

Role of Job Satisfaction as Mediating For Knowledge Management and Work Environmental to Employee Performance: Toward Legal Enterprise-University in Indonesia

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ABSTRACT : *This research aims to obtain empirical evidence of the direct and indirect effects of work environment variables, knowledge management and job satisfaction on the performance of staff in the UNNES at the transition to be a legal enterprise. The population of this study is education staff who work at the State University of Semarang. Determination of the research sample using purposive sampling method while still using the ratio of proportions to all units in UNNES. The method of data collection was done through a questionnaire distributed through a google survey. The return of the questionnaire was 67 respondents. Data analysis using multiple regression and path analysis using WarpPLS software.*

The result shows that all exogenous variables have an effect on endogenous variables. Hypothesis 1 to hypothesis 6 are all supported, so that there is an influence of knowledge management. Work environment, job satisfaction on the performance of administrative staff at the State University of Semarang. This study also proves that the job satisfaction variable is able to mediate the relationship between knowledge management and the work environment on the performance of administrative staff at the State University of Semarang

KEYWORDS - *knowledge management, working environmental, work satisfaction.*

I. INTRODUCTION

Semarang State University (UNNES) is one of the state universities which is in transition to become a state university with legal status (PTN-BH). Various consequences as a commitment to PTN-BH are the responsibility of all members of the academic community. Universities with PTNBH status have a wider degree of autonomy. The consequence of this status is that the university must be able to improve its quality and ability to manage it autonomously. Various UNNES policies are used as a driving force so that the acceleration of PTN-BH can be realized immediately. One of the pillars of the success of UNNES in achieving the goals of PTN-BH and realizing the 8 University Performance Indicators (IKU) is the existence and competence of education staff. They becomes the foundation for the implementation of the administrative performance of all activities held at the PTN. So that the performance of tendik becomes an important factor for UNNES managerial in setting policies in the future.

In the human resources approach, there is a *Human Capital approach*. This approach is used as a system to improve employee and company performance. This approach treats human resources as one of the capitals that need to be optimized and empowered without neglecting the human aspects. This is in accordance with the leading field applied at UNNES, namely conservation-based. The conservation-based performance improvement approach prioritizes the *humanity aspect* as one of the protections for employees in carrying out their duties and obligations so that optimal employee performance can be realized. Employee performance is one indicator of the success of an organization. Sofyan (2013) defines the performance of government employees as a description of the level of achievement or implementation of an activity/program/policy that has been determined in the institution as part of realizing the goals and objectives of the organization. Meanwhile, according to Dessler (2006) in Kurniawan, (2018) employee performance is the employee's actual achievement compared to the expected performance of the employee. It is further explained that to get employee performance as expected, there are several factors that are thought to be able to affect the level of performance.

Several factors that are thought to be able to influence the performance of the staff at UNNES are job satisfaction. Sukamtono's research (2021) has proven that there is an effect of change management practices on the level of performance and welfare of employees who occupy top and middle management in the UNNES environment. However, this study found that the employee performance variable could only be explained by 13.9% of the change management practice variable. These results indicate that 86.1% of employee performance is influenced by factors outside of change management practices.

Another view according to Shaju & Subhashini, (2017) there is a positive relationship between the dimensions of job satisfaction and employee performance. The higher the job satisfaction, the higher the resulting performance, and vice versa. However, to increase job satisfaction there are several influencing factors. Based on the theory of job motivation satisfaction proposed by Herzberg in Malik & Naeem, (2013) there are two factors that affect the level of job satisfaction, namely the hygienic factor and the motivator factor. The work environment is a proxy for hygienic factors. Meanwhile, *knowledge management* is a proxy for motivating factors.

According to Malik & Naeem, (2013) an employee is able to carry out his activities well, so that an optimal result is achieved, if it is supported by an appropriate working environment condition. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable. Meanwhile, *knowledge management* according to Kardo et al., (2020) is a discipline that is very important to transfer knowledge, skills, and effective work behavior. The higher the *knowledge management* of an employee, the higher his motivation to obtain job satisfaction and in the end it will have an impact on employee performance. Based on the above background, the research will examine the influence of knowledge management and work environment factors on employee performance through the mediating variable of employee job satisfaction.

II. LITERATURE REVIEW

2.1 Resource-Based Theory

Based on J. Mahoney and J. Rajendran in Elya Dasuki (2021) *Resource Based Theory* can be viewed from three perspectives: First, a review based on the concept of strategic management which includes competitive advantage as the basis of the *Resource Based View*, including theories related to *returns* and performance. in the field of strategy. The two approaches to *Resource Based View* in economic organizations are those related to *positive agency theory*, *property rights*, *transaction cost economics* and *evolutionary economy*. Third, the *Resource Based Value Approach* which is oriented to the analysis of industrial organizations. This research is within the *framework Resource Based Value* (RBV). RBV argues that to maintain competitive advantage lies in the possession of certain key resources, namely resources that have characteristics such as value, barriers to duplication. Excellence will be obtained if the company effectively optimizes these resources. RBV emphasizes strategic choice, optimizing human resources, managing, identifying, developing and using resources. This means that how an organization is able to optimize human resources will be one of the triggers to obtain optimal performance. The main substance of *the resource-based view* is resources that are able to produce sustainable competitive advantages, namely resources that are valuable, rare or unique, difficult to imitate, and have no substitutes.

A broader perspective has been developed regarding *human capital* as a form of strategic management based on human resources to achieve employee performance in accordance with organizational targets. Human resources are treated as company capital which requires planning and development in accordance with the demands and dynamics of the company. *Human capital* places human resources on a par with other company resources, for example paid-in capital in the form of money. This means that all factors sourced from employees are able to affect the company's performance. Therefore, human resource management is a very sensitive and crucial issue in an organization. The ability of employees to appreciate every change, organizational environment and job satisfaction is one of the things that is thought to be able to encourage the achievement of optimal performance. Organizations will consider improving employee performance including *knowledge management*, company environment and employee job satisfaction. In the course of its journey, *Resource Based Value* theory has developed and one of them is the inclusion of *Knowledge Management* (KM) as a component of RBV. *Knowledge Management* is a strategy for getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that will improve organizational performance. *Knowledge Management* can be thought of as a deliberate design process, equipment, structure, with a view to improving, updating, sharing or enhancing the use of knowledge represented in one of the three elements (structural, human, and social) of intellectual capital.

2.2 Employee Job Satisfaction

According to Handoko in Aruan & Fakhri, (2016) job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything they face in their work environment. According to the results of Herzberg's research, in Malik & Naeem, (2013) there are three important things that must be considered in influencing employee job satisfaction, including the following: a) Things that encourage employees are challenging jobs that include feelings of achievement, responsibility, progress, being able to enjoy the work itself, and being recognized for it all. b) Things that disappoint employees are mainly factors that are underestimated at work, work regulations, information, breaks, title titles, rights, salaries, benefits, and others. c) Employees will be disappointed if opportunities for achievement are limited. They will become sensitive to their environment and begin to find fault. Furthermore, it is stated that there are

several ways employees express their dissatisfaction, namely as follows: a) Exit , which is leaving work including looking for other work. b) Voice , which is actively providing suggestions for improvement and discussing problems with superiors to improve conditions. c) Neglect , which is passively allowing conditions to get worse, such as frequent absences, being late for work, lack of effort, and often making mistakes.

Kurniawan (2018) states that job satisfaction can function as an intervening variable in the relationship between *knowledge management* and the work environment on the performance of students at a university. Furthermore, Khanal and Poudel in Kurniawan (2018) explained that knowledge management and the work environment have a contribution to employee satisfaction. The higher the satisfaction achieved by an employee, the individual has *knowledge management* and a good work environment as well.

2.3 Employee Performance

Performance is a description of the level of achievement of the implementation of an activity/program/policy and realizing the goals, objectives, mission and vision of the organization contained in the formulation of an organization's strategic planning (Sofyan, 2013). In general it can also be said that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of achieving organizational goals and not violating the law and in accordance with morals and ethics.

According to Akbar, (2018) there are several factors that affect the high and low performance of an employee. Some of these factors are:

1. Psychological ability factor.

Employee abilities (Ability) consist of potential abilities (IQ) and reality abilities (knowledge + Skill). That is, employees who have an average IQ (IQ 110-120) with adequate education for their position and are skilled in doing their daily work, it will be easier for them to achieve the expected work performance. Therefore, employees need to be placed in jobs that match their expertise (the right man on the right place, the right man on the right job).

2. Motivational Factors.

Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that drives employees directed to achieve organizational goals (work goals). Mental attitude is a mental condition that encourages employees to try to achieve maximum work performance. The mental attitude of an employee must be a mental attitude that is ready psychophysically (mental attitude, physical, goals and situations). This means that an employee must be mentally prepared, physically capable, understand the main goals and work targets to be achieved and be able to utilize and create work situations.

The ability factor can be proxied as knowledge management owned by employees. Research Martensson, (2000) states that knowledge management can be used as a policy instrument for organizations to improve organizational performance and employee performance. Furthermore Ode & Ayavoo, (2020) state that knowledge management contributes to the innovation performance of a company either directly or indirectly. However, research by Kurniawan, (2018) and Kardo et al., (2020) proves that knowledge management has an impact on employee performance. Further research by Puryantini et al, (2017) proves that knowledge management has a positive effect on organizational performance

Motivational factors as conditions that move employees directed to achieve organizational goals. Conditions can be a work environment. The work environment is an element of the organization as a social system that is very strong in shaping individual behavior in organizations. Furthermore, according to Arianto, (2013) the work environment is everything that is around the worker and can affect him in carrying out the tasks assigned. According to Jayaweera in Kurniawan (2018) concluded that the work environment affects employee performance. Because normatively, when a person works in an environment that pleases him, the individual will be motivated to perform. Likewise research conducted by Sofyan, (2013) shows that the work environment has a positive influence on employee performance

2.4 Research Model

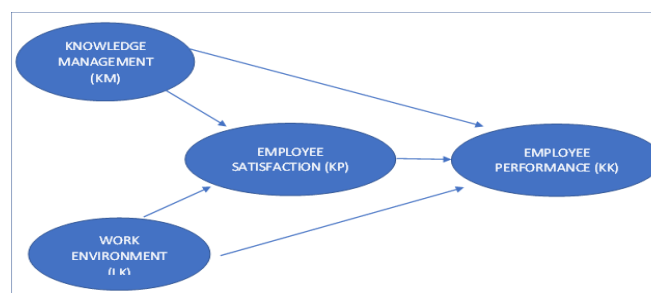


Figure 1: Research Model

Based on the literature review, it can be developed a research model that explain the relationship between research variables in figure 1. the hypothesis is formulated according to the research model in Figure 1, as follows:

- H1: There is a positive influence of *knowledge management* on the performance of UNNES staff.
- H2: There is a positive influence of the work environment on the performance of UNNES staff
- H3 : There is a positive influence of *knowledge management* on job satisfaction of UNNES staff.
- H4 : There is a positive effect of the work environment on UNNES staff satisfaction
- H5: There is a positive effect of job satisfaction on the performance of UNNES staff
- H6: There is a positive influence of *knowledge management* on the performance of UNNES staff through job satisfaction.
- H7: There is a positive influence of the work environment on the performance of UNNES staff through job satisfaction

III. RESEARCH METHOD

The population of this study is all education staff employees who have civil servant status or employees of the UNNES public service agency. The research sample was obtained proportionally to all units in the UNNES environment with the criteria of having worked more than 5 years. The number of samples collected was 69 employees. The following is the definition of each variable

1. *Knowledge Management* (X1)
Defined as doing what is needed to get the most out of the knowledge resource. *Knowledge management* measurement indicators according to Becerra-Fernandez and Sabherwal (2010) in Kurniawan (2018) consist of 10 questions
2. Work Environment (X2)
Jain and Kaur (2014) in Kurniawan (2018) define the work environment as a condition that includes physical, psychological, and social aspects that enhance working conditions. According to Jain and Kaur (2014) the work environment indicator consists of 9 question items. Includes physical and non-physical environment
3. Job Satisfaction (Z)
According to Robbins & Judge (2001) in Kurniawan (2018) mentions job satisfaction as a general attitude towards one's work, the difference between the amount of rewards received by a worker and the amount they believe they should receive. According to Robbins & Judge (2001) indicators in job satisfaction consist of 9 question items.
4. Employee Performance (Y)
Employee performance (job performance) is an employee's actual achievement compared to the expected performance of the employee. The expected work performance is a standard achievement that is compiled as a reference so that it can see the performance of employees according to their position compared to the standards made (Dessler, 2006). According to Dessler (2006), employee performance measurement indicators consist of 7 question items.

The data analysis method used in this research is descriptive statistics and inferential statistics. Descriptive statistics are used as a review of the description of the data obtained. While inferential statistics are used to answer the hypotheses made. The type of inferential statistics used is regression analysis. Data analysis was carried out using the WarpPLS statistical software.

IV. RESULT

4.1 Data Collection

Research data collection through questionnaires to Unnes education staff via the link <https://forms.gle/qW3KerQ1yC7Ejoc7>. The return of the questionnaire is limited to May 7, 2022, a total of 69 data that can be processed and represent each unit in the Unnes environment.

4.2 Descriptive Statistics

The profiles of respondents who participated in this research are as follows

Table 1. Demographic Data of Respondents

No	Information	Amount	Proportion
1	Gender		
	Woman	34	51%
	Man	33	49%
2	Level of education		

	S2	18	27%
	S1	36	54%
	Diploma/SMA/SMK	13	19%
3	Length of work		
	4 -14 years	22	33%
	15 - 25 years	30	45%
	26 -37 years old	15	22%
4	Age		
	18 - 28 years old	2	3%
	29 - 39 years old	18	27%
	40 - 50 years	27	40%
	51 - 61 years old	20	30%

Based on table 1, it can be seen that there are more female respondents than male respondents. For the level of education, it can be seen that the majority of respondents have undergraduate education. As for the length of work, respondents who have a working period of 15-25 years are 45% or 30 individuals. This shows that the majority of respondents have long working experience, so they have the ability to distinguish the characteristics of universities that have the status of work units, public service bodies (BLU) and have undergone the process of adaptation from BLU to state universities with legal entities (PTNBH). Respondents aged over 40 years dominate in this study, so that emotional maturity and financial independence can be considered as independent. For respondents who have emotional maturity, institutional changes are more acceptable, because they have more experience in terms of rationality in the field of work.

4.3 Reliability and validity test

Reliability testing consists of *internal consistency*, *indicator reliability*, *convergent validity* and *discriminant validity*(Hair et al., 2014) . The following are the test results using composite reliability (CR) and Crombach's alpha which are presented in table 2. This study uses the provision that each reflective indicator forming the independent variable has an internal validity value above 0.6 ((Latan & Ghozali, 2017) , According to the rule of thumb measurement evaluation on the reflective model, the value of the outer loading between 0.40 – 0.70 should be considered for deletion. Based on table 2 it can be seen that each indicator of the knowledge management variable, work environment and job satisfaction has an *outer loading value*. above 0.6. This shows that all indicators forming exogenous variables meet the *reliability criteria* . As for the employee performance variable, there is one indicator that is below 0.6 so that it is removed from the next test. The number of indicators from 10 to 9 indicators for performance variables The test results of 9 indicators show that all have a value of above 0.6 so it is valid.

The *composite reliability value* of all exogenous variables exceeds the set criteria of > 0.7, so it can be concluded that the variables of knowledge management, work environment and job satisfaction have high internal consistency reliability. The AVE value on the variables of knowledge management, work environment and job satisfaction as well as employee performance has exceeded the criteria of 0.5 so that it can be said that convergent validity has been met. Likewise for the value of VIF all variables are < 3.3 so that there is no *collinearity problem* . Crombach alpha values for all variables are well above the required limit of 0.7.

Table 2. *Convergent Validity and Internal Consistency Reliability*

Variable	Indicator	Outer Loading	AVE	CR	VIF	Crombach's alpha
Knowledge management	KM 1	(0.792)	0.639	0.946	1,740	0.937
	KM2	(0.719)				
	KM 3	(0.825)				
	KM 4	(0.822)				
	KM 5	(0.733)				
	KM 6	(0.769)				
	KM 7	(0.858)				

	KM 8	(0.870)				
	KM 9	(0.854)				
	KM 10	(0.732)				
Work Environment	LK 1	(0.608)	0.680	0.950	2,963	0.941
	LK2	(0.817)				
	LK 3	(0.840)				
	LK 4	(0.752)				
	LK 5	(0.825)				
	LK 6	(0.868)				
	LK 7	(0.900)				
	LK 8	(0.884)				
	LK 9	(0.888)				
Work Satisfaction	KP 1	(0.867)	0.771	0.959	2.836	0.950
	KP2	(0.920)				
	KP 3	(0.797)				
	KP 4	(0.928)				
	KP 5	(0.934)				
	KP 6	(0.904)				
	KP 7	(0.784)				
Employee Performance	KK 1	(0.809)	0.601	0.931	3.086	0.917
	KK 2	(0.802)				
	KK 3	(0.834)				
	KK 4	(0.754)				
	KK 5	(0.676)				
	KK 6	(0.684)				
	KK 7	(0.766)				
	KK 8	(0.877)				
	KK 9	(0.750)				

Source: 2022 data processing results

Discriminant validity testing is done by comparing the correlation between latent variables. The test results are presented in the table below:

Table 3. *Discriminant Validity*

	KM	LK	KK	KP
KM	(0.799)	0.548	0.633	0.570
LK	0.548	(0.825)	0.757	0.759
KK	0.633	0.757	(0.775)	0.739
KP	0.570	0.759	0.739	(0.878)

Source: 2022 data processing results

In table 2 it can be seen that for all the values of the variables located on the diagonal line, the values are greater than the correlation values between other latent variables. So it can be concluded that all latent variables have good *discriminant validity*.

4.4 Inner Model Test

The test of the inner model aims to determine whether *the partial least squares structural model* in this study is fit or not. The indicator of the success of the model is measured using the *R-square value* of each latent variable. The magnitude of *R-square* will show the predictive power of the proposed structural model. The following is presented the results of testing the *inner model* in table 4.

Table 4. Results of Inner Model Analysis

	KM	LK	KK	KP
R-square			0.676	0.610
Adj. R-square			0.661	0.598
Composite Reliab	0.946	0.950	0.931	0.959
Cronbanch's alpha	0.937	0.941	0.917	0.950
Avg. var. extrac.	0.639	0.680	0.601	0.771
Full collin.VIF	1,74	2,963	3,086	2,836
Q-squared			0.678	0.613

Source: 2022 data processing results

The amount of R-square for the variable job satisfaction (KP) is 0.610. This value indicates that the variation of the KP variable can be explained by 61% by the knowledge management (KM) variable and the work environment (LK) variable. As for the employee performance variable (KK) the R-square value is 0.676. This means that the variation of the KK variable can be explained by 67% by the KM, LK and KP variables. The results of the full collinearity VIFs test for the variables KM, LK, KK and KP all show a value of < 3.3. This value is a full-linearity test which includes vertical and lateral multilinearity. Based on Latan & Ghazali (2017) the value of full collinearity VIFs < 3.3 indicates that there is no collinearity problem in the model . While value Q-squared generated by each endogenous variable > 0 which means that the model has predictive relevance

The effect size value on the inner model is presented in table 5. Values are used to interpret whether the exogenous latent variable has a weak, medium or large effect on the level of structural equation proposed in this study.

Table 5. Effect Sizes Between Variables

	KM	LK	KK	KP
KK	0.094	0.103		
KP	0.148	0.145	0.12	

Source: 2022 data processing results

The influence grouping rules are based on Kock and Lynn (2012) in Latan & Ghazali, (2017) that there are 3 groups, namely the weak (0.02), medium (0.15) and large (0.35) groups. The test results in this study indicate that the *effect size* of KM on KP is 0.094; LK to KP is 0.148 and KP to KK is 0.12. From these three values, it can be concluded that the resulting effect size is included in the medium category.

For the assessment of the *Goodness of Fit Indeces Model* presented in table 6.

Table 6. Goodness of Fit Indeces Model

Model fit and quality indices	Cut-off value	Model Results	Information
Average path coefficient (APC)		0.360 , P < 0.001	Fit
Average R-squared (ARS)		0.643, P<0.001	Fit
Average adjusted R-squared (AARS)		0.630, P<0.001	Fit
Average block VIF (AVIF)	acceptable if <= 5, ideally <= 3.3	2	Ideal
Average full collinearity VIF (AFVIF)	acceptable if <= 5, ideally <= 3.3	3	Ideal
Tenenhaus GoF (GoF)	small >= 0.1, medium >= 0.25, large >= 0.36	0.658	Large
Sympson's paradox ratio (SPR)	acceptable if >= 0.7, ideally = 1	1,000	Acceptable
R-squared contribution ratio (RSCR)	acceptable if >= 0.9, ideally = 1	1,000	Acceptable
Statistical suppression ratio (SSR)	acceptable if >= 0.7	1,000	Acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	acceptable if >= 0.7	1,000	Acceptable

Source: 2022 data processing results

Based on table 6, it can be seen that this research model is included in the fit model. The indicators for APC, ARS and AARS all have a probability value of <0.001 with an APC value of 0.360; ARS of 0.643 and AARS of 0.630. Likewise for the AVIF value of 2 and AFVIF of 3. These two indicators are included in the ideal category. So that there is no multicollinearity problem between indicators and between latent variables. The GoF value shows a result of 0.658 which means the model is very fit. For Sympson's paradox ratio (SPR) index , R-squared contribution ratio (RSCR), Statistical suppression ratio (SSR) and Nonlinear bivariate causality direction ratio (NLBCDR) have a value of 1 which means there is no causality problem in the model.

4.5 Full Test of Structural Equation Model

The next test is a full model analysis. This test is carried out after all indicators and variables meet the reliability and validity requirements. The following is a picture of the structural equation along with its coefficients and probability levels.

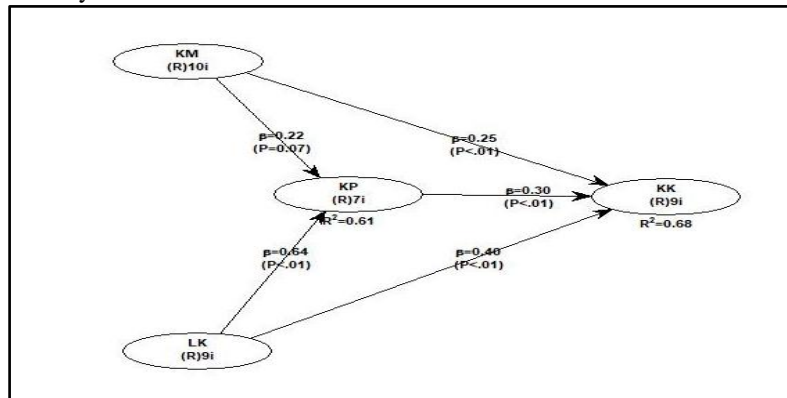


Figure 2. Full Structural Equation Model

In Figure 3 it can be seen that the results of the structural equation model influence knowledge management, work environment and job satisfaction on employee performance at the State University of Semarang. In the equation of the model there are 3 hypothesized direct relationships and there are 2 indirect relationships through the mediation of employee satisfaction. For all relationships, the probability significance value is below 0.05 except for the relationship between KM and KP, which is significant at the level of =10%.

To test the hypothesis, the results of the calculations on the direct and indirect equations are used. Table 7 presents the magnitude of the coefficient value and probability value from testing the direct equation model of the KM and LK variables on the performance of employees in the Unnes environment. The magnitude of the probability value of the KM-KK relationship and the LK-KK relationship is below 0.05 so that it meets the requirements for the effect of *knowledge management* and work environment variables on the performance of education staff at Unnes.

Table 7. Path Coefficient, P-Value and R Square in the Direct Regression Equation

Track	Path coefficient	P value	R-square
KM-KK . line	0.62	P< 0.01	0.39
LK-KK . line	0.77	P< 0.01	0.59

Source: 2022 data processing results

Determination of the mediating effect can be done by calculating the value of VAF. The calculation results show that the indirect effect is 0.32 and the direct path is 0.314 so that the total effect is 0.626. The value of the VAF is 0.506 or 50%. This value is within the VAF criteria of 20% -80% indicating the role of partial mediation. So it can be concluded that the job satisfaction variable is able to partially mediate the relationship between *knowledge management* and employee performance.

Table 8. Path Coefficient, P-Value, Effect Size and R Square in InDirect Regression Equation 1

	KM	KP	R-squared
	Path coefficients	Path coefficients	
	(p-value)	(p-value)	
	Effect Size	Effect Size	
KP	0.574		0.329

	(P<0.001)*		
	0.329		
KK	0.314	0.562	0.618
	(P<0.001)*	(P<0.001)*	
	0.2	0.22	
Variance Accounted For (VAF)			
Indirect path KM-KP-KK	0.574	x0.562	0.323
Direct path KM-KK	0.314		0.314
Total			0.637
Variance Accounted For (VAF)			0.507

Source: 2022 data processing results

For indirect test 2 which tests LK against KK through KP, it is presented in table 1 4. The test results show that the VAF is 0.48 or 48%. This value is within the VAF criteria of 20% -80% indicating the role of partial mediation. So it can be concluded that the job satisfaction variable is able to partially mediate the relationship between the work environment and employee performance.

Table 9. *Path Coefficient, P-Value, Effect Size and R Square* in the InDirect 2 Regression Equation

	LK	KP	R-squared
	Path coefficients (p-value)	Path coefficients (p-value)	
	Effect Size	Effect Size	
KP	0.76 (P<0.001)*		0.582
	0.578		
KK	0.472 (P<0.001)*	0.381 (P<0.002)*	0.644
	0.359	0.282	
Variance Accounted For (VAF)			
indirect path LK-KP-KK	0.76	x 0.472	0.359
direct path KM-KK	0.381		0.381
Total			0.740
Variance Accounted For (VAF)			0.485

Source: 2022 data processing results

4.6 Hypothesis Test

The first hypothesis in this study states that there is a positive influence of *knowledge management* on the performance of UNNES employees. The value of the knowledge management coefficient on employee performance is 0.246 with p value = 0.005 (table 10), which means there is a positive influence. The greater the *knowledge management* owned by the education staff at Unnes, the higher the employee's performance will be. Therefore, it can be concluded that **hypothesis one (1) is supported**. The hypothesis of the two studies is that there is an effect of the work environment on the performance of education staff employees in the UNNES environment. The results of hypothesis testing indicate that the coefficient of the influence of the work environment on the performance of educational staff is 0.4 with a p value of <0.001. Therefore, it can be concluded that **hypothesis two (2) is supported**.

The third hypothesis in this study is that there is an influence of *knowledge management* on job satisfaction of education staff employees in the UNNES environment. The value of the knowledge management coefficient on employee job satisfaction is 0.219 with a p value = 0.07 significant at 10%, so **hypothesis three (3) is supported**. The hypothesis of the four studies is that there is an effect of the work environment on the job satisfaction of education staff employees in the UNNES environment. The results of hypothesis testing indicate that the coefficient of the influence of the work environment on the job satisfaction of education staff is 0.639 with a p value < 0.001. Therefore, it can be concluded that **hypothesis four (4) is supported**.

Hypothesis five (5) is that there is an effect of job satisfaction on the performance of education staff employees in the UNNES environment. The test results for hypothesis 5 are presented in table 10. The

coefficient of job satisfaction on employee performance is 0.297, which means that there is a positive effect. The greater the job satisfaction of educational staff at Unnes, the higher the employee's performance will be. The probability value is 0.008, far below the 5% alpha level, so there is a significant effect of job satisfaction on the performance of educational staff in the UNNES environment. Therefore, it can be concluded that **hypothesis five (5) is supported**.

The sixth hypothesis in this study states that there is a positive influence of *knowledge management* on the performance of UNNES employees through job satisfaction variables. To answer whether the fifth hypothesis is accepted or not, a search is carried out on the coefficients on the direct and indirect paths. Table 4.11 presents the test results for the relationship between KM and KK. The test results show that the coefficient of the KM-KK relationship is 0.62, which is significant at the 0.01 level. While the indirect test results are presented in table 4.12. The effect of KM-KK shows a significant value of 0.314 at 0.01. Based on these two results, it can be seen that there is a decrease in the coefficient value. The VAF calculation in table 4.13 shows the value of 50%. This means that the job satisfaction variable is able to partially mediate the relationship between KM and KK. Therefore, it can be concluded that **hypothesis six (6) is supported**.

The sixth hypothesis in this study states that there is a positive influence of the employee's work environment on the performance of UNNES employees through job satisfaction variables. Table 4.11 presents the test results for the relationship between LK and KK. The test results show that the coefficient of the LK-KK relationship is 0.77, which is significant at the 0.01 level. While the indirect test results are presented in table 4.14. The effect of LK-KK shows a significant value of 0.472 at 0.01. Based on these two results, it can be seen that there is a decrease in the coefficient value. The calculation of VAF in table 4.15 shows the results of 48%, the job satisfaction variable is able to partially mediate the relationship between KM and KK. Therefore, it can be concluded that **hypothesis seven (7) is supported**.

V. DISCUSSIONS

In this section, there will be a discussion regarding 7 hypotheses that have been determined and tested in this study. The discussion is carried out based on theoretical studies and previous research.

5.1 The Effect of Knowledge Management on the Performance of Educational Staff in the UNNES Environment

The results showed that *knowledge management* had a positive effect on the performance of education staff employees in the UNNES environment. This is in accordance with the *Resource based theory* which explains that maximizing resources, one of which is human resources. When the company is able to improve management knowledge, it will have an impact on the achievement of employee performance. Management's knowledge of the consequences that will arise when a change in university status occurs will have a good impact when carrying out all jobs and tasks faced by employees.

The results of this study are in line with Kurniawan (2018) and Kardo et al., (2020) which reveal that *knowledge management* has a positive effect on employee performance. The higher the level of *knowledge management* can lead to better employee performance. This is because employees do work according to their expertise and field so that the work will be completed more precisely and well. However, this study is not in line with Laoh et al., (2016) which states that knowledge management has no effect on employee performance. The presence of employees with high knowledge management does not have much effect on performance because of the low complexity of the inter-divisional structure.

5.2 The Influence of the Work Environment on the Performance of Educational Employees in the UNNES Environment

The results of the study stated that the work environment had a positive effect on the performance of education staff employees in the UNNES environment. This is in line with *resource based theory* which explains that to obtain optimal performance, a company must optimize human resources. Companies with a good, conducive, and pleasant work environment, employees in that environment will feel comfortable at work so that employee performance will increase. Changes in the status of universities that have a good impact can affect the work environment so that employee performance in completing tasks and work will be higher.

The results of this study are supported by Kurniawan (2018) and Sihaloho and Siregar (2019) who suggest that the work environment has a positive effect on employee performance. A good work environment, both physical and non-physical, can lead to increased employee performance. However, this study contradicts Suparman (2020) and Wulan (2020) which state that the work environment has no effect on employee performance. This is due to the company's inadequate work environment.

5.3 The Effect of Knowledge Management on the Job Satisfaction of Educational Staff in UNNES

The results of the study indicate that knowledge management has a positive effect on job satisfaction of education staff employees in the UNNES environment. This result is in accordance with the *resource based theory* which states that the presence of optimal human resources can be one of the factors to maximize the

performance of a company. Employees with good *knowledge management* can lead to higher levels of job satisfaction felt by employees. This is because employees will try to maximize their knowledge to complete their work properly so that a sense of satisfaction arises. A high level of *knowledge management* accompanied by a change in the status of higher education which has a good impact will increase employee job satisfaction in carrying out their work.

The results of this study are in line with Kurniawan (2018) and Restyorini (2019) who explain that *knowledge management* has a positive effect on employee job satisfaction. Good *knowledge management* will have an impact on better job satisfaction.

5.4 The Effect of the Work Environment on the Job Satisfaction of Education Personnel in the UNNES Environment

The results of the study stated that the work environment had a positive effect on job satisfaction of education staff employees in the UNNES environment. These results are in line with the *Resource based theory* which explains that there is a perspective on *human capital* as a form of strategic management based on human resources in order to achieve employee performance. The physical and non-physical environment in a good company can increase employee job satisfaction. Changes in the status of universities that have a good impact will affect the work environment so that the job satisfaction felt by employees will increase.

The results of this study are in accordance with Kurniawan (2018) and Andriany (2019) who revealed that the work environment has a positive effect on job satisfaction. The better the work environment which includes equipment, equipment, facilities, work atmosphere, the higher the level of job satisfaction by employees.

5.5 The Effect of Job Satisfaction on the Performance of Educational Employees in UNNES

The results of the study explain that job satisfaction has a positive effect on the performance of education staff employees in the UNNES environment. This is in accordance with the *Resource based theory* which reveals that human resources are *human capital* that aims to achieve employee performance in accordance with the goals of the company. Job satisfaction felt by employees to the company will increase employee performance in completing the work given by the company. Job satisfaction with the impact that occurs with a change in the status of a good university will lead to better employee performance.

The results of this study are in line with Rosmaini and Tanjung (2019) and Susanto (2019) which state that job satisfaction has a positive effect on employee performance. A high level of employee job satisfaction includes enjoying work, there is recognition, a sense of security and comfort in the company, and good relationships between colleagues and superiors can improve employee performance in completing their work. However, this research is not in line with Arda (2017) and Syahputra and Jufrizen (2019) which explain that job satisfaction has a positive and insignificant effect on employee performance partially.

5.6 The Positive Effect of Knowledge Management on the Performance of UNNES Tendik Employees through Job Satisfaction Variables

The results of this study reveal that job satisfaction is able to mediate the relationship of *knowledge* to the performance of education staff employees in the UNNES environment. This is in line with *resource based theory* which states that to maintain competitive advantage depending on resources, excellence can be achieved if the company is able to maximize resources, especially human resources to obtain maximum performance. In companies that have good and appropriate *knowledge management* and are supported by high job satisfaction from company employees, improving employee performance has a good impact on *knowledge management* and increasing job satisfaction so that employee performance is getting better. Good impacts arising from changes in the status of universities can affect *knowledge management* and job satisfaction as well so that employee performance will increase.

The results of this study are supported by Kurniawan (2018) who reveals that there is an indirect influence between knowledge management on employee performance through job satisfaction. Knowledge management has a stronger influence if it is able to meet employee job satisfaction so that employee performance will increase.

5.7 Positive Influence of the Employee's Work Environment on the Performance of UNNES Tendik Employees through Job Satisfaction Variables

The results showed that job satisfaction was able to mediate the relationship between the work environment and the performance of education staff at UNNES. This result is in line with *resource based theory* which explains that competitive advantage can be obtained if the company seeks to maximize the human resources contained in the company in order to achieve optimal employee performance. Companies with a good physical and non-physical work environment and supported by job satisfaction felt by employees will improve employee performance. The change in the status of universities that have a good impact will affect the work environment and job satisfaction so that it can improve employee performance.

The results of this study are in accordance with Hanafi and Yohana (2017) and Kurniawan (2018) which state that there is an influence between the work environment on employee performance through employee job

satisfaction. The work environment has a stronger influence if the company can meet job satisfaction so that it can improve employee performance.

VI. CONCLUSION

This study provides support for resource based theory that knowledge management, work environment affects employee performance through employee job satisfaction. This provides evidence that job satisfaction is a mediating variable that should be taken into account in achieving employee performance.

The limitation of this study is that the number of samples in this study is still limited, so that the results of the study cannot be generalized to all cases that occur in state universities that are undergoing a process towards the status of State Universities with legal entities and the research variables used represent internal and external factors. each unit of analysis. However, the proxy for the use of variables is still very lacking. Suggestions for future research is to increase the number of samples and preferably from several other state universities. Future researchers can also include some additional variables such as leadership factors and other factors that are considered important.

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