

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Influence of Trust and Knowledge Sharing on Employee Performance: A Study at Alfamart Minimarkets in East Telukjambe, Karawang, Indonesia

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ARTICLE HISTORY

Received: April 25, 2025

Revised: June 06, 2025

Accepted: June 21, 2025

DOI

<https://doi.org/10.52970/grhrm.v5i2.1427>

ABSTRACT

This study examines the effect of trust and knowledge sharing on employee performance at Alfamart minimarkets in Telukjambe Timur District, Karawang Regency. A quantitative research approach was used by distributing structured questionnaires to 182 respondents who had worked for at least six months. The collected data were analyzed using multiple linear regression. The results showed that trust and knowledge sharing have a positive and statistically significant effect on individual and collective employee performance. Trust contributes to a sense of psychological safety and fosters collaborative relationships among employees, while knowledge sharing facilitates information exchange and enhances individual competence. These findings underscore the strategic importance of cultivating a collaborative organizational culture that promotes collective learning, thereby contributing to improved performance and competitiveness in the modern retail sector. Furthermore, both variables collectively explain 78.1% of the variance in employee performance, indicating their substantial contribution to effective workforce outcomes.

Keywords: Trust, Knowledge Sharing, Employee Performance, Minimarket, Human Resources.

JEL Code: M12, D83, L81.

I. Introduction

The retail sector in Indonesia continues to grow. This aligns with the rise in domestic consumption and changes in the lifestyle of urban residents. As one of the industrial satellite regions in West Java Province, Karawang Regency has also seen growth in this sector, particularly in modern retail sectors such as convenience stores. The latest data from the Karawang Regency Central Statistics Agency (2024) shows that out of 548 retail outlets, 95.8% are convenience stores or minimarkets. Additionally, the highest concentration is recorded in Telukjambe Timur Subdistrict, with 76 units, or approximately 14.5% of the total units in the area. This reflects the diversity of the business market and confirms that there is intense competition in the retail business in the region. Along with expansion, additional challenges have emerged in



human resource activities, particularly those related to efforts to maintain and improve employee performance. As a retail distribution outlet, minimarkets are highly sensitive to the effectiveness and productivity of their personnel in providing services, managing daily operations, and developing sustainable customer relationships. Under competitive conditions, the success of a minimarket is determined not only by location or price but is also significantly influenced by the nature of the relationship between employees and customers, which is a factor in employee performance (Pradhan & Jena, 2017; Islam et al., 2020).

Several studies have found that employee performance is influenced by their technical skills and social and psychological factors in the workplace. Trust and knowledge sharing have become two highly relevant issues in this regard. According to the authors, trust is the foundation for developing collaboration, loyalty, and an open and productive work environment (Guney & Karabulut, 2019; Alshamsi et al., 2022). Additionally, knowledge sharing is a tool for disseminating information, expertise, and experience within a system, and it promotes organizational learning, innovation, and effectiveness (Raharso & Surjani, 2016; Lassen & Laugen, 2017). There is a specific reasoning behind choosing these two variables for this study. Trust and knowledge sharing have been noted to positively impact performance improvements in manufacturing and educational service companies (Ajoke & Iortimbir, 2022; Fikri & Laily, 2022). To the best of our knowledge, a gap in the literature seeks to identify the interplay of trust, knowledge sharing, and employee performance in a retail minimarket setting in Karawang Regency, particularly East Telukjambe District. Most prior studies are overly broad or examine different, unrelated organizational contexts that do not share the characteristics of a minimarket, high-paced, or service-centric, multi-tasking work environment.

Field visits to several units of Alfamart in the Telukjambe Timur sub-district show that the level of employee performance is not optimal towards the efficiency and qualitative productivity of the minimarket operations. The high employee turnover rate is alarming for the company. This indicates job dissatisfaction or weak organizational commitment to the company (Robbins & Judge, 2017). The recurrent retention of new employees leads to a calamitous understanding of work procedures and service continuity. In addition, most employees tend to work alone and remotely, leading to the neglect of team-based tasks or division of labor that has interdependency.

Conversely, it can be difficult for employees to balance customer service with stock replenishment or marketing during weekends or promotional periods. This makes inventory management more complex, increases the likelihood of inventory counting errors, and reduces the customer shopping experience due to excessive waiting times at the checkout. There are also frequent cases of inadequate shift handover closures, resulting in a lack of prepared briefings, either because policies are not formulated or because store managers fail to demonstrate some basic rules in store shift handover. These phenomena indicate that ineffective internal communication, a low level of trust among colleagues, and limited knowledge and experience sharing are real challenges that can hinder the achievement of optimal performance. In the context of minimarkets that demand speed, accuracy, and consistent service, these problems, if not addressed seriously, will directly impact operational efficiency and customer satisfaction.

This research aims to tackle the underlying issues systematically and analyze the role trust and knowledge sharing play in the performance of Alfamart employees in Telukjambe Timur District. It is hoped that the results from this study will add value from an academic perspective while also strategically guiding the decisions of retail companies seeking to optimize the management of their human resources, which are recognized as the foremost asset to the organization.

II. Literature Review and Hypothesis Development

2.1. Trust

Trust plays a crucial role in facilitating social and professional relations, particularly in organizations with high uncertainty and risk levels. Trust can be described as a positive belief in the goodwill, capability, and fundamental integrity of a person's actions and encourages individuals to feel safe and willing to become

vulnerable in work relationships (Schoorman et al., 2020). In an organization, trust becomes an important requirement for collaboration to enable work at all levels since it reduces ambiguity and increases closeness in personal relationships (Newman et al., 2022). Dirks and Ferrin (2021) indicate that trust increases when one party assumes that the other does not have the opportunity to behave in a self-interested way but rather defend equitable policies and actions. One of the most widely accepted models to explain trust is one designed by Mayer et al. (1995). They divided trust into three dimensions: ability (competence), benevolence (concern), and integrity. The dimension of ability is concerned with the individual's skills or professionalism at work, while benevolence looks at colleagues' goodwill and care for one another. Integrity encompasses honesty, consistency between words and actions, and equity in executing duties (Liu et al., 2020). Together, these three dimensions create considerable trust within a given work environment. Additionally, trust extends beyond the interpersonal level and significantly impacts an organization's strategic performance.

An investigation by McEvily and Tortoriello (2022) asserts that trust facilitates information sharing, participation in decision-making, and cross-functional collaboration, all of which enhance productivity and innovation. Furthermore, trust is important in virtual and global teams where direct supervision is impossible, but there is a high level of expectation of accountability (Newman et al., 2022). Thus, trust is essential in cultivating a positive workplace culture, nurturing employee involvement, and helping the organization achieve its strategies sustainably.

2.2. Knowledge Sharing

Sharing knowledge is crucial to knowledge management because it involves transferring information, skills, and experiences among people in an organization. These processes enhance individual capabilities and improve organizational performance as per Yeboah (2023). Sharing knowledge takes several forms, including formal methods like training and documentation, and informal methods like discussions or mentoring by colleagues (Henslin & Zahrani, 2021).

Knowledge sharing is essential for encouraging open innovation and collaborating across various functions in an organizational context. Annamalai et al. (2022) explain that these concepts are interlinked and highlight the impact of knowledge sharing on multidisciplinary innovation collaboration. Organizations that support sharing knowledge become more adaptable to respond to changes and develop enduring competitiveness. Recent findings from Xia et al. (2024) substantiate that combining information technology and an organizational culture that encourages open collaboration enhances knowledge sharing effectiveness for remote and on-site teams. The different aspects of knowledge sharing can be grouped into three main categories: (1) Knowledge donating, which refers to the readiness of people to share their knowledge without being prompted to do so; (2) Knowledge collecting, which refers to obtaining knowledge from other people; (3) Informal communication, which fosters a risk-free environment for the exchange of information (Kmieciak, 2020; Fayda, 2022). All three dimensions are essential to building a sustainable culture of sharing knowledge within an organization.

Organizational culture profoundly impacts knowledge management systems as it determines the degree of participation of employees and managerial staff and the freedom they have to express views, ideas, and suggestions (Radars, 2023). Failure to properly incentivize knowledge sharing is a primary motivator for employees to withhold information. On the other hand, aggressive implementation of sharing strategies bolsters the speed of innovation, team performance, and accomplishment of strategic organizational objectives over time (Wibowo et al., 2021).

2.3. Employee Performance

Employee performance refers to the results achieved by individuals or groups within an organization, both quantitatively and qualitatively, by their responsibilities and available resources. According to Motowidlo (2003), performance is assessed based on final results and includes specific behaviors exhibited by individuals

over a certain period to support the achievement of organizational goals. In this context, performance reflects employees' contribution to the organization's operational effectiveness. Several factors influence employee performance, such as personal factors including skills, competencies, and work motivation. The higher an individual's work motivation, the greater the likelihood of demonstrating optimal performance. In addition, leadership style also plays a crucial role. Silaban and Siregar (2023) show that transformational leadership positively influences employee performance because it inspires, motivates, and guides them in achieving common goals. System factors and resource availability also support the smooth execution of employee tasks. Contextual factors, such as the work environment, organizational culture, and external pressures, influence performance. Armstrong and Baron (2005) emphasize the importance of strategic and integrated performance management as the foundation for overall organizational success. Furthermore, Pradhan and Jena (2017) categorize performance into three main dimensions: task performance, which relates to the ability to complete primary tasks; contextual performance, which reflects supportive behaviors such as cooperation and initiative; and adaptive performance, which demonstrates employees' capacity to respond to changes and adapt to new work situations. Organizations can design more effective human resource management strategies focused on enhancing productivity by understanding the dimensions and factors that influence performance.

2.4. Hypothesis Development

Trust plays a very vital role in creating fruitful relationships in an organization that are both healthy and productive. Trust at every level, from manager to employee and co-worker to co-worker, leads to open communication, collaboration, and psychological safety (Read, 2022). Dhani (2018) in a study states that organizational trust plays an important role in improving employee strong commitment and loyalty, hence increasing performance. Another study by Su et al. (2020) shows that trust positively correlates with employee performance, more so when mediated by employee engagement. Trusted employees tend to exercise more initiative, responsibility, and dedication towards completing their tasks. In a different case study, Arbaan and Addury (2022) also found that trust affects performance significantly, especially with strong work ethic values. A work environment with trust leverages employees into feeling valued, increasing their motivation to contribute at a maximum level. The compilation of these studies underlines that trust affects relationships between workers and serves as a crucial element for enhancing effective and productive strategies within an organization. (Amin, 2022)

H1: Trust has a significant positive effect on employee performance at Alfamart minimarkets.

Knowledge sharing is a strategic element in improving employee performance because it enables information, experience, and expertise to flow among individuals within an organization. When employees actively share knowledge, they enrich their abilities and accelerate problem solving, innovation, and collective decision making. Meher and Mishra (2021) found that knowledge sharing positively impacts employee performance, mainly when mediated by organizational learning processes. A work environment that encourages open knowledge exchange also creates a sense of engagement and collaboration, directly influencing productivity and job satisfaction (Chen et al., 2022). Furthermore, Dini and Deviastri (2023) emphasize that organizations cultivating a culture of knowledge sharing gain a competitive advantage in developing employee competencies and achieving performance targets effectively. Therefore, knowledge sharing practices are not only managerial tools but also social investments that sustainably improve individual and organizational performance.

H2: Knowledge sharing has a significant positive effect on employee performance at Alfamart minimarkets.

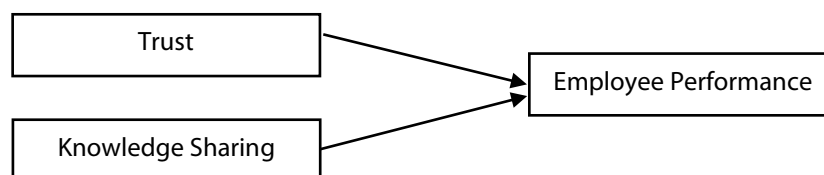


Figure 1. Research Framework

III. Research Method

This research study employed a quantitative methodology to analyze how various factors affect employee performance. The sample population in this particular research was all staff working at Alfamart minimarkets within Telukjambe Timur District, Karawang Regency, which consists of 182 employees. These employees were sampled using sample saturation or census sampling. Data collection was done through the distribution of online questionnaires using Google Forms, which were formatted using a five (5) point Likert scale from "strongly disagree" to "strongly agree." Data processing was carried out using SPSS version 27 software, which was used to analyze the relationship between the independent variables, trust and knowledge sharing, and the dependent variable, employee performance. Data analysis was meaningful through applying a series of statistical tests, such as instrument validity and reliability tests, descriptive statistical analysis, multiple linear regression analysis, partial t test, simultaneous F test, and coefficient of determination test. The objective of all these tests is to determine and measure the strength of the relationship of the variables under study and to what degree each independent variable affects the performance of Alfamart Minimarket employees in the research area.

IV. Results and Discussion

4.1. Respondent Characteristics

This study involved 182 respondents who were all Alfamart employees in East Telukjambe District, Karawang Regency. Based on gender, most respondents were women, as many as 106 people or 58.24%, while men totaled 76 people or 41.76%. In terms of age, most respondents are 20-29 years old, as many as 172 people or 94.51%. Meanwhile, eight respondents aged 30-40 years (4.39%) and only two people (1.10%) were over 40 years old. Regarding the latest education, most respondents were high school vocational graduates, as many as 158 people (86.81%). A total of 10 people (5.49%) were diploma graduates, 12 people (6.59%) were bachelor graduates, and two people (1.10%) had more than a bachelor's degree. Based on length of service, 102 respondents (56.04%) have worked for more than two years, 52 people (28.57%) have worked between one and two years, and 28 people (15.38%) have only worked for six months to one year. As for the work position, the majority of respondents work as cashiers, as many as 55 people (57.14%), followed by salesclerks or saleswomen, as many as 101 people (28.57%), and the rest as supervisors, as many as 26 people (14.29%). This data reflects the workforce structure in the Alfamart environment, where young employees with secondary education backgrounds dominate, and the composition of positions focusing on direct service lines to consumers.

4.2. Validity Test

The validity test compares the r-count and r-table values for each statement item using the SPSS program. The item is declared valid if $r\text{-count} > r\text{-table}$, and invalid otherwise (Sugiyono, 2015). The test was conducted on 182 respondents, with an r-table of 0,145 (calculated from $N-2 = 180$, significance 0.05). Based on the validity test results carried out for each indicator, the results state that all indicators of the three variables used are declared "valid". The results of the validity test for each item are shown in Table 1.

Table 1. Obtaining Validity Test Results

Variable	Indicator	r-count	Information
Trust (X1)	Tr_1	0.804	Valid
	Tr_2	0.722	
	Tr_3	0.802	
	Tr_4	0.792	
	Tr_5	0.748	
	Tr_6	0.773	
Knowledge Sharing (X2)	Ks_1	0.757	
	Ks_2	0.739	
	Ks_3	0.683	
	Ks_4	0.605	
	Ks_5	0.766	
	Ks_6	0.687	
Employee Performance (Y)	Kk_1	0.746	
	Kk_2	0.732	
	Kk_3	0.642	
	Kk_4	0.707	
	Kk_5	0.730	
	Kk_6	0.705	

4.3. Reliability Test

To verify the consistency of a statement, Cronbach's analysis method was conducted for each research variable using the SPSS program. The results are reliable if Cronbach's Alpha > 0.7 (Chaniago et al., 2023). All three variables met the reliability criteria with values above 0.7; therefore, they can be considered reliable. The reliability test results of the variables under study are displayed in Table 2 below.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Criteria	Information
Trust (X1)	0.939	0.7	Reliable
Knowledge Sharing (X2)	0.784	0.7	
Employee Performance (Y)	0.829	0.7	

4.4. Description of Research Variables

The descriptive statistical analysis results of the variables used in this study will be presented in the following table 3.

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Trust (X1)	182	1.00	5.00	4.00	0.892
Knowledge Sharing (X2)	182	1.00	5.00	3.98	0.850
Employee Performance (Y)	182	1.00	5.00	4.04	0.777

From the results of descriptive statistical calculations, it can be seen that the Trust variable has a mean value of 4.00, the Knowledge Sharing variable has a mean value of 3.98, and the Employee Performance variable has a mean value of 4.04. Regarding the scale for assessing the mean value of each variable, you can see the interval category in Table 4.

Table 4. Interval Categories

Scale	Categories
1.00 – 1.80	Very unfavorable
1.81 – 2.60	Not Good
2.61 – 3.40	Fairly Good
3.41 – 4.20	Good
4.21 – 5.00	Very Good

Based on the table 4, the variables of trust, knowledge sharing, and employee performance are in the "good" category because the three variables are in the range of 3.41-4.20.

4.5. Hypothesis Testing

4.5.1. Multiple Regression Testing

After learning the descriptive statistical research results, the hypotheses proposed in this study were tested using inferential statistical analysis. The results of the data analysis are in Table 5.

Table 5. Multiple Regression Analysis Results

Model		Understandardized	Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.132	.851		3.682	<.001
	Trust	.428	.031	.531	13.978	<.001
	Knowledge Sharing	.455	.033	.530	13.971	<.001

Based on the results of data analysis as summarized in Table 5, a regression equation can be made:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 3.132 + 0.428 X_1 + 0.455 X_2 + e.$$

Multiple linear regression analysis determines the relationship between the dependent variables (employee performance) and the independent variables (trust and knowledge sharing). Based on the analysis results, a regression model is obtained with a constant value of 3.132, a regression coefficient for trust of 0.428, and knowledge sharing of 0.455, each of which has a positive sign. This shows that all independent variables have a positive relationship to employee performance. Partial test (t-test) on trust resulted in a t-value of 13.978 > t-table 1.973 with a significance level of 0.001 < 0.05, so the first hypothesis (H1) is accepted, which means that trust has a positive and significant effect on employee performance. Furthermore, knowledge

sharing has a t-value of 13.971 > t-table 1.973 with a significance value of 0.001 < 0.05, so the second hypothesis (H2) is also accepted, which indicates that knowledge sharing has a positive and significant effect on employee performance. Thus, these two variables are proven to have an important contribution in influencing employee performance, where knowledge sharing shows a slightly more dominant influence than trust, based on the value of the regression coefficient.

4.5.2. F-test (Simultaneous)

Then, the hypothesis regarding the effect of trust and knowledge sharing on the performance of Alfamart minimarket employees in East Telukjambe District, Karawang Regency, will be tested simultaneously using the F-Test (ANOVA) analysis in Table 6.

Table 6. F-test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2247.570	2	1123.785	318.289	<.001
	Residuals	631.996	179	3.531		
	Total	2879.566	1181			

Based on the results of the data analysis, trust and knowledge sharing affect employee performance at Alfamart Minimarket in Telukjambe Timur Subdistrict, Karawang Regency. This is the conclusion drawn from the F-test result of 318,289 at a significance level of less than 0.001, indicating that trust and knowledge sharing factors tremendously impact employee performance.

4.5.3. Testing the Coefficient of Determination

Then, the coefficient of determination analysis determines the impact of trust and knowledge sharing on employee performance. The contribution to the employee performance variables is seen through the coefficient of determination value presented in Table 7.

Table 7. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 ^a	.781	.778	1.87902

From the data analysis, the calculated coefficient of determination is 0.781, 78.1%. This indicates that 78.1% of the employee performance variables can be explained by trust and knowledge sharing, while other variables outside this study explain 21.9%.

4.6. Discussion

Based on the results of descriptive analysis, all research variables - namely trust, knowledge sharing, and employee performance - are in a good category. This shows that respondents' perceptions of the working environment conditions at Alfamart minimarkets in Telukjambe Timur District tend to be positive. Employees feel a sense of mutual trust, are willing to share information, and can show work performance by meeting organizational expectations. This situation reflects that, generally, a work culture that supports interpersonal interaction and collective learning has been formed, although it still requires strengthening to be more optimal.

Furthermore, the results of inferential analysis show a significant relationship between the variables of trust and knowledge sharing on employee performance, both partially and simultaneously. This finding strengthens the theory that trust is the foundation for building open and collaborative communication in the work environment. Employees who feel trusted tend to show high loyalty, be more responsible, and have intrinsic motivation in completing tasks. Meanwhile, knowledge sharing is important in distributing operational knowledge and work experience between individuals. Knowledge sharing enables work efficiency, accelerates the adaptation process, and reduces errors in services and operations.

Simultaneously, the synergy between trust and knowledge sharing significantly supports employee performance achievement. Combining a strong sense of trust and a work environment open to information exchange creates a productive, innovative, and adaptive work atmosphere. In a competitive retail industry, such as minimarkets, the organization's ability to build a work system based on trust and collective learning is a strategic factor determining long-term competitiveness. Therefore, managerial policies are needed that not only focus on operational technical aspects, but also on strengthening relationships between individuals and sustainable knowledge management.

V. Conclusion

This research shows that trust and knowledge sharing positively affect employee performance, individually and collectively, at Alfamart minimarkets located in the Telukjambe Timur District of Karawang Regency. Trust in the workplace has a positive social impact, strengthening interemployee relationships, motivating participation, and enhancing effort devoted to task completion. On the other hand, knowledge sharing facilitates information and experience flow, improving operational efficiency and adaptive potential. These two constructs foster a collaborative culture that enhances productivity and innovation. Retail management should consider these findings by formulating policies that nurture social relations and establish well-developed knowledge management systems within the firm. This is critical for the sustained improvement of employee performance and the organization's competitiveness.

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