

THE EFFECT OF QUALITY OF WORK LIFE AND JOB SATISFACTION ON PERFORMANCE MEDIATED KNOWLEDGE SHARING BY MSMEs EMPLOYEES

Sri Anggreani Magdalena Sitohang¹⁾, Yohana F. Cahya Palupi Meilani^{2)*}

¹⁾ PT. Rajawali Esa Karya, Jakarta, Indonesia

²⁾ Fakultas Ekonomi dan Bisnis, Universitas Pelita Harapan, Tangerang, Indonesia

e-mail: yohana.meilani@uph.edu

(Corresponding Author indicated by an asterisk *)

ABSTRACT

This study aims to examine the effect of quality of work life and job satisfaction on employee performance mediated by knowledge sharing. The reason for doing this research is based on the existence of gap research which is strengthened by the results of an observational study which states the low performance of employees working in SME's coffee shop in Depok. This study used 144 respondents to the actual study. Data were collected through a questionnaire using a Likert scale of 1–5. The data was obtained using a simple random sampling technique, where the data were taken at random without considering certain criteria. Data processing in this study uses the SmartPLS application, where the results show that the quality of work life significantly affect employee performance, job satisfaction significantly affects employee performance and knowledge sharing significantly affects employee performance. Knowledge sharing is able to mediate the effect of quality of work life and job satisfaction on employee performance.

Keywords: Quality Work Life; Job Satisfaction; Knowledge Sharing; Performance

ABSTRAK

Penelitian ini bertujuan untuk meneliti terkait pengaruh quality of work life dan kepuasan kerja terhadap kinerja karyawan yang dimediasi oleh knowledge sharing. Alasan dilakukannya penelitian ini didasari atas adanya riset gap yang diperkuat dengan hasil studi observasi yang menyatakan rendahnya kinerja karyawan yang bekerja di UMKM coffee shop di Depok. Penelitian ini menggunakan 144 responden untuk studi aktual. Data dikumpulkan melalui kuesioner menggunakan skala likert 1–5. Data diperoleh menggunakan teknik simple random sampling, di mana data diambil secara acak tanpa mempertimbangkan kriteria-kriteria tertentu. Pengolahan data pada penelitian ini menggunakan aplikasi SmartPLS, di mana hasil menunjukkan bahwa quality of work life berpengaruh secara signifikan terhadap kinerja karyawan, kepuasan kerja berpengaruh secara signifikan terhadap kinerja karyawan dan knowledge sharing berpengaruh secara signifikan terhadap kinerja karyawan. Knowledge sharing mampu memediasi pengaruh quality of work life dan kepuasan kerja terhadap kinerja karyawan.

Kata Kunci: Quality Work Life; Job Satisfaction; Knowledge Sharing; Performance

INTRODUCTION

Nowadays, management use some tactics and approaches to improve employee performance namely by creating positive perceptions that to be able to improve employee performance is to maintain a positive work environment atmosphere, namely by creating positive perceptions/thoughts in employees towards the environment work (Astitioni & Surya, 2016; Fathiyah et al., 2017). Positive thoughts will create a quality of work life for each employee, where employees will feel safe when doing work, feel satisfied after doing work and things this will encourage the growth of employees individually or in groups, so this will improve the quality of life of employees (Fathiyah et al., 2017). Employee satisfaction with the results of their work will be able to encourage employees to improve performance, this is because employees will feel what they are doing commensurate with what he gets (Akar, 2018; Astitioni & Surya, 2016).

One of the things that can be applied is knowledge sharing among employees, where this is will be able to unite employees and also save costs, because of the source of knowledge obtained comes from within the company. What has been stated above is supported by various studies, where quality of work and satisfaction work can improve employee performance, as well as knowledge sharing participate in increasing levels the significance of quality of work and job satisfaction on employee performance (Astitioni & Surya, 2016; Fathiyah et al., 2017; Masa'deh, 2016).

However, other studies have shown different results, which is the quality of work does not have a positive effect on employee performance (Muda et al., 2017). There is a research gap in various studies related to the influence of quality of work life, job satisfaction and knowledge sharing on employee performance makes research related to variables above needs to be repeated to confirm whether the results of the study will be the same as the results of research conducted by researchers on employees who work in MSMEs coffee shops in Depok. In terms of contextual performance, from exploration study of 30 respondents which is assessed from the ability of communication between employees the results obtained were 53.3% unable to build good communication relationships and the rest, 46.7% were able to build good communication with other employees.

The results of this exploratory study above clarify the importance of this research in improving performance employees, considering that the results of an exploratory study show that currently the performance of employees is still below average, so further research is needed related to the effect of quality of work life, job satisfaction and knowledge sharing on employee performance. Based on the gap research and the findings of the exploratory study results obtained, it is necessary further research related to the effect of quality of work life and job satisfaction on performance employees, as well as the role of knowledge sharing in mediating the effect of quality of work life and satisfaction work on the performance of employees who work at MSMEs coffee shops who carry out business activities in Depok.

LITERATURE REVIEW

Job satisfaction is a feeling felt by employees towards work what is done, the work environment, co-workers, leaders and other things related to occupation (Astitioni & Surya, 2016). While, quality of work life is a collection of employee perceptions of inner security carry out work, feel job satisfaction, and work environment conditions that support for growth and development as employees, so as to improve the quality of life of employees (Fathiyah et al., 2017; Winata & Nurhasanah, 2022). Job satisfaction can also be interpreted as a positive feeling of employees formed from an employee's assessment of his work, which is based on the employee's perception of how much good job, which means that employees will compare

how valuable things are obtained from what is done with how much effort is expended to do it something (Akar, 2018; Astitiani & Surya, 2016). Work Conditions is one of the factors that determine employee satisfaction and performance, considering the condition of the work environment consists of a physical and non-physical work environment which matters (Astitiani & Surya, 2016). This is in direct contact with the employees who will do the work. Employees who work as nurses shows that the quality of work life has a significant effect on the level of participation employees in implementing knowledge sharing strategies and policies (Akar, 2018). A similar study was conducted on employees working at Swastika Bungalows Sanur shows the same results, where the quality of work has a positive effect on employee performance (Astitiani & Sintaasih, 2019). In contrast to the results of previous studies, there is research which states that knowledge sharing does not make a positive and significant contribution to employee performance (Akar, 2018). Knowledge sharing is formed between employees in a group, which are employees interact and share their knowledge with other employees through face-to-face or online meetings, forums or others (Aulia, 2016). The research also found role on employee performance, with incorporating knowledge sharing as a mediating variable, and the results showed an increase in significant (Akar, 2018).

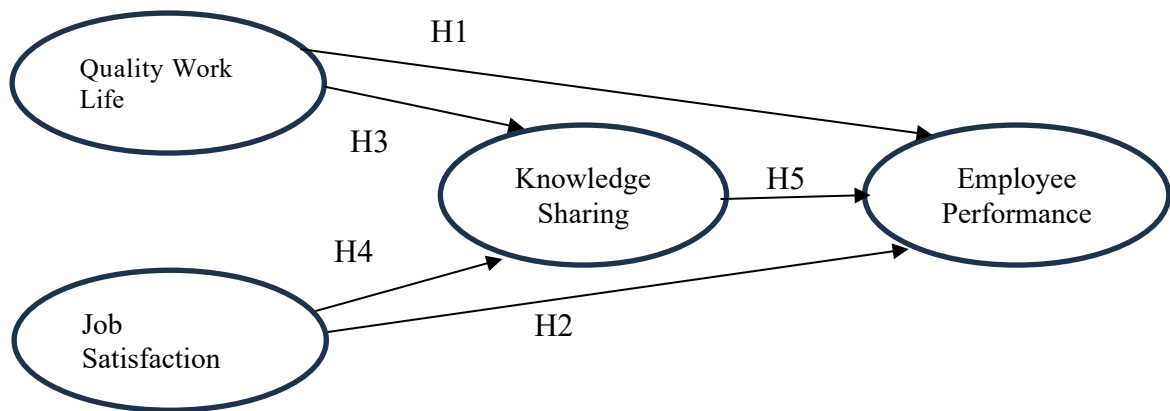


Figure 1. Research Model

- H1: Quality of work life has effected to knowledge sharing
- H2: Job satisfaction has effected to knowledge sharing
- H3: Quality of work life has effected to employee performance
- H4: Job satisfaction has effected to employee performance
- H5: Knowledge sharing has effected to employee performance

RESEARCH METHOD

This research will use a descriptive research design that describes all the variables to describe the variables that affect employee performance. The research subjects chosen were MSMEs employees at the Depok coffee shop who had worked for more than 1 year. The data used is primary data obtained directly through google form that have been given to each Coffees shop Depok employee who meets the requirements of the respondents. Research that uses the dependent variable employee performance. All hypotheses are direct hypotheses even though knowledge sharing is a mediating variable, mediation tests were not carried out in this study. All indicators on the variables used were adapted from previous studies by Astitiani and Sintaasih (2019). Determination of the number of samples as many as 144 people based on Hair et al.

(2018) who said that indicators can be multiplied by 5-10 to find the number of samples. In this study there were 19 indicators multiplied by 5 at least 95 respondents.

Prior to actual data collection, a preliminary study was carried out. The purpose of the preliminary study is to test the indicators used in the research. The actual study questionnaire of 144 respondents has gone through reliability and validity tests. Measuring convergent validity through loading factor and Average Variance Extracted (AVE), is testing discriminant validity by evaluating the Fornell Larcker Criterion, namely the correlation value between a variable and the variable itself and the variable with other variables. The next step after measuring convergent validity is through loading factors and Average Variance Extracted (AVE), is to test the discriminant validity done with evaluating the Fornell-Larcker Criterion, namely the correlation value between a variable and the variable itself and variables with other variables. The assessment is carried out by looking at the top value which is the correlation between a variable and the variable itself, while the value that is read vertically is the correlation between a variable and other variables. Data processing uses the SmartPLS 3.0 program.

RESULTS AND DISCUSSION

Respondent profiles

Based on the output above, it can be said that out of 144 respondents, there were 1 respondents (0.5%) worked for 1 year, 13 respondents (9%) worked for 1–3 years, 46 respondents (32%) worked for 3–5 years, 83 respondents (58%) worked for 5–8 years, and 1 respondent (0.5%) worked for more than 9 years, so the conclusion is that the majority of respondents contained in this research has been working for 5–8 years. Number of female respondents was 48 people and the number of male respondents was 96 people. It can be explain that working hours of Coffee shop tends to close at night making prefer more male employees than women.

Actual Research

After the preliminary study test, the results obtained will then be used for research actual. According to Sholikhah, descriptive statistics are statistics that are used to provide information description of the data according to the collected by not drawing conclusions in general or general. Inferential statistics will explain the results of validity and reliability tests by making them Average Variance Extracted as a basis for convergent validity which has a value of more than 0.5, and a loading value minimum factor of 0.7 on discriminant validity.

Actual research validity test. As previously known, the minimum AVE value limit that is declared valid is 0.5, while the loading factor has a value limit of 0.7. Based on the final results of the study test introduction, all indicators that are feasible if they have a value of less than 0.7. Besides value loading factor, to test convergent validity it takes the Average Variance Extracted (AVE) value each variable above 0.5 (Ghozali, 2018). If the value of the loading factor is the value that owned by each indicator, then the AVE value is the value owned by each variable. Through Measurements were made using the Smart PLS 3 software program and the resulting AVE value is as follows.

Table 1. Average Extracted Results

Variables	AVE
Job satisfaction	0.61
Employee performance	0.70
Knowledge sharing	0.73
Quality of work life	0.58

Fornell-Larcker Criterion that is looking at the correlation between one variable and that variable itself, with the correlation of one variable and another. Value obtained from peer correlation variable must be higher in value than the correlation of the variable itself with other variables. The table below shows the cut of values have been met.

Table 2. Fornell-Larcker Criterion Test

	Job satisfaction	Employee performance	Knowledge sharing	Quality of work life
Job satisfaction	0.78			
Employee performance	0.59	0.83		
Knowledge sharing	0.56	0.62	0.85	
Quality of work life	0.59	0.63	0.76	0.88

Reliability Test. According to Ghazali (2018), reliability testing should use composite reliability values. This is because the composite reliability value is greater than the Cronbach's alpha value as shown in the table 3, although both the composite reliability and Cronbach's alpha values are above 0.7 and can declared reliable.

Table 3. Reliability Test

Variables	Composite Reliability
Job satisfaction	0.88
Employee performance	0.87
Knowledge sharing	0.92
Quality of work life	0.85

Multicollinearity Test. According to Ghazali (2018), multicollinearity is a condition for the occurrence of correlation between independent (dependent) variables. To identify the presence of multicollinearity can seen from the value of the Variance Inflation Factor (VIF) which is more than 5 or it will be serious if it is more from 10. All indicators has not multicollinearity. Then, test the value of Rsquare, namely the value that is only owned by the dependent variable (Y). The value of Rsquare shows how much the influence of the independent variables on the dependent variable. In this study, the dependent variable is Employee Performance (Y) and Knowledge Sharing variable as a mediating variable. Calculation of Rsquare produces the values in the following table.

Table 4. R Square Test

Variables	RSquare
Employee performance	0.58
Knowledge sharing	0.54

Next, do the bootstrapping procedure which is considered more efficient, because the jackknifing procedure does not take into account the true confidence intervals useful to know the effect between variables (Ghozali, 2018).

Table 5. Hypotheses testing

Hypotheses	T statistic	P Value	Status
Quality of work life → Knowledge sharing	6.330	0.000	Accepted
Job satisfaction → Knowledge sharing	3.465	0.000	Accepted

Quality of work life → Employee Performance	2.990	0.003	Accepted
Job satisfaction → Employee Performance	6.773	0.000	Accepted
Knowledge sharing → Employee Performance	5.992	0.001	Accepted

Quality of work life has a significant effect on knowledge sharing. Based on the results of the study it can be seen that job satisfaction significant effect on knowledge sharing. In addition, this is also supported by the R-Square value Job satisfaction with knowledge sharing can be seen through the moderate R-Square value, namely 0.54. Based on the research results, it can be seen that the quality of work life has significant effect on employee performance. In addition, this is also supported by the R-Square value of quality of work life on employee performance can be seen through the moderate R-Square value, namely 0.58. Research result This is in line with research conducted by Saeed (2016), which states that quality of work life has significant effect on employee performance. Based on the research results can be known that job satisfaction has a significant effect on employee performance.

In addition, this is also supported by the R-Square value of job satisfaction on employee performance seen through the moderate R-Square value, namely 0.398. Not fulfilling a sense of satisfaction with work being done will potentially create a sense of frustration and decreased levels of motivation, thus this will actually create a decrease in the quality of work of an employee. The results of this study are in line with research conducted by Astitiani & Sintaasih (2019) which states that Job satisfaction has a significant effect on employee performance. Based on research results can it is known that knowledge sharing has a significant effect on employee performance. This is shown by the bootstrapping results which show a significance value of 0.000 which the value is smaller than 0.05. In addition, this is also supported by the value of R-Square knowledge sharing on employee performance can be seen through the moderate R-Square value, namely 0.58. Exchange the ability and knowledge of an employee with other employees will be able to improve quality a person's work, so that this will encourage an increase in the employee's performance.

CONCLUSION AND SUGGESTION

Based on results it can be concluded that quality of work life significantly affects employee performance, job satisfaction significantly affects employee performance and knowledge sharing significantly affects employee performance. Future research can add to what factors affect employees performance such as organization culture, compensation system, leadership, in other fields such as manufacturing or service industry

REFERENCES

- Akar, H. (2018). The relationships between quality of work life, school alienation, burnout, affective commitment and organizational citizenship: A study on teachers. *European Journal of Educational Research*, 7(2), 169–180. <https://doi.org/10.12973/eu-jer.7.2.169>

- Astitiani, N. L. P. S., & Sintaasih, D. K. (2019). Peran mediasi knowledge sharing pada pengaruh quality of work life dan kepuasan kerja terhadap kinerja karyawan. *Matrik: Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*, 13(1), 1–14. <https://ojs.unud.ac.id/index.php/jmbk/article/view/40454>
- Astitiani, N. L. P. S., & Surya, I. B. K. (2016). Pengaruh quality of work life terhadap motivasi kerja dan kepuasan kerja karyawan. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 10(2), 156–167. <https://doi.org/10.24843/MATRIK:JMBK.2016.v10.i02.p06>
- Aulia, A. (2016). Pengaruh budaya organisasi terhadap kinerja karyawan melalui knowledgesharing sebagai variabel intervening (Studi pada PT. Pelabuhan Indonesia III Cabang Tanjung Perak Surabaya). *Jurnal Ilmu Manajemen*, 4(3), 1–15. <https://ejournal.unesa.ac.id/index.php/jim/article/view/16991>
- Fathiyah., Firdaus, A., & Putra, A. K. (2017). Pengaruh komitmen kerja dan quality of work life (QWL) terhadap kepuasan kerja dan dampaknya terhadap kinerja karyawan PT. Indofood CBP Sukses Makmur Cabang Jambi. *J-Mas (Jurnal Manajemen Dan Sains)*, 2(1), 105–120. <https://doi.org/10.33087/jmas.v2i1.19>
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS25*. Badan Peneliti Universitas Diponegoro.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Masa'deh, R. (2016). The role of knowledge management infrastructure in enhancing job satisfaction at Aqaba Five Star Hotels in Jordan. *Communications And Network*, 8(4), 219–240. <https://doi.org/10.4236/cn.2016.84021>
- Muda, F. S., Ummi, N., & Wahyuni, N. (2017). Pengaruh quality of work life (QWL) terhadap produktivitas kerja karyawan menggunakan structural equation modelling (SEM) (Studi kasus: PT. Krakatau Tirta Industri). *Jurnal Teknik Industri Untirta*, 5(2), 133–140. <https://jurnal.untirta.ac.id/index.php/jti/article/view/1818>
- Winata, B.L., Nurhasanah, N. (2022). Pengaruh work life balance, self-efficacy, dan komitmen organisasional terhadap burnout pada mahasiswa yang bekerja. *Feedforward Journal of Human Resource*, 2(2), 87–102. <https://doi.org/10.19166/ff.v2i2.5986>
- Saeed, M. S. (2016). The impact of job satisfaction and knowledge sharing on employee performance. *Journal of Resources Development and Management*, 21, 16–23. <https://iiste.org/Journals/index.php/JRDM/article/view/31381>