

The Effect of Quality of Work Life and Job Satisfaction on Performance with Knowledge Sharing as Mediate Variable of Private Universities Lecturers' During Pandemic Covid-19

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Abstract

This study aims to examine the effect of quality of work life and job satisfaction on the performance of lecturers at private universities in Tangerang with mediated by knowledge sharing. This study used 120 respondents. Data were collected through a questionnaire using a Likert scale of 1-5 and obtained using google form with convenience sampling. The data processing in this study uses the Smart PLS application, where the results show that the quality of work life does not significantly effect to performance of lecturers. Job satisfaction significantly effect to performance of lecturers. The knowledge sharing significantly effect to the performance of lecturers. Knowledge sharing can mediate effect of quality of work life on the performance of lecturers. While knowledge sharing does not able to mediate effect of job satisfaction on the performance of lecturers.

Keywords

quality of work life; job satisfaction; knowledge sharing; performance; lecturers



I. Introduction

During the Covid-19 pandemic, private universities in Indonesia also experienced struggles to produce the best performance of lecturer's performance. Through Tridharma activities that must be adjusted in teaching, research and community service which must be carried out hybrid onsite and online to maintain health protocols according to government recommendations. One of the performances of private universities is reflected by the performance of lecturers as implementers in the teaching and learning process. Lecturer performance plays a very important role to encourage success in organizing a university (Farid et al., 2015). Supported by Afrizal (2018) that performance is an achievement or work result contributed by a person or group in supporting the achievement of the goals of an organization.

Based on data in the Higher Education Database, there are 3,129 private universities (PTS) or equivalent to 68% of the total universities in Indonesia. DKI Jakarta Province has the third highest number of private universities after West Java and East Java, namely 275 private universities (jakarta.BPS.go.id, 2020). With so many private universities in DKI Jakarta, the role of lecturers is important in carrying out the performance of Tridharma to be able to contribute to the image of the University. The Region III Higher Education Service Institution (LLDIKTI) announced the 50 best private universities in 2020 DKI Jakarta based on the higher education clusterization data from the Directorate General Higher Education which was announced earlier in mid-August 2020. Then, six universities in DKI Jakarta that including LLDITI III have successfully entered the national cluster 2 such as Universitas Bina Nusantara (skor 2.268), Universitas Trisakti (skor 2.261), Universitas Tarumanagara (skor 2.166), Universitas Mercu Buana (skor

2.152), Universitas Katolik Atma Jaya (skor 2.125), Universitas Esa Unggul (skor 2.043) (jakrev.com, 2020).

An exploratory study conducted to 50 permanent lecturers from private universities categories cluster 2 of LLDIKTI 3 who had worked for at least three years before the COVID-19 pandemic (which began at the end of 2019) as the reason why this research topic needs to be raised by distributing questionnaires showed that 62% stated the importance of private universities in managing lecturer performance. When been asked what factors can affect the performance of lecturers, 55% stated the importance of knowledge sharing from fellow co-workers in carrying out Tridharma. Furthermore, knowledge sharing can be seen from job satisfaction (48%) and work life balance (50%) during the Covid-19 pandemic.

Based on several previous studies, management can improve performance by maintaining a positive work environment, namely by creating positive perceptions or thoughts on 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 other things. This will encourage the growth of employees individually or in groups, so that 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 their performance, this is because employees will feel what they are doing worth comparable to what they get (Astitioni & Surya, 2016). One thing that can be applied is knowledge sharing among employees, where this will be able to unite employees and save costs, because the source of knowledge obtained are comes from internal companies. What has been stated above is supported by various studies, where quality of work and job satisfaction can improve performance, and knowledge sharing also increases the level of the significance of quality of work and job satisfaction on employee performance (Pugnaa & Boldeanu, 2014; Kermansaravi et al., 2015; Astitioni & Surya, 2016; Masa'deh, 2016; Fathiyah et al., 2017).

II. Review of Literature

2.1 Performance

Performance is a description of an employee's achievement in performing a job, program, or activity to achieve a goal, company goals, vision, and mission (Changgriawan, 2017; Pradhan & Jena, 2017). In general, performance is defined as the ability of an employee or team in doing work or activities to achieve expectations or targets from the work or activities carried out (Mulya & Japarianto, 2014).

There are six indicators to measure employee performance individually stated by Mensah (2015) such as *Quality*, the quality of work is measured by employees' perceptions of the quality of work produced as well as the perfection of the task on the skills and employee capabilities. *Quantity* is the quantity produced expressed in terms such as number of units, number of activity cycles completed. *Punctuality*, is the level of activity completed at the beginning of the specified time stated, viewed from the point of coordination with the output and maximize the time available for other activities. *Effectiveness* is the level of use of organizational resources "manpower, money" technology, raw materials" is maximized with the aim of increasing the yield of each unit in resource use. *Independence* is the level of an employee who will be able to perform its work function. It is a level at which employees have a commitment to work with agencies and employee responsibilities against the office. *The working environment* of the lecturer is

everything that is around the lecturer who can influence him in carrying out his duties in Tridharma.

2.2 Quality of Work Life

Quality of work life is a collection of employee perceptions of the feel safe in carrying out work, feel job satisfaction, and a supportive work environment for growth and development as employees, to improve the quality of life of employees (Fathiyah et al., 2017). In addition, the quality of work life can also be interpreted as an overview of the attitude of life or behavior that is based on a positive point of view (Astitiani & Surya, 2016). So, it can be concluded that the quality of work life as situation in which all employee needs are met, as well as the availability of wide opportunities for employees to be able to determine how to work and form of employee contribution to the organization (Murti & Srimulyani, 2013).

2.3 Job Satisfaction

Job satisfaction is an employee's emotional response to various aspects related to the work performed (Aslam et al., 2013; Abdullah et al., 2015). Job satisfaction also can be interpreted as an employee's positive feelings that are formed from the employees towards their work, which is based on employee perceptions about how well they are doing, which means that employees will compare how valuable things are obtained from what they do with how much effort is expended to do something (Astitiani & Surya, 2016). Job satisfaction is also related to the extent to which an employee feels motivated and satisfied in carrying out his work (Chandra & Priyono, 2016). So that it can be concluded that job satisfaction is a positive and satisfied feeling employees in doing their jobs. The fulfillment of a sense of job satisfaction in employees will encourage improvement of employee performance, on the other hand when job satisfaction is not fulfilled at employees, this will create frustration in employees (Abdullah et al., 2015).

2.4 Knowledge Sharing

Knowledge sharing is a process of transferring the ability and skills between employees, either between employees with one another, or managers and employees under them. Knowledge sharing plays an important role to support and increase work productivity and competitiveness in every employee (Astitiani & Surya, 2016). Knowledge sharing in the corporate environment can run well if employees are given the opportunity to convey ideas, opinions, and criticisms of employees and company management (Pugnaa & Boldeanu, 2014; Abdullah et al., 2015).

2.5 Relationship Between Variables

a. Relationship between Quality of Work Life and Knowledge Sharing

To achieve the process of transferring abilities and/or skills between lecturers, either between lecturers with one another, or supervisor there are several factors that support the smooth transfer of these abilities and/or skills, one of them is quality of work life. Maintaining the quality of work life owned by a lecturer, will support the creation of a process transfer of abilities and/or skills properly. Quality of work life will also provide comfort among Lecturers for more open in conveying everything they want to learn, and other things known to other employees. Research conducted on 60 employees who work in Swastika Bungalow Sanur shows that quality of work life has an impact positive on knowledge sharing among employees. Research tested using the Partial Least Square (PLS) program shows that it is important for human resource managers to maintain the quality of

work life of each employee so that the knowledge sharing process can run well (Astitiani & Surya, 2016). The results of similar research conducted on employees who work as nurse shows that the quality of work life has significant effect on the level of employee participation in implementing knowledge sharing strategies and policies (Kermansaravi et al., 2015). Based on the explanation above, the hypotheses built in this study is as follows:

H1: Quality of work life has a positive and significant effect on knowledge sharing of lecturer.

b. Relationship between Job Satisfaction and Knowledge Sharing

To encourage every employee to be able to share knowledge, experience and skills, the PTS must create job satisfaction on each lecturer will voluntarily share every ability and skill to other employees as a form of contribution to the company because they feel that all their needs have been met by company. Based on the results of research related to the effect of job satisfaction on knowledge sharing shows that job satisfaction influences significant to knowledge sharing (Pugnaa & Boldeanu, 2014). Study conducted on academics working in Malaysia showed the same results, where job satisfaction can encourage the sharing of knowledge and experience among academics (Abdullah et al., 2015). Research on 25 Swastika Bungalows Sanur employees show that job satisfaction has a positive influence on knowledge sharing (Astitiani & Surya, 2016). Based on explanation above, the hypotheses built in this study is as follows:

H2: Job satisfaction has a positive and significant effect on knowledge sharing of lecturer.

c. Relationship between Quality of Work Life and Performance

Positive employee point of view or thinking can improve employee performance. This is because positive thoughts can create good and comfortable work atmosphere and can create good communication awakened among employees became positive. By creating a good environment at work will improve the quality and results of work and contribution employees to the company. Research conducted on 80 employees who work for PT. Indofood CBP Sukses Makmur. Tbk Jambi Branch Office showing that the quality of work life has a positive and significant influence on employee performance (Fathiyah et al., 2017). Similar research conducted on employees who work at Swastika Bungalows Sanur show the same good results, where the quality of work life has a positive effect on employee performance (Astitiani & Surya, 2016). Based on the result presentation of the research above, then the hypothesis built in this study is as follows:

H3: Quality of work life has a positive and significant effect on performance of lecturer.

d. Relationship between Job Satisfaction and Performance

Every human resource manager always tries to be able to maintain and improve the performance of its employees so that the company can immediately achieve its vision and mission. Employee performance is closely related to job satisfaction employees, considering that every employee who is satisfied with his job will make a positive contribution to the company. Employees with full satisfaction will increase the number of attendance and decrease the employee turnover rate and will improve employee performance. The results showed that job satisfaction had a positive effect on employee performance (Astitiani & Surya, 2016). More specifically, it is explained that job satisfaction which consists of work conditions, promotion, pay, work itself and supervision have a positive and significant effect on employee performance (Funmilola, 2013). Empirical study of Swastika Bungalows Sanur employees show that job satisfaction

contributes positively to employee performance (Astitiani & Surya, 2016). Based on the description above, the formulation of the hypothesis in this study is as follows:

H4: Job satisfaction has a positive and significant effect on performance of lecturer.

e. Relationship between Knowledge Sharing and Performance

Knowledge sharing has an important role in a company to improve employee competence and productivity. Knowledge sharing can encourage and increase motivation and competency of employees to then create optimal quality of work for employees and the company. Increasing employee knowledge will maximize results employee work. The research results showed that employees who have the motivation and sincerity in improving their abilities and knowledge will be in line with increased performance in doing work (Astitiani & Surya, 2016). Knowledge sharing has a direct positive relationship to performance. In line with previous research, research conducted on hotel employees in Jordan shows that knowledge sharing has a positive and significant impact on employee performance (Masa'deh, 2016). Based on exposure of the research results above, then the hypothesis built on this study is as follows:

H5: Knowledge sharing has a positive and significant effect on performance of lecturer.

f. Relationship between Quality of Work Life and Performance Mediated by Knowledge Sharing

Knowledge sharing can be implemented if every employee has broad opportunities to be able to express ideas, opinions, and criticism of employees and company management. To implement knowledge sharing, a media is needed to support the realization of knowledge sharing. Knowledge sharing is formed between employees in a group, which employees do interact and share their knowledge with other employees through face-to-face or online meetings, forums or otherwise (Astitiani & Surya, 2016). Knowledge sharing helps employees to complete problems faced every day, so it can be said that knowledge sharing acts as a mediator between quality of work and performance employee. The results of the study show that knowledge sharing can mediate quality of work on employee performance (Kermansaravi et al al., 2015). Based on the description above, the formulation of the hypothesis in this study is as follows:

H6: Knowledge sharing mediates the quality of work life on performance of lecturer.

g. Relationship between Job Satisfaction and Performance Mediated by Knowledge Sharing

Knowledge sharing plays a role in mediating the relationship between organization culture with job satisfaction (Murti & Srimulyani, 2013). The study also found that organizational culture has an insignificant role on employee performance, so that the research tries to experiment by including knowledge sharing as a mediating variable, and the results showed that there is a significant improvement (Saeed, 2016). The results of other studies show that knowledge sharing can mediate by increasing the number of positive values and significant level of job satisfaction on employee performance (Fadlallah, 2015). Based on the explanation above, the hypotheses built in this study are as follows:

H7: Knowledge sharing mediates the effect job satisfaction on performance of lecturer.

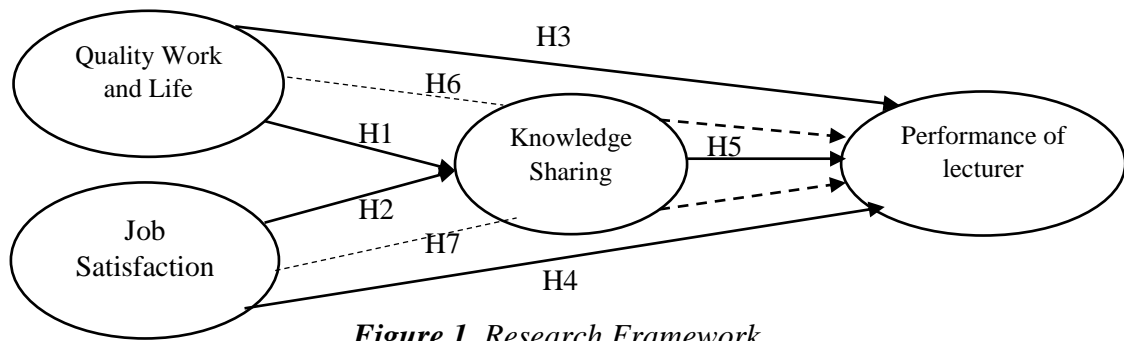


Figure 1. Research Framework

III. Research Method

Type of this study is quantitative descriptive in nature with data to describe each research variable. The research subjects are married male and female employees and have been permanent employees for more than one year. It was conducted with a non-random sampling approach. Convenience sampling is used to 120 fulltime lecturers at private universities at DKI Jakarta from cluster 2. The unit of research analysis is individual. The data collection tool used a questionnaire with five (5) Likert scale from strongly disagree to strongly agree. A neutral scale is maintained to value the respondent's opinion.

The research indicators were adapted from several previous studies. The quality work life variable was adapted from Astitiani & Surya (2016) with the following statements (contribute to company problem solving; got suggestions that can help me in solving the problem; implemented ability as task; work environment supported my job). Job Satisfaction variable is adapted from from Astitiani & Surya (2016) and Maesaroh and Siti (2017) with the following statement (salary is based on what the employees do; promotions are by work results; good working relationships between employees; approval with superior leadership). Knowledge sharing variable are adapted from Astitiani & Surya (2016) with this statement (gain knowledge new me from other lecturer; interested in learning from other lecturer; often have a discussion with colleagues in learn new things; learn every new science that I earn; high motivated to learn new things; University support to learn new things; University provides facilities to do work). Instruments for Performance variable is adapted from Mensah (2015) with the following statements (the statements of my work in accordance with the targets that have been determined by university; participate support another lecturer; could adjust with new target of Tridharma).

In testing the validity of the construct, convergent validity and discriminant validity are used. Convergent validity was measured with Average Variance Extracted (AVE) and loading factors. According to Ghazali et al. (2015), the AVE results must be more than 0.5; the loading factor must be more than 0.7. Discriminant validity is performed by looking at each variable's AVE's square root, which is greater than each variable's correlation in the model. The variable reliability uses composite reliability, which is reliable if Cronbach's Alpha and Composite Reliability value is more than 0.7. Data processing uses the Smart PLS program to test the outer model (measurement) and the inner model (structural).

IV. Results and Discussion

4.1 Respondent Profile

Based on the finding, it can be stated that out of 120 respondents, there are 20 respondents who worked for 2-4 years, 80 respondents worked for 5-7 years, 6 respondents worked for 8-10 years, and 14 respondent worked more than 10 years. 82 respondents were female, and 38 respondents were male. Then, 85 respondents were 42-51 years old, 35 respondents were 32-41 years old. Majority respondent (82%) has lecturer certification as acknowledgement from Government.

4.2 Outer Model

Measurement model, validity testing in this study was measured using value of loading factor, convergent validity, and discriminant validity. The loading factor value must be greater than 0.6 and if the loading factor value is below 0.4 then the indicator can be deleted. To measure the value of convergent validity, it can be measured through Average Variance Extracted (AVE) value, which must be greater than 0.6 and the value of loading factor above 0.6. the value of loading factors in this study has a value above 0.6. Testing the reliability of the data in this study using Cronbach's alpha and composite reliability to be able to test reliability. A data can be declared reliable if it has a composite reliability (CR) value greater than or equal to 0.7. Next, a table of validity and reliability results is shown for the actual sample of 120 people as shown as table 1.

Table 1. Outer Loading Test

Constructs	Outer Loading
Quality Work Life: AVE: 0.801, CR: 0.828	
QWL1	0.760
QWL2	0.742
QWL3	0.804
QWL4	0.768
Job Satisfaction: AVE: 0.718, CR: 0.778	
JS1	0.816
JS2	0.822
JS3	0.832
JS4	0.788
Knowledge Sharing: AVE: 0.708, CR: 0.836	
KS1	0.774
KS 2	0.814
KS3	0.831
KS4	0.791
KS5	0.770
KS6	0.747
KS7	0.720
Performance: AVE: 0.705, CR: 0.809	
P1	0.780
P 2	0.728
P3	0.741

Performing the Fornell-Lacker criterion analysis test, the discriminant validity test is shown from the square root of the average variance extracted (AVE) on each construct in the model (Ghozali & Latan, 2015) as seen on table 2.

Table 2. Fornell-Larcker Criterion

	Quality of Work Life	Job Satisfaction	Knowledge Sharing	Performance of Lecturer
Quality of Work Life	0.759			
Job Satisfaction	0.714	0.768		
Knowledge Sharing	0.728	0.787	0.807	
Performance of Lecturer	0.732	0.793	0.814	0.828

4.3 Inner Model Variance Inflation Factor Test

Multicollinearity is a condition where there is a correlation between dependent variables, to see multicollinearity it can be seen from the Variance Inflation Factor (VIF) which value is more than 5 and will be more serious when it is more than 10 (Ghozali & Latan, 2015).

Table 3. VIF Test

	VIF
Quality of Work Life	3.34
Job Satisfaction	3.28
Knowledge Sharing	2.38
Performance of Lecturer	3.26

4.4 The Coefficient of Determination

Test in assessing the structural model can be evaluated with the SmartPLS program by looking at the value for each endogenous latent variable as the predictive power of the structural model (Ghozali & Latan, 2015). The results represent the number of variants of the construct described by the model as seen on table 4.4. Meaning that 39.8% lecturer performance during pandemic Covid-19 can explained by variables in this research.

Table 4. R-Square (R^2)

	<i>R-square (R^2)</i>
Knowledge Sharing	0.358
Performance of Lecturer	0.398

The resulting R^2 value is 0.358 and 0.398, it is concluded that this study has a moderate value in explaining the performance of lecturers during the pandemic Covid-19.

4.5 Hypothesis Testing

Seeing the effect between variables, bootstrapping is used by utilizing all the original samples for later doing resampling (Ghozali & Latan, 2015). Then, Ghozali & Latan (2015) stated that an indication of whether a hypothesis is supported or not can be seen from the t-statistics. T-statistics were tested by one tailed test or one-way test with a significance level of 5%. The hypothesis is declared significant if the t-statistic must be more than 1.65 and use the t-value as a significant reference with a value that must be less

than 0.05 as seen on table 4.3. Result shown four hypotheses are accepted. One hypothesis (H3) is not accepted because p-value less than 0.05.

Table 5. Hypothesis Testing

Hypothesis	<i>Standardized Path Coefficient</i>	<i>T-statistic</i>	<i>p-Value</i>	<i>Result</i>
H1: Quality of Work Life → Knowledge Sharing	0.081	5.485	0.000	Accepted
H2: Jobs Satisfaction → Knowledge Sharing	0.056	3.800	0.000	Accepted
H3: Quality of Work Life → Performance	0.880	3.604	0.076	Not Accepted
H4: Job Satisfaction → Performance	0.073	3.006	0.004	Accepted
H5: Knowledge Sharing → Performance	0.342	5.850	0.000	Accepted

The R2 of job satisfaction on employee performance can be seen through the moderate R2 value, which is 0.398. Unfulfilled sense of satisfaction with work that is being done has the potential to create a sense of frustration and a decrease in the level of motivation, this will create a decrease in the quality of work of an employee. The results of this study are in line with research conducted by Astitiani (2019) and Funmilola (2015), which states that Job satisfaction has a significant effect on employee performance. Based on the research results it can be known that the knowledge sharing has a significant effect on employee performance.

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of a dependent variable on the independent variable mediated by an intervening variable. With another words, the effect is indirect as shown as table 4.4 that hypothesis 7 is not accepted because job satisfaction can give effect on performance of lecturer during pandemic Covid-19 without knowledge sharing as mediation variable.

Table 6. Hypothesis Testing Indirect Effect

Hypothesis	<i>T-statistic</i>	<i>p-Value</i>	<i>Result</i>
H6: Quality of Work Life → Knowledge Sharing → Performance	2.680	0.000	Accepted
H7: Job Satisfaction → Knowledge Sharing → Performance	4.800	0.303	Not Accepted

4.6 Discussion

Based on the results of the study, the quality of work life has a positive and significant effect on knowledge sharing. Good communication between lecturers will make it easier for the creation and exchange of information, knowledge, and skills between lecturers. one lecturer to another. In addition, the creation of a sense of security, sense of satisfaction of the work and conducive work environment to participate, contribute to creating easy exchange of information, knowledge, and capabilities among employees. The results of this study are in line with research conducted by Kermansaravi et al. (2015) and Astitiani & Surya (2016), which states that the quality of work life has positive and significant effect on knowledge sharing.

Work satisfaction has a significant effect on knowledge sharing while to do Tridharma. Emotional satisfaction of lecturers at Tridharma task will help lecturers to be able to receive all information or learning by other lecturers or the management. In contrary when the emotional needs of lecturers are not met cause the lecturers to be less motivated to earn new knowledge, considering that they are still focused to meet their emotional needs first. The results of this study are in line with research conducted by Abdullah et al. (2015) and Astitiani & Surya (2016) which states that Job satisfaction has positive and significant effect on knowledge sharing.

Based on the results of the study, the quality of work life has no significant effect on the performance of lecturers during the Covid-19 pandemic. It can be explained that majority of respondents are lecturers who already have lecturer certification (82%) so that they are required to report teaching, research, and community service activities every semester as evidence of fulfilling performance to the government. Respondents work in cluster 2 private universities that have good quality management, so that lecturers' perceptions of the quality of work life have no effect on performance during the Covid-19 pandemic. Although the method of delivery of work is different, it is mostly conducted online. The results of this study are in line with research conducted by Saeed (2016), which states that the quality of work life has no significant effect on employee performance.

Results of the study shows that job satisfaction has positive and significant effect on employee performance. To be able to do a job optimally, a lecturer must feel emotionally satisfied with the teaching work being done. Satisfaction with Tridharma's work will create work motivation so that it can support improving lecturer performance. It can be explained that most respondents have worked more than 4 years as lecturers in private universities. They already understand how work is done and feel no problem when carrying out Tridharma's work during the Covid-19 pandemic. Feeling satisfied because management at private universities classified as cluster 2 has policies that help lecturers perform well as part of university performance. The results of this study are in line with research conducted by Funmilola (2015) and Astitiani & Surya (2016), which stated that satisfaction work has positive and significant effect on employee performance.

Results of the study also shows that knowledge sharing has a positive and significant effect on lecturer performance. Exchange of skills and knowledge between a lecturer with other lecturers will be able to improve the quality of work of a lecturer, thus encouraging increased performance. Through this knowledge exchange, lecturers who have not been able to carry out the Tridharma during the Covid-19 pandemic will be enabled in anticipate the worst possibilities that may occur and gain new knowledge which will later be used to support Tridharma's work so that it can complete teaching, research, and community service tasks well. The results of this study are in line with research conducted by Masa'deh (2016) and Saeed (2016), which state that knowledge sharing has a positive and significant effect on lecturer performance.

Knowledge sharing has a significant effect in mediating the quality of work life on lecturer performance. Exchange of knowledge to other lecturers can increase knowledge, so that this can be used by lecturers in improving the quality of Tridharma's work. Through this knowledge exchange, lecturers who have not been able to demonstrate the performance of Tridharma well will be able to anticipate the worst possibilities that may occur and gain new knowledge that will later be used to support their work. The results of this study are in line with research conducted by Astitiani & Surya (2016) which states that knowledge sharing can mediate the quality of work life on work performance.

Based on the results of this study, knowledge sharing has no significant effect in mediating job satisfaction on lecturer performance. Exchange of knowledge to other

lecturers although can improve the quality of communication between employees and increase cohesiveness in the team, but this condition has no effect in mediating the job satisfaction to give effect on performance related to the work performed or towards their works results. The results of this study are in line with research conducted by Fadlallah (2015) which states that knowledge sharing cannot mediate employee job satisfaction on employee performance.

V. Conclusion

This study uses four variables consisting of Quality of Work Life, Job Satisfaction, Knowledge Sharing and Performance of permanent lecturers. This quantitative study used 120 lecturers who worked in cluster 2 at private universities in DKI Jakarta, which were carried out during the Covid-19 pandemic. Data collection was done by distributing questionnaires digitally via Google Form. Then processing data using the SmartPLS software program. The conclusion of the discussion of the hypothesis in this study:

1. Quality of Work Life has a positive and significant effect on Knowledge Sharing of PTS lecturers.
2. Job Satisfaction has a positive and significant effect on the Knowledge Sharing of PTS lecturers.
3. Quality of Work Life does not have a positive effect on the Performance of PTS lecturers.
4. Job Satisfaction has a significant effect on the Performance of PTS lecturers.
5. Knowledge Sharing has a significant effect on the Performance of PTS lecturers.
6. Knowledge Sharing can mediate Quality of Work Life on the Performance of PTS lecturers.
7. Knowledge Sharing can't mediate Job Satisfaction on the Performance of PTS lecturers.

Recommendation

Suggestions for further research, it is recommended that researchers add independent variables that are not included in this study so that it is better to know what factors affect the performance of lecturers at private universities in DKI Jakarta. In addition, it is recommended to expand the sample characteristics and adding more samples to get results that are more representative of the phenomenon in the object of research. It is necessary to conduct similar research on private universities outside of cluster 2 so that the results obtained will be more comprehensive.

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