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Organisational Trust and Waqf Nazir Competence: Determinants of Waqf Core Principles Knowledge in Serang City, Indonesia

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Abstract

Although the Waqf Core Principles (WCP) have gained recognition as a framework for strengthening *waqf* governance, empirical evidence on the determinants of *nazir* knowledge of these principles remains limited, particularly regarding organisational trust and professional competence. This study examines the influence of organisational trust and *nazir* competence on WCP knowledge among *waqf nazirs* in Serang City, Banten, Indonesia. A quantitative research design was employed, involving 72 *waqf nazirs* selected through purposive sampling. Data were collected using a structured questionnaire and analysed through multiple linear regression in SPSS, following validity and reliability assessments and classical assumption tests. Partial significance tests, a simultaneous F-test, and coefficient of determination analysis were also conducted. The findings demonstrate that organisational trust has a positive and significant effect on WCP knowledge. *Nazir* competence also exerts a positive and significant effect and makes a greater contribution than organisational trust. Collectively, both factors significantly explain variations in WCP knowledge.

This study extends the literature on *waqf* governance by demonstrating the strategic importance of institutional trust and professional competence in strengthening *nazir* capabilities. The findings underscore the need for systematic competency development and trust-based governance practices to facilitate the effective implementation of the WCP.

Keywords: Waqf Core Principles; Organisational Trust; Nazir Competence; Waqf Governance; Islamic Social Finance

INTRODUCTION

Waqf has historically represented one of the most significant instruments of Islamic social finance, contributing to social welfare, economic empowerment, education development, healthcare provision, and poverty alleviation. In the development of contemporary Islamic finance, waqf institutions have transformed from traditional charitable entities into professional socio-economic institutions that require effective governance mechanisms, accountability systems, transparency practices, and sustainable management strategies. This transformation has increased the demand for stronger institutional frameworks to ensure that waqf assets are managed effectively and generate continuous benefits for beneficiaries and society (Osman & Agyemang, 2020; Ainol-Basirah & Siti-Nabiha, 2022).

Indonesia represents one of the countries with substantial waqf potential due to its large Muslim population and extensive waqf assets (Ayuniyyah et al., 2019). However, the optimisation of this potential remains hindered by several institutional issues, including limited managerial capacity among nazirs, variations in governance practices, inadequate reporting mechanisms, and differing understandings of waqf regulations. Nazir, as the primary manager of waqf assets, has a strategic responsibility not only to preserve waqf properties but also to develop, manage, and distribute their benefits in accordance with Islamic principles and national regulations. Therefore, improving the professionalism and competence of nazirs has become essential to strengthening the performance and sustainability of waqf institutions (Ascarya et al., 2022; Aryana & Yuliafitri, 2023).

One significant policy development aimed at improving waqf governance is the introduction of the Waqf Core Principles (WCP). The WCP was developed as a governance framework that sets standards for institutional governance, risk management, internal control, transparency, accountability, and supervisory mechanisms in waqf management (Lenap et al., 2023). The implementation of WCP is expected to improve institutional quality and strengthen public confidence in waqf organisations (BI, BWI, 2018). However, the effectiveness of WCP implementation depends not only on the existence of governance standards but also on the extent to which Nazir understands and can apply these principles in their managerial practices.

This study argues that both organisational and individual factors influence the level of knowledge regarding Waqf Core Principles among nazir. Knowledge of WCP is not merely a consequence of regulatory availability but is shaped by the organisational environment and the competence possessed by nazir. Nazir, who has adequate knowledge of governance principles, is more likely to implement transparency mechanisms, accountability procedures, risk management practices, and professional waqf management systems.

From an organisational perspective, trust is considered an important factor influencing knowledge development and the implementation of governance. Organisational trust reflects stakeholders' confidence in institutional integrity, reliability, fairness, and commitment to achieving organisational objectives. A high-trust organisational environment encourages knowledge sharing, organisational learning, and active participation in institutional development programmes (Mayer et al., 1995; Schoorman et al., 2007). In the context of waqf institutions, stronger organisational trust may encourage nazir to engage more actively in capacity-building activities and improve their understanding of governance frameworks such as WCP.

Furthermore, this study argues that nazir competence represents a fundamental internal determinant of WCP knowledge. Competence encompasses the combination of knowledge, skills, experience, and professional attitudes required to perform waqf management responsibilities effectively. Professional nazir are expected to possess capabilities in Islamic jurisprudence related to waqf, asset management, financial administration, reporting systems, and strategic planning. Without adequate competence, governance frameworks such as WCP may remain limited to formal guidelines rather than becoming effective management practices (Aryana & Yuliafitri, 2023).

Therefore, organisational trust and nazir competence represent complementary factors in explaining variations in WCP knowledge. Organisational trust provides an institutional environment that supports learning and the improvement of governance, while nazir competence provides the individual capacity required to understand and implement governance principles.

Previous studies on waqf governance have primarily focused on institutional accountability, transparency, governance mechanisms, and the challenges of waqf management. Osman and Agyemang (2020) highlighted the importance of accountability systems in improving waqf management practices, particularly through strengthening institutional responsibility and stakeholder engagement. Similarly, Ainol-Basirah and Siti-Nabiha (2022) demonstrated that accountability remains a critical issue in waqf institutions, as effective governance requires reliable reporting and transparent mechanisms.

Other studies have examined the role of human resource quality and nazir professionalism in improving the performance of waqf institutions. Aryana and Yuliafitri (2023) emphasised that good nazir governance requires adequate managerial capability, accountability awareness, and professional competence. Likewise, Ascarya et al. (2022) identified institutional capacity and governance quality as important determinants in optimising waqf development in Indonesia.

Although previous studies have contributed significantly to understanding waqf governance, several limitations remain. First, previous research has largely focused on institutional performance, accountability, and governance evaluation rather than examining the factors influencing nazir knowledge of Waqf Core Principles. Second, behavioural and organisational factors, particularly organisational trust, have received limited attention in explaining why some nazir demonstrate higher levels of governance knowledge than others. Third, empirical studies that integrate organisational trust and individual competence into a single analytical model remain limited, particularly in the Indonesian waqf context.

This limitation indicates a research gap regarding the determinants of WCP knowledge among nazir. Understanding these determinants is important because effective governance implementation requires not only formal regulations but also knowledgeable and capable human resources.

This study offers novelty by integrating organisational trust and nazir competence as explanatory variables that influence the level of knowledge of Waqf Core Principles. Unlike previous studies that mainly examine governance outcomes, this research focuses on the antecedent factors that shape nazir understanding of governance standards.

Theoretically, this study is based on two complementary perspectives. First, Organisational Trust Theory explains that trust within an organisation facilitates cooperation, knowledge exchange, and commitment to organisational goals. A trustworthy institutional environment encourages individuals to participate in learning processes and adopt organisational improvements (Mayer et al., 1995; Schoorman et al., 2007). Second, the Resource-Based View (RBV) suggests that organisational capability depends on valuable internal resources, including human competence, knowledge, and managerial skills. In waqf institutions, nazir competence represents a strategic resource that determines the effectiveness of governance implementation.

By combining these perspectives, this study provides a broader explanation of WCP knowledge development by considering both institutional and individual dimensions. The proposed model contributes to Islamic social finance literature by expanding the discussion from governance structures toward behavioural and competency-based determinants of waqf governance implementation.

Based on the identified research issue, theoretical arguments, and research gap, this study focuses on analysing the influence of organisational trust and waqf nazir competence on the level of knowledge of Waqf Core Principles among nazir in Serang City, Banten, Indonesia. Specifically, this study aims to examine whether organisational trust and nazir competence, individually and in combination, influence WCP knowledge.

The findings of this study are expected to contribute theoretically to the development of the waqf governance literature by providing empirical evidence on factors that affect nazirs' understanding of governance principles. In practical terms, this study provides recommendations for waqf institutions, the Indonesian Waqf Board (BWI), and policymakers for designing competency development programmes, strengthening institutional trust, and improving the implementation of Waqf Core Principles in Indonesia.

METHODS

This research adopted a quantitative methodology with an explanatory research design to examine the extent to which organisational trust and waqf nazir competence influence the level of knowledge regarding Waqf Core Principles (WCP) among waqf managers in Serang City, Banten, Indonesia. A quantitative approach was considered appropriate, as this study aimed to assess relationships among research constructs using measurable numerical data and statistical hypothesis testing. This approach allows researchers to identify patterns, evaluate associations, and determine the statistical significance of relationships between variables through empirical analysis (Sekaran & Bougie, 2016). In the proposed research model, organisational trust and nazir competence were designated as independent variables, whereas WCP knowledge was established as the dependent variable. The explanatory design was applied to explore how organisational and individual characteristics contribute to differences in nazirs' understanding of Waqf Core Principles.

A cross-sectional survey method was utilised, in which data were obtained from respondents at a single point in time using structured questionnaires. The research framework was developed based on the premise that effective implementation of WCP is influenced by both institutional factors and the quality of human resources involved in waqf management. Accordingly, the conceptual model comprised two explanatory variables: organisational trust (X1) and nazir competence (X2), with WCP knowledge as the dependent variable (Y).

Multiple linear regression analysis was employed as the primary analytical technique because it enables the simultaneous examination of the relationship between a single dependent variable and multiple independent variables. This method allows researchers to determine the individual contribution of each predictor while accounting for the effects of other variables within the model (Hair et al., 2019). The regression model used in this study was expressed as follows: The regression equation applied in this study was:

$$Y = \alpha + \beta 1X1 + \beta 2X2 + e \qquad (1)$$

where Y denotes the level of WCP knowledge, α represents the regression constant, β1 and β2 indicate the regression coefficients, X1 refers to organisational trust, X2 represents nazir competence, and e denotes the error term. Based on this analytical framework, three hypotheses were examined: (1) organisational trust positively and significantly affects WCP knowledge; (2) nazir competence positively and significantly influences WCP knowledge; and (3) organisational trust and nazir competence collectively have a significant effect on WCP knowledge.

The research population consisted of waqf nazirs operating in Serang City, Banten, Indonesia. Nazirs were selected as the unit of analysis because they serve as key stakeholders responsible for the administration, development, and reporting of waqf assets. Their knowledge, managerial capabilities, and understanding of governance standards are considered crucial determinants of successful WCP implementation.

A total of 72 respondents participated in this study. Respondents were recruited through purposive sampling, as the research required individuals with specific knowledge and practical experience in waqf management. This sampling technique is suitable when researchers seek participants who are directly relevant to the research objectives and have a sufficient understanding of the phenomenon under investigation (Etikan et al., 2016). The inclusion criteria comprised: (1) individuals officially appointed as waqf nazirs or administrators of waqf institutions; (2) respondents with experience in managing waqf assets or programmes; (3) individuals familiar with fundamental waqf management practices; and (4) participants willing to provide voluntary responses.

Selecting respondents with practical waqf management experience was essential because WCP knowledge requires contextual understanding gained through direct involvement in waqf governance. Therefore, purposive sampling ensured that the collected information accurately reflected the perspectives of individuals with relevant expertise.

Primary data were gathered through a structured questionnaire developed from previous studies on waqf governance, organisational trust, and competency-based management. The instrument was divided into four sections: demographic information, organisational trust assessment, nazir competence evaluation, and measurement of WCP knowledge. Organisational trust was assessed across dimensions such as institutional integrity, dependability, transparency, and organisational commitment. Nazir's competence was measured based on knowledge, managerial abilities, practical experience, and professional skills. Meanwhile, WCP knowledge indicators covered governance principles, accountability, transparency, risk management, internal control mechanisms, and institutional responsibility.

Each construct was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale was selected because it provides a systematic approach for capturing respondents' perceptions and attitudes within social science research contexts analysis (Sekaran & Bougie, 2016).

Prior to hypothesis testing, the research instrument underwent validity and reliability assessments. Construct validity was examined using Pearson product-moment correlation analysis to evaluate whether each questionnaire item adequately represented its intended construct. Reliability was assessed using Cronbach's Alpha, with coefficients exceeding 0.70 indicating satisfactory internal consistency among measurement items (Hair et al., 2019). Questionnaires were administered both directly and electronically to selected respondents after providing information regarding the research objectives and ensuring confidentiality.

The collected responses were processed and analysed using IBM Statistical Package for the Social Sciences (SPSS) version 26. The analytical procedures were conducted in several stages (Cronk, 2018). Initially, descriptive statistics were used to characterise respondent profiles and the characteristics of the research variables, including frequency distributions, percentages, mean scores, and standard deviations. Subsequently, instrument testing was conducted using validity and reliability assessments. Before regression analysis, classical assumption tests were conducted, including normality testing, multicollinearity assessment using tolerance and Variance Inflation Factor (VIF) values, and heteroscedasticity testing to determine the consistency of residual variance. These procedures are necessary because violations of regression assumptions may affect the reliability and interpretation of estimated coefficients (Hair et al., 2019; Henseler et al., 2015).

Finally, multiple linear regression analysis was performed to evaluate the proposed hypotheses. Individual effects of the independent variables were examined using partial t-tests, while the combined influence of organisational trust and nazir competence was assessed using an F-test. The coefficient of determination (R^2) was also calculated to identify the proportion of variation in WCP knowledge explained by the independent variables. All statistical analyses used a significance threshold of 5% ($\alpha = 0.05$), with p-values below this level interpreted as statistically significant.

RESULTS

This study analysed the influence of organisational trust and Waqf Nazir competence on the level of knowledge of Waqf Core Principles (WCP) among Waqf managers in Serang City, Banten, Indonesia. The data analysis was conducted in several stages, including respondent characteristics analysis, descriptive statistics, instrument testing, classical assumption testing, and multiple linear regression analysis, all conducted in IBM SPSS Statistics.

This study involved 72 waqf nazirs as research participants. The demographic profile of respondents was examined according to gender, educational attainment, and duration of experience in waqf management. The findings indicate that male respondents accounted for 81.9% of participants, whereas female respondents accounted for 18.1%. In terms of educational qualifications, most respondents possessed undergraduate-level education (54.2%), followed by those with senior secondary education (27.8%) and postgraduate qualifications (18.0%). Regarding professional experience in managing waqf activities, 45.8% of respondents had more than five years of experience, while the remaining 54.2% had less than five years. These characteristics indicate that the respondents had diverse educational backgrounds and varying levels of practical involvement in waqf management, providing relevant perspectives for assessing knowledge of Waqf Core Principles.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	59	81.9
	Female	13	18.1
Education	Senior High School	20	27.8
	Undergraduate	39	54.2
	Postgraduate	13	18.0
Experience as Nazir	< 5 years	39	54.2
	≥ 5 years	33	45.8

Descriptive statistical analysis was performed to provide an overview of the characteristics and distribution of each variable examined in this study. Table 2 reports the descriptive results, including the mean scores and standard deviations for organisational trust, nazir competence, and Waqf Core Principles (WCP) knowledge.

The findings demonstrate that all investigated variables achieved high average scores, indicating a favourable perception among respondents. Nazir competence obtained the highest mean value of 4.18, suggesting that respondents perceived their managerial capabilities and expertise in waqf administration as relatively strong. Organisational trust followed with a mean score of 4.12, reflecting a positive level of confidence in institutional governance and relationships. Meanwhile, WCP knowledge recorded a mean of 4.05, indicating that respondents possessed a relatively high level of understanding of the principles and practices of Waqf.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation
Organisational Trust (X1)	4.12	0.51
Nazir Competence (X2)	4.18	0.48
WCP Knowledge (Y)	4.05	0.55

Validity assessment was conducted through Pearson product-moment correlation analysis to evaluate whether each questionnaire item accurately represented its respective construct. The findings revealed that all measurement indicators produced correlation coefficients exceeding the recommended threshold of 0.30. Therefore, each item was considered to possess adequate validity and was suitable for further statistical analysis.

The reliability of the research instruments was subsequently examined using Cronbach's Alpha coefficient. Based on the results presented in Table 3, all research variables achieved Cronbach's Alpha values above the acceptable benchmark of 0.70. This finding indicates that the measurement instruments demonstrated satisfactory internal consistency and reliability in capturing the intended constructs.

Table 3. Validity and Reliability Test Results

Variable	Number of Items	Correlation Range	Cronbach's Alpha	Result
Organisational Trust (X1)	8	0.421–0.781	0.862	Reliable
Nazir Competence (X2)	10	0.394–0.812	0.889	Reliable
WCP Knowledge (Y)	8	0.436–0.795	0.851	Reliable

Prior to applying multiple linear regression, a series of classical assumption tests was conducted to verify that the regression model met the required statistical conditions and produced reliable estimates.

One of the preliminary assessments involved a normality test to determine whether the regression residuals were normally distributed. The normality assumption was evaluated using the One-Sample Kolmogorov–Smirnov test, with the significance level used to assess the normality of the residual data. The results of the normality assessment are presented in Table 4.

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	72
Normal Parameters[ab]	
Mean	0.0000000
Std. Deviation	2.18456321
Most Extreme Differences	
Absolute	0.082
Positive	0.082
Negative	-0.061
Test Statistic	0.082
Asymp. Sig. (2-tailed)	0.200

[a] Test distribution is Normal.

[b] Calculated from data.

The findings presented in Table 4 indicate that the p-value from the Kolmogorov–Smirnov test was 0.200, exceeding the accepted significance level of 0.05. This result confirms that the residual values followed a normal distribution pattern. Consequently, the regression model fulfilled the normality assumption and was considered appropriate for subsequent statistical analysis.

Furthermore, a multicollinearity assessment was conducted to identify whether excessive correlations existed among the independent variables included in the regression model. This test was performed by examining tolerance values and the Variance Inflation Factor (VIF) statistics from the regression analysis. The outcomes of the multicollinearity evaluation are presented in Table 5.

Table 5. Multicollinearity Test

Model	Variables	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.624	2.682	-	3.215	0.002	-	-
	Organisational Trust (X1)	0.327	0.103	0.332	3.184	0.002	0.642	1.557
	Nazir Competence (X2)	0.461	0.102	0.472	4.527	0.000	0.642	1.557

Dependent Variable: Waqf Core Principles Knowledge (Y)

The findings presented in Table 5 reveal that all explanatory variables recorded tolerance values greater than 0.10, while their Variance Inflation Factor (VIF) values remained below the maximum acceptable limit of 10. These results indicate that the regression model was free of multicollinearity. Consequently, organisational trust and nazir competence were considered suitable for inclusion as simultaneous predictors in the regression model, since their relationship did not compromise the accuracy of parameter estimation.

Furthermore, heteroscedasticity testing was conducted to assess whether the residual variance remained constant across observations in the regression model. The analysis employed the Glejser test, in which a significance value below 0.05 would indicate the presence of heteroscedasticity. The results of this test are summarised in Table 6.

Table 6. Heteroscedasticity Test Results

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	1.842	0.921	-	1.999	0.050
	Organisational Trust (X1)	0.086	0.080	0.142	1.075	0.284
	Nazir Competence (X2)	0.071	0.073	0.129	0.973	0.317

Dependent Variable: Absolute Residual

The results presented in Table 6 indicate that the significance values for organisational trust (0.284) and nazir competence (0.317) exceeded the 0.05 significance level. This finding confirms that the regression model did not exhibit heteroscedasticity, suggesting that the residuals maintained a consistent variance across observations.

Following the completion of the classical assumption tests, multiple linear regression analysis was performed to investigate the influence of organisational trust and nazir competence on Waqf Core Principles (WCP) knowledge. The regression model generated from the analysis is expressed as follows:

$$Y = 8.624 + 0.327X1 + 0.461X2 + e \qquad (2)$$

The regression coefficient results are presented in Table 7.

Table 7. Multiple Linear Regression Results

Variable	Regression Coefficient (B)	t-value	Sig.
Constant	8.624	3.215	0.002
Organisational Trust (X1)	0.327	3.184	0.002
Nazir Competence (X2)	0.461	4.527	0.000

The partial significance test was conducted to determine the individual effect of each independent variable on WCP knowledge.

The statistical findings indicate that organisational trust produced a t-value of 3.184 with a significance level of 0.002, which is below the accepted threshold of 0.05. This result demonstrates that organisational trust has a positive and statistically significant influence on knowledge of Waqf Core Principles (WCP). Similarly, nazir competence yielded a t-value of 4.527 with a significance of 0.000 (<0.05), confirming that nazir competence significantly contributes to variation in WCP knowledge. Consequently, both proposed hypotheses (H1 and H2) were empirically supported.

The combined influence of organisational trust and nazir competence on WCP knowledge was subsequently examined through the F-test. The results of the simultaneous hypothesis testing are presented in Table 8.

Table 8. Simultaneous Regression Test

Model	F-value	Sig.
Regression	42.816	0.000

The results of the F-test demonstrate that organisational trust and nazir competence jointly exerted a statistically significant effect on Waqf Core Principles (WCP) knowledge, as the obtained significance value was lower than the 0.05 criterion. Thus, the third hypothesis (H3), which proposed a simultaneous influence of organisational trust and nazir competence on WCP knowledge, was supported.

Furthermore, the coefficient of determination (R^2) analysis was conducted to determine the extent to which organisational trust and nazir competence could explain variations in the level of WCP knowledge among waqf nazirs.

Table 9. Coefficient of Determination

Model	R	R Square	Adjusted R-Square
Regression Model	0.743	0.552	0.539

The coefficient of determination (R^2) value of 0.552 demonstrates that organisational trust and nazir competence collectively account for 55.2% of the variance in Waqf Core Principles (WCP) knowledge. Meanwhile, the remaining 44.8% of the variation is influenced by other factors not included in the proposed research framework. This finding indicates that the two examined variables provide a substantial contribution towards explaining differences in nazirs' understanding of WCP.

DISCUSSION

The findings of this study demonstrate that organisational trust and Waqf Nazir competence significantly influence the level of knowledge of Waqf Core Principles (WCP) among Waqf managers in Serang City, Banten, Indonesia. This finding indicates that effective implementation of WCP is determined not only by the existence of regulatory frameworks but also by institutional conditions and human resource capabilities. The result confirms the research objective that organisational and individual factors contribute significantly to strengthening nazir understanding of governance principles required for professional waqf management.

The significant influence of organisational trust on WCP knowledge indicates that a supportive and reliable institutional environment plays an important role in developing governance awareness among nazir. Organisational trust encourages individuals to participate in knowledge-sharing activities, institutional learning, and organisational improvement programmes. In waqf institutions, trust reflects organisational members' confidence in the institution's integrity, transparency, reliability, and commitment to improving governance. A trusted organisational environment can increase nazir willingness to engage in training, adopt governance standards, and understand frameworks such as WCP.

This finding is supported by organisational trust literature, which explains that trust enhances cooperation, information exchange, and commitment among organisational members (Mayer et al., 1995; Schoorman et al., 2007). Furthermore, Dirks and Ferrin (2002) demonstrated through meta-analysis that organisational trust positively influences organisational commitment, cooperation, and performance outcomes. In Islamic social finance institutions, trust is closely linked to transparency and accountability, as stakeholders rely on institutional credibility when participating in waqf activities (Ahmad & Rusdianto, 2020; Hasan et al., 2025). Therefore, the current finding extends prior trust research by showing that organisational trust may influence not only external stakeholders' confidence but also the development of internal governance knowledge among waqf managers.

The relationship between organisational trust and governance knowledge is also consistent with studies that emphasise how institutional culture affects learning behaviour. Yu and Takahashi (2021) found that trust-based organisational environments encourage knowledge acquisition and knowledge-sharing practices among organisational members. However, this finding differs from studies suggesting that formal institutional mechanisms, rather than relational trust, are the primary determinants of governance implementation (Osman & Agyemang, 2020). This difference may occur because previous studies mainly examined accountability outcomes, whereas the current research focuses on knowledge formation among nazir as governance actors (Munawar et al., 2022). Thus, trust in this study serves as an enabling condition that facilitates learning and awareness of governance.

The positive and significant influence of nazir competence on WCP knowledge indicates that individual capability is a fundamental determinant of understanding of governance. Nazir's competence includes knowledge of waqf regulations, managerial skills, administrative capabilities, reporting skills, and the professional attitudes required for effective waqf management (Baharuddin & Iman, 2018). The stronger regression coefficient for nazir competence than for organisational trust indicates that internal human resource capability is a dominant factor in determining whether WCP principles can be understood and implemented.

This finding supports the Resource-Based View (RBV), which argues that organisational effectiveness depends on valuable, rare, and difficult-to-replicate internal resources, particularly human knowledge and capabilities (Barney, 1991). In the context of waqf institutions, competent nazirs represent strategic organisational resources because they determine how governance standards are interpreted and operationalised. This argument is supported by Aryana and Yuliafitri (2023) who found that good nazir governance requires managerial competence, accountability awareness, and professional capability.

The finding is also consistent with previous waqf studies showing that human resource quality is one of the main challenges affecting waqf development. Hasan et al. (2025) emphasised that professional waqf management requires competent managers capable of implementing accountability and governance mechanisms. Similarly, Ascarya et al. (2022) highlighted that institutional capacity and managerial capability are important determinants of sustainable waqf development in Indonesia. Ainol-Basirah and Siti-Nabiha (2022) further argued that accountability practices cannot be effectively implemented without adequate organisational capability and competent waqf managers.

However, some previous studies have suggested that regulatory awareness and institutional structures may have stronger effects than individual competence in determining governance quality (Kamaruddin & Hanefah, 2021). Variations in research focus may explain the difference. Previous studies generally analysed institutional governance systems, whereas this study examines individual nazir knowledge as the foundation of governance implementation. (Ibrahim et al., 2023) Therefore, the current findings suggest that regulatory frameworks such as WCP require competent human resources to achieve practical effectiveness.

The simultaneous influence of organisational trust and nazir competence confirms that WCP knowledge develops through the interaction between institutional and individual dimensions. The implementation of governance standards cannot rely solely on regulatory instruments because governance principles require human understanding, commitment, and organisational support. The presence of WCP provides a structured governance framework, while trusted institutions and competent nazir serve as mechanisms for translating these principles into operational practices (Nurhidayat et al., 2022).

This finding supports the governance perspective proposed by the Waqf Core Principles framework, which emphasises that effective waqf management requires integrated governance systems involving accountability, transparency, risk management, and institutional capacity (BI, BWI, 2018). Previous research has also demonstrated that waqf governance effectiveness depends on the interaction between institutional systems and managerial capability (Osman & Agyemang, 2020;. Hasan et al. (2025).

Furthermore, this finding contributes to Islamic social finance literature by demonstrating that governance knowledge among waqf managers is influenced by both behavioural and competency factors. Previous studies have predominantly examined governance from structural perspectives, such as accountability mechanisms, reporting systems, and institutional arrangements (Ainol-Basirah & Siti-Nabiha, 2022). The current study extends this discussion by identifying organisational trust and nazir competence as antecedent factors that explain variation in WCP knowledge.

The research context may explain differences between this study and previous findings. Most previous studies have examined waqf institutions at the national, institutional, or conceptual levels, whereas this research focuses specifically on nazir in Serang City, Banten. Differences in organisational maturity, training exposure, institutional culture, and professional experience may influence levels of governance knowledge. Therefore, the findings provide empirical evidence from a local context that may enrich understanding of WCP implementation challenges in Indonesia.

CONCLUSION

The conclusion section presents the final synthesis of the results and discussion and should directly address the research objectives. The conclusion should not repeat the results or discussion verbatim; instead, it should concisely summarise the main findings, reaffirm the study's scholarly contribution, and provide relevant recommendations for future research. This section should be written concisely and reflectively and should not introduce new data, analysis, or references that have not been discussed in previous sections.

This study concludes that organisational trust and waqf nazir competence are important determinants of the level of knowledge of Waqf Core Principles (WCP) among waqf managers in Serang City, Banten, Indonesia. The findings demonstrate that effective understanding of WCP is influenced not only by the availability of governance standards but also by the institutional environment and individual capabilities of nazir. Organisational trust helps create a supportive environment that encourages learning, knowledge exchange, and commitment to improving governance. Meanwhile, nazir competence represents a fundamental internal capacity that enables waqf managers to understand and implement governance principles effectively. The simultaneous contribution of both factors confirms that sustainable WCP implementation requires integration between institutional trust and professional human resource capability.

This study contributes to the development of the waqf governance literature by shifting the focus from merely examining governance structures, accountability mechanisms, and institutional performance to understanding the antecedent factors that influence waqf managers' governance knowledge. The study extends the application of organisational trust and Resource-Based View perspectives within the context of Islamic social finance by demonstrating that institutional trust and human competence function as important foundations for strengthening WCP knowledge.

From a theoretical perspective, this research provides empirical evidence that both organisational and individual dimensions shape governance knowledge among nazir. The findings strengthen the argument that governance frameworks, such as the Waqf Core Principles, require capable human resources and supportive institutional conditions to achieve effective implementation. From a practical perspective, this study provides implications for waqf institutions, the Indonesian Waqf Board (BWI), and policymakers regarding the importance of developing competency-based training programmes, strengthening institutional trust, and improving governance capacity among nazir.

Future research may expand on this study by incorporating broader geographical contexts and larger sample sizes to improve the generalisability of the findings across waqf institutions in Indonesia. Further studies are also recommended to employ longitudinal research designs to examine how nazir competence and organisational trust develop over time following governance training or institutional reforms.

In addition, future research may integrate other relevant variables, such as digital literacy, leadership style, institutional culture, regulatory awareness, and training effectiveness, to develop a more comprehensive model of WCP implementation. The use of advanced analytical approaches, such as Structural Equation Modelling (SEM), mixed-methods approaches, or comparative studies across regions and types of waqf institutions, may provide deeper insights into the mechanisms that influence the development of waqf governance.

This study highlights that strengthening the implementation of Waqf Core Principles requires continuous improvement in both institutional trust and nazir professional capacity. Future investigations can further explore how these factors interact with technological transformation and policy innovation to support sustainable waqf governance in Indonesia.

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