

## **BUILDING KNOWLEDGE-SHARING PRACTICES FROM AN ENTREPRENEURIAL ORIENTATION: THE MODERATION ROLE OF DIGITALIZATION AND RELIGIOSITY**

**Eduard Alfian Syamsya Sijabat**

Institut Transportasi dan Logistik Trisakti Jakarta, Indonesia

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### **Corresponding author\*:**

[eduard.a.s.sijabat@gmail.com](mailto:eduard.a.s.sijabat@gmail.com)

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**Abstract:** Knowledge-sharing practices are needed as a tool for improving the company's performance capabilities. Knowledge-sharing practices are correlated with the existence of entrepreneurial orientation, which manifests in proactive orientation, innovative orientation, and risk-taking orientation. In addition, digitalization and religiosity factors are suspected of influencing knowledge-sharing practices. This study aimed to explore knowledge-sharing practices that can be generated from entrepreneurial orientation moderated by digitalization factors and also religiosity factors possessed by human resources in shipping agency service companies in Indonesia. This study used the object of research of shipping agencies companies in Indonesia and the results were analyzed using structural equation model (SEM) WarPls 7. The results of the study showed that entrepreneurial orientation has a significant effect on knowledge-sharing practices. The implementation of digitalization in companies, the results of the study showed that digitalization significantly strengthens the influence of entrepreneurial orientation on knowledge-sharing practices. On the other hand, the religiosity factor inherent in the company's human resources, results showed that the religiosity factor weakens the influence of entrepreneurial orientation on knowledge-sharing practices. The results of this study contribute empirically to testing the resource-based view (RBV) theory, where the resources owned by the company in the form of entrepreneurial orientation increase knowledge and knowledge sharing among employees. The results of this study also have implications for practical business levels, recommending that digitalization in companies will strengthen entrepreneurial orientation in encouraging knowledge-sharing practices.

**Keywords:** knowledge-sharing, religiosity, entrepreneurial orientation, digitalization, shipping agencies

### **1. INTRODUCTION**

The practice of knowledge-sharing in the company as part of a strategy to strengthen human resources in having a competitive advantage is believed to be one as capital in improving company performance. The practice of knowledge sharing is carried out conventionally, namely physical contact such as informal discussions, formal discussions in meetings or forms of teaching and education and training. The development of technology adapted by the company also supports the practice of knowledge sharing in the company.

The existence of entrepreneurial orientation owned by the company is one of the main capitals for the company in producing the company's competitiveness. Entrepreneurial orientation is manifested in 3 dimensions, namely proactive orientation, innovation orientation and willingness to take risks orientation. Proactive orientation makes employees and company leaders practice knowledge sharing in business processes within the company. The innovation orientation of employees and company leaders will be optimal when shared and the orientation of willingness to take risks supports the practice of sharing knowledge among employees.

Shipping agencies service companies that require information gathering competencies and hospitality competencies cannot be separated from the process of knowledge-sharing so that the company can be trusted and appointed by shipping companies as agents at one port. The practice of various knowledge can

be obtained from how employees have an entrepreneurial orientation such as having a proactive entrepreneurial character, having an innovative entrepreneurial character and also having an entrepreneurial character who is willing to take risks. With the ownership of entrepreneurial traits, willingness to take risks will increase knowledge-sharing practices. Empirical studies showed that there is a correlation between entrepreneurial orientation and knowledge sharing practices where entrepreneurial orientation has a significant effect on knowledge sharing practices (Nasution et al, 2021).

Digital technology that has been adapted in the maritime industry cannot be avoided by maritime business actors including shipping agency companies. Digitalization or digital transformation efforts carried out by companies are aimed at generating competitive advantages. The decision to adapt digital technology in shipping agency service companies is also based on the entrepreneurial orientation of employees and company leaders. If we look further at the correlation between entrepreneurial orientation and the existence of digitalization factors in companies, the results of empirical studies show that the dimensions of proactive orientation and risk-taking orientation have a significant effect on digital strategy performance, while the dimensions of innovation orientation do not have a significant effect (Ritala et al, 2021). Conversely, empirical results show that digitalization has a significant effect on entrepreneurial orientation (Herve et al, 2021).

The business process in a service company is closely related to the competence of the human resources that manage the company. This competence is intangible and inherent in the business actor, namely the employees and leaders of the company. In the development of the business process to produce these services to customers, the religiosity factor is one of the types of intangible competence. The religiosity factor possessed by employees and leaders is correlated with the practice of sharing knowledge in the company. Because the services produced are not only inherent in each individual in the company, the form of communication interaction between employees and company leaders can be conducive with the presence of the religiosity factor in employees and company leaders. Empirical studies show that the religiosity factor is correlated with the practice of sharing knowledge (Farrukh et al, 2020; Akosile & Olatokun, 2020).

Empirical examination of the relationship between entrepreneurial orientation and knowledge sharing practices is still limited. Meanwhile examination of the relationship between entrepreneurial orientation and knowledge sharing practices in shipping agencies service companies is not yet available. Shipping agencies service companies are classified as service companies that rely entirely on human resource competencies where one of these competencies is closely related to entrepreneurial orientation. On the other hand, the challenge faced by shipping agencies service companies in the maritime industry is how to utilize digitalization technology. Another challenge is how companies guarantee and build the religiosity factor of employees and company leaders to contribute to the company's performance and competitiveness. Digitalization and religiosity are correlated with entrepreneurial orientation in improving knowledge sharing practices. This study aims to explore how the role of digitalization factors and religiosity factors moderate entrepreneurial orientation to build and improve knowledge sharing practices in shipping agencies companies. The results of this study are expected to enrich empirical evidence of the resource base view (RBV) theory in testing the correlation between entrepreneurial orientation and knowledge-sharing practices with role moderating of digitalization and religiosity in shipping agencies service companies. The results of this study are also expected to contribute implications to the practice of shipping agencies service businesses and other types of businesses in the maritime industry.

## **2. LITERATURE REVIEW**

Shipping agencies service companies as service companies in producing products or services provided to customers are inseparable from the human resources that manage the company. In other words, the quality of services provided to customers is inherent in the competence of employees and company leaders. The competencies relied on are intangible which require good management for the services produced to be competitive. One of the competencies that employees and leaders of shipping agency service companies need to have is entrepreneurial orientation competency. Entrepreneurial orientation is a strategic approach applied by companies or organizations to develop and practice entrepreneurial behaviors, such as innovation, proactivity, risk taking, competitive aggressiveness, and autonomy, which aim to create competitive advantage and change in business. The concept of entrepreneurial orientation according to Miller and Friesen (1982) consists of three dimensions, namely innovation orientation, proactive orientation and risk-taking orientation. These three orientations are beneficial for employees and company leaders in improving the quality of knowledge sharing practices in shipping agency companies. Empirical

examination of the correlation between entrepreneurial orientation and knowledge sharing practices is still relatively limited. Several empirical studies have shown that the relationship between these two variables shows a significant influence and vice versa no influence. Examination on medium and small-scale companies with company owner respondents showed that entrepreneurial orientation does not have a significant effect on knowledge sharing practices. These results indicate that at the level of proactive orientation and the level of risk-taking willingness, entrepreneurial orientation has a significant effect on knowledge sharing practices. Meanwhile, at the level of innovation orientation, it does not show a significant effect on knowledge sharing practices (Nasution et al, 2020). Another empirical study that examined the relationship between entrepreneurial orientation and knowledge sharing practices in medium and small-scale companies also showed that entrepreneurial orientation does not have a significant effect on knowledge sharing (Hanifah et al, 2022). Tests conducted on junior manager or supervisor level employees show that entrepreneurial orientation is positively correlated with knowledge management where the results show that almost 65 percent of junior managers have low entrepreneurial orientation and low knowledge management (Bakr et al, 2022). High entrepreneurial orientation is related to autonomy and low entrepreneurial orientation is related to competing aggressively. High knowledge management is related to knowledge sharing while low knowledge management is related to taking knowledge.

The success of a shipping agencies company in generating competitiveness can be obtained from the resources owned by the company which are manifested in entrepreneurial orientation. The orientation manifested in proactivity, innovation and willingness to take risks will correlate with knowledge sharing practices that will generate competitiveness. Thus, a hypothesis can be built that entrepreneurial orientation has a positive correlation with knowledge sharing practices as follows:

***H<sub>1</sub>: Entrepreneurial Orientation has a significant effect on knowledge-sharing practices.***

The development of digitalization that has been adapted in the maritime industry requires every company to use digital technology in its business processes. Shipping agency service companies that rely more on intangible competencies inherent in employees and company leaders must also adapt to digital technology. Basically, shipping agency service companies will not experience a decline in performance or competitiveness when adapting to using digital technology, but on the contrary will improve company performance. The digitalization program will excite employees and company leaders in the practice of sharing knowledge. Empirical results show that coordination and communication enhanced by digital technology have a significant impact on knowledge sharing (Deng et al, 2023). This study found that digital technology-enhanced coordination significantly affects decision-making and digital technology-enhanced knowledge sharing affects decision making. The results of this study indicate that coordination enhanced by digital technology significantly affects decision-making and knowledge sharing enhanced by digital technology affects decision-making.

The adaptation of digitalization carried out by companies is also correlated with the entrepreneurial orientation of employees and company leaders. With the use of digital technology in the company, the competence of employees and leaders in carrying out proactive orientation is increasingly effective. Likewise, the orientation of making breakthrough innovations experiences an acceleration of the business process. The existence of a digitalization program increases the willingness to take risks because it will be easier to predict every risk that occurs in the company. This has been proven by empirical testing which shows a significant influence where entrepreneurial orientation at the individual level related to proactivity, innovation and willingness to take risks has a significant influence on the company's digital strategy (Ritala et al, 2021).

Based on previous empirical results that tested the correlation between entrepreneurial orientation and digitalization which showed a positive correlation, while on the other hand the empirical results of the relationship between entrepreneurial orientation and knowledge sharing practices also had a positive correlation, it can be said that the digitalization program will strengthen the influence of entrepreneurial orientation on knowledge sharing practices in shipping agency companies.

The culture and business process of carrying out knowledge sharing practices in shipping agencies companies is one of the keys to success in gaining competitiveness and good company performance. Through knowledge sharing practices, companies have the opportunity to get business orders from customers or principals. The digitalization process adapted by the company further improves the quality

and quantity of knowledge sharing practices. Thus, the hypothesis that can be built regarding the role of digitalization in the relationship between entrepreneurial orientation and knowledge sharing practices is:

***H<sub>2</sub>: The moderation role of digitalization will strengthen the influence of entrepreneurial orientation on knowledge-sharing practices.***

Religiosity is related to knowledge about religion and religious beliefs that influence what is done with emotional attachment or emotional feelings towards religion. In addition, it is also related to behavior such as attendance at places of worship, reading scriptures and praying (Elci, 2007). The religiosity of employees and companies is related to the behavior and performance of the company. The religiosity factor in the company that is attached to employees and leaders will affect the practice of sharing knowledge. With the religiosity factor, employees and company leaders believe that knowledge must be shared with employees according to the teachings of the religion they believe in. Empirical testing shows that personal beliefs and beliefs have a significant effect on knowledge sharing (Akosile & Olatokun, 2020). The religiosity factor is also related to entrepreneurial orientation in the company. Entrepreneurial orientation which is manifested in the form of a proactive attitude, innovation and willingness to take risks is related to the value of religiosity in employees and company leaders. A good level of religiosity is related to a proactive attitude and willingness to take risks and make breakthrough innovations. Empirical studies that test the relationship between religiosity and entrepreneurial orientation show mixed results, but in general it is concluded that religiosity has a significant effect on entrepreneurial orientation. Tests conducted on young entrepreneurs show that only a partial relationship between religiosity and entrepreneurial orientation is positively correlated (Dvouletý, 2024), while other empirical studies show that religiosity encourages an increase in entrepreneurial orientation in companies (Farrukh et al, 2021; Rietveld and Hoogendoorn, 2022).

Shipping agency companies in an effort to encourage knowledge sharing practices with the level of religiosity in employees and leaders are considered to influence entrepreneurial orientation in encouraging knowledge sharing practices. The attributes of religiosity inherent in employees and leaders encourage proactive attitudes and innovative attitudes in sharing with fellow employees. Thus, the hypothesis that can be built is:

***H<sub>3</sub>: The moderation role of religiosity will strengthen the influence of entrepreneurial orientation on knowledge sharing practices.***

Based on the analysis of the relationship between entrepreneurial orientation variables, knowledge-sharing practices, digitalization and religiosity supported by various empirical studies, the model that can be constructed in testing the relationship between entrepreneurial orientation and knowledge-sharing practices with moderation of digitalization and religiosity is as follows:

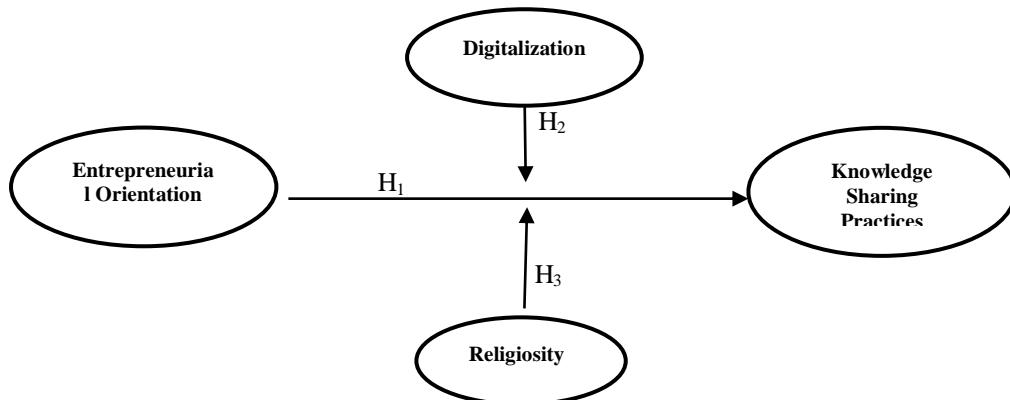


Figure 1: Research Hypothesis Framework

### 3. RESEARCH METHODE

This study was conducted at shipping agency companies in Indonesia and was conducted using a quantitative method approach. This study was conducted for 2 months, namely February and March 2025. The shipping agency companies that were the population were companies that were members of the

shipping agency association in Indonesia (Indonesia Shipping Agencies Association) with 750 members spread across all provinces in Indonesia. Sampling and determination of the number of samples used the Slovin formula with a margin of error of 5%. Based on this formula, the minimum number of samples was 260 companies, but in this study the number of samples used was 446 shipping agency companies with the assumption that a better level of population representation could be obtained. The sampling technique was carried out completely randomly through a drawing process. The measurement scale used was a Likert scale with 5 points, namely 1. strongly disagree 2. disagree, 3. neutral, 4. agree and 5. strongly agree. The data collection mechanism was carried out by collecting attitudes and perceptions from respondents contained in a questionnaire distributed online. The collected data were then processed and analyzed using descriptive and inferential statistics using the SEM (sequential equality modeling) WarPLS 7 analysis method to test the validity, reliability, suitability and goodness of the model and analysis of the relationship between variables.

Based on the proposed model, the number of variables is 4 variables, namely the entrepreneurial orientation variable as the independent variable and the knowledge sharing practice variable as the dependent variable. The other two variables, namely digitalization and religiosity, act as moderating variables.

The entrepreneurial orientation variable is defined as the attitude and behavior of a person who is driven to start or manage an innovative and beneficial business for society. The Entrepreneurial Orientation variable is constructed from 3 (three) dimensions, namely proactive orientation, innovation orientation and risk-taking orientation (Shaher and Ali, 2020). This variable is manifested in 4 items, namely innovation as part of the work culture, providing proactive and initiative services, being at the forefront in offering new forms of services or services, and being ready to take high risks to gain benefits.

The knowledge sharing practice variable is defined as the willingness to exchange knowledge, skills, and experience in an organization (Ipe, 2003). The knowledge sharing practice variable is stated in 4 items, namely the knowledge gained is shared with coworkers, using a pattern of how to share knowledge to increase it, sharing knowledge is a company tradition, and the habit of sharing knowledge improves company performance. The digitalization variable is defined as the use of digital technology to transform business processes and also generate turnover and create various business opportunities (Vrana and Singh, 2021).

The digitalization variable is stated in 4 items, namely the use of digital technology with vendors, the use of technology for customer needs, the use of technology for internal company coordination, and the use of various digital modules. The religiosity variable is defined as a person's obedience to the religious commands that they believe in and describes the quality of a person's beliefs and experiences in their environment (Elci, 2007).

The religiosity variable is stated in 5 items, namely the existence of rewards for caring for the surrounding group, the existence of a strong intention to care for the surrounding environment, being calmer because of caring for the surrounding environment, caring for the surrounding environment is a commandment of Allah, and caring for the surrounding environment is worship.

#### **4. RESULT AND DISCUSSION**

The shipping agency companies in Indonesia that were respondents in this study are types of service companies that rely on interaction and communication competencies in their business processes. Based on the results of data processing in terms of respondent profiles, a general description of the profile of shipping agency companies in Indonesia is obtained as shown in Table 1.

Based on the respondent profile from the employee and company management categories, the data shows that employees and management of shipping agency companies in Indonesia are dominated by male gender, namely 80.49%. This profile illustrates that business activities in the port are perceived to still be dominated by men. The respondent profile from the level of education, the results show that employees and management of shipping agency companies in Indonesia are dominated by bachelor's degree graduates, namely 62%. The next profile in terms of job position in the company, the processing results show that 58% of employees occupy the positions of general manager and director. This composition shows that the human resources who manage the company are considered to have knowledge and mastery of the problem so that the level of entrepreneurial orientation is tested which is manifested in the form of an attitude of

willingness to take risks, innovate and be proactive. The position of employees in the company dominated by general manager and director positions shows that the human resources who manage the company are considered to have a good level of religiosity so that it is possible to share knowledge proactively. The next profile in terms of company age, the processing results show that shipping agency companies in Indonesia are dominated by companies aged 5-10 years as much as 67%. This data shows that shipping agency companies in Indonesia have experience in the maritime industry, specifically in adapting to various challenges of regulatory changes and technological developments as well as unanticipated changes in business situations. Overall, based on the profile description above, it can be concluded that shipping agency companies in Indonesia can respond to competition by empowering the competence of company leaders which is reflected in entrepreneurial orientation and knowledge sharing practices among employees and company leaders.

Table 1. Description of Respondents

Category	Total	Presentation
Company Age		
<5 years	45	10.08%
5 - 10 years	303	67.93%
11 - 15 years	47	10.53%
>15 years	51	11.43%
Total	446	
Gender		
Male	359	80.49%
Women	87	19.51%
Total	446	
Position		
Manager	186	41.70%
Leader (GM/Director)	260	58.30%
Total	446	
Education Level		
High School	48	10.76%
D3	61	13.67%
S1	278	62.33%
>S1	59	13.22%
Total	446	

Source: Primary data processed (2025)

The next stage, the processed data is analyzed to see the variable description profile. Based on the processing results using WarPLS 7 software, the following description of the variables is obtained as shown in Table 2. The variable that has the highest mean value among the four variables is the religiosity variable with a mean value of 4.5, while the variable that has the lowest mean value is the digitalization variable with a mean value of 4.0. All variables are still classified as good. The four variables as a whole have a high mean value which illustrates that employees and leaders of shipping agency companies in perceiving entrepreneurial orientation, knowledge sharing practices, digitalization adaptation and religiosity are at a good level. The description profile of these variables shows the meaning that most employees and company leaders agree and strongly agree that they have the perception that the aspect of religiosity is the main and important capital used in running the company. On the other hand, in the aspect of digitalization, most respondents have the perception that digitalization is also the main and important capital but is still below the aspect of religiosity.

The entrepreneurial orientation variable has a mean value of 4.1 with the highest expression in the item providing proactive and initiative services and the lowest expression in the item readiness to bear high risks to gain profit. The knowledge sharing practice variable with a mean value of 4.2 is expressed by all items

with the same value of 4.2. While the digitalization variable with a mean of 4.0 as the smallest mean among the variables is expressed by the highest item of utilizing digital technology with vendors and the lowest item is utilizing technology for customer needs and utilizing technology for internal company coordination. Meanwhile, the religiosity variable with a mean of 4.5 as the highest mean value of all variables is expressed by the highest item of concern for God's commands and part of worship and the lowest item is that there is reward, intention and a feeling of calm because of caring for the surrounding group.

After analyzing the description of the respondents and the description of the variables, the next step is to test the model, both the outer model and inner model analysis. The outer model test is to see the relationship between items that reflect variables such as validity testing as shown in table 2. The validity of each item that reflects the four variables shows a loading factor value above 0.6. This means that all items from each variable meet the validity requirements as stipulated if the loading factor value is above 0.6 then the item is valid (Solimun et al, 2017). Thus it can be said that all items or indicators in the questionnaire distributed to respondents are appropriate.

Table 2. Mean, Factor Loading Items

Variables	Mean	Indicator	Mean	Factor Loading	Description
Entrepreneurship Orientation (EO)	4.1	EO1	4.2	0.759	Valid
		EO2	4.3	0.836	Valid
		EO3	4.0	0.832	Valid
		EO4	3.8	0.856	Valid
Knowledge Sharing Practice (KSP)	4.2	KSP1	4.2	0.866	Valid
		KSP2	4.2	0.867	Valid
		KSP3	4.2	0.893	Valid
		KSP4	4.2	0.869	Valid
System Digitalization (DG)	4.0	DG1	4.2	0.796	Valid
		DG2	3.9	0.872	Valid
		DG3	3.9	0.859	Valid
		DG4	4.0	0.828	Valid
Religiosity (RG)	4.5	RG1	4.5	0.802	Valid
		RG2	4.5	0.853	Valid
		RG3	4.5	0.843	Valid
		RG4	4.6	0.873	Valid
		RG5	4.6	0.821	Valid

Source: Primary data processed (2025)

Another validity test is discriminant validity as shown in table 3. The results of the discriminant validity test indicated by the AVE value show that the knowledge sharing practice variable has the highest discriminant validity with a value of 0.764 and the entrepreneurial orientation variable has the lowest discriminant validity with a value of 0.569. The AVE values of the digitalization and religiosity variables are 0.705 and 0.693 respectively. In relation to the AVE values of the four variables above 0.5, it can be concluded that the four variables meet the requirements of discriminant validity (Solimun et al, 2017). Based on these valid results, it can be concluded that each variable is able to predict items or indicators better than other variables.

Table 3. Discriminant Validity and Reliability

Variables	AVE	Cronbach Alpha	Composite Reliability	Results
Entrepreneurship Orientation (EO)	0.569	0.738	0.838	Valid & Reliable

Knowledge Sharing Practice (KSP)	0.764	0.897	0.928	Valid & Reliable
Digitization (DG)	0.705	0.860	0.905	Valid & Reliable
Religiosity (RG)	0.693	0.889	0.918	Valid & Reliable

Source: Primary data processed (2025)

The next test is reliability testing. This test is intended to see the consistency and reliability of the questions asked in the questionnaire. Based on the reliability value as shown in Table 3, the four variables have a Cronbach Alpha value above 0.7 and the Composite Reliability value of all variables is above 0.6. Thus, it can be concluded that the four variables meet the reliability requirements. This means that all variables, both items and indicators as stated in the questionnaire questions, can be relied on as good research instruments.

Before entering the stage of interpreting the relationship between variables reflected in hypothesis testing, it is necessary to test the goodness of the model called Goodness of Fit testing as shown in Table 4. The goodness of Fit in question is an index and measure of the goodness of the relationship between latent variables (inner model) related to the assumptions using the R-squared value test and the Q-squared value test. The R-squared value shows what proportion of endogenous variables can be explained by exogenous variables. The test results R-squared value of 0.429. This value is in the moderate category. This shows the meaning that the variable knowledge-sharing practice as the dependent variable can be explained by the entrepreneurial orientation variable as the independent variable by 42.9%. The magnitude of this value is in the moderate category. The interpretation of this result shows that there are 57.1% that cannot be explained and the factor is outside this study.

Testing the Q-squared value is intended to assess the predictive validity or relevance of a set of exogenous latent variables to their endogenous variables. Based on the test results as described in Table 4 which is indicated by the Q-squared value of 0.429. The Q-squared value is still above 0.35 so it can be categorized as good. This result means that the model can be said to be getting better or more fit with the data. In other words, it can be concluded that the estimation results from the output show good predictive validity.

Table 4. R-squared, Q-squared and Model Feasibility Values

R-squared & Q-squared values			
Variables	R	Q	Description
Knowledge Sharing Practice (KSP)	0.429	0.429	Moderate
Model Feasibility			
Parameters	Results	Criteria	Description
APC	0.221, P<0.001	P<0.001	Good
ARS	0.480, P<0.001	P<0.001	Good
AVIF	1.466	<5	Accepted
AFVIF	1.787	<=3.3	Accepted
GoF	0.612	>0.362	Accepted
NLBCDR	0.714	>0.7	Accepted

Source: Primary data processed (2025)

The next test that is still related to the model is whether the model meets the feasibility and suitability as a research model which is reflected in several indicators including APC (average path coefficient), ARS (average R-squared), AVIF (average block VIF), AFVIF (average full collinearity VIF), GoF (Tennehaus GOF) and NLBCDR (nonlinear bivariate causality direction ratio) indicators. Based on the results of testing the feasibility and suitability of the model as shown in Table 4, it can be concluded that all indicators meet

the criteria or in other words, the constructed model is fit and suitable or good. Thus the reconstructed model can be accepted as a good and fit research model.

Testing the relationship between variables and including the role of variables in moderating the relationship between other variables is intended to see how significant the role of independent variables is in influencing the dependent variable. as illustrated in Table 5. The relationship between the entrepreneurial orientation variable and the knowledge-sharing practice variable indicated by the path coefficient value of 0.660 indicates that entrepreneurial orientation has a significant effect of 66% on knowledge-sharing practices and thus H1 is accepted. With a path coefficient value of 0.660 which is in the medium category, it shows that the ship agency company in empowering entrepreneurial orientation is heading in the optimal direction in improving knowledge sharing practices. The ship agency company in improving knowledge sharing practices among employees and leaders, what is put forward is related to the readiness to bear high risks to benefit in addition to the other three items that reflect the entrepreneurial orientation variable. The results of testing the relationship between entrepreneurial orientation and knowledge sharing practices are aligned and some are not aligned with previous empirics.

Table 5. Testing the Relationship Between Variables

Hypothesis	Relationship between Variables	Path Coefficient	P value	Results
H1	Entrepreneurship Orientation with Sharing Practices	0.660	<0.001	Significant
H2	Digitalization moderates the effect of Entrepreneurial Orientation on Knowledge Sharing Practices	0.015	0.379	Strengthening
H3	Religiosity moderates the effect of Entrepreneurial Orientation Knowledge Sharing Practices	-0.026	0.288	Weakening

Source: Primary data processed (2025)

The results of this test are in line with the empirical conducted by Nasution et al (2020) only on the proactive item and the willingness to take risks item, while the innovation orientation item is not aligned. Meanwhile, all other previous empirical tests are not aligned with the results of this study. What is interesting and different from previous empirical testing is that even though the object of research is the same, namely medium and small companies, it lies in the respondents, namely the general manager level and the company director level. Respondents with positions as general managers and directors are suspected to have a high risk-taking orientation and a proactive attitude as leaders encourage increased knowledge-sharing practices. In addition to the characteristics of ship agency service companies, the key determinant is how company leaders can present conducive knowledge sharing practices as the main weapon in customer excavation activities. Reliability in communication in order to be trusted as a shipping agent in a port can be generated from a tradition of good and conducive knowledge sharing practices among employees and leaders.

The results of testing the relationship between entrepreneurial orientation and knowledge-sharing practices in ship agency companies where the results have a significant effect are an additional and complementary factor in proving the resource base view (RBV) theory.

The development of technological factors adopted by some companies in their business processes is aimed at improving the performance and competitiveness of the company. The adaptation of the digitization process implemented by ship agency companies was initially feared to reduce the reliability of the company considering that the important key factors of service companies are attached to company personnel in providing intangible services, indicating that the digitization factor improves the performance and competitiveness of ship agency companies. The results of testing the factor of digitalization that modulates the effect of entrepreneurial orientation on knowledge-sharing practices show a positive path coefficient value of 0.015. The positive path coefficient value means that digitalization strengthens the influence of entrepreneurial orientation on knowledge-sharing practices so the hypothesis (H2) is accepted. The digitization process in ship agency companies results in implications for employees to further strengthen

the quality of services delivered through the system. The quality of service is characterized by speed, accuracy and certainty so that service recipients feel the benefits of agency appointments to ship agency companies. This result is also in line with the tradition carried out by employees and company leaders who must maintain a proactive orientation to pick up the information ball and also an innovative nature and willingness to take risks so that customers feel satisfaction with the services provided. Knowledge sharing among employees will result in evenly distributed information so that there is no dependency when following up on customer needs.

Previous empirical testing (Ritala et al, 2021) which examines the relationship between digitalization and entrepreneurial orientation which shows a positive correlation is in line with the results of this study. Although the direct relationship between entrepreneurial orientation and digitalization is not tested, the role of digitalization as a moderating factor shows a positive relationship, namely strengthening the effect of entrepreneurial orientation on knowledge-sharing practices. Likewise, the relationship between digitalization and knowledge-sharing practices is significantly positive in line with the results of this test. Overall, several previous empirical tests are in line with this test, but tests that highlight digitalization as a moderating factor have not been available before so this test is a novelty factor that enriches the empirical relationship between entrepreneurial orientation and knowledge-sharing practices.

Further testing related to religiosity factors that play a role in moderating the effect of entrepreneurial orientation on knowledge-sharing practices shows the opposite result. The religiosity factor owned by the company weakens the influence of entrepreneurial orientation on knowledge-sharing practices. This is indicated by the negative path coefficient value of - 0.026 so the hypothesis (H3) is rejected. This means that the presence of religiosity factors inhibits entrepreneurial orientation in knowledge-sharing practices. This result indicates that the proactive, innovative and risk-taking orientation that exists in the company combined with the attitude of religiosity does not support knowledge-sharing practices among employees in the company.

The religiosity factor possessed by agency service companies, which considers that there is a reward for caring for the surrounding group and there is peace because of doing God's commandments, does not correlate with an orientation characterized by a willingness to take risks. The existence of these two uncorrelated conditions causes knowledge-sharing practices not to increase. In other words, the religiosity factor possessed by employees is limited to correlation with calmness so when associated with entrepreneurial orientation it will weaken the practice of sharing knowledge in ship agency companies.

Previous empirics that examine the relationship between entrepreneurial orientation and religiosity and the relationship between religiosity and knowledge sharing all show a positive correlation (Akosile & Olatokun, 202; Farrukh et al, 2021; Rietveld & Hoogendoorn, 2022). This result can be said to be inconsistent with previous empirics so it can be used as empirical enrichment or adding empirical evidence in testing the relationship between entrepreneurial orientation and knowledge-sharing practices moderated by religiosity.

The results of this study as a whole show implications at the theoretical level, namely enriching empirical evidence on the resource base view theory, namely the resources owned by the company when managed uniquely and significantly will generate competitiveness for the company. The digitization program as part of a unique and significant resource empowerment effort affects knowledge sharing practices. Conversely, the religiosity factor does not correlate with empowering entrepreneurial orientation so this finding adds to the empirical evidence.

The results of this study have implications at a practical level, namely in the business world, especially in the ship agency service business, it shows that the existence of a digitalization program will strengthen the effect of empowering entrepreneurial orientation on knowledge-sharing practices. On the other hand, the religiosity factor owned by employees and leaders does not correlate with efforts to increase knowledge sharing. This result means that efforts to increase religiosity can weaken knowledge-sharing practices.

## 5. CONCLUSION

Entrepreneurial orientation reflected in proactive orientation, innovation orientation and risk-taking orientation in ship agency companies have a significant effect on knowledge-sharing practices. Ship agency companies that have human resources who manage business activities at the general manager and director

levels who have work experience and who have leadership positions support increased knowledge sharing within the company. Innovation orientation and willingness to take risks orientation at the leadership level of human resources are positively correlated with knowledge-sharing practices. The digitalization program implemented in the company strengthens the influence of entrepreneurial orientation on knowledge-sharing practices. The digitization system facilitates the work of leaders in managing information in the company which is manifested in knowledge sharing practices. On the other hand, the religiosity factor inherent in human resources in the company does not correlate with its role as a moderating factor in the influence of entrepreneurial orientation on knowledge-sharing practices. The religiosity factor weakens the relationship between the two variables. The belief that a sense of caring and a sense of serenity is a reflection of religiosity contradicts the orientation to innovate and the orientation of willingness to take risks so it does not support the practice of sharing knowledge.

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