


How are leaders trusted in the knowledge-sharing process?

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ABSTRACT

This study aims to define the effect of transformational leadership on knowledge sharing; this study also seeks to analyze the mediating role of self-efficacy and trust in leaders in the connection between transformational leadership and knowledge sharing. This quantitative study used a questionnaire with a simple random sampling technique to collect data. Questionnaire measurement uses a Likert scale from 1 – 5, which is distributed with the help of jakpat.net as a media survey. Respondents in this study were staff-level hotel employees throughout Indonesia, with a total of 143 respondents. Data were analyzed and processed by the PLS-SEM method and path analysis. The bootstrapping method is used to test the hypothesis. This study indicates that transformational leadership has a positive and significant impact on knowledge sharing, transformational leadership has a positive and significant effect on self-efficacy, and transformational leadership has a positive and significant impact on trust in leaders. Then self-efficacy and faith in a leader positively and significantly impact knowledge sharing. It has been also confirmed that there is a mediating role of self-efficacy and trust in the leader in the indirect relationship between transformational leadership and knowledge sharing.

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Introduction

Human resources are an essential component in providing services. On the other hand, organizational management is also needed to determine the quality of human resources in delivering quality services (Suratman, 2016). A competent workforce is a determining factor for competition, and there is greater dependence on knowledge, information, and a high level of employee competence (Karnouskos, 2017). It is, therefore, vital not only to retain existing knowledge but to continuously improve it by extending it and making more efficient use of it. Knowledge also determines the quality of human resources. On the other hand, organizations that are equipped with qualified knowledge can survive in today's knowledge-based economy (Farooq, 2018), and knowledge is also the basis of a company's competitive advantage that can determine the value of the company (Shao et al., 2012). To maintain this competitive advantage, organizations need to pay attention to the importance of knowledge-sharing practices as a form of channeling and disseminating knowledge to increase knowledge.

Referring to (Razak et al., 2016), knowledge sharing is a process of gaining experience from other people or a process in knowledge management used to create, harvest, and maintain business processes. In contemporary globalization, knowledge is a valuable resource for businesses. Knowledge is considered a competitive advantage in business for sustainability and resilience in the market (Razak et al., 2016). Knowledge sharing can create new knowledge by combining existing knowledge or exploiting existing knowledge better (Christensen, 2007). Knowledge sharing is significant for the company's success because it leads to a faster spread of knowledge to parts of the organization that can benefit from it (Farooq, 2018). Knowledge sharing also plays a vital role in organizational processes because it helps organizations to transfer new ideas or solutions (Islam et al., 2011). On the other hand, knowledge sharing sometimes encounters obstacles because employees try to maintain their position by utilizing their knowledge to compete with other employees regarding awards, status, and promotions (Lee & Ahn, 2007). Leaders here have a role in determining all decisions in the organization, including knowledge-sharing practices (Le & Lei, 2017).

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Furthermore, (Novitasari et al., 2021) stated that trust is crucial in the knowledge-sharing process because each worker can take risks, and it is easier to help one another in knowledge. (Mayer et al., 1995) define trust as one party that accepts the other party and a sense of mutual need. Then (Mayer et al., 1995) emphasize the importance of trust, which can invite cooperative behavior, improve relationships, reduce conflict and facilitate the formation of work groups. The above is by research by (Wang et al., 2014), which states that the intention of workers to share knowledge is formed from a high level of trust. Furthermore, (Dirks & Ferrin, 2002) in (Whisnant & Khasawneh, 2014) stated that trust and commitment could also be created from good reciprocal relationships between leaders and subordinates. Meanwhile, (Khattak et al., 2020) stated that trust could strengthen the bond between leaders and their subordinates, which makes trust highly influenced by subordinates' trust in their leaders; that is referred to as trust in leaders. The trust built from the leader's approach to his subordinates is needed in the practice of sharing knowledge implicitly; from the developed relationship, an exchange system can be felt between them (Whisnant & Khasawneh, 2014). Research by (Le & Lei, 2018) states that four aspects of trust (leader-disclosure, leader-reliance, member-disclosure & member-reliance) increase through the significant impact of transformational leadership practices on knowledge sharing directly or indirectly. Through ownership above, it also study the leader role as mediator through transformational and knowledge sharing.

(Conger & Kanungo, 1998) in (Kark et al., 2003) stated that transformational leadership behavior could increase employee confidence in their self-efficacy. Furthermore, this was proven by (Kark et al., 2003) that this leadership style has a positive relationship with self-efficacy. , the results of research by (Hentrich et al., 2017) indicate that the development of personal resources such as self-efficacy can be stimulated by transformational leadership because employees get instrumental and emotional support from transformational leadership so that their abilities can increase (Franke & Felfe, 2011).

Based on statements from previous studies regarding knowledge sharing, this paper aims to examine the influencing factors, namely transformational leadership, trust in the leader, and self-efficacy. The author will choose staff-level employees who work in hotels throughout Indonesia as research respondents because they are required to help the high competition in the hotel business amid an area with many tourist destinations, thus demanding an excellent strategy to attract tourists. Then also, many of the studies above were carried out abroad, so the researchers tried to do this research in the country. It is expected that this study can become helpful study material for many parties and especially for the hospitality industry, so that they can be more conscious of the importance of knowledge-sharing practices.

Literature Review

Conceptual & Theoretical Background

Transformational Leadership

Transformational leadership has a role in motivating followers to improve performance and achieve even beyond what is expected to increase the potential of their followers with vision, self-confidence, and inspirational motivation (Bass, 1985 in Baytok et al., 2014; Le & Lei, 2017). Some explained several core behaviors related to or components of a transformational leadership style: 1) providing an appropriate model as an idealized influence, 2) Identifying and articulating a vision / as an inspirational motivation, 3) promoting the group goals, 4) high-performance expectations, 4) intellectual stimulation, 5) Individualized consideration/support (Bass et al., 2003; Podsakoff et al., 1990). The transformational leadership style has a significant influence and contributes to knowledge-sharing practices (Baytok et al., 2014). (Kim & Park, 2020a stated that transformational leadership could encourage employees to practice knowledge sharing. (Sudibjo & Prameswari, 2021) conveyed that transformational leadership can encourage employee participation in decision-making by sharing information and creating a working atmosphere of mutual trust and respect. Several previous studies have also proven that transformational leadership significantly influences knowledge sharing (Anselmann & Mulder, 2020; Baytok et al., 2014; Le & Lei, 2017). Those findings indicate that transformational leadership is highly recommended to be implemented in the work environment of nurses to create an empowered work environment.

Knowledge Sharing

Knowledge sharing includes two indicators: knowledge donating and knowledge collecting. Knowledge donating means spreading knowledge to others by communicating it, while knowledge collecting is collecting knowledge or intellectual capital of colleagues by consulting (Hooff & Ridder, 2004). The two processes above are active processes in which a person speaks to disseminate knowledge and consults to gather knowledge. In the organizational context, such as corporate culture and climate, management support, leader characteristics, rewards, incentives, and organizational structure, influence knowledge sharing (Wang & Noe, 2010). Also influenced by personal and team characteristics, such as 1) characteristics and processes of a team, 2) diversity or differences such as the majority and minority groups, 3) social networks, 4) cultural characteristics, 5) individual characteristics, and 6) motivational factors. Sharing knowledge encourages individual intellectual property, intangible personal assets, and power to become a single entity considered knowledge (Zhang et al., 2020). It is a fundamental means by which employees can contribute to the application of knowledge, innovation, and of course, the organization's competitive advantage (Wang & Noe, 2010), also a process intended to exploit existing knowledge (Christensen, 2007). On the other hand, (Razak et al., 2016) define knowledge sharing as exchanging and disseminating ideas, experiences, and knowledge with others to ensure that knowledge is sustainable and maintained in business. (Christensen, 2007) also said that sharing knowledge is to create new knowledge by combining existing knowledge

differently or better at exploiting existing knowledge. From this, we know that knowledge is a critical factor for competition and the sustainability of an organization.

Trust in Leaders

Trust can be interpreted as a belief and loyalty to one another (Lee & Choi, 2003; Podsakoff et al., 1990), then (Mayer et al., 1995) define trust as one party that accepts the other party, and there is a sense of mutual need. Communication will be easier and smoother with a strong foundation of trust (Lee & Choi, 2003). Social exchange relationships will not occur if the level of trust is low, then trust makes employees more open to taking risks, and their performance tends to be better (Colquitt et al., 2007). (Gillespie, 2003) states that trust in a leader consists of two dimensions: reliability-based trust and disclosure-based trust. Reliance-based trust is a dimension of trust in which we rely on the abilities, knowledge, decisions, or actions of others. Then disclosure-based trust is a dimension of trust where we are open and share things that are sensitive to others, such as work problems or personal information.

Self-efficacy

Self-efficacy is an essential element in knowledge sharing because it reflects an individual's confidence in his ability to deal with a condition and perform specific tasks successfully (Le et al., 2018). When a person lacks a sense of self-efficacy, it will impact situations that cannot be adequately managed even though he knows what he has to do, he can manage the situation (Bandura, 1990). There are three dimensions of self-efficacy: magnitude, strength, and generality. The magnitude or level in question is the level of self-efficacy of each individual adjusting to the level of tasks they feel they are capable of; some are limited to simple tasks, then go up to challenging levels, and even go up to tasks that are very draining and tiring. Thought. The strength dimension states that there are differences in the strength of each individual's self-efficacy; individuals with weak self-efficacy are more easily extinguished with less experience, while individuals with strong self-efficacy will survive despite their lack of experience. The last is the generality or general aspect, where each individual's experience creates a level of confidence in his ability to complete tasks. (Safdar et al., 2020) explained that self-efficacy is important in knowledge sharing. Self-efficacy is a form of a person's confidence in his abilities and the results of their efforts which will later influence their behavior (Bandura, 1977; Chen & Hung, 2010). High self-confidence will impact better performance, where the results can achieve or exceed what is expected (Na-Nan et al., 2019). Self-efficacy motivates individuals here and is related to efforts to improve other people's perceptions of their competence (Chen & Hung, 2010).

Empirical Review and Hypothesis Development

Transformational Leadership towards Knowledge Sharing, Self-efficacy and Trust in Leader

(Wang & Noe, 2010) stated that the characteristics of leaders from the organizational context are one of several factors that influence knowledge-sharing behavior. According to (Le & Lei, 2017), transformational leadership plays a vital role in knowledge-sharing behavior. Furthermore, some specific behaviors of transformational leadership, such as support for creative ideas and initiatives in innovation to stimulate employees intellectually, encourage acceptance of goals, focus on learning and continuous innovation by understanding a shared vision, and active participation in knowledge sharing to form a high-performance team is essential for knowledge sharing (Baytok et al., 2014). (Anselmann & Mulder, 2020; Kim & Park, 2020; Le & Lei, 2017; Sudibjo & Prameswari, 2021) also state that transformational leadership has a positive impact on knowledge sharing.

H1: Transformational leadership has a positive impact on knowledge sharing

(Wijaya & Dewi, 2020) said that transformational leadership has a role in prioritizing the moral values of followers so that they become more aware of ethical issues and make good use of their resources to reform institutions. This statement is in line with the results of their research that transformational leadership can lead to self-efficacy, so the higher the transformational leadership, the higher the level of self-efficacy. The same thing was stated by (Francisco, 2019) and (Hentrich et al., 2017) that transformational leadership positively correlates with knowledge sharing. Then (Cavazotte et al., 2013) also stated that transformational leadership directly and positively impacts self-efficacy. In contrast, (Prochazka et al., 2017) found that that association is weak. (Caillier, 2016) also stated that transformational leadership is not positively related to self-efficacy.

H2: Transformational leadership has a positive impact on self-efficacy

The values and characteristics of followers can be changed by the transformational leadership style applied by the leader due to charismatic traits so that followers can focus more on achieving organizational goals (Khattak et al., 2020). The values will make followers trust their leaders more and more, which has been proven by several studies that state that transformational leadership is positively correlated with trust in leaders (Islam et al., 2021; Khattak et al., 2020; Wang et al., 2016). Furthermore, (Mahdikhani & Yazdani, 2020) stated that transformational leadership highly impacts trust, which indicates that transformational leadership can increase trust by influencing each individual's beliefs. Then research by (Braun et al., 2013) states that confirmed trust in leaders can act as a mediator of the positive relationship between individual perceptions of transformational leadership supervisors and job satisfaction.

H3: Transformational leadership has a positive impact on trust in leader

Self-efficacy and Trust in Leader toward Knowledge Sharing

(Safdar et al., 2020) stated that ability and self-confidence could be increased with self-efficacy, eventually increasing knowledge-sharing behavior. It is getting better, while their research results show that self-efficacy positively correlates with knowledge-sharing. Someone with a high level of self-efficacy supported by good experience, social support, and trust has made high levels of practice knowledge sharing between them (Brooke et al., 2017).

Then several other previous studies also mentioned self-efficacy, which has a positive influence on knowledge sharing (Na-Nan et al., 2019; Runhaar & Sanders, 2016), then self-efficacy, which has a significant positive effect on knowledge sharing (Le et al., 2018; Rahman et al., 2018). Research by (Tamjidyamcholo et al., 2013) shows that self-efficacy does not have any impact on the intention of knowledge-sharing.

H4: Self-efficacy has a positive impact on knowledge sharing

Trust makes it easier for a person to accept the risks he will receive from all behaviors involving knowledge. This follows the results of his research that trust in leaders significantly impacts knowledge sharing (Novitasari et al., 2021). It is easier, as explained by (Rutten et al., 2016) when there is an employee with a low level of trust, he is unwilling to share his knowledge or a low level of knowledge sharing and vice versa. (Wang et al., 2014) state that trust has a positive relationship with knowledge-sharing; furthermore, (Kim & Ko, 2014) state that trust in a leader has a positive and significant impact on knowledge-sharing behavior. Likewise, (Phong et al., 2018) have conveyed their research results more specifically that trust in a leader has a positive and significant influence on knowledge collecting and has a positive relationship with knowledge donating.

H5: Trust in leader has a positive impact on knowledge sharing

Transformational leadership towards Knowledge Sharing through Self-efficacy

(Irianto & Sudibjo, 2019) found a positive impact of transformational leadership and self-efficacy on knowledge-sharing behavior. Employees' attitudes and behavior towards knowledge sharing can be changed by the positive characteristics of the transformational leadership style, such as building strong bonds with employees and considering them a precious asset for the company (Le et al., 2018). Based on the statement above, transformational leadership will increase followers' self-efficacy and knowledge-sharing behavior.

H6: Transformational leadership has an indirect effect on knowledge sharing through self-efficacy

Transformational Leadership towards Knowledge Sharing through Trust in Leader

There is a significant impact of this leadership style on trust in leaders and knowledge sharing. Trust in leaders positively impacts knowledge-sharing and acts as a mediator in transformational leadership and knowledge-sharing relationships (Le & Lei, 2017). Then trust in leaders also has a positive and significant impact on knowledge collecting and is positively related to knowledge donating (Phong et al., 2018). It can be confirmed that trust in a leader can mediate transformational leadership and knowledge-sharing relationships.

H7: Transformational leadership has an indirect effect on knowledge sharing through trust in leader

Research Methods

Primary data collection in this study uses an online questionnaire distribution service jakpat.net, for distributing online questionnaires according to the requests and criteria of its requirement. Respondents who meet the needs and have answered the online questionnaire will receive prizes after completing all the questions in the questionnaire.

This study uses a 5-point Likert scale with details of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The sampling technique in this study used a simple random sampling technique. In this study, a total of 143 samples were obtained. This study consists of 4 variables; 1) transformational leadership has seven statements adopted by (Sudibjo & Prameswari, 2021); 2) knowledge-sharing measurement refers to (Hooff & Ridder, 2004) consists of eight statements; 3) self-efficacy refers to (Jones, 1986) in (Na-Nan et al., 2019), that included eight statements items; and 4) trust in leader asked in 10 statements that were taken from (Gillespie, 2003).

Table 1: Respondents Demographic

No.	Gender	Respondents	Percentage
1	Male	93	65.03%
2	Female	50	34.97%
No.	Age	Respondents	Percentage
1	< 16	0	0.00%
2	16-19	0	0.00%
3	20-25	45	31.47%
4	26-29	44	30.77%
5	30-35	28	19.58%
6	36-39	12	8.39%
7	40-45	9	6.29%
8	> 45	5	3.50%
No.	Education	Respondents	Percentage
1	Elementary	0	0.00%
2	Junior High	3	2.10%
3	Senior High	75	52.45%
4	Diploma 1	9	6.29%
5	Diploma 2	2	1.40%
6	Diploma 3	11	7.69%
7	Bachelor	42	29.37%
8	Master	1	0.70%
9	Doctor	0	0.00%
10	Others	0	0.00%

Source: Processed primary data, 2022.

Data Analysis

Discriminant Validity

In the first test, it was found that there was an outer loading value of <0.5, namely the SE2 indicator with a value of 0.357 and TR10 with a value of 0.413. The retest was carried out again and the results were found for all indicators to be > 0.5, but the AVE value for the trust in leader variable was still below 0.5, which was 0.480. To get valid results, the authors remove one indicator from the trust in leader variable with the smallest outer loading value, namely TR9 with a value of 0.513.

Table 2: AVE Construct Score

Construct	AVE Score	Results
(X1) Transformational Leadership	0.649	Valid
(Z1) Self-efficacy	0.534	Valid
(Z2) Trust in Leader	0.513	Valid
(Y1) Knowledge Sharing	0.537	Valid

Source: Processed primary data, 2022.

The following is an image of the model after the retest which can be seen in figure 1.

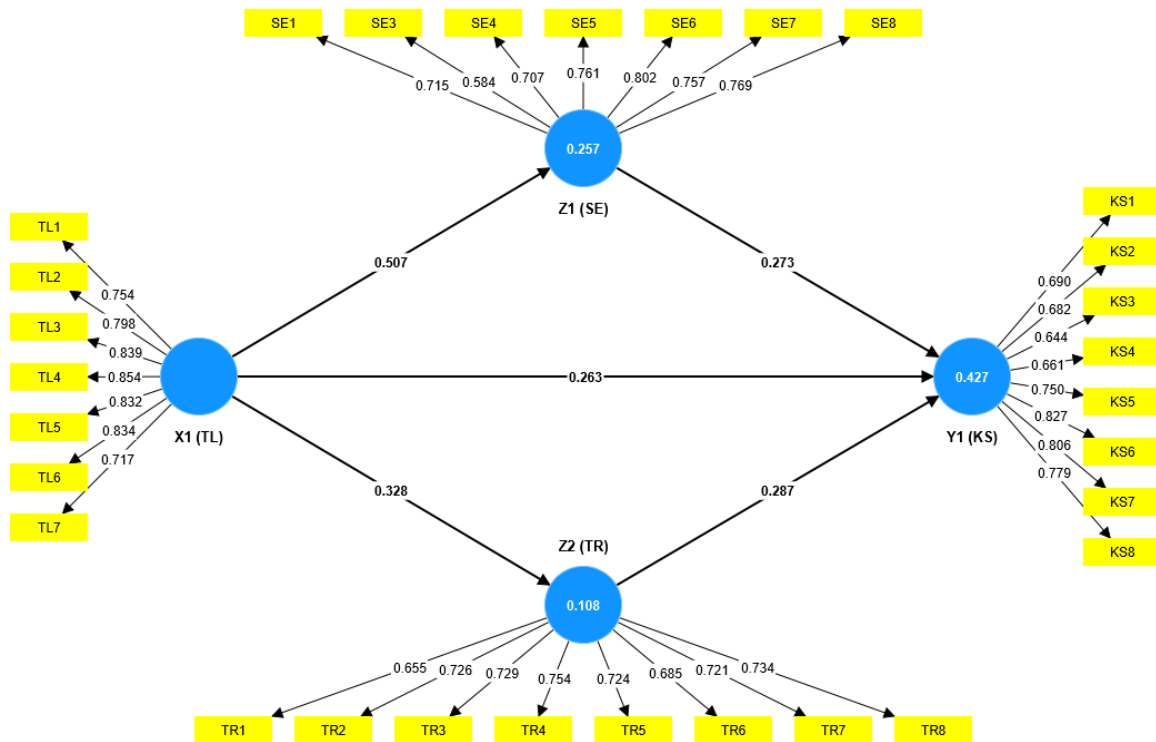


Figure 1: Results of model analysis after retest; *Source:* Authors via SmartPLS 4.0

Convergent Validity

There are two factors in convergent validity to test the validity of an instrument, namely by looking at the cross-loading value and the Fornell Larcker value. The requirement for the Fornell Larcker value is that the correlation value between the construct and the construct itself must be greater than the correlation value between the construct and other constructs (Hair et al., 2021). Then the requirement for the cross loading value is that the correlation value between the construct indicators and the construct itself must be greater than the other constructs (Latan & Ghozali, 2012). The following is the value of cross loading and Fornell Larcker in table 3 and table 4 below.

Table 3: Cross Loading Score between Variable and Indicator

	X1 (TL)	Y1 (KS)	Z1 (SE)	Z2 (TR)
KS1	0.314	0.690	0.374	0.372
KS2	0.472	0.682	0.519	0.195
KS3	0.200	0.644	0.214	0.440
KS4	0.247	0.661	0.216	0.424
KS5	0.458	0.750	0.426	0.284
KS6	0.470	0.827	0.537	0.361
KS7	0.327	0.806	0.390	0.443
KS8	0.348	0.779	0.445	0.505
SE1	0.483	0.421	0.715	0.255
SE3	0.231	0.308	0.584	0.502
SE4	0.419	0.374	0.707	0.287
SE5	0.308	0.350	0.761	0.417
SE6	0.377	0.399	0.802	0.325
SE7	0.263	0.441	0.757	0.428
SE8	0.434	0.481	0.769	0.408
TL1	0.754	0.225	0.332	0.145
TL2	0.798	0.328	0.349	0.171
TL3	0.839	0.361	0.391	0.288

Table Cont'd

TL4	0.854	0.478	0.428	0.328
TL5	0.832	0.378	0.433	0.329
TL6	0.834	0.393	0.447	0.266
TL7	0.717	0.531	0.434	0.256
TR1	0.431	0.403	0.465	0.655
TR2	0.318	0.426	0.383	0.726
TR3	0.163	0.383	0.241	0.729
TR4	0.072	0.342	0.222	0.754
TR5	0.209	0.389	0.409	0.724
TR6	0.201	0.274	0.353	0.685
TR7	0.194	0.335	0.365	0.721
TR8	0.083	0.251	0.287	0.734

Source: Processed primary data, 2022.

Table 4: Fornell-Larcker Score between Variables

	X1(TL)	Y1 (KS)	Z1 (SE)	Z2 (TR)
X1(TL)	0.805			
Y1 (KS)	0.496	0.733		
Z1 (SE)	0.507	0.550	0.731	
Z2 (TR)	0.328	0.510	0.498	0.716

Source: Processed primary data, 2022.

Reliability measurements in this study used statistical tests of cronbach alpha (α) and composite reliability (ρ_a & ρ_c), and the instrument can be said to be reliable if the Cronbach alpha (α) and composite reliability values (ρ_a & ρ_c) are respectively greater than 0.70 (Hair et al., 2021). The following are the results of the reliability test shown in table 5.

Table 5: Cronbach Alpha & Composite Realibility Construct Score

	Cronbach's alpha	CR (ρ_a)	CR (ρ_c)	Results
X1 (TL)	0.910	0.918	0.928	Reliable
Y1 (KS)	0.876	0.885	0.902	Reliable
Z1 (SE)	0.854	0.863	0.888	Reliable
Z2 (TR)	0.868	0.873	0.894	Reliable

Source: Processed primary data, 2022.

Based on the table above, all Cronbach alpha values and composite reliability values have met the requirements above 0.70, which means that the construct can be said to be reliable.

Structural Model Analysis

Structural model analysis was carried out by looking at the R-Squares values and Q-Squares values. The following is the R-Squares value shown in table 6.

Table 6: R-Squares Score

Exogenous Variable	Endogenous Variable	R-Squares Score
Transformational Leadership, Self-efficacy, Trust in Leader	Knowledge Sharing	0.427
Transformational Leadership	Self-efficacy	0.257
Transformational Leadership	Trust in Leader	0.108

Source: Processed primary data, 2022.

rom the R-Square, the model's ability on the transformational leadership, self-efficacy, and trust in leader variables can explain 42.7% of the knowledge-sharing variable, and the remaining 57.3% comes from other variables excluded from this research model. Furthermore, the R-Squares value explains 25.7% of the self-efficacy variable, and the remaining 74.3% comes from the other variables. The last R-Squares value indicated that the model's ability on the transformational leadership variable could explain 10.8% of the trust in the leader variable.

This the calculation of endogenous variables in the model R_1^2 , R_2^2 , dan R_p^2 as below:

$$Q^2 = 1 - \{(1 - 0.427) \times (1 - 0.257) \times (1 - 0.108)\}$$

$$Q^2 = 1 - \{0.379\}$$

$$Q^2 = 0.621$$

The results show that the Q-Square value is 0.621, meaning that the overall influence of transformational leadership on knowledge sharing mediated by self-efficacy and trust in the leader is 62.1%. Other variables explain the remaining 37.9%, and the value of Q^2 0.621 > 0 means predictive relevance is owned by the model.

Findings and Discussions

Hypothesis of Direct Influence Between Variables

Table 7: Results of the Direct Effect Hypothesis Test

Relationship Direction	Original sample (O)	T-Statistics	P-Values	Results
X1 (TL) -> Y1 (KS)	0.263	2.496	0.013	H1 accepted
X1 (TL) -> Z1 (SE)	0.507	4.912	0.000	H2 accepted
X1 (TL) -> Z2 (TR)	0.328	3.698	0.000	H3 accepted
Z1 (SE) -> Y1 (KS)	0.273	2.215	0.027	H4 accepted
Z2 (TR) -> Y1 (KS)	0.287	2.742	0.006	H5 accepted

Source: Processed primary data, 2022.

The relationship between transformational leadership (X1) and knowledge sharing (Y1) has positive and significant, that is indicated by a coefficient value of 0.263, a t-statistics of 2.496 (greater than 1.96), and p-values of 0.013, which means less than 0.05. Thus H1 hypothesis is proven and accepted. Transformational leadership (X1) and self-efficacy (Z1) is shown by a coefficient value of 0.507, t-statistics of 4.912, and p-value of 0.000. It shows that transformational leadership (X1) has a positive and significant effect on self-efficacy (Z1); thus H2 hypothesis is proven and accepted. Also, transformational leadership (X1) positively and significantly affects trust in a leader (Z2). The H3 hypothesis is proven and accepted, with a coefficient value of 0.328, a t-statistics of 3.698, and a p-value of 0.000. Then self-efficacy (Z1) has a positive and significant effect on knowledge sharing (Y1); a coefficient value of 0.273; t-statistics of 2.215; and p-values of 0.027. So, the H4 hypothesis is proven and accepted. Trust in a leader (Z2) has a positive and significant effect on knowledge sharing (Y1). It shows a coefficient value of 0.287, a t-statistics of 2.742, and a p-value of 0.006. It concluded that, so the H5 hypothesis is proven and accepted.

Hypothesis of Indirect Influence Between Variables

In addition to testing the direct effect between variables, path analysis with the bootstrapping process is also used to test the indirect effect of the mediating variable, and the following are the test results presented in table 8.

Table 8: Results of the Indirect Effect Hypothesis Test

Relationship Direction	Original sample (O)	T-Statistics	P-Values	Results
X1 (TL) -> Z1 (SE) -> Y1 (KS)	0.139	2.018	0.044	H6 accepted
X1 (TL) -> Z2 (TR) -> Y1 (KS)	0.094	2.409	0.016	H7 accepted

Source: Processed primary data, 2022.

The result shows that self-efficacy (Z1) can act as a mediator of the significant relationship between transformational leadership (X1) and knowledge sharing (Y1). Relationship between transformational It has a coefficient value of 0.139, a t-statistics of 2.108, and a p-value of 0.044. Therefore hypothesis H6 is proven and accepted. Besides, that trust in a leader (Z2) can act as a mediator of the significant relationship between transformational leadership (X1) and knowledge sharing (Y1). It has an estimated coefficient value of 0.094, a t-statistics of 2.409, and a p-value of 0.016. So, the H7 hypothesis is proven and accepted.

Discussions

The Impact of Transformational Leadership on Knowledge Sharing, Self-efficacy and Trust in Leader

The effect of transformational leadership on knowledge sharing was considered positive and significant, as indicated by the estimated coefficient value of 0.263 and p-values 0.013 < 0.050, these results also support the H1 hypothesis that transformational leadership has a positive impact on knowledge sharing. This shows that the closer the leader's behavior is to the transformational leadership model, the more it will support knowledge-sharing behavior among his subordinates. The results of testing the hypothesis above are in line with statements in previous research by (Baytok et al., 2014; Kim & Park, 2020; Sudibjo & Prameswari, 2021), which state that transformational leadership has a positive impact on knowledge sharing. (Le & Lei, 2017) also support this research, which states that transformational leadership significantly affects knowledge sharing. (Baytok et al., 2014) state that transformational leadership

significantly influences and contributes to knowledge-sharing practices; on the other hand, (Kim & Park, 2020) state that transformational leadership can encourage employees to practice knowledge-sharing. From the various statements above, it can be concluded that transformational leadership plays a vital role in the sustainability of knowledge-sharing practices among staff-level hotel employees throughout Indonesia.

Transformational leadership on self-efficacy was considered positive and significant, as indicated by the estimated coefficient value of 0.507 and p-values of $0.000 < 0.050$; these results support the H2 hypothesis. The leader with a higher confidence level of staff-level hotel employees throughout Indonesia has their self-efficacy, as explained by (Conger & Kanungo, 1998) in (Kark et al., 2003), that transformational leadership behavior can increase employee confidence in their self-efficacy. According to (Bandura, 1977) and (Chen & Hung, 2010), self-efficacy is a form of self-confidence in his abilities, and the results will affect their behavior. Self-efficacy is the development of personal resources that can be stimulated by transformational leadership (Hentrich et al., 2017) because leaders with transformational leadership models can provide instrumental and emotional support so that the abilities of their subordinates can increase (Franke & Felfe, 2011). From the various statements above, it can be concluded that transformational leadership plays a vital role in the self-efficacy of staff-level hotel employees throughout Indonesia.

The effect of transformational leadership on trust in leaders is considered positive and significant, as indicated by the estimated coefficient value of 0.328 and p-values of $0.000 < 0.050$. It is in line with (Islam et al., 2021; Khattak et al., 2020; Wang et al., 2016) that transformational leadership has a positive correlation with trust in leaders. Trust is important because it can invite cooperative behavior, improve relationships, reduce conflict and facilitate the formation of work groups (Mayer et al., 1995). For a leader with a transformational leadership model, the level of trust of his subordinates will also increase. More trust in their leader. As stated by (Mahdikhani & Yazdani, 2020), transformational leadership can increase trust by influencing each individual's beliefs.

The Impact of Self-efficacy and Trust in Leader on Knowledge Sharing

Self-efficacy is an essential element in knowledge-sharing, where self-efficacy can increase skills and self-confidence among individuals, which will help them act an essential role in the sustainability of knowledge-sharing practices (Safdar et al., 2020). So it is inevitable that staff-level hotel employees throughout Indonesia with a high level of self-efficacy can play an essential role in sharing knowledge with their colleagues. According to the results of previous tests, most respondents have a high level of self-efficacy.

The effect of trust in a leader on knowledge sharing is indicated by the estimated coefficient value of 0.287 and p-values of $0.006 < 0.050$; these results also support hypothesis H5, that trust in a leader has a positive impact on knowledge sharing. This is in line with several previous studies by (Kim & Ko, 2014; Phong et al., 2018) that trust in a leader positively impacts knowledge sharing. (Dirks & Ferrin, 2002) in (Whisnant & Khasawneh, 2014) argue that good reciprocal relationships between leaders and their subordinates can create trust and commitment. Trust can make it easier for people to take risks, and ultimately, the practice of sharing knowledge becomes easier to do. In other words, employees with a low level of trust will find it more challenging to practice knowledge sharing in their organizational environment, and vice versa. In contrast, employees with a high level of trust will find it easier to practice knowledge sharing (Rutten et al., 2016). Following the results of testing the previous H5 hypothesis, the respondents in this study, namely staff-level hotel employees throughout Indonesia, are willing to carry out the knowledge-sharing process because of the trust between them and their leaders.

The Impact of Transformational Leadership on Knowledge Sharing mediated by Self-efficacy

The indirect effect of transformational leadership on knowledge sharing through self-efficacy is considered significant, as indicated by the estimated coefficient value of 0.139 and p-values of $0.044 < 0.050$, these results also support the hypothesis H6 that transformational leadership has an indirect effect on knowledge sharing through self-efficacy. This shows that the closer the leader is to the transformational leadership model, the more employee self-efficacy will increase, making employees confident in their skills and abilities to carry out knowledge-sharing practices. (Chen & Hung, 2010) argues that self-efficacy can motivate individuals to try to improve other people's perceptions of the competencies they have. Transformational leaders prioritize the moral values of followers so that they are aware of ethical issues and efficient use of resources for institutional reform (Wijaya & Dewi, 2020). The characteristics of such leaders are one of several factors that can influence the practice of knowledge sharing (Wang & Noe, 2010). In other words, indirectly, individual self-efficacy can help increase the role of staff-level hotel employees throughout Indonesia in knowledge sharing through the support of transformational leadership roles.

The Impact of Transformational Leadership on Knowledge Sharing mediated by Trust in Leader

The indirect effect of transformational leadership on knowledge sharing through trust in the leader is considered significant, as indicated by the estimated coefficient value of 0.094 and p-values of $0.016 < 0.050$. It showed that transformational leadership indirectly affects knowledge sharing through trust in the leader. The leader will gain trust, which will lead to higher employee trust in the leader and also among colleagues so that they are willing to practice knowledge sharing. While leaders want their subordinates to be actively involved and assist in the knowledge-sharing process, they must pay attention to transformational leadership styles to help stimulate them (Phong et al., 2018). However, suppose leaders want their subordinates to be active in sharing and disseminating the knowledge and skills they have to other colleagues. In that case, leaders must pay attention to building trust among fellow employees, especially leaders. Testing the previous hypothesis indicated that the transformational leadership of their leaders

was sufficient to stimulate the respondents to be involved in the knowledge-sharing process. The trust built by the respondents also made them willing to share and disseminate the knowledge and skills they have to their fellow colleagues. They are either within the same department or outside the same department.

Conclusions

Based on the seven previous hypotheses, it can be concluded that transformational leadership has a positive and significant effect on self-efficacy, trust in the leader, and knowledge sharing. Then self-efficacy and trust in a leader have a positive and significant influence on knowledge sharing. Then self-efficacy and trust in leaders are confirmed to act as mediators in the indirect relationship between transformational leadership and knowledge sharing. The suggestion for hotel organization leaders to pay more attention to their role in building trust from their subordinates to colleagues and especially their leaders, it is necessary to pay attention to how leaders utilize the transformational leadership style to build this trust. High trust can improve the process of disseminating and gathering knowledge in an organizational environment. Subordinates also need to be encouraged to be able and able to carry out the tasks and responsibilities they carry, convincing subordinates of their potential and supporting the knowledge-sharing process within the organizational environment. For academics and subsequent researchers to assist in developing models in this study, it is advisable to add other variables related to knowledge sharing because the models in this study need to explain knowledge-sharing variables fully.

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