

# The Influence of Knowledge Management, Quality of Work Life, and Organizational Commitment on Performance with Job Satisfaction as A Medium on Staff Medika Hospital Employees, Pemalang

Ofi Dwiantoro<sup>1</sup>, Suliyanto<sup>2</sup>, Tabrani<sup>3</sup>  
{drofidwianntoro@gmail.com}

Master of Management, Universitas Pancasakti Tegal, Indonesia

**Abstract.** The development of the world of health requires hospitals to be managed professionally. This requires good employee performance. This study aims to determine the effect of Management Knowledge, Quality Of Work Life Commitment, satisfaction, performance, Respondents amounted to 250 people, who are employees of RSU SIAGA MEDIKA PEMALANG. The study used a questionnaire with data analysis of Structural Equation Modeling (SEM) with the help of AMOS software. The analysis concludes that Management Knowledge, Quality Of Work Life Commitment, satisfaction, and performance affect employee performance. Job satisfaction cannot mediate work placement, workload, work facilities and leadership on employee performance.

**Keywords:** Principles of Good Governance, Village

## 1. Introduction

Hospitals are a forum for the implementation of health service providers have an urgent strategic function in creating quality human resources to accelerate the improvement of health outcomes in an inclusive, integrated, equitable, affordable, and acceptable manner for the community. Functionally, a hospital is a health care provider institution that provides plenary individual health care providers such as inpatient, outpatient, and emergency service providers. High performance from employees and nurses is required in carrying out their duties. Some of the problems that exist at the Siaga Medika Pemalang Hospital are the lack of optimal performance of the staff of the Pemalang Medika Siaga Hospital. Based on the observation of employee performance and preliminary interviews with management, several observations were made. This phenomenon can be seen from the table below.

**Table 1.** Results of Performance Assessment of Employees of Medika Pemasang Standby Hospital

No.	Assessed elements	Year 2019		Year 2020	
		%	Information	%	Information
1	Service provider orientation	8	Good	80	Good
		5			
2	Integrity	8	Good	81	Good
		3			
3	Commitment	8	Good	80	Good
		2			
4	Discipline	8	Good	81	Good
		3			
5	Collaborate	8	Good	74	Enough
		2			
Average		8		79,	
		3		2	

Job dissatisfaction with the Medika Pemasang Standby Hospital employees can be seen from several things such as employees who often complain and sometimes avoid part of their professional responsibilities. In addition, there are still some employees who are often absent, enter the office late, return home from work faster and the appearance of employees is not neat. This condition reflects the condition of pegawisai who lack enthusiasm at work because they are dissatisfied with their profession.

The problem related to the quality of working life at the Siaga Medika Pemasang Hospital is that the salary received is not associated with competence and achievement but based on rank and length of service, causing employee dissatisfaction. For employees, wages are a tool for economic survival, and employees often assess the fairness of their wages by comparing the wages paid by one employee to another. Whether employees consider the income they receive to be fair depends on how they view their relative value as distinguished from others. Generally, employees will receive wage differences based on differences in responsibility, competence, knowledge, productivity or work performance.

The problem related to knowledge management at the Medika Pemasang Standby Hospital is the absence of knowledge management, where employees sometimes cannot find any explanation without asking other people directly. In addition, when there are very experienced employees who do not go to work, dependence arises because all knowledge is still not transferred to other employees.

Organizational commitment to employee performance.

Based on the description above, it is interesting to conduct a study entitled "The Effect of Knowledge Management, Quality of Work Life and Organizational Commitment to Performance with Job Satisfaction as a Mediator in Employees of the Medika Pemasang Standby Hospital".

The motivation for this study was caused by several problems that existed at Semalang Siaga Medika Hospital, namely, the lack of optimal staff performance at Pemasang Medika Siaga Hospital, and staff dissatisfaction with the quality of work life. The issues discussed in this study are formulated below:

1. Is there an influence of knowledge management on job satisfaction?

2. Is there an influence of work-life quality on job satisfaction?
3. Does there an influence of organizational commitment on job satisfaction?
4. Is there an influence of knowledge management on employee performance?
5. Is there an influence on the quality of work life on employee performance?
6. Is there an effect of organizational commitment on employee performance?
7. Is there an effect of job satisfaction on employee performance?
8. Does the quality of work life influence employee performance with job satisfaction as a mediator?
9. Is there an influence of organizational commitment on employee performance with job satisfaction as a mediator?
10. Is there an influence of organizational commitment on employee performance with job satisfaction as a mediator?

## 2. Literature Review

Performance is essentially the result of work that an individual or group can achieve in an organization in accordance with their respective responsibilities and functions to achieve organizational goals. [1] explained that the conception of performance is basically the result of work that is closely related to the strategic intent of an institution, customer satisfaction, and economic contribution. [2] revealed that performance is basically an elaboration of performance, meaning that the results of employee work, management processes or the results of the work of the entire organization must be measurable (distinguished by established standards). Performance is the quality and quantity of work results an employee achieves when performing his duties as assigned [3].

According to [4] the factors that affect employee performance are 1) competence, personality, and work interests; 2) clarity and acceptance or interpretation of the role of the worker, that is, the understanding and acceptance of the individual on the task assigned to him, 3 ) The level of motivation of a worker, the effort that encourages, directs, and sustains the behavior.

[5] proposes performance parameters, namely 1) work quality, namely that every employee in a company must meet certain requirements in order to produce a profession in the quality needed for a certain profession; 2) punctuality, if a certain part of the profession Cannot complete on time, hinders other parts of the profession, thereby reducing the quantity and quality of the profession; 3) initiative in work, related to thinking skills, creativity in forming ideas to plan things related to organizational intentions, 4) Competence to act independently of others, and competence to communicate.

### 2.1. Job satisfaction

[6] interpret job satisfaction as effectiveness or emotional response in various profession aspects. According to [3]), job satisfaction is a positive feeling about a profession that arises from an assessment of its characteristics. While job satisfaction according to [7] means that those who are very satisfied will perform positive actions in their profession, on the contrary those who are dissatisfied will show negative actions.

Job satisfaction is described as a positive attitude of an employee to the profession, including work feelings and behaviors passing through professional evaluation as one of the urgent values realized by the profession. Many experts describe the dimensions of job satisfaction, one of which is [8] namely:

- a. The profession itself, which is basically the main source of satisfaction. Job satisfaction is achieved if the skills possessed, the wishes of workers are in accordance with the profession they are doing and the existence of freedom.
- b. Rewards, employees check whether the rewards received are commensurate along with the workload. Allowances are divided into fixed wages and bonuses and allowances.
- c. Promotion, offering opportunities for progress along with a clear career path based on employee wishful thinking can satisfy employees.
- d. Supervision is an effort to lead and provide motivation, advice, and direction to others to carry out their duties and be good.
- e. Compact and responsive colleagues in completing professions and communicating well will have a higher effect on job satisfaction.

Job satisfaction can be a consequence of productivity, and conversely, high productivity increases satisfaction only when employees consider the company's achievements to be commensurate with fair and reasonable compensation (salary/ salary).

## **2.2. Knowledge management**

[9] conveys some of the ideas behind the conception of knowledge, namely 1) knowledge is based on true beliefs, 2) knowledge is clear and unimaginable (tacit understanding), 3) the effectiveness of innovation created depends on what makes innovation possible.

[10] defines knowledge management as a process that helps entities find, select, disseminate, and transmit urgent and necessary explanations needed for various activities such as problem solving, dynamic learning processes, and planning and decision-making strategies. In general, knowledge management is the coordinated use of explanations, knowledge and experience. According to [9] the parameters of knowledge management are:

- a. Knowledge identification is the desire of an individual or group to be like everyone else. Another meaning is to want to find common sense and unlimited explanations
- b. Knowledge reflection is the formation of well-organized practices in order to manage entities in order to be successful in development
- c. Knowledge sharing is an urgent process of physical progress today, as it spreads intellectual capital throughout the organization for new and useful innovations that benefit individuals or groups.
- d. The use of knowledge is the use of results that have been sought, created, and then shared with each other in order to get the right explanations at the right time for smooth performance in the organization.

## **2.3. Quality of working life**

According to [11], the quality of work life is an individual's feelings about the work environment. [12] explained the meaning of the quality of work life, namely that employees feel that they feel safe, relatively satisfied, and can develop as a whole person. When managers give workers the opportunity to design their profession, the quality of life reflects the conditions necessary to produce a product or service so that they can work effectively.

According to Lee and Yudith in [13]), there are several guidelines for implementing a quality work life program, namely:

- a. Understand that a work-life quality plan is not a short-term one that can be implemented quickly and perfectly.
- b. Organizations must reinterpret how we work in organizations.

- c. Allow people in the organization to participate at all levels of the organization.
- d. By providing purpose and support, the leadership of the organization builds a commitment to those who are at the bottom and should be reflected in daily behavior.
- e. Integrating intent and strategy into the form of day-to-day business operations.
- f. Employee management and leadership work with consequences to test and resolve internal proposals prior to collaborative problem solving in committees, and management demonstrates its commitment to coordinating proposals and barriers to provide support and accountability for behavior and action. organization.
- g. New methods and processes in the organization. The process is never static and requires constant attention in response to developments.

## 2.4. Organizational commitment

Commitment describes the extent to which individuals recognize organizations and their intent ([6] Commitment is the level at which employees identify themselves in the organization and work hard for the ingenuity of the organization. [14]) said Commitment is the acceptance of those who have strong demands on the company's goals and values, will work hard, and want to stay in the company.

[15] suggest that organizational commitments can be divided into three (three) types, namely affective commitment, continuous commitment, and normative commitment.

### a. Affective commitment

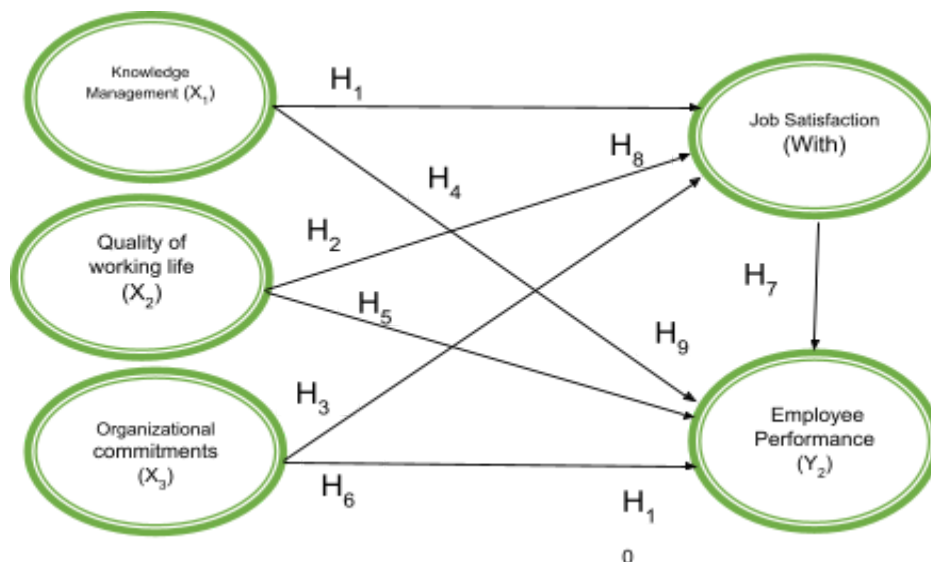
Emotional commitment is the intensity of an individual's desire to work in an organization because it identifies itself with the intentions and values embraced by the organization.

### b. Ongoing commitment

Allen and Meyer argue that ongoing commitment describes the need for individuals to remain in the organization because of the recognition of the costs associated with leaving the organization

### c. Normative commitment

Normative commitment reflects an individual's sense of obligation to maintain membership in an organization due to loyalty and will remain within the organization. When employees leave the company, employees with high organizational commitment always consider what others think.



### **3. Method**

This research is a causal associative study using a quantitative approach. The population in this study was 653 people from RSU SIAGA MEDIKA PEMALNAG, and the sample taken was 250 people. Data collection was carried out using a closed questionnaire using a google form. The data that has been collected is then analyzed using Structural Equation Modeling (SEM) with the help of AMOS statistical software.

#### **Normality Test**

The normality test is carried out by looking at the critical ratio value (c.r.) to determine the kurtosis (collapse) and skewness (narrowness) of the distribution of data. Normality tests can be carried out univariately or multivariately. If the value of c.r. is between -1.96 and +1.96, then the data distribution is normal (for  $\alpha = 5$  percent). Meanwhile, the data distribution is abnormal if the number c.r. is below -1.96 or above +1.96.

The results of the normality test showed that the data were univariately distributed normally, because all c.r. values were in the range between -1.96 to +1.96. Meanwhile, normality is multivariately not met, because the total value of the resulting c.r. is greater than 1.96, which is 12.65. Nevertheless, considering that all indicators have met the assumption of univariate normality, data analysis can be continued.

#### **3.1. Outliner Test**

Outliers can be detected by looking at AMOS software's Mahalanobis distance output value. Mahalanobis distance is an observation distance from the average of all variables. The outlier evaluation was carried out using the Mahalanobis distance criteria at  $p < 0.001$ . Mahalanobis distance is then compared with the chi-square value. The chi-square value can be obtained using the CHIINV formula, by entering the probability value of 0.001 with a degree of freedom (df) according to the number of indicators, which is 39.

The formula produces a chi-square value of 72.0547. That is, if the value of the cost of the distance is greater than 72.0547 then the data is multivariate outliers. The AMOS output results show that the entire cost value of the d-squared is smaller than 72.0547, so it can be concluded that there is no outlier.

#### **3.2. Construct Validity Test**

The results of the loading factor using the AMOS software program can be seen in the standardized regression weights value in the model calculation of each variable. The loading factor is declared significant if the standardized loading estimate is  $\geq 0.50$ . Based on the results of the output standardized loading estimate on AMOS, all loading factors are above 0.50 so it is said to be valid.

#### **3.3. Construct Reliability Test**

The reliability construct test can be known by the Construct Reliability (CR) formula. If the CR is greater than 0.70 then the variable is declared reliable. The reliability construct test calculation results show that the CR value for all variables has a value of  $> 0.7$  so that it is declared reliable.

#### **3.4. Model Evaluation**

The evaluation of the model showed that some of the Goodness of Fit (GOF) parameters did not meet the cut off value so that it was necessary to modify the model so that the next stage of analysis could be continued. The results of the analysis of testing the goodness of fit criteria after modification showed that the values of the Chi-Square, Probability, CMIN / DF, RMSEA, GFI, TLI, CFI, RMR and IFI indices met the requirements of the goodness of fit index criteria. Meanwhile, AGFI qualifies marginally. Such results can be said that the model is acceptable for research

#### **4. Result & Discussion**

Testing the direct relationship hypothesis was carried out by looking at the probability value ( $p$ ) and critical ratio value (c.r.) in the regression weight of the fit model of the AMOS program. If  $p \leq 0.05$  and c.r. greater than 1.95 ( $\alpha = 5\%$ ), then it can be concluded that there is an influence between variable relationships so that the hypothesis is declared accepted. Meanwhile, hypothesis testing of indirect relationships is carried out by looking at the value of Standardized Indirect Effects. If  $p < 0.5$  then it can be concluded that the intermediate variable is capable of mediating the free variable against the bound variable.

The results of testing the relationship between job placement and job satisfaction found that the P value of 0.037 was lower than 0.05. Meanwhile, the resulting c.r. value is 2,089 which means it is greater than 1.96. The results show that job placements affect job satisfaction. Meanwhile, the results of testing the relationship between job placement and employee performance showed a P value of 0.00 which means it was lower than 0.05 and a c.r. value obtained of 6.615 greater than 1.96, so it was concluded that job placement affects employee performance.

The results of testing the relationship between workload and job satisfaction showed that the P value was lower than 0.05, which was 0.025, while c.r. obtained a value of 2.238 which means it was greater than 1.96 so that it was concluded that the workload could affect job satisfaction. The results of testing the relationship between workload and employee performance resulted in a P value of 0.546 higher than 0.05, while c.r. was lower than 1.96 which was 0.603 so it was concluded that the workload did not affect employee performance.

The results of testing the relationship between work facilities and job satisfaction found that the P value of 0.035 was lower than 0.05 while the c.r. value was found to be greater than 1.96, which was 2.111 so it can be concluded that work facilities affect job satisfaction. The results of the testing of the relationship of work facilities to employee performance showed that the P value was 0.661 and c.r. was 0.439. This P value is greater than 0.05 and the c.r. value is lower than 1.96 which means that the work facility does not affect job satisfaction.

The results of testing the relationship between leadership and job satisfaction resulted in a P value greater than 0.05, which is 0.544, while the c.r. value is smaller than 1.96 which is 0.607, so it can be concluded that leadership does not affect satisfaction. Testing the relationship of leadership to employee performance resulted in a P value of 0.885, while a c.r. value of 0.144. The P value is higher than 0.05 and the c.r. value is less than 1.96 which means that the leadership does not affect the performance of employees.

The results of the test of the relationship of job satisfaction to employee performance resulted in a P value of 0.811 and a c.r. value of 0.24. The P value is higher than 0.05 and the c.r. value is less than 1.96 so it is concluded that job satisfaction does not affect employee performance. Job satisfaction cannot mediate the relationship between job placement, workload, job facilities and leadership to employee performance. This is because the test results show values higher than 0.05, namely 0.689, 0.685, 0.775, and 0.820, respectively.

## 5. Conclusion

The results of the study found that knowledge management affects job satisfaction. Rohim and Umam (2020) following the research carry out this result, but it is different from the research of Kasim et al. (2017) which found that knowledge management does not imply job satisfaction. The results of the study found that the quality of work life affects job satisfaction. These results are following the research that has been carried out by Tamping et al. (2018), but in contrast to Kusuma's research (2020) which found that the quality of work life has no relationship with job satisfaction. The results of the study found that commitment affects job satisfaction. These results are in accordance with research that has been conducted by Putri et al. (2020). commitment is an important thing for employees in innovating in the future

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