression analysis was used. Moderated regression analysis aims to obtain an overview of the influence of independent variables on the dependent variable, with moderation occurring both simultaneously and individually (partially). Table 4 presents the results of the moderated regression between organizational trust (X1) and self-efficacy (X2), moderated by religiosity (M), on knowledge-sharing behavior (Y).

Table 4. Moderated Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	20.548	2.346		
Organizational Trust	0.129	0.053	0.133	2.449	0.015
Self-Efficacy	0.264	0.067	0.233	3.939	0.000
Religiosity	0.184	0.021	0.441	8.941	0.000
Organizational Trust * Religiosity	0.024	0.009	0.169	2.809	0.005
Self-Efficacy * Religiosity	0.021	0.010	0.121	2.077	0.039

a. Dependent Variable: Knowledge Sharing Behavior

Source: Processed Research Data (2024)

The resulting moderation regression equation is as follows:

$$Y = 20.548 + 0.129 X1 + 0.264 X2 + 0.184 M + 0.024 X1*M + 0.021 X2*M + e$$

From this equation, the results of the moderation regression are as follows:

- 1) The constant value of 20.548 indicates that without the influence of organizational trust (X1) and self-efficacy (X2), with moderation by religiosity (M), the predicted value of knowledge sharing behavior (Y) is 20.548 units.
- 2) The influence of organizational trust (X1) obtained a regression coefficient of 0.129, indicating that organizational trust (X1) has a positive influence on knowledge sharing behavior (Y). It means that the higher the perceived organizational trust (X1) of respondents, the higher the perceived knowledge sharing behavior (Y), with a change in the value of knowledge sharing behavior (Y) of 0.083 units.
- 3) The influence of self-efficacy (X2) obtained a regression coefficient of 0.264, indicating that self-efficacy (X2) has a positive influence on knowledge sharing behavior (Y). It means that the higher the perceived self-efficacy (X2) of respondents, the higher the perceived knowledge sharing behavior (Y), with a change in the value of knowledge sharing behavior (Y) of 0.187 units.
- 4) The influence of organizational trust (X1) with moderation of religiosity (M) obtained a regression coefficient of 0.024 which indicates that organizational trust (X1) with moderation of religiosity (M) has a positive influence on knowledge sharing behavior (Y), meaning that the higher organizational trust (X1) supported by the higher religiosity (M) felt by the respondents will affect the higher knowledge sharing behavior (Y) felt by the respondents, with a large change in the value of knowledge sharing behavior (Y) of 0.015 units.
- 5) The influence of self-efficacy (X2) with moderation of religiosity (M) obtained a regression coefficient of 0.021 which indicates that self-efficacy (X2) with moderation of religiosity (M) has a positive influence on knowledge sharing behavior (Y), meaning that the higher self-efficacy (X2) supported by the higher religiosity (M) felt by the respondents will affect the higher



knowledge sharing behavior (Y) felt by the respondents, with a large change in the value of knowledge sharing behavior (Y) of 0.021 units.

Based on the results of the Moderated Regression Test presented in Table 4, the results of the research hypothesis testing are as follows:

- 1) The first hypothesis (H1) was tested using a moderated regression test and obtained a calculated t-value of 2.449 with a significance value (sig) of 0.015 (sig < 0.05), indicating a significant effect between organizational trust (X1) and knowledge sharing behavior (Y). Therefore, the first hypothesis (H1) is accepted.
- 2) The second hypothesis (H2) was tested using a moderated regression test and obtained a calculated t-value of 3.938 with a significance value (sig) of 0.000 (sig < 0.05), indicating a significant effect between self-efficacy (X2) and knowledge sharing behavior (Y). Therefore, the second hypothesis (H2) is accepted.
- 3) The third hypothesis (H3) was tested using a moderated regression test and obtained a calculated t-value of 2.809 with a significance value (sig) of 0.005 (sig < 0.05), indicating a significant effect between organizational trust (X1) and the moderation of religiosity (M) on knowledge sharing behavior (Y). Therefore, the third hypothesis (H3) is accepted. The moderation effect of religiosity (M) on the relationship between organizational trust (X1) and knowledge sharing behavior (Y) is quasi-moderation.
- 4) The fourth hypothesis (H4) was tested using a moderated regression test and obtained a calculated t-value of 2.077 with a significance value (sig) of 0.039 (sig < 0.05), indicating a significant effect between self-efficacy (X2) and the moderation of religiosity (M) on knowledge sharing behavior (Y). Therefore, the fourth hypothesis (H4) is accepted. The moderating effect of religiosity (M) on the relationship between self-efficacy (X2) and knowledge-sharing behavior (Y) is quasi-moderation.

The Influence of Organizational Trust on Knowledge Sharing Behavior. Organizational trust is a concept that emphasizes attitudes toward the organization (Tan, 2002). In this study, organizational trust was measured using five indicators adapted from Zalabak et al. (2000) and Jain et al. (2015). Knowledge sharing involves sharing knowledge beyond formal channels. Hypothesis testing results indicate a significant influence of organizational trust on knowledge-sharing behavior. It suggests that organizational trust within the organization is perceived as encouraging employees to share knowledge with others. LPD employees feel sufficient trust in the organization to motivate and encourage them to share knowledge with coworkers.

Based on this empirical evidence, organizational trust provides input for LPDs in Badung Regency to maintain and provide guidance to enhance employee trust. Improving organizational trust can support an increased ability to share knowledge with coworkers. LPD leaders can implement this through policies designed to make a positive difference in the lives of LPD employees. It means that LPD employees can experience a positive impact on their lives due to the policies or regulations of their leaders. A leader is able to foster this trust through the difficulties they face. LPD employees can feel their leaders' loyalty and concern for them regarding the issues they face. LPD employees can perceive that their leaders are capable of effectively resolving issues that arise within the organization. Attitudes held by LPD leaders that support the growth of organizational trust can be enhanced to increase the desire of individuals within the organization to share knowledge.

Theoretically, according to Bandura (1977), organizational trust functions as a norm or role model for subordinates. When leaders share knowledge, they will follow suit because they are perceived as role models. For subordinates, leaders with positive attitudes are those who support

their subordinates' efforts to improve, are selfless leaders, and are better able to create a conducive and harmonious work environment. This finding is also supported by previous research that found that organizational trust influences knowledge sharing by Santhose, S.S. & Lawrence (2023), Wahyudi et al. (2020), Rutten et al. (2016), and Jain et al. (2016). (2015).

The Influence of Self-Efficacy on Knowledge Sharing Behavior. Self-efficacy is a person's belief in their own abilities and integrity, enabling them to act according to others' expectations (Gardner & Pierce, 1998). Knowledge sharing is the sharing of knowledge that one possesses in a personal and practical manner (Polanyi, 2015). The analysis shows a significant influence of self-efficacy on knowledge-sharing behavior. It demonstrates that the level of self-efficacy influences knowledge sharing. The accuracy and correctness of a coworker's actions can be shared whether or not other coworkers request them. It indicates that LPD employees in Badung Regency are already able to share their knowledge with other employees.

This finding aligns with previous research, including that by Wulandari & Muafi (2021), Safdar et al. (2020), Le et al. (2018), Yilmaz (2016), and Fathi et al. (2010), which states that self-efficacy is a determining factor in someone's willingness to share knowledge. Other supporting research is Iqbal et al. (2011) and Chen et al. (2012), found that building self-confidence is a crucial factor in knowledge sharing.

According to Bandura (1977), social learning theory explains that trust is a reciprocal relationship. This reciprocal relationship arises from social exchange between two or more individuals. Some consequences of this social exchange include mutual trust, loyalty, and commitment. This trust, which arises from one person's belief in another's ability, reliability, and integrity, results in a willingness to perform behaviors beyond those initially believed. One form of confidence among organizational members is the desire to share knowledge as a form of reciprocity.

Empirically, the self-confidence of LPD employees can increase their desire to share knowledge. LPD employees believe that their leaders can complete tasks correctly, they also believe that their leaders create a comfortable atmosphere, and they believe that their leaders are telling the truth. These beliefs are forms of trust among LPD employees that can increase their desire to share knowledge as a form of reciprocity.

The Moderation of Religiosity in the Influence of Organizational Trust on Knowledge Sharing Behavior. Organizational trust is a concept that emphasizes attitudes toward the organization (Tan, 2002). Based on Social Learning Theory (Bandura, 1977), interactions arising from social exchanges between individuals, or leaders, and members, can provide a better quality of life. Social exchanges, with reciprocal rewards or rewards, are evident when a leader with an organizational trust style demonstrates competence in various areas, such as decision-making, the ability to develop, and greater attention to members. The relationship that develops between these two parties, as it develops over time, will result in commitment. This reciprocity occurs when members or subordinates gain confidence that the leader is capable of leading both the organization and the individual to greater heights. Consequently, the reward or reciprocal behavior shown by members is greater trust or confidence in the leader who has an organizational trust style that strongly favors members. Organizational trust is a factor influencing how much an individual feels capable of sharing knowledge within an organizational context. In other words, the greater an individual's trust in the organization where they work, the more likely they are to share knowledge.

Religiosity acts as a moderator in the relationship between organizational trust and knowledge-sharing behavior. Religiosity, which encompasses religious beliefs, values, and practices, can strengthen this relationship. Individuals with high levels of religiosity may tend to internalize the moral and ethical values imparted by their religion into their daily behavior,



including workplace behavior. Religiosity strengthens the influence of organizational trust on knowledge-sharing behavior. One reason is that moral values reinforced by religious beliefs can strengthen a sense of social responsibility towards coworkers and the organization as a whole.

Furthermore, social support from a religious community can also strengthen an individual's trust in the organization, which in turn motivates them to share knowledge. Religiosity can influence an individual's perception of values such as trust, morality, and social obligation. Individuals with high levels of religiosity are more likely to integrate values such as honesty, altruism, and cooperation into their organizational behavior, including knowledge-sharing behavior. This finding is also supported by research by Khari & Sinha (2018) and Rahman et al. (2015), which states that religiosity plays a role in shaping knowledge-sharing behavior.

The Moderation of Religiosity in the Effect of Self-Efficacy on Knowledge Sharing Behavior. Self-efficacy is a person's belief in their own abilities and integrity, enabling them to act according to others' expectations (Bandura, 1997). Self-efficacy refers to an individual's belief in their ability to complete a task or achieve a specific goal. In the context of knowledge sharing in the workplace, individuals with high levels of self-efficacy tend to feel confident that they can make meaningful and beneficial contributions to their colleagues through knowledge sharing. Bandura's (1977) theory states that self-efficacy, which is an individual's belief in their ability to achieve a specific goal, influences individual behavior. In this context, high self-efficacy tends to increase an individual's likelihood of participating in knowledge-sharing behavior in the workplace.

Religiosity encompasses aspects of an individual's religious identity, including religious beliefs, values, and practices. A person's level of religiosity can influence how they view themselves and the world around them, and thus influence their behavior. Individuals with high levels of religiosity may experience a strengthening of their self-efficacy through religious beliefs and values, which bolster their confidence in sharing knowledge. Religiosity encompasses an individual's religious beliefs, values, and practices. The relationship between religiosity and self-efficacy can be explained by social support from religious communities, reinforcement of moral values provided by religion, and feelings of closeness to God, which can increase an individual's self-confidence. Individuals with high levels of religiosity experience strengthening of their self-efficacy through religious values and beliefs, which strengthen their confidence in sharing knowledge. This finding supports the research findings of Khari & Sinha (2018) and Rahman et al. (2015), which state that religiosity plays a role in shaping knowledge-sharing behavior.

CONCLUSION

This study found that religiosity moderated the influence of organizational trust and self-efficacy on knowledge sharing behavior, meaning that religiosity strengthened knowledge sharing behavior. Religiosity also quasi-moderated the influence of organizational trust and self-efficacy on knowledge sharing behavior, meaning that religiosity strengthened organizational trust and self-efficacy, supporting knowledge sharing behavior.

The results of this study addressed the research problem, but several issues remain that require further investigation or shortcomings. A limitation of this study is that the knowledge-sharing variable did not differentiate between the types and content of knowledge used, as some knowledge is personal and difficult to communicate, while others are easily communicated.

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