

# The Role of the Work Environment and Knowledge Sharing on Employee Performance

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**Abstract** - The purpose of this study is to determine the influence of the work environment and share knowledge on employee performance with job satisfaction as an intervening variable in PT Geo Given Visi Mandiri employees. The independent variables in this study were work environment and knowledge sharing. The dependent variable in this study is employee performance and the mediating variable in this study was job satisfaction. The population used is the outsourced employees of PT Geo Given Visi Mandiri, by taking all 67 employees as a sample. The data collection method used was by distributing questionnaires online. The data analysis method used is Structural Equation Modeling (SEM) with the Smart PLS 3.2 application. The results of this study show that the work environment has a positive and significant effect on employee performance. Knowledge sharing has a positive and significant influence on employee performance. The work environment has a positive and significant influence on job satisfaction. Sharing knowledge has a positive and significant influence on work performance. Job satisfaction has a positive and significant influence on employee performance. Job satisfaction can mediate indirect relationships between the work environment and knowledge sharing on employee performance.

**Keywords:** Work Environment, Knowledge Sharing, Job Satisfaction, Employee Performance.

## I. INTRODUCTION

Human resources are the main assets in an organization or company and require special treatment in managing them, because it is the workforce that can affect the existence of the company in the future (Surya Akbar, 2018). According to Nguyen et al (2015), human resources and capital are the company's main assets that can determine the success or failure of the company. Optimal employee performance can only occur if leaders in a company are able to manage their human resources into reliable human resources (Mosadeghrad, 2003). Employee performance is the maximum work result of employees in quality and quantity in completing the tasks that have been charged, and the results of employee work must be

shown concrete and measurable evidence compared to the standards determined by the company (Surya Akbar, 2018).

Employee performance does not stand alone, in other words, employee performance is influenced by the work environment and various individual characteristics (Pawirosumarto et al., 2017). The work environment is everything that is around employees in physical and non-physical forms and can affect employee performance and satisfaction at work (Hartawati & Sahur, 2020). In addition to paying attention to the work environment of employees, companies also need to pay attention to the needs of their employees. Knowledge sharing is carried out by the company, so that employees can have wider learning opportunities, so that employees can improve competence and gain broader knowledge from colleagues who have shared their experiences and individual knowledge (Pratiwi et al., 2020). Employees who share knowledge will gain new knowledge and abilities, with this new knowledge employee can work better (Safitri et al., 2018).

Some previous research results on the influence of the work environment and knowledge sharing on employee performance showed differences in results. Research conducted by Nguyen et al (2015) and research by Badrianto, Yuan & Ekhsan, Muhammad (2020) states that the work environment has a positive and significant effect on employee performance. Meanwhile, the results of research conducted by Pawirosumarto et al (2017) showed that the work environment did not have a significant and positive effect on employee performance. Research by Erawati et al (2019) states that the work environment does not have a significant and negative effect on employee performance. Research conducted by Aksoy et al (2016) and research by Rohim, Abdul (2019) states that knowledge sharing has a positive and significant effect on employee performance. Meanwhile, research conducted by Prasetya et al (2021) sharing knowledge did not have a significant and positive effect on employee performance. Research by Pratiwi et al (2020) states that knowledge sharing does not have a significant effect on employee performance.

As one of the outsourcing companies, employee performance is the main focus of PT Geo Given Visi Mandiri

in order to provide the best service for the companies that work together. Of the 10 employees, 80% of employees are not punctual in collecting work, 80% of employees also explain that they have not maximized or not reached the targets set by the company, and 40% of employees experience a decrease in quality at work. Based on research gaps and gap phenomena, this study was conducted to determine the influence of the work environment on employee performance directly or through job satisfaction.

## II. LITERATURE REVIEW

### 2.1 Work Environment

The work environment includes two things, namely physical and non-physical environments which both have a positive and negative impact on employee performance and employee behavior (Nguyen et al., 2015). The work environment is also defined as an interaction between someone who has a higher position, the same position, or a lower position (Effendy & Fitriana, 2019).

### 2.2 Knowledge Sharing

According to Panahi S., Watson J., and Partridge H., (2012), knowledge sharing is a process of social interaction, by establishing opportunities for sharing experiences, by building domains of informal relationships, by providing facilities to observe, listen and imitate best practices, which are reinforced by trust between individuals. According to the process of interaction carried out by individuals, with trust between individuals to seek and develop knowledge and information so as to help create a new framework in creative solutions.

According to Zaim H (2006) knowledge sharing is the most difficult knowledge management activity carried out by an organization, in order to succeed in sharing knowledge, knowledge sharing factors must be known. According to Trivellas et al (2015), knowledge sharing is an important component in knowledge management. According to Kianto et al (2016) the key to knowledge management is knowledge sharing, which defines knowledge sharing as the most intensive and effective activity in supporting employee information needs.

### 2.3 Job Satisfaction

There are five aspects of job satisfaction according to Herzberg, F. (2008), namely, compensation, promotion (promotion), physical work environment, non-physical work environment, job characteristics. There are also ways employees express their dissatisfaction according to Ardana et al (2009), namely by quitting their jobs, employees provide

advice and solutions to the company, employees will stay or be loyal to companies with bad employee conditions such as not being enthusiastic about working and being late, and waiting for conditions to improve (passive). In the company's point of view, good job satisfaction can lead to better worker performance and can affect company results (Smith et al., 2022).

### 2.4 Employee Performance

Employee performance is the level of employee success in being responsible and completing their work with standards determined by the organization (Chaerry & Silvianita, 2021). Performance is the result of a person's success during a certain task period compared to job standards, targets, or criteria that have been predetermined and agreed upon by the organization or company (Pawirosumarto et al., 2017). There is another explanation that employee performance is the result of employee work in quality and quantity in completing their tasks (Muis et al., 2018). Therefore, employee performance is a very important factor in achieving organizational goals.

### 2.5 Research Hypothesis

The results of research conducted by (Nguyen, 2015), the work environment has a positive and significant impact on employee performance, according to this study employees will work better when getting a good work environment. Research conducted by (Fatima et al, 2012) states that the work environment has a positive and significant effect on employee performance. In research (Badrianto, Yuan & Ekhsan, Muhammad. 2020), the work environment has a positive and significant effect on employee performance, in this study said the work environment needs to be improved so that employee performance also increases. According to the results of the study (Chandra, Teddy & Priyono, 2016), the work environment has a positive impact on employee performance, also explained in this study there are many factors that can affect employee performance, one of which is the work environment.

H1: The work environment positively affects employee performance.

The results of the study (Rohim, Abdul & Budhiasa, I Gede Sujana, 2019), sharing knowledge positively and significant affects employee performance. This study states that, Individuals or employees who often carry out knowledge sharing activities will tend to experience an increase in their performance achievements. Based on research conducted by Aksoy et al. (2016), knowledge sharing has a positive and significant effect on employee performance, this shows that employees tend to share their knowledge because of the ease of accessing technology and knowledge in this information

age. Based on the results of this year's research (Kuzu, Omur Hakam & Ozilhan, Derya. 2014), it proves that knowledge sharing has a positive and significant effect on employee performance. Based on research conducted by (Kashif, Akram & Haim Hilman, 2018) knowledge sharing has a positive and significant effect on employee performance, because knowledge sharing encourages more socialization which increases employee learning ability and knowledge.

H2: Knowledge sharing positively affects employee performance.

Pawirosumarto et al. (2017), stated the results of his research, namely the work environment has a positive and significant influence on employee job satisfaction. Research conducted by (Pitaloka, Endang. 2014), states that the work environment has a positive and significant effect on job satisfaction, based on this research a conducive work environment will cause physical satisfaction and satisfaction with employee work. Based on research conducted by (Hernandez et al. 2021), stated that the work environment has a positive and significant effect on employee job satisfaction.

H3: Work environment positively affects job satisfaction.

Based on research conducted by (Risambessy et al. 2022), knowledge sharing has a positive and significant impact on job satisfaction. Research conducted by (Fischer, Caroline & Doring, Matthias. 2021), states that knowledge sharing has a positive and significant influence on job satisfaction. Research conducted by (Kucharska, Wioleta & Erickson, G. Scott. 2019), states that knowledge sharing has a strong influence on job satisfaction.

H4: Knowledge sharing positively affects job satisfaction.

Research conducted by Pawirosumarto et al. (2017), states that job satisfaction has a positive and significant effect on employee performance. Based on research conducted by (Chandra, Teddy & Priyono. 2016), job satisfaction has a positive and significant effect on employee performance, this means that by increasing employee job satisfaction, employee performance will increase. Based on research conducted by (Soomro, Ali Bahadur & Shah, Naimatullah. 2019), stated

that job satisfaction has a positive and significant effect on employee performance.

H5: Job satisfaction has a positive effect on employee performance.

### III. METHOD

This research is a quantitative research. Primary data is a data source that directly provides data to data collectors (Sugiyono, 2016). Data is obtained by collecting it itself by researchers directly from the first source or place where the object of research is carried out in 2023. The primary data in this study is a questionnaire filled out by employees regarding the variables used in the study. The questionnaire was distributed using Google form to the entire population of 67 employees of the outsourcing manager, with the percentage of female employees at 63% and male employees at 37%. According to Arikunto (2012) if the population is below 100, then the number of samples is taken as a whole, but if the population is greater than 100, then 10-15% or 20-25% of the total population can be taken. The scale used is the Likert scale (1-5), (Sugiyono, 2016) the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The work environment was measured by six questions taken from Pawirosumarto et al (2017). Cronbach's Alpha work environment is 0.912. Knowledge sharing was measured using eight questions taken from Hooff & Ridder (2004). Cronbach's Alpha shares knowledge by 0.948. Job satisfaction was measured using five questions taken from Hartline, Michael D&O.C. Ferrell (1996). Cronbach's Alpha job satisfaction of 0.876. Employee performance was measured using six questions taken from Tsui et al (1997). Cronbach's Alpha employee performance was 0.884. According to Muhson, Ali (2022) SmartPLS is a statistical software that is useful for testing relationships between variables. There is a stage in SmartPLS, namely the outer model which is a stage of testing measurement models that aims to prove validity and estimate the reliability of indicators and constructs. Then the second stage of the inner model, the inner model is used to test the significance of the influence of exogenous variables on endogenous variables.

### IV. RESULTS AND DISCUSSIONS

Table 1 shows the classification of 67 employees of PT Geo Given Visi Mandiri outsourcing manager. The majority of respondents were women with a percentage of 63%. The age of most employees is 25-32 years with a percentage of 52%. The average employee is high school and associate degree educated with a percentage of 36%. Most employees have a length of work of 0-3 months with a percentage of 69%.

**Table 1: Description Subject Participant**

Category	Frequency	Percentage (%)
<b>Gender</b>		
Male	25	37
Female	42	63
<b>Age</b>		
17-24	3	4
25-32	35	52
33-40	27	40
41-48	2	3
<b>Education</b>		
Senior High school	24	36
Associate degree	24	36
Bachelor's degree	19	28
<b>Working Time</b>		
0-3	46	69
4-7	16	24
8-11	5	8

Source: Processed data (2023)

**Table 2: Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work Environment -> Employee Performance	0,306	0,308	0,099	3,077	0,002
Knowledge Sharing -> Employee Performance	0,417	0,418	0,101	4,110	0,000
Work Environment -> Job Satisfaction	0,297	0,315	0,102	2,919	0,004
Knowledge Sharing -> Job Satisfaction	0,562	0,546	0,105	5,354	0,000
Job Satisfaction -> Employee Performance	0,235	0,234	0,079	2,976	0,003

Source: Processed data (2023)

From table 2, that is the table that presents the calculation of the path coefficient. Path coefficient aims to find out the direct relationship between variables. Like the first, namely the direct relationship of work environment variables to employee performance that has a positive and significant influence (P = 0.002). Second, knowledge sharing has a positive and significant effect on employee performance (P = 0.000). Third, the work environment has a positive and significant influence on job satisfaction (P = 0.004). Fourth, knowledge sharing has a positive and significant effect on job satisfaction (P = 0.000). Finally, job satisfaction has a positive and significant effect on employee performance (P = 0.003).

**Table 3: Specific Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Berbagi Pengetahuan -> Kepuasan Kerja -> Kinerja Karyawan	0,132	0,129	0,054	2,464	0,014
Lingkungan Kerja -> Kepuasan Kerja -> Kinerja Karyawan	0,070	0,073	0,033	2,105	0,036

Source: Processed data (2023)

Table 3 displays the indirect effect perspective, from the table it can be seen that job satisfaction as an intervening variable can mediate the indirect relationship between the work environment and employee performance ( $P = 0.014$ ). It can also mediate the indirect relationship between knowledge sharing and employee performance ( $P = 0.036$ ).

This study aims to determine the influence of the work environment and share knowledge on employee performance directly or through job satisfaction as an intervening variable. After going through the calculation stage, it can be known that the work environment has a positive and significant influence on employee performance, this finding is in line with previous research conducted by Nguyen, P. D., Dang, C. X., & Nguyen, L. D. (2015) and Badrianto, Y., & Ekhsan, M. (2020) which produced a positive and significant relationship between the work environment and employee performance. This means that if the work environment is getting better, it will affect the performance of employees who are getting better too.

Another finding in this study is that knowledge sharing has a positive and significant effect on employee performance. These findings are in line with previous research conducted by Gozukara, E. (2016) and Kuzu, Ö. H., & Özilhan, D. (2014) who explain the positive and significant influence of knowledge sharing on employee performance. This finding can be interpreted if employees have good knowledge sharing activities, it will improve employee performance, employee knowledge and creativity in completing their work will also increase. Next in this study also shows that the work environment has a positive and significant effect on job satisfaction. This finding is in line with research conducted by Pawirosumarto, S., Sarjana P. K., & Gunawan, R. (2017) and Molina-Hernández Javier et al (2021) which showed a positive and significant relationship between the work environment and job satisfaction. This shows that the better the work environment, the higher the employee job satisfaction.

Knowledge sharing variable has a positive and significant impact on job satisfaction. The results of this study are in line with the research conducted by Trivellas, Panagiotis. (2015) and Risambessy et al. (2022), namely knowledge sharing has a positive and significant direct influence on job satisfaction. This means that the more often employees carry out knowledge sharing activities, the higher the employee's job satisfaction. Finally, the direct effect of job satisfaction on employee performance in this study showed a positive and significant relationship. The findings of this study are in line with research conducted by Chandra, T. (2016) and Soomro, B. A., & Shah, N. (2019) which showed a positive and significant relationship between job satisfaction and employee performance.

Based on the results of intervening calculations, it can be known if job satisfaction as an intervening variable is able to provide an indirect relationship between the work environment and employee performance. Job satisfaction can also mediate an indirect relationship between knowledge sharing and employee performance. The results of this study are in line with the research of Idris et al (2020) and Dharmanegra et al. (2016) which explained that job satisfaction can mediate indirect relationships between the work environment and employee performance. The results of this study are also in line with the research of Risambessy et al. (2022), which shows job satisfaction can mediate an indirect relationship between knowledge sharing and employee performance.

The limitation of research in this study is that questionnaires regarding employee performance are filled in by employees themselves, so it can lead to answer bias. For further research, you can use a mixed method by interviewing supervisors or personnel to find out employee performance.

## V. CONCLUSION

Work environment, knowledge sharing, and job satisfaction have a positive and significant influence on employee performance. Job satisfaction as an intervening variable can also mediate the indirect relationship between the work environment and knowledge sharing on employee performance.

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