



## Training and Incentives on Knowledge Sharing: The Role of Trust

Syafira Anggraini<sup>1,\*</sup>, Muhammad Ali Fikri<sup>2</sup>, Poppy Laksita Rini<sup>3</sup>,  
Made Galih Wisnu Wardana<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Ahmad Dahlan, Yogyakarta, Indonesia

\*Email: [syafiranggrainii@gmail.com](mailto:syafiranggrainii@gmail.com)

---

**Abstract:** A crucial component of knowledge management that supports creativity, efficiency, and organizational sustainability is information sharing. The use of incentives and training in promoting knowledge-sharing among staff members. elements that affect how well incentives and training work to foster a culture of knowledge sharing. The purpose of this study is to ascertain how incentives and training affect knowledge sharing. PT. Kereta Api Indonesia (KAI) Operation Area 6 in Yogyakarta served as the study's research site. Quantitative research is used in this study. Primary data sources were employed in this study. A questionnaire was employed as a method of gathering data for this investigation. PT. KAI Operating Area 6 Yogyakarta provided a total of 88 respondents for this study's census sample strategy. The data analysis technique used is bootstrapping with Smart PLS version 4. The research results demonstrated that trust has a favourable impact on knowledge sharing, as do training variables and training itself. Furthermore, the findings demonstrate that trust and training improve worker performance. Knowledge sharing is not positively impacted by incentive variables, but trust is positively impacted by incentives, and knowledge sharing is positively impacted by both trust and incentives. The research's implication is to enhance employee performance by offering pertinent insight into the connection between trust and information sharing.

---

**Keywords:** Training; Incentives; Trust; Knowledge Sharing.

### Introduction

Training is the process of imparting specific knowledge and abilities to employees so they can become competent and capable of performing their duties as assigned (Cimatti, 2016). Employees exhibit increased motivation to acquire knowledge when they participate in training activities that are perceived as beneficial (Joel & Kelley, 2017). Training can assist employees in the modification of knowledge sharing norms and schemes (Ganguly et al., 2019). Santoro et al. (2018) and Raghu et al. (2019) demonstrated that knowledge exchange has an impact on training. Employees who receive exceptional training are more inclined to impart their knowledge by improving their communication skills and understanding of particular subjects (Blanchard & Thacker, 2023). Organizations may implement training as an approach to cultivate employee confidence (Hanaysha, 2016). The effect of training on trust has been examined in earlier studies (Schaefer et al., 2016).

Another crucial element that can motivate people to exchange knowledge is trust (Razmerita et al., 2016). In knowledge sharing, trust can lower risk and boost security (Safa &

Von Solms, 2016). People who trust their coworkers are more likely to be willing to share information and knowledge (Henttonen et al., 2016). Previous research has shown how trust affects the sharing of information (Koochang et al., 2017).

Prior studies have demonstrated that training can boost self-confidence, increase employee competency, and offer chances for learning and growth (Ibrahim et al., 2017). Effective training can encourage staff members to share knowledge by enhancing their comprehension and communication abilities (Blanchard & Thacker, 2023). One important factor that can mitigate the impact of training on knowledge sharing is trust (Curado & Vieira, 2019). In knowledge sharing, trust can lower risk and boost security (Safa & Von Solms, 2016). Previous research showed that training could serve as a mediator between knowledge sharing and trust (Alaarj et al., 2016).

Incentives are described as prizes or benefits offered to motivate employees to be highly productive (Jamal & Anwar, 2021). Empirical studies suggest that incentives have a favorable influence on information sharing (Al-Kurdi et al., 2018). Prior studies have

demonstrated that rewards can encourage staff members to share their expertise (Gagné et al., 2019). Offering incentives is one method that companies can utilize to increase employee trust (Victor & Hoole, 2017). Prior studies have demonstrated the impact of incentives on trust (Gu et al., 2015).

Organizations must continue to adapt and grow in the age of globalization and escalating competition by leveraging the knowledge that their people hold (Hadad, 2017). However, knowledge sharing does not always happen spontaneously, especially in complex and dynamic organizations (Salvato & Vassolo, 2018). Prior studies have demonstrated that rewards can encourage staff members to share their knowledge (Razmerita et al., 2016).

Based on data collected from the Public Information Service Report at the PT. KAI Information Management and Documentation Officer in 2023, PT. KAI experienced internal obstacles such as, there were still work units that were slow in providing data reporting and work units that still did not understand the duties and functions of Information Management and Documentation Officer, so it took time to deliver information to the public. Therefore, these obstacles pose challenges in knowledge sharing, so employees need to adapt to coordination and the division of work between units and understanding the duties and functions of Information Management and Documentation Officer. Furthermore, there are opportunities for PT. KAI in knowledge sharing, namely by utilizing knowledge sharing as a strategic tool to improve safety, increase operational efficiency, and drive innovation. This can lead to increased customer satisfaction, increased revenue, and a stronger competitive position.

Trust is an important factor that can mediate the effect of incentives on knowledge sharing (Rutten et al., 2016). Trust can increase security and reduce risk in knowledge sharing (Safa & Von Solms, 2016). Individuals who feel trust in their coworkers tend to be more open to sharing knowledge (Henttonen et al., 2016). Prior studies have proven the influence of incentives on knowledge sharing with trust

as a mediating variable (Rutten et al., 2016). Thus, the purpose of this study is to reexamine and demonstrate the discrepancy of earlier findings. Previous studies have applied models and variables that differ from those used in this study, such as those conducted by Susanty et al. (2019) and Rahman et al. (2023). One of the pillars in the world of transportation in Indonesia is the Indonesian Railways (KAI) industry. The object of this research is PT. KAI Operation Area 6 in Yogyakarta employees. By linking challenges and opportunities with research on the impact of incentives and training on information exchange, with trust acting as a mediating element, it directly addresses the challenges and opportunities faced by PT. KAI Operation Area 6 in Yogyakarta.

## **Literature Review and Hypothesis Development**

### *Training*

Training is a person's effort to gain knowledge in a particular program (Blanchard & Thacker, 2023). Training in the aspect of human resources is defined as an activity to improve employee abilities in order to improve performance (Greer, 2021). Training can increase employee capacity in line with the requirements and goals of the company to support company performance (Ibrahim et al., 2017).

### *Incentives*

Incentives are one of the strategies used by organizations to motivate employees and improve performance (Jamal and Anwar (2021). According to Wibowo (2021) an incentive is something that encourages or has a tendency to stimulate activities to increase productivity. Incentives can take the shape of monetary compensation, promotions, or recognition of good performance (Sholeh, 2023). Fair and transparent incentives can demonstrate the organization's commitment to employees and increase their confidence (Kuvaas et al., 2016).

### *Trust*

When one person is prepared to trust another, they are doing so in the expectation that the other will take an action that will be

important to them (Ma et al., 2019). Trust between the two parties is a crucial element in knowledge sharing (Rutten et al., 2016). Knowledge-based trust is defined as an individual's subjective belief and expectation that another member will share knowledge with them. This study focuses on members' perceptions of another member's knowledge.

#### *Knowledge Sharing*

Knowledge sharing is the process of exchanging knowledge and skills to help others in their work (Yan et al., 2016). One kind of voluntary and optional organization is knowledge sharing (Obrenovic et al., 2020). Explicit and tacit knowledge are both included in knowledge sharing, which is one way to measure knowledge management (Ganguly et al., 2019). Sharing information is seen as a constructive incentive in businesses.

#### *The Effect of Training on Knowledge Sharing*

Training is the continuous process of enhancing one's knowledge and abilities to complete tasks and improve performance (Blanchard & Thacker, 2023). However, formal schooling, more work experience, personality traits, and performance-enhancing skills are all part of training (Sitzmann & Weinhardt, 2018). Training is crucial in an information-sharing environment because it teaches people the importance of knowledge and how to share ideas and information with others (Sergeeva & Andreeva, 2016). The sharing of knowledge is thought to be linked to training. Individuals have a larger potential to share information the more training they do. Previous research from Dong et al. (2017) demonstrated the beneficial impact of training on knowledge exchange.

H1: Training Positively Affects Knowledge Sharing

#### *The Effect of Training on Trust*

Trust is an essential element for information sharing inside a company (Hashim & Tan, 2015). According to Afsar et al. (2020), trust in the performance of both individuals and organizations is a sign of social interaction. Individuals' interactions with one another in social and contextual relationships

influence how people share information in organizations (Ahmad & Karim, 2019). In addition, employee training programs can improve work performance and independence (Nurul, 2020). Previous research from Lee et al. (2020) proves the positive effect of training on trust.

H2: Training Has a Positive Effect on Trust

#### *The Effect of Trust on Knowledge Sharing*

Bauer (2019) shown that trust is the expectation that a person or group has of the words, promises, and stated declarations of another person or organization. Costa et al. (2018) shown that a set of mutual expectations between the parties to an interaction is a component of trust. A fundamental component of knowledge exchange is trust (Obrenovic et al., 2020). Trust between individuals is used when making decisions to exchange knowledge, hence it is regarded as a crucial component (Razmerita et al., 2016). When an organization has a culture of cooperation and a system that supports trust, then knowledge sharing will become easy within the organization (Farooq, 2018). Previous research from Safa and Von Solms (2016) demonstrated how trust promotes knowledge sharing.

H3: Trust Positively Affects Knowledge Sharing

#### *The Mediating Role of Trust on the Positive Effect of Training on Knowledge Sharing*

Rudančić et al. (2021) said that if an organization wants to successfully achieve its goals, it must accumulate ever-growing knowledge and then utilize it. Knowledge sharing is considered a voluntary act, where workers are rewarded, trained, and encouraged to share their knowledge (Muqadas et al., 2017). Billett (2020) argues that an effective training programs can help people advance their careers by improving their knowledge and abilities. According to the congruency approach, if an organization implements training that will align and strengthen employees, it will result in increased trust between employees (Haski-Leventhal et al., 2017).

H4: Trust Mediates the effect of training on knowledge sharing

*The Effect of Incentives on Knowledge Sharing*

An essential component of information exchange is identifying the types of incentives to increase individuals' willingness to share knowledge (Wang & Liu, 2019). Incentives serve as important motivators in facilitating knowledge sharing (Nguyen et al., 2019). Rewards can motivate people to try out novel concepts and produce new knowledge (Brix, 2017). Previous research from Tan (2016) demonstrated how incentives have a positive impact on information sharing. Incentive programs can boost work and teamwork and promote information exchange (Tan, 2016). Meanwhile, the lack of incentives for knowledge sharing and performance metrics adversely affects knowledge sharing behavior (Muqadas et al., 2017).

H5: Incentives Positively Affect Knowledge Sharing

*The Effect of Incentives on Trust*

Providing incentives aims to increase individual work productivity (Jamal & Anwar, 2021). Apart from incentives, trust is also important in realizing communication or information exchange. Trust has a role in communication Ward (2018) because trust can

2017). With trust, it will increase productivity to produce quality decisions (Zak, 2017). Previous research from Gu et al. (2015) proves the positive effect of incentives on trust.

H6: Incentives Have a Positive Effect on Trust

*The Mediating Role of Trust on the Positive Effect of Incentives on Knowledge Sharing*

Razmerita et al. (2016) suggest that employees will be difficult to share knowledge with employees who they consider having more extensive knowledge. Furthermore, employees will share knowledge with colleagues they trust and the knowledge will be useful (Rutten et al., 2016). Knowledge and skills possessed by employees are important factors for knowledge sharing because employee knowledge affects high performance (Dong et al., 2017). Employees with high knowledge and skills are designated to impart knowledge to other employees (Mueller, 2015).

Perceived trust engenders reciprocity among employees to share knowledge (Nerstad et al., 2018). Ølnes et al. (2017) found trust to be an important factor in knowledge sharing. According to research on the subject, trust is a notion that fosters connections. When managers and staff have a high degree of trust, reciprocity is created, which makes them eager to share knowledge (Kmieciak, 2020). Curado

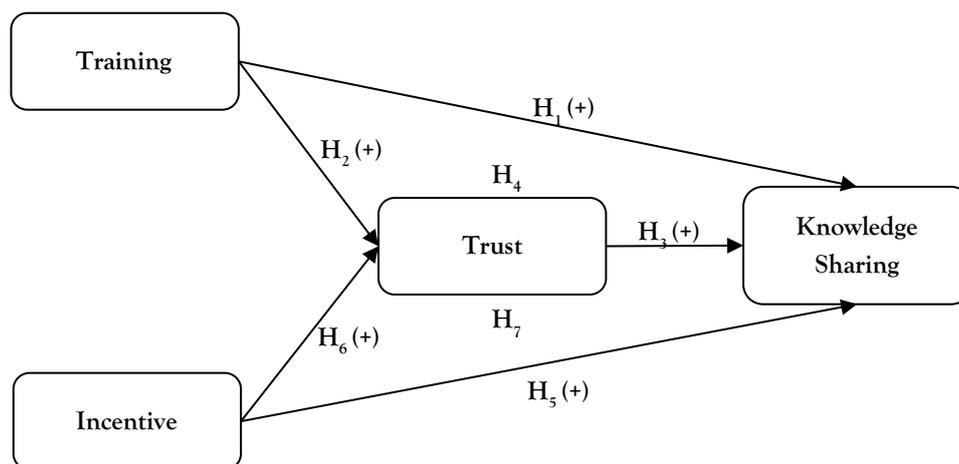


Figure 1. Research Model

increase the willingness of individuals to exchange information (Schudy & Utikal,

and Vieira (2019) showed that trust mediates

the relationship between personality traits and knowledge sharing.

H7: Trust mediates the effect of incentives on knowledge sharing

Figure 1 illustrates the connection between the independent variables (training and incentives), the mediating variable (trust), as well as the dependent variable (knowledge sharing).

**Methods**

This research makes use of a census sampling technique, where the entire research population becomes the research sample. Based on the quantity of research participants, the sampling method was 88 respondents. The questionnaire contains statements that represent each research variable. The TR from Wong and Aspinwall (2005) measured by six items. One example of a question item is “Training for individuals to take up knowledge related roles”. The IC variables developed from Wong and Aspinwall (2005), measured by five indicators. One example of a question item is “Rewarding employees with an emphasis on group performance”. The TS variables was adopted from Mooradian et al. (2006) measured by six items. This concept explains the level of trust employees have in their coworkers and management at their workplace. One example of a question is “If I got into difficulties at work, I know my colleagues would try and help me out”. The KS variable was adopted from Connelly and Kevin Kelloway (2003) with a five-item scale. This concept describes how often employees share their knowledge during a project with members outside their team. One example of a question item is “I often share my expertise with colleagues outside my team”.

Validity testing on each indicator of this research variable uses the loading factor value. According to Hair et al. (2020), an indicator can be considered valid if it has a loading factor value of more than 0.6. According to Hair et al. (2020) A variable is considered good if the composite reliability value exceeds 0.7 and the Cronbach's alpha value exceeds 0.6. Furthermore, to inform hypothesis testing, the p value of each hypothesis can be used.

Therefore, for the hypothesis to be accepted, the p-value must be less than 0.05 (Hair et al., 2020).

**Results and Discussion**

Based on studies carried out at PT. KAI Operation Area 6 in Yogyakarta, there were 53 men and 35 women who filled out the questionnaire. Based on the age level, most people in the age of 20-25 years, namely 23 people, filled out the questionnaire. Based on Department/Unit, there are non-transport commercial units that fill out this questionnaire the most. Based on position level, there were 12 supervisors and 76 staff who filled out the questionnaire. Based on the level of education, the most filled by Senior High School Equivalent there are 48 people, then 32 Bachelor and 8 Diploma who fill out the questionnaire. Finally, based on the length of time worked, most people filled in with a length of work for 7-12 as many as 22 people.

**Table 1. Validity Test Results**

Indicator	Incentives	Know. Sharing	Training	Trust
KS 1		0.783		
KS 2		0.760		
KS 3		0.775		
KS 4		0.648		
KS 5		0.635		
KS 6		0.872		
KS 7		0.782		
KS 8		0.808		
IC 1	0.812			
IC 2	0.871			
IC 3	0.825			
IC 4	0.773			
IC 5	0.860			
TS 1				0.700
TS 2				0.847
TS 3				0.853
TS 4				0.855
TS 5				0.782
TS 6				0.785
TR 1			0.829	
TR 2			0.709	
TR 3			0.814	
TR 4			0.869	
TR 5			0.889	

Source: SmartPLS 4.0 Output

Each indicator representing the Incentives (IS), Knowledge Sharing (KS), Training (TR),

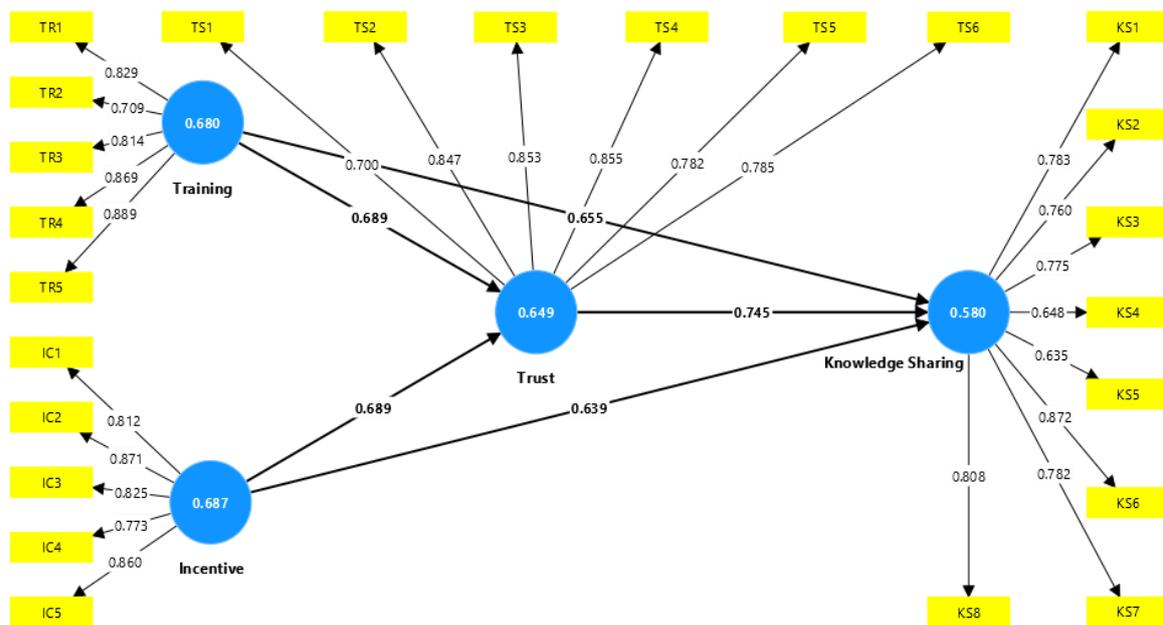


Figure 2. Measurement Model

Trust (TS) variables is regarded as legitimate according to the findings of the validity test. This is evident from each indicator's loading factor value.

Figure 2 shows the research model. This study analyzes Trust's function as a mediator in the effect of training and incentives on knowledge sharing.

The results of reliability testing are shown in table 2. Incentives, knowledge sharing, training, trust have proven to be reliable, based on the results of reliability testing. These variables' composite reliability and cronbach's alpha values are more than 0.6 and 0.7.

Table 2. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Incentives	0.898	0.886
Knowledge Sharing	0.905	0.895
Training	0.892	0.881
Trust	0.897	0.891

Source: SmartPLS 4.0 Output

The results of hypothesis testing are shown in table 3. The six hypotheses developed in this study were all accepted, while one hypothesis developed in this study proved to be rejected, based on the results of hypothesis testing.

*Effect of training on knowledge sharing*

Knowledge sharing can help organizations expand information (Santoro et al., 2018). A classic problem that organizations often face is the budget allocated for employee capacity building (Bogsnes, 2016). Knowledge sharing can maximize the benefits gained from training and ultimately improve performance. Some studies show that training can increase knowledge sharing between individuals (Tan, 2016).

*Effect of training on trust*

Ozyilmaz et al. (2018) explain that high self-confidence in a job will have a constructive impact on the ideas, feelings, and employee behavior to improve their performance. Self-confidence has several aspects, including belief in one's own abilities, optimistic attitude, objective thinking, responsible attitude, and rational thinking (Chaouali et al., 2017). Based on this, there are various ways to increase employee confidence, including training provided by the company. Training interventions can positively influence trust and confidence in various contexts (Knight et al., 2017). In addition, employee training programs can improve work performance and independence (Nurul, 2020). Wikhayah and Abdullah (2021) and Christina et al. (2023) prove that training programs can be a valuable

tool for developing employee trust, confidence, and performance in organizations.

*The influence of trust on knowledge sharing*

Alsharo et al. (2017) found that trust had a favorable effect on knowledge sharing. Akhavan and Mahdi (2016) found that a person's degree of trust has a big impact on how willing they are to offer their information. This result demonstrates the connection between the need for trust and effective interpersonal communication and is related to the absorptive capacity idea. People must learn before they can impart knowledge (Hislop & Helms, 2018).

incentives among employees. Rewards are defined as an individual's expectation to get results for their behavior, including knowledge sharing (Wang & Hou, 2015). When an incentive system is put in place, behavior is shaped according to the incentives offered. Knowledge sharing requires the ability and opportunity to share (Abubakar et al., 2019). Rewards may only encourage staff members to share their knowledge if they have the capacity and chance to do so Gagné et al. (2019). If employees do not have the ability or opportunity to share knowledge, then Incentives won't change how they share their information (Nisar et al., 2019).

**Table 3. Hypothesis Test Results**

<i>Hypothesis</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistic</i>	<i>P Value</i>	<i>Decision</i>
TR → KS	0.206	0.214	0.090	2.295	0.022	Accepted
TR → TS	0.408	0.410	0.087	4.678	0.000	Accepted
TS → KS	0.497	0.498	0.132	3.762	0.000	Accepted
TR → TS → KS	0.203	0.201	0.062	3.266	0.001	Accepted
IC → KS	0.155	0.153	0.123	1.260	0.208	Rejected
IC → TS	0.409	0.408	0.091	4.478	0.000	Accepted
IC → TS → KS	0.203	0.206	0.080	2.549	0.011	Accepted

Information: TR =Training; IC = Incentive; TS = Trust; KS = Knowledge Sharing

Source: SmartPLS 4.0 Output

*The mediating role of trust on the effect of training on knowledge sharing*

The results of the study highlight how important it is to create a trustworthy workplace between managers and staff so that they feel comfortable sharing expertise (Koochang et al., 2017). Although employees have undergone training as needed in the organization, the presence of trust is able to motivate employees to apply the sharing of the abilities, skills, and information they have acquired during training. Trust can provide a strong basis for job stability, maintaining the quality of relationships in the workplace so that it improves the performance of employees (Hafee et al., 2019). Previous research discusses that trust is one of the elements that can affect knowledge sharing and training (Razmerita et al., 2016).

*Effect of incentives on knowledge sharing*

This study demonstrates that information sharing is not substantially impacted by

*Effect of incentives on trust*

When individuals are skilled and knowledgeable, they should be motivated to achieve high levels of performance (Nguyen et al., 2019). Motivating individuals to improve performance generally involves providing incentives and rewards (Kuvaas et al., 2017). Vlaev et al. (2019) have shown how rewards can persuade individuals to embrace desired attitudes and actions. Additionally, incentives affect reciprocity, which in turn shapes people's desirable attitudes and behaviors. (Gallus et al., 2022). Encouraging the acquisition of new skills and knowledge also encourages people to experiment with new ideas and information (Amit & Han, 2017).

*The mediating role of trust on the effect of incentives on knowledge sharing*

In organizations, trust has a big impact on how people share knowledge (Park & Kim, 2018). Knowledge sharing activities are positively impacted by trust between leaders

and coworkers (Budiadnyana, 2024). For workers with less education, trust is particularly crucial since it fosters cooperation and creativity (Fadhilah & Damarwulan, 2024). Incentives, in addition to trust, can affect how people share knowledge (Razmerita et al., 2016). To promote information sharing among staff members, organizations should concentrate on establishing trust and putting in place a just reward structure (Asrar-ul-Haq & Anwar, 2016). Imran et al. (2016) emphasized the importance of trust in moderating the relationship between rewards and information exchange. Prior studies have demonstrated that by highlighting the growth of internal trust, incentives can promote information sharing (Rutten et al., 2016). Incentives strengthen employees' trust in management and one another, which in turn motivates them to share more knowledge with others (Connelly & Kevin Kelloway, 2003).

### Conclusion and Suggestions

The purpose of this study is to comprehend how trust mediates the effects of incentives and training on information sharing. The findings of this study examine the relationships between training, incentives, trust, and information sharing in an organizational context. The results showed that training variables and training itself, as well as trust, have a positive effect on knowledge sharing. Additionally, the results show that training and trust encourage information sharing. While trust is positively impacted by incentives, knowledge sharing is positively impacted by both trust and incentives. In contrast, knowledge sharing is not positively impacted by incentive variables. By examining the many forms of knowledge sharing and the mediating role of trust, this study assists managers and practitioners in developing strategies that promote information sharing in the workplace. This study has limitations in terms of research variables, which only analyze training and incentive factors. Future research could apply a different model, namely using the concept of moderation. Another limitation is that the scope of the research is only limited to PT. KAI Operational Area 6, whereas there are many other PT. KAI Operational Areas

spread across several regions in Indonesia, so the results of this study cannot be generalized to all PT. KAI Operational Areas. Other subjects from this study may be used in future studies. Future studies can look at other factors like staff engagement and leadership style to see if they have an impact on knowledge sharing.

### References

- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation and Knowledge*, 4(2). <https://doi.org/10.1016/j.jik.2017.07.003>
- Afsar, B., Al-Ghazali, B. M., Cheema, S., & Javed, F. (2020). Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust. *European Journal of Innovation Management*, 24(4). <https://doi.org/10.1108/EJIM-01-2020-0008>
- Ahmad, F., & Karim, M. (2019). Impacts of knowledge sharing: a review and directions for future research. In *Journal of Workplace Learning* (Vol. 31, Issue 3). <https://doi.org/10.1108/JWL-07-2018-0096>
- Akhavan, P., & Mahdi Hosseini, S. (2016). Social capital, knowledge sharing, and innovation capability: an empirical study of R&D teams in Iran. *Technology Analysis and Strategic Management*, 28(1). <https://doi.org/10.1080/09537325.2015.1072622>
- Al-Kurdi, O., El-Haddadeh, R., & Eldabi, T. (2018). Knowledge sharing in higher education institutions: a systematic review. In *Journal of Enterprise Information Management* (Vol. 31, Issue 2). <https://doi.org/10.1108/JEIM-09-2017-0129>
- Alaarij, S., Abidin-Mohamed, Z., & Bustamam, U. S. B. A. (2016). Mediating Role of Trust on the Effects of Knowledge Management Capabilities on Organizational Performance. *Procedia*

- Social and Behavioral Sciences*, 235. <https://doi.org/10.1016/j.sbspro.2016.11.074>
- Alsharo, M., Gregg, D., & Ramirez, R. (2017). Virtual team effectiveness: The role of knowledge sharing and trust. *Information and Management*, 54(4). <https://doi.org/10.1016/j.im.2016.10.005>
- Amit, R., & Han, X. (2017). Value Creation through Novel Resource Configurations in a Digitally Enabled World. *Strategic Entrepreneurship Journal*, 11(3). <https://doi.org/10.1002/sej.1256>
- Asrar-ul-Haq, M., & Anwar, S. (2016). A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges. *Cogent Business and Management*, 3(1). <https://doi.org/10.1080/23311975.2015.1127744>
- Bauer, P. C. (2019). *Conceptualizing trust and trustworthiness* (61).
- Billett, S. (2020). Learning in the workplace: Strategies for effective practice. In *Learning in the Workplace: Strategies for Effective Practice*. <https://doi.org/10.4324/9781003116318>
- Blanchard, P. N., & Thacker, J. W. (2023). *Effective training: Systems, strategies, and practices*. SAGE Publications.
- Bogsnes, B. (2016). Implementing Beyond Budgeting. In *Implementing Beyond Budgeting*. <https://doi.org/10.1002/9781119449577>
- Brix, J. (2017). Exploring knowledge creation processes as a source of organizational learning: A longitudinal case study of a public innovation project. *Scandinavian Journal of Management*, 33(2). <https://doi.org/10.1016/j.scaman.2017.05.001>
- Budiadnyana, G. N. (2024). Strategi Sukses Inovasi: Kepercayaan Interpersonal dan Berbagi Pengetahuan di Lingkungan Pendidikan. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 1(01), 1-8.
- Chaouali, W., Souiden, N., & Ladhari, R. (2017). Explaining adoption of mobile banking with the theory of trying, general self-confidence, and cynicism. *Journal of Retailing and Consumer Services*, 35. <https://doi.org/10.1016/j.jretconser.2016.11.009>
- Christina, E., Pradiani, T., Studi Magister Manajemen, P., Ekonomi dan Bisnis, F., & Teknologi dan Bisnis Asia, Institut. (2023). Analisis Pengaruh Disiplin Kerja, Gaya Kepemimpinan, dan Pelatihan Terhadap Kinerja Karyawan Satoria Manufacturing di Pasuruan. *Jurnal Bisnis Dan Kewirausahaan*, 19(01).
- Cimatti, B. (2016). Definition, development, assessment of soft skills and their role for the quality of organizations and enterprises. *International Journal for Quality Research*, 10(1). <https://doi.org/10.18421/IJQR10.01-05>
- Connelly, C. E., & Kevin Kelloway, E. (2003). Predictors of employees' perceptions of knowledge sharing cultures. *Leadership & Organization Development Journal*, 24(5). <https://doi.org/10.1108/01437730310485815>
- Costa, A. C., Fulmer, C. A., & Anderson, N. R. (2018). Trust in work teams: An integrative review, multilevel model, and future directions. In *Journal of Organizational Behavior* (Vol. 39, Issue 2). <https://doi.org/10.1002/job.2213>
- Curado, C., & Vieira, S. (2019). Trust, knowledge sharing and organizational commitment in SMEs. *Personnel Review*, 48(6). <https://doi.org/10.1108/PR-03-2018-0094>
- Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior*, 38(3).

- <https://doi.org/10.1002/job.2134>
- Fadhilah, A. R. N., & Damarwulan, L. M. (2024). Kepercayaan terhadap Organisasi Mempengaruhi Berbagai Pengetahuan. *Jurnal Akuntansi, Manajemen, dan Perencanaan Kebijakan*. *Jurnal Akuntansi, Manajemen, Dan Perencanaan Kebijakan*, 1(4), 1–7.
- Farooq, R. (2018). A conceptual model of knowledge sharing. In *International Journal of Innovation Science* (Vol. 10, Issue 2). <https://doi.org/10.1108/IJIS-09-2017-0087>
- Gagné, M., Tian, A. W., Soo, C., Zhang, B., Ho, K. S. B., & Hosszu, K. (2019). Different motivations for knowledge sharing and hiding: The role of motivating work design. *Journal of Organizational Behavior*, 40(7). <https://doi.org/10.1002/job.2364>
- Gallus, J., Reiff, J., Kamenica, E., & Fiske, A. P. (2022). Relational Incentives Theory. *Psychological Review*, 129(3). <https://doi.org/10.1037/rev0000336>
- Ganguly, A., Talukdar, A., & Chatterjee, D. (2019). Evaluating the role of social capital, tacit knowledge sharing, knowledge quality and reciprocity in determining innovation capability of an organization. *Journal of Knowledge Management*, 23(6). <https://doi.org/10.1108/JKM-03-2018-0190>
- Greer, C. R. (2021). *Strategic human resource management*.
- Gu, Z., Wei, J., & Xu, F. (2015). An empirical study on factors influencing consumers' initial trust in wearable commerce. *Journal of Computer Information Systems*, 56(1). <https://doi.org/10.1080/08874417.2015.11645804>
- HADAD, S. (2017). Knowledge Economy: Characteristics and Dimensions. *Management Dynamics in the Knowledge Economy*, 5(2). <https://doi.org/10.25019/mdke/5.2.03>
- Hafee, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). Impact Of Workplace Environment On Employee Performance: Mediating Role Of Employee Health. *Business, Management and Education*, 17(2). <https://doi.org/10.3846/bme.2019.10379>
- Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229. <https://doi.org/10.1016/j.sbspro.2016.07.140>
- Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members' continuous knowledge sharing intention: A commitment-trust theory perspective. *International Journal of Information Management*, 35(2). <https://doi.org/10.1016/j.ijinfomgt.2014.11.001>
- Haski-Leventhal, D., Roza, L., & Meijs, L. C. P. M. (2017). Congruence in Corporate Social Responsibility: Connecting the Identity and Behavior of Employers and Employees. *Journal of Business Ethics*, 143(1). <https://doi.org/10.1007/s10551-015-2793-z>
- Henttonen, K., Kianto, A., & Ritala, P. (2016). Knowledge sharing and individual work performance: an empirical study of a public sector organisation. *Journal of Knowledge Management*, 20(4). <https://doi.org/10.1108/JKM-10-2015-0414>
- Hislop, D., Bosua, R., & Helms, R. (2018). *Knowledge management in organizations: A critical introduction*. Oxford university press.

- Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. *European Journal of Training and Development*, 41(4). <https://doi.org/10.1108/EJTD-08-2016-0066>
- Imran, M., Arshad, Q., Haq, R., Mobeen, M., Kamran Khan, M., & Pervaiz, U. (2016). Human resource practices and knowledge sharing: The moderating role of trust. *International Journal of Organizational Leadership*, 5, 15-23.
- Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2). <https://doi.org/10.22161/ijebm.5.2.3>
- Joel Rodriguez, & Kelley Walters. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *International Journal Peer Reviewed Journal Refereed Journal Indexed Journal UGC Approved Journal Impact Factor*, 3(10).
- Kmiecziak, R. (2020). Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-04-2020-0134>
- Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38(6). <https://doi.org/10.1002/job.2167>
- Koohang, A., Paliszkievicz, J., & Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance: A research model. *Industrial Management and Data Systems*, 117(3). <https://doi.org/10.1108/IMDS-02-2016-0072>
- Kuvaas, B., Buch, R., Gagné, M., Dysvik, A., & Forest, J. (2016). Do you get what you pay for? Sales incentives and implications for motivation and changes in turnover intention and work effort. *Motivation and Emotion*, 40(5). <https://doi.org/10.1007/s11031-016-9574-6>
- Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61. <https://doi.org/10.1016/j.joep.2017.05.004>
- Lee, Y. L. A., Malik, A., Rosenberger, P. J., & Sharma, P. (2020). Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing. *Journal of Knowledge Management*, 24(8), 1987-2006. <https://doi.org/10.1108/JKM-04-2020-0309>
- Ma, J., Schaubroeck, J. M., & LeBlanc, C. (2019). Interpersonal trust in organizations. *Oxford Research Encyclopedia of Business and Management*.
- Mooradian, T., Renzl, B., & Matzler, K. (2006). Who trusts? Personality, trust and knowledge sharing. *Management Learning*, 37(4). <https://doi.org/10.1177/1350507606073424>
- Mueller, J. (2015). Formal and informal practices of knowledge sharing between project teams and enacted cultural characteristics. *Project Management Journal*, 46(1). <https://doi.org/10.1002/pmj.21471>
- Muh Ibnu Sholeh. (2023). Pengakuan Dan Reward Dalam Manajemen SDM Untuk Meningkatkan Motivasi Guru. *COMPETITIVE: Journal of Education*, 2(4). <https://doi.org/10.58355/competitive.v2i4.41>
- Muqadas, F., Rehman, M., Aslam, U., & Ur-

- Rahman, U. (2017). Exploring the challenges, trends and issues for knowledge sharing: A study on employees in public sector universities. *VINE Journal of Information and Knowledge Management Systems*, 47(1). <https://doi.org/10.1108/VJKMS-06-2016-0036>
- Nerstad, C. G. L., Searle, R., Černe, M., Dysvik, A., Škerlavaj, M., & Scherer, R. (2018). Perceived mastery climate, felt trust, and knowledge sharing. *Journal of Organizational Behavior*, 39(4). <https://doi.org/10.1002/job.2241>
- Nguyen, T. M., Nham, T. P., Froese, F. J., & Malik, A. (2019). Motivation and knowledge sharing: a meta-analysis of main and moderating effects. *Journal of Knowledge Management*, 23(5). <https://doi.org/10.1108/JKM-01-2019-0029>
- Nisar, T. M., Prabhakar, G., & Strakova, L. (2019). Social media information benefits, knowledge management and smart organizations. *Journal of Business Research*, 94. <https://doi.org/10.1016/j.jbusres.2018.05.005>
- Nurul Ichsana, R. (2020). Pengaruh Pelatihan Terhadap Prestasi Kerja Karyawan Pada Pdam Tirtanadi Cabang Padang Bulan Medan. *Jurnal Ilmiah METADATA*, 2(1). <https://doi.org/10.47652/metadata.v2i1.20>
- Obrenovic, B., Jianguo, D., Tsoy, D., Obrenovic, S., Khan, M. A. S., & Anwar, F. (2020). The Enjoyment of Knowledge Sharing: Impact of Altruism on Tacit Knowledge-Sharing Behavior. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01496>
- Ølnes, S., Ubacht, J., & Janssen, M. (2017). Blockchain in government: Benefits and implications of distributed ledger technology for information sharing. In *Government Information Quarterly* (Vol. 34, Issue 3). <https://doi.org/10.1016/j.giq.2017.09.007>
- Ozyilmaz, A., Erdogan, B., & Karaeminogullari, A. (2018). Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: A social cognitive theory-based examination. *Journal of Occupational and Organizational Psychology*, 91(1). <https://doi.org/10.1111/joop.12189>
- Park, S., & Kim, E. J. (2018). Fostering organizational learning through leadership and knowledge sharing. *Journal of Knowledge Management*, 22(6). <https://doi.org/10.1108/JKM-10-2017-0467>
- Raghu, M., Zhang, C., Kleinberg, J., & Bengio, S. (2019). Transfusion: Understanding transfer learning for medical imaging. *Advances in Neural Information Processing Systems*, 32.
- Rahman, R. A., Pasaribu, F., Khair, H., & Tirtayasa, S. (2023). The Influence Of Talent Management And Knowledge Management On Employee Performance With Employee Engagement As The Intervening Variable On Pt Kereta Api Indonesia (Persero) Division Regional I Sumut. *Jurnal Ekonomi*, 12(04), 2385-2395.
- Razmerita, L., Kirchner, K., & Nielsen, P. (2016). What factors influence knowledge sharing in organizations? A social dilemma perspective of social media communication. *Journal of Knowledge Management*, 20(6). <https://doi.org/10.1108/JKM-03-2016-0112>
- Rudančić, A., Mišević, P., & Tomašević, D. (2021). Knowledge Management as a Business Strategy of a Learning Organisation. *Tehnicki Glasnik*, 15(2). <https://doi.org/10.31803/tg-20210113152513>
- Rutten, W., Blaas - Franken, J., & Martin, H. (2016). The impact of (low) trust on

- knowledge sharing. *Journal of Knowledge Management*, 20(2). <https://doi.org/10.1108/JKM-10-2015-0391>
- Safa, N. S., & Von Solms, R. (2016). An information security knowledge sharing model in organizations. *Computers in Human Behavior*, 57. <https://doi.org/10.1016/j.chb.2015.12.037>
- Salvato, C., & Vassolo, R. (2018). The sources of dynamism in dynamic capabilities. *Strategic Management Journal*, 39(6). <https://doi.org/10.1002/smj.2703>
- Santoro, G., Vrontis, D., Thrassou, A., & Dezi, L. (2018). The Internet of Things: Building a knowledge management system for open innovation and knowledge management capacity. *Technological Forecasting and Social Change*, 136. <https://doi.org/10.1016/j.techfore.2017.02.034>
- Schaefer, K. E., Chen, J. Y. C., Szalma, J. L., & Hancock, P. A. (2016). A Meta-Analysis of Factors Influencing the Development of Trust in Automation: Implications for Understanding Autonomy in Future Systems. *Human Factors*, 58(3). <https://doi.org/10.1177/0018720816634228>
- Schudy, S., & Utikal, V. (2017). 'You must not know about me'—On the willingness to share personal data. *Journal of Economic Behavior and Organization*, 141. <https://doi.org/10.1016/j.jebo.2017.05.023>
- Sergeeva, A., & Andreeva, T. (2016). Knowledge Sharing Research: Bringing Context Back In. In *Journal of Management Inquiry* (Vol. 25, Issue 3). <https://doi.org/10.1177/1056492615618271>
- Sitzmann, T., & Weinhardt, J. M. (2018). Training Engagement Theory: A Multilevel Perspective on the Effectiveness of Work-Related Training. *Journal of Management*, 44(2). <https://doi.org/10.1177/0149206315574596>
- Susanty, A. I., Yuningsih, Y., & Anggadwita, G. (2019). Knowledge management practices and innovation performance: A study at Indonesian Government apparatus research and training center. *Journal of Science and Technology Policy Management*, 10(2), 301-318. <https://doi.org/10.1108/JSTPM-03-2018-0030>
- Tan, C. N. L. (2016). Enhancing knowledge sharing and research collaboration among academics: the role of knowledge management. *Higher Education*, 71(4). <https://doi.org/10.1007/s10734-015-9922-6>
- Victor, J., & Hoole, C. (2017). The influence of organisational rewards on workplace trust and work engagement. *SA Journal of Human Resource Management*, 15(0). <https://doi.org/10.4102/sajhrm.v15i0.853>
- Vlaev, I., King, D., Darzi, A., & Dolan, P. (2019). Changing health behaviors using financial incentives: A review from behavioral economics. *BMC Public Health*, 19(1). <https://doi.org/10.1186/s12889-019-7407-8>
- Wang, J., & Liu, L. (2019). Study on the mechanism of customers' participation in knowledge sharing. *Expert Systems*, 36(5). <https://doi.org/10.1111/exsy.12367>
- Wang, W. T., & Hou, Y. P. (2015). Motivations of employees' knowledge sharing behaviors: A self-determination perspective. *Information and Organization*, 25(1). <https://doi.org/10.1016/j.infoandorg.2014.11.001>
- Ward, P. (2018). Trust and communication in a doctor-patient relationship. *Arch Med*, 3(3), 36.
- Wibowo, I. A. (2021). Program Kesehatan, Keselamatan Kerja (K3), Disiplin Kerja, dan Insentif Kerja Pengaruhnya Terhadap

- Produktivitas Kerja Karyawan. *Jurnal Manajemen Modal Insani Dan Bisnis*, 2(1).
- Wikhayah, A., & Abdullah, S. M. (2021). Pengaruh Pelatihan Asertivitas Untuk Meningkatkan Kepercayaan Diri Pada Remaja Dengan Orangtua Bercerai. *Insight: Jurnal Ilmiah Psikologi*, 23(2). <https://doi.org/10.26486/psikologi.v23i2.1589>
- Wong, K. Y., & Aspinwall, E. (2005). An empirical study of the important factors for knowledge-management adoption in the SME sector. *Journal of Knowledge Management*, 9(3). <https://doi.org/10.1108/13673270510602773>
- Yan, Z., Wang, T., Chen, Y., & Zhang, H. (2016). Knowledge sharing in online health communities: A social exchange theory perspective. *Information and Management*, 53(5). <https://doi.org/10.1016/j.im.2016.02.001>
- Zak, P. J. (2017). The neuroscience of trust. In *Harvard Business Review* (Vol. 2017, Issue January-February).