

# The Role Of Trust As A Mediator Between Extraversion

*by Nur Wening*

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# The Role of Trust as a Mediator Between Extraversion and Knowledge Sharing of High School Employees

Evada Rustina<sup>1,2\*</sup>, Asri Laksmi Riana<sup>3</sup>, Nur Wening<sup>4</sup>

<sup>1</sup> Universitas Teknologi Yogyakarta, Yogyakarta 55285, Indonesia.<sup>2</sup> Akademi Ketatalaksanaan Pelayaran Niaga Bahtera, Yogyakarta 55142, Indonesia.

<sup>3</sup> Fakultas Ekonomi dan Bisnis, Universitas Sebelas Maret, Surakarta 57126, Indonesia.

<sup>4</sup> Universitas Teknologi Yogyakarta, Yogyakarta 55285, Indonesia.

\* Email: evadarustina7@gmail.com

## Abstract

*The purpose of this study is to investigate the effect of Extraversion (EXT), and Trust (TRU) on Knowledge Sharing (KSH), and to examine the role of TRU in mediating EXT and KSH. The study was conducted on 105 employees of the High School. Data was collected using a questionnaire with a Likert scale and analyzed with SEM PLS. The results of the study proved that EXT and TRU positively affect KSH. TRU has also been shown to play a role in mediating between EXT and KSH. The findings from this study suggest that schools have the opportunity to enhance knowledge-sharing behavior among employees. This research adds valuable insights to the existing academic literature by exploring the connection between extraverted personality, trust, and knowledge-sharing behavior. Fostering a culture of trust among school staff is crucial to promoting knowledge sharing.*

**Keywords: Knowledge sharing, trust, extraversion.**

## INTRODUCTION

Particularly in the school environment, trust is an indispensable element that underpins the success of any organization. When taking into account employee personality traits, trust has a big impact on the promotion of knowledge-sharing behavior. In the pursuit of establishing a nurturing professional atmosphere, executives must

comprehend how extraversion impacts employees' levels of trust. Through an examination of the correlation between trust and personality traits, significant insights can be obtained regarding the facilitation of efficient knowledge exchange among high school teams. Furthermore, the advancement of knowledge and technology plays a pivotal role in establishing an educational framework that fosters ongoing innovation in digital technologies and the Internet, which facilitates employee communication and information access. There are instances where personnel in high schools fail to stay abreast of the swift advancements in technology, which significantly impacts the performance of said personnel. In pursuit of this objective, it is critical to establish connections with other members of educational organizations and engage in knowledge sharing for the organization's and society's benefit.

### **Objectives**

This article intends

1. To investigate how extraversion affects trust directly.
2. To investigate how extraversion affects information sharing directly.
3. To investigate how trust directly affects the exchange of knowledge.
4. To investigate trust as a mediating factor between the sharing of knowledge and extraversion.

### **Literature Review**

Extraversion is one of the main dimensions of personality (Costa et al., 1991). Models generally use introversion-extraversion personality traits as the independent variable, and the intention to share knowledge as the dependent variable (Lv et al., 2023). According to research conducted by (Phuthong, 2023), extraversion can be described as a trait that indicates a person's tendency to enjoy communicating. People who have this trait tend to be more lively and energetic. According to expert agreement, extraversion (E) and *openness to experience* (O) are the two (2) main personality dimensions from various theoretical perspectives (Jami Pour & Taheri, 2019). In addition, extraversion and openness to experience have a positive influence on knowledge-sharing behavior on digital platforms. Software Engineering is constantly evolving so it must be updated (Rehman et al., 2017), the users including the education sector need the latest knowledge that is impossible to avoid, so the right step to share knowledge. Delays in adopting new things are a serious thing for the world of Education. Education is closely related to knowledge This failure can affect the credibility of teachers and the trustworthiness of

students in the educational process (Gutiérrez et al., 2023). Even research from (Jami Pour & Taheri, 2019) recommends that policymakers develop reliable social media platforms to enhance the perception of trust and ultimately foster knowledge-sharing behavior among students. In practical terms, it is now the norm to not only share knowledge but also to effectively apply it in practice (Akram et al., 2020).

Communication is important in establishing relationships with fellow members of the organization. *Conscientiousness, extraversion, and openness to new things all have a favourable impact on organizational success* (Sarwoko & Nurfarida, 2021). As affirmed by (Akram et al., 2020) the use of *communication commitment* (CMC) has a positive impact on encouraging organizational members to actively contribute and collect knowledge. Communication with friends in the workplace creates a work environment that encourages innovative behavior in the process of sharing knowledge (Helmy et al., 2020). Friendship at work should foster behaviours that prevent the concealment of knowledge (Batool et al., 2023). More about communication, than it is related to *knowledge sharing* (KSH). KSH plays a role in improving communication and trust between employees while sharing experiences and knowledge. which in turn can improve individual and organizational performance. Therefore, in the end, employee performance must always be optimized (Rustina et al., 2023).

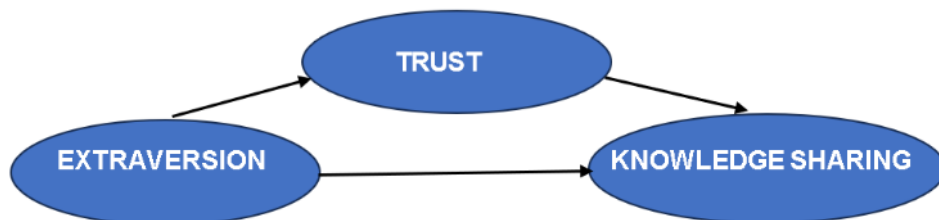


Figure 1: Conceptual model

**Hypothesis:**

H1: Extraversion positively affects trust.

H2: Extraversion positively influences knowledge sharing.

H3: Trust positively influences knowledge sharing.

H4: Trust mediates the influence between extraversion and Knowledge sharing.

## METHOD

This research was conducted on employees at two high schools at an Al-Islam Foundation in Yogyakarta, Indonesia. Before being analyzed, the results of the questionnaire that have been filled and returned have gone through the process of coding, transferring and tabulating (Rustina, 2021). Of the total 125 questionnaires distributed to teachers and education staff, the data that was returned and was ready to be processed was 105. Likert scale questionnaires were used in convenience sampling procedures to gather data. Furthermore, the data was analyzed with structural equation modelling (SEM) and partial least squares (PLS) 3.2.9. PLS is an analytical method often referred to as soft modelling that negates the assumption of ordinary least squares (OLS) regression (Ghozali, 2021).

## RESULTS AND DISCUSSION

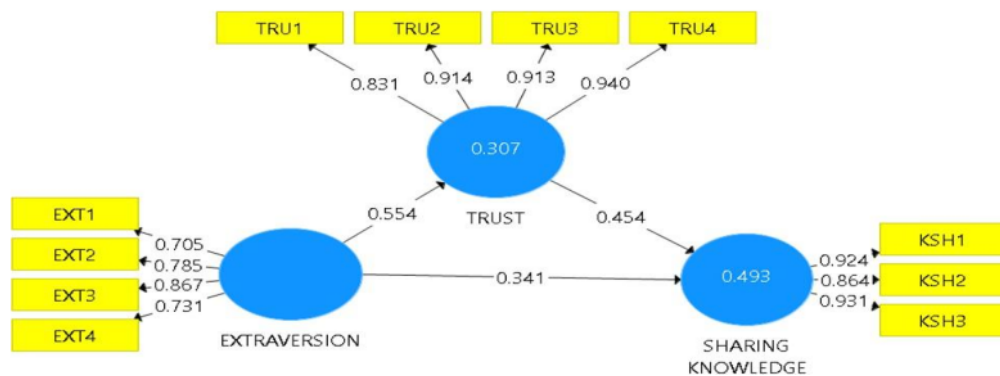


Figure 2: analysis results using sem pls: “the role of trust as mediator between ext, and ksh”

## Validity and Reliability Test Results

Table 1: Validity and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EXTRAVERSION	0.776	0.781	0.856	0.600
SHARING KNOWLEDGE	0.891	0.901	0.933	0.822

TRUST	0.922	0.938	0.945	0.811
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a. Validity Test Results

The validity of variables in the SEM model using the Average Variance Extracted (AVE) value. A variable is said to be valid if the AVE  $\geq$  0.500. The results of the Validity Test show that:

- 1) The Extraversion variable has an AVE value of 0.600
- 2) The AVE value for the Sharing Knowledge variable is 0.822.
- 3) The AVE value for the Trust variable is 0.811.

The choices made regarding the three research variables—extraversion, knowledge sharing, and trust—are valid because the AVE values for each of them are greater than 0.500.

b. Reliability Test Results

Reliability in SEM models using Cronbach's Alpha. If Cronbach's Alpha  $>$  0.700, then the variable is said to be reliable. The results of the reliability test show that:

- 1) The Extraversion variable has a Cronbach's Alpha value of 0.776
- 2) The Sharing Knowledge variable has a Cronbach's Alpha value of 0.891
- 3) The Trust variable has a Cronbach's Alpha value of 0.922

The three research variables have a Cronbach's Alpha value greater than 0.700, so the decisions taken namely the variables Extraversion, Knowledge Sharing, and Trust are reliable.

**Direct Effect Hypothesis Results**

**Table 2: Direct Effect Hypothesis Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EXTRAVERSION -> SHARING KNOWLEDGE	0.592	0.601	0.056	10.656	0.000
EXTRAVERSION -> TRUST	0.554	0.567	0.088	6.310	0.000
TRUST -> SHARING KNOWLEDGE	0.454	0.448	0.089	5.078	0.000

Test Results are as follows:

- a. Extraversion Has a Direct Impact on Trust. Extraversion has a direct impact on trust because it is rejected for Ho and accepted for Ha when the value is less than 0.05.
- b. The Direct Impact of Extraversion on Knowledge Sharing. The P value for the impact of extraversion on knowledge sharing is 0.000. The decision is made to reject Ho and accept Ha if the result is less than 0.05, indicating a direct relationship between extraversion and information sharing.
- c. The Direct Impact of Trust on Information Sharing. The P value for the relationship between trust and knowledge sharing is 0.000. Sharing of knowledge is directly impacted by trust since Ho is refused and Ha is accepted if the value is less than 0.05.

### Indirect Effect Hypothesis Results

**Table 3: Indirect Effect Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
EXTRAVERSION -> TRUST -> SHARING KNOWLEDGE	0.251	0.253	0.062	4.030	0.000

The results of the Indirect Effect Hypothesis Test are as follows: The effect of extraversion on knowledge sharing through trust has a P value of 0.000. If the value is less than 0.05, then the decision taken is Ho rejected and Ha accepted, meaning that extraversion has an indirect influence on knowledge sharing through trust.

There are several rational reasons why these statements fall into the right context. Hypothesis 1 proves that there is a positive relationship between extraversion and trust. In other words, individuals who possess more extroverted traits are likely to have higher levels of trust compared to those who lean towards introversion. This hypothesis implies that one's propensity for social interaction and outgoing behaviour may contribute to the development of trusting relationships with others. Therefore, extraverted individuals are expected to be more open, approachable, and willing to place their confidence in others, leading to stronger bonds built on trust. Extraversion is a personality trait that describes individuals who tend to be active, outgoing, and willing to take risks. Those who possess

extraversion often display a higher degree of social openness and are more likely to establish trust with others effortlessly. They thrive in social situations, seeking out opportunities for interaction and connection with people around them. With their boldness and sociability, extroverted individuals enhance their ability to form meaningful relationships and foster a sense of camaraderie within their social circles.

Hypothesis 2 proves that the trait of extraversion has a positive impact on the act of sharing knowledge. Extroverted people tend to engage in numerous social interactions and find it easier to communicate with others. This can greatly facilitate the process of knowledge-sharing, as they may be more inclined to speak up and actively engage with others in conversations and interactions.

Hypothesis 3 is proven that trust has a positive impact on knowledge sharing. This implies that when individuals have a high level of trust in each other, they are more likely to share their knowledge. Trust acts as a catalyst for promoting open and transparent communication, creating an environment where individuals feel comfortable exchanging valuable information and insights. By fostering a climate of trust, organizations can unlock the potential for increased knowledge sharing among employees, leading to enhanced collaboration and innovation. Trust plays a very important role in the process of sharing knowledge. When a person has a strong belief in others, they will be more inclined to share knowledge, ideas, or information with them voluntarily. This trust creates a safe and open environment where individuals feel comfortable expressing their knowledge. In this context, trust becomes the main foundation for effective knowledge exchange and becomes an impetus for increased collaboration between individuals.

Hypothesis 4 proves that trust plays a crucial role in facilitating the impact of extraversion on knowledge sharing. In other words, trust acts as an intermediary factor that enhances the relationship between extraversion and knowledge sharing. It suggests that individuals who possess higher levels of extraversion are more likely to engage in knowledge-sharing behaviours, and this inclination is further strengthened by the presence of trust within the organizational context. Trust acts as a catalyst, instilling confidence among extroverted individuals to actively participate in knowledge exchange, leading to increased sharing of valuable information and insights among colleagues. By establishing this mediating influence, H4 highlights the importance of trust as a key driver behind the positive association between an individual's level of extraversion and their willingness to share knowledge within a given environment. Trust can act as a link between extroverted nature and knowledge sharing. In this situation, an extroverted personality can affect one's level of trust in others, which will then affect the extent to



which one is willing to share their knowledge. Trust has an important role in linking extroverts with knowledge-sharing activities.

## CONCLUSION

The validity test results indicate that all three variables (Extraversion, Sharing Knowledge, and Trust) are considered valid based on their Average Variance Extracted (AVE) values. This suggests that the measurement items used to assess these variables effectively capture their intended constructs. The reliability test results show that all three variables are deemed reliable according to their Cronbach's alpha values. All three research variables have Cronbach's alpha values greater than 0.700, indicating their reliability. This means that the measurement items for these variables have high internal consistency and reliability. The direct effect hypothesis results reveal that extraversion has a significant direct effect on both trust and sharing knowledge, and that trust has a significant direct effect on sharing knowledge. This implies that individuals with higher levels of extraversion tend to have higher levels of trust and are more likely to share knowledge. Additionally, the results of the indirect effect hypothesis test demonstrate that extraversion indirectly influences the sharing of knowledge through trust. Extraversion has a significant indirect effect on sharing knowledge through trust. This suggests that extraversion influences sharing knowledge by first influencing trust. Based on these findings, it is recommended that organizations and individuals focus on fostering extraversion traits to promote knowledge sharing. Additionally, efforts should be made to build and maintain trust within the organization, as it plays a crucial role in facilitating knowledge sharing.

## Limitation and Contribution

To get maximum research results, it is still possible in the future to research other personality traits and their consequences on employee performance. Based on this research, schools can develop strategies and policies to improve knowledge-sharing behavior. This research contributes to the academic literature by providing new insights into the relationship between extroverted personality, trust, and knowledge-sharing behavior. Building a culture of trust among school employees is essential for promoting knowledge-sharing behavior. The findings of this research can serve as a foundation for further studies in this area.

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