

The Effect of Knowledge Management and Quality of Work Life on Employee Commitment

تأثير إدارة المعرفة وجودة الحياة الوظيفية على التزام الموظف

Belouadah Ahmed Seif Eddine^{1*}, Didit Darmawan², Rahayu Mardikaningsih³,
Ella Anastasya Sinambela⁴

¹ University of Saida-Dr. Moulay Tahar/ Research laboratory: Management
et Evaluation de Performance des Entreprise,
ahmedseifeddine.belouadah@univ-saida.dz

² Universitas Sunan Giri Surabaya Indonesia, dr.diditdarmawan@gmail.com

³ Universitas Sunan Giri Surabaya Indonesia,
rahayumardikaningsih@gmail.com

⁴ Universitas Sunan Giri Surabaya Indonesia, easinambela@gmail.com

Date of receipt: 6/1/2023 Date of revision:11/2/2023 Date of acceptance:22/5/2023

Abstract

ملخص

Employees become one of the assets to be able to survive the company's competition. Every company continues to update its strategy to be able to retain employees, one of which is by strengthening employee commitment. Employee commitment is considered as one of the company's assets that continues to be developed by strengthening its supporting factors. This research was conducted to determine the effect of knowledge management and quality of work life to strengthen employee commitment.

The research was conducted at a business entity that produces cleaning materials and equipment in Surabaya in Indonesia. The study used a census sampling technique, namely using all 98 employees as the research sample. The research data obtained through distributing questionnaires was then analyzed using multiple linear regression. The data processing shows that knowledge management has a significant influence on the development of employee commitment. In addition, employee commitment is also influenced by the quality of work life. Research also proves that employee commitment is significantly influenced by knowledge management and quality of work life together.

Keywords : knowledge management, quality of work life, employee commitment

يعد الموظفون أحد الأصول التي تمكن الشركة من المنافسة والبقاء إذ تستمر كل الشركات في تحديث استراتيجياتها لتكون قادرة على الاحتفاظ بالموظفين، تركز الشركات على تعزيز الالتزام الوظيفي كأحد هذه الاستراتيجيات، حيث يعتبر التزام الموظف أحد الطرق التي تستمر الشركات في تطويرها من خلال تعزيز العوامل الداعمة لها.

أجري هذا البحث في كيان تجاري ينتج مواد ومعدات التنظيف في سورابايا باندونيسيا، واعتمدت الدراسة كل الموظفين البالغ عددهم 98 فردا كعينة للبحث، حيث تم تجميع البيانات من خلال أداة الاستبيان وتحليلها باستخدام طريقة الانحدار الخطي المتعدد. وقد أظهرت معالجة البيانات تأثير معتبر لإدارة المعرفة على تطوير لالتزام الموظف، كما أظهرت النتائج وجود أثر لجودة الحياة الوظيفية على التزام الموظف، أيضا أظهرت النتائج أن التزام الموظف يتأثر بشكل كبير بوجود جودة الحياة الوظيفية وإدارة المعرفة معا.

الكلمات المفتاحية: إدارة المعرفة، جودة الحياة الوظيفية، التزام الموظف.

* Corresponding Author: Ahmed Seif Eddine Belouadah, Email: belouadahseif@gmail.com

1. INTRODUCTION

The achievement of company goals is the contribution of various

parties. The role of employees in the achievement of the company cannot be abandoned. Many experts agree that employees have a significant role in achieving company goals (Bucăța & Rizescu, 2017). Potential development and ways to maintain employee presence continue to be developed (Djazilan & Darmawan, 2020). Many companies incur high costs to avoid the possibility of employees changing jobs (Mahyanalia et al., 2017).

The company develops employee commitment so that employees have an attachment to the company. Employees with high commitment will have the dedication to pay attention and understand how to achieve company strategy (Moris & Sherman, 1981). Employee commitment can be seen from the way employees choose to fight with the company to achieve goals (Munir et al., 2022). Increasing employee commitment can improve performance which is useful for dealing with increasingly high business competition. Each employee is committed and ready to face every company policy.

Commitment to employees can develop with the role of knowledge management (Koa & Hoa, 2021). Employees who have worked long enough have knowledge about how to complete work effectively and this knowledge is an asset that needs to be developed (Fatimah et al., 2018). Individual employee abilities can be targeted in one of the company's policies to complete work and this must be developed continuously through training programs (Arifin et al., 2022). Thus, there will be additional knowledge about work and indeed this should continue to be done in order to adapt to the dynamics of the business world (Kiley et al., 2015). Human resources as executors of organizational activities really must be prepared for any changes, especially towards the use of technology in processes work (Jamaluddin et al., 2013). Changes will always occur and adaptations also need to be made as soon as possible (Handayani et al., 2021). It will develop work processes continuously when it becomes the focus of management attention. Employees will feel involved in company policies thereby strengthening the commitment to fight with the company to achieve goals. Thus, knowledge management exists to enrich knowledge and develop better work processes so that one of the impacts that arises is increasing worker commitment (Curado & Vieira, 2019).

Normala (2010) explains that employee commitment can be increased by improving the quality of work life. The quality of work life is a form of

employee liking in the work environment emotionally (Cheung & Tan 2009). Serey (2006) explains that the quality of work life has a direct impact on employee commitment as a form of employee satisfaction. Employees who are satisfied with the quality of work life will generate commitment (Sirgy et al., 2001).

Increasing employee commitment is a strategy to reduce job turnover rates. Employee commitment is a company asset to carry out the company's strategy.

1.1. Statement of the problem

Based on the above, we raise the following fundamental question: Is there an effect of knowledge management and the quality of work life on the employee's commitment?

1.2. Hypotheses

To answer the problematic of the research, the following hypotheses were relied on :

- There is a statistically significant effect of knowledge management on employee commitment
- There is a statistically significant effect of quality of work life on employee commitment
- There is a statistically significant effect of knowledge management and quality of work life on employee commitment

1.3. The research aims

The aim of this research was to find information about the influence of knowledge management and quality of work life on employee commitment.

2. Literature review

2.1. Knowledge Management

Garrido-Moreno et al. (2014) explained that knowledge management is an activity to process existing knowledge and skills, identify knowledge, have implications for company operations, and find new knowledge along with technological developments. Knowledge management can enrich and modify existing knowledge so that it is useful in the work process (Svetlik et al., 2007). Knowledge management has an impact on work performance because it can save costs and use working time more efficiently (Sinambela & Darmawan, 2021). Knowledge management can develop with practice, experience, and knowledge sharing between employees (Donate & de Pablo, 2015).

2.2. Quality of Work Life

Quality of work life is an emotional form of employees related to several work factors (Hsu & Kernohan, 2006). The quality of work life can also be explained as an activity to invite other employees to work together in a company (Gilaninia, 2017). Quality of work life is a multidimensional construct that refers to overall satisfaction with work life along with a cumulative sense of belonging to work groups and being worthy and respectable (Mosadeghrad et al., 2011). Good quality of work life arises from employees' satisfaction with the physical and psychological work environment (Brooks & Anderson, 2005). Good working conditions will create a desire to remain in the organization (Mardikaningsih & Hariani, 2020). Another effect that arises from the existence of a quality work life is an increase in employee performance (Baskoro et al., 2002; Handayani & Khairi, 2022; Retnowati & Darmawan, 2022).

2.3. Employee Commitment

Ozsahin et al. (2013) explained employee commitment as an employee's aspiration to survive and fight for the company in order to achieve all company goals by giving all efforts. Nayak et al. (2018) explained employee commitment as an individual employee's attachment to the company and company policies that have been made. According to Ocen et al. (2017), organizational commitment is a significant force for identifying how an employee is involved in a company. Mahmood et al. (2019) explained that employee commitment is a psychological factor that can be seen by the attitude of employees who know the company's wishes. The appearance of commitment is often associated with proper compensation and promising careers for workers (Ernawati & Sinambela, 2021).

3. Research methodology

The object of this research is a business entity that produces cleaning materials and equipment in the city of Surabaya in Indonesia. The number of employees is known as 98 respondents. This study uses census techniques for sampling. So that the number of samples used to conduct research was 98 respondents. This study involved three variables to be analyzed namely X.1 and X.2 as independent variables and employee commitment as the dependent variable.

Knowledge management is a process that is carried out continuously

to obtain, store, convey, and disseminate knowledge to all parties in the company (Razzaq et al., 2019). To measure knowledge management can use four dimensions according to Gold et al. (2001) namely (1) knowledge of how to get a new science; (2) knowledge to protect the knowledge that has been obtained; (3) knowledge to use knowledge on the job; and (4) the ability to develop the knowledge that has been obtained according to needs.

The quality of work life is a cooperative relationship between employees and the corporate environment (De Jong et al., 2016). To measure the quality of work life, nine dimensions are used according to Casio (2003), namely (1) the company provides opportunities for employees to participate in the implementation of the company; (2) providing opportunities for career development; (3) have ways of conflict resolution; (4) creating a form of communication in the workplace; (5) the company guarantees occupational health; (6) the company ensures that employees have work safety; (7) there is a guarantee for job security; (8) the company provides compensation to employees with a decent amount; and (9) showing pride.

Employee commitment is the desire of employees personally to always have good relations and survive in a company (Plewa & Quester, 2006). To measure employee commitment, there are three dimensions according to Allen and Meyer (1996), namely: (1) affective commitment to employees; (2) employees have normative commitment; and (3) commitment to continue.

The research data was obtained by distributing questionnaires to employees containing statements regarding variable indicators. Questionnaire responses were measured using a Likert scale by giving a scale of 5 for agreeing once and 1 for disagreeing completely. The data is tested first so that its quality can be measured using validity tests, reliability tests, and class assumption tests. Furthermore, the research data were analyzed with multiple linear regression.

4. RESULTS AND DISCUSSION

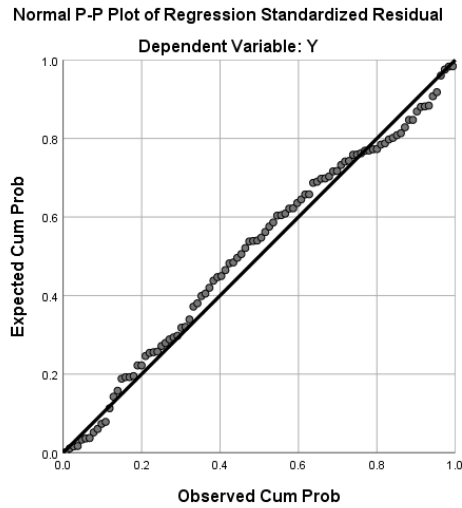
Based on the questionnaire responses, there were 98 respondents consisting of 47 female employees and 51 male employees. Furthermore, based on the age range, 16 respondents were less than 25 years old, for the age range 25-29 years there were 29 respondents, then for the age range 30-34 years there were 21 respondents, and the rest were aged 35 years and

over. It is known that 36 respondents have worked for 5-7 years, 24 respondents have worked for 2-4 years, 13 respondents have worked for less than 2 years, and the rest have worked for more than 7 years. As many as 64 respondents stated that they were married, 27 respondents stated that they were single and seven respondents stated that they had been married.

Questionnaire responses were tested using a validity test. The value shown in the corrected item is the result for the validity test. Researchers use a standard value of more than 0.3 to pass the validity test. The results of data processing show that as many as eight statements presented to measure knowledge management variables have a value exceeding 0.3 so that statements representing knowledge management are declared valid. For the quality of work life variable, there are nine statements that obtain values exceeding 0.3 which indicates that all statements about the quality of work life presented in the questionnaire are declared valid. The corrected item values for the six statements regarding the employee commitment variable presented in this study obtain a value of not less than 0.3. This means that all statements explaining the employee commitment variable are declared valid.

Further research data was tested using a validity test. As a test standard, researchers set Cronbach's alpha value to exceed 0.6 so that the variable was declared reliable. The results of data processing show that Cronbach's alpha value for the knowledge management variable is 0.936. The value for the quality of work life variable is known to be 0.938. It is known that the employee commitment variable has a Cronbach alpha value of 0.909. Cronbach's alpha results for each variable exceed 0.6 so that the research data obtained is reliable.

Fig.1. Normality Test



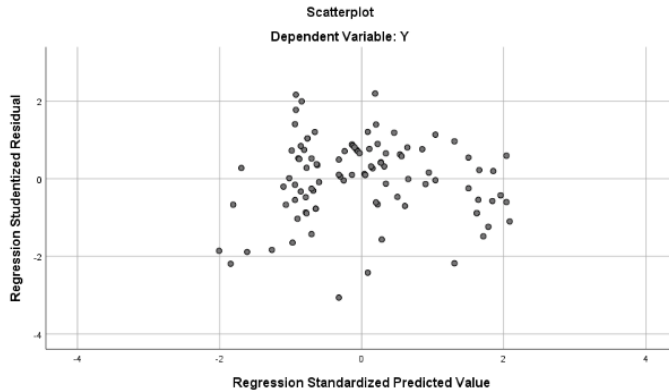
Source: SPSS output

The research data was again tested using the normality test. The research data obtained were normally distributed. This is evidenced by the data that spread around the diagonal axis and no data that deviates far from the diagonal line.

The next step is to perform an autocorrelation test. The results of the tests carried out are presented at the Durbin Watson value. This study uses a value range of -2 to 2 as the value limit. The results of the study show a DW value of 1.739. Thus, the research data does not experience autocorrelation.

The research data was tested using a multicollinearity test. This study uses the tolerance value and the VIF value as the limit value for the multicollinearity test. The standard value used for the tolerance value is not less than 0.1. For the VIF value, the expected value is below 10. The results showed that the tolerance value produced in this study was 0.234. Furthermore, the resulting VIF value is 4.279. The results of data processing indicate that the research data obtained through distributing questionnaires does not experience multicollinearity.

Fig.2. Heteroscedasticity Test



Source: SPSS output

Data quality was again tested using the heteroscedasticity test. The results of the heteroscedasticity test are shown through the scatter plot graph in Figure 2. Data processing shows that the data is spread evenly on the Y axis. Thus, the research data is declared not to experience heteroscedasticity.

Table 1. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.551	1.492		3.049	.003		
X.1	.441	.062	.640	7.056	.000	.234	4.279
X.2	.189	.059	.289	3.185	.002	.234	4.279

Source: SPSS output

Research data that has been proven feasible is tested using the t test. This study uses a significant value as a value limit with conditions not exceeding 0.05. The knowledge management variable gets a significant value of 0.000. Data processing proves that there is a significant influence of knowledge management on employee commitment. The significant value of the quality of work life variable is 0.002. Thus, it has been proven that the quality of work life has a significant influence on employee commitment.

The regression model formed from data processing in this study is $Y = 4.551 + 0.441X.1 + 0.189X.2$. From the resulting regression model, it can be explained that if the value of knowledge management and quality of work life is zero then the value of employee commitment is 4.551. The value of employee commitment will increase or decrease by 0.441 if the knowledge

management value increases or decreases by one unit and the quality of work life value remains the same. Furthermore, the value of employee commitment will change by 0.189 if the value of the quality of work life changes one unit and the value of knowledge management remains the same.

Table 2. ANOVA^a (UjiF)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2841.093	2	1420.546	212.400	.000b
	Residual	635.366	95	6.688		
	Total	3476.459	97			

Source: SPSS output

Further research data was measured using the F test. The results of the F test showed an F value of 212.400. The research results also show a significant value of 0.000. With the significant value generated, it is proven that knowledge management and quality of work life together have a significant influence on employee commitment.

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.904a	.817	.813	2.58613	1.739

Source: SPSS output

Further research data was tested using the coefficient of determination test. It is known that the R value of data processing is 0.904, meaning that the relationship between the research variables involved is quite subtle. R Square value is shown at 0.817. This study shows that in order to form employee commitment, a contribution of 81.7% is needed from knowledge management and quality of work life. For other variables that affect employee commitment but are not involved in this study, it contributes to employee commitment by 19.3%.

Research proves that knowledge management has a significant influence on building employee commitment. This is in agreement with previous studies (Koa & Hoa, 2021 and Curado & Vieira, 2019). Knowing the knowledge management process will impact employees. Employees know the company's desires and strategies to achieve company goals. Employees will feel involved in forming new knowledge that can be used in company operations. Being involved in knowledge management will create

a sense of satisfaction in employees and feel responsible for the running of the company so that they are happy to survive (Roy & Thérin, 2008)

Research shows that the quality of work life has an influence on strengthening employee commitment (Normala, 2010; Huang et al., 2007; Farjad & Varnous, 2013; Darmawan & Mardikaningsih, 2021). The study from Naufalia et al. (2022) also stated that the quality of work life causes the emergence of work loyalty from employees. Studies from Hariani and Sinambela (2021) and Purnamasari et al. (2021) mentioned the quality of work life contributes to the formation of job satisfaction and strengthens worker integrity. The quality of work life can keep employees focused on achieving company goals. The quality of work life is a management strategy so that employees have a commitment to the company not to change jobs. Company management needs to improve the supporting factors for the quality of work life so that employees feel satisfied and have a commitment to work together to achieve company goals. Leaders in this case can direct so as to strengthen the commitment of workers (Anjanarko & Arifin, 2022).

3. CONCLUSION

The results of the study show that knowledge management has a significant influence on building employee commitment. In addition, employee commitment is also influenced by the quality of work life. Research also proves that employee commitment is significantly influenced by knowledge management and quality of work life together.

Company management needs to involve employees in the process of determining strategy. Communication regarding the work system can be done by listening to the opinions of employees. Management also continues to train employees so that they can process the knowledge they currently have so that they can continue to develop and be used for work. Company management can improve communication to be able to find out the desires of employees regarding the quality of work life that can support work completion. Management can hold regular discussions so that employees feel cared for and strengthen commitment to the company.

4. Bibliography List :

Allen, N. J., & J. P. Meyer. 1996. Affective, continuance, and Normative Commitment to The Organization: an Examination of Construct

Validity. *Journal of Vocational Behavior*, 49(3), 252-276.

Anjanarko, T. S., & Arifin, S. 2022. Study on The Relationship of Leadership Style and Employees' Affective Commitment. *Journal of Science, Technology and Society*, 3(2), 15–22.

Arifin, S., D. Darmawan, C.F.B. Hartanto & A. Rahman. 2022. Human Resources based on Total Quality Management, *Journal of Social Science Studies*, 2(1), 17 – 20.

Baskoro, T., B. Siswanto, D. Darmawan & A. Kirana. 2002. Hubungan Kualitas Kehidupan Kerja dan Kinerja Pegawai Negeri Sipil, *Jurnal Bisnis dan Manajemen*, 2(2), 129-142.

Brooks, B. A. & Anderson, M. A. 2005. Quality Of Nursing Work Life. *Nursing Economics*, 19(3), 319-326.

Bucăța, G. & M. Rizescu. 2017. The Role of Communication in Enhancing Work Effectiveness of an Organization. *Land Forces Academy Review*. 22(1), 49-57.

Cascio, W. F. 2016. *Managing Human Resources: Productivity, Quality of Work Life, Profits*. 10th Ed. McGraw-Hill. Boston.

Cheung, F. Y. & Tang, C. S. 2009. Quality Of Work Life As A Mediator Between Emotional Labour And Work Family Interference. *Journal of Business Psychology*, 24(3), 245-255.

Curado, C., & S. Vieira. 2019. Trust, Knowledge Sharing and Organizational Commitment in SMEs. *Personnel Review*, 48(6), 1449-1468.

Darmawan, D. & R. Mardikaningsih. 2021. Studi Tentang Peran Kualitas Kehidupan Kerja, Kepemimpinan dan Persepsi Dukungan Organisasi terhadap Komitmen Organisasi. *Jurnal Simki Economic*, 4(1), 89-98.

De Jong, M., Tamminga, S. J., de Boer, A. G., & Frings-Dresen, M. H. 2016. Quality of Work Life of Cancer Survivors: Development of A Cancer-Specific Questionnaire. *Journal of Cancer Survivorship*, 10(2), 394-405.

Djazilan, M. S. & D. Darmawan. 2020. Effect of Compensation, Job Demand, Job Characteristics on Employee Retention, *Journal of Science, Technology and Society*, 1(2), 1-8.

Donate, M. J., & J. D. S. de Pablo. 2015. The Role Of Knowledge-Oriented Leadership In Knowledge Management Practices And Innovation. *Journal of Business Research*, 68(2), 360-370.

Ernawati, E. & E. A. Sinambela. 2021. the Effect of Compensation

and Career Development on Organizational Commitment, *Journal of Engineering and Social Sciences*, 1(1), 24-32.

Farjad, H. R. & S. Varnous. 2013. Study of relationship of Quality of Work Life (QWL) and Organizational Commitment. *International Journal of Contemporary Research in Business*, 3(10), 449-456.

Fatimah, S., A.K. Wahyudi, E. Retnowati, D. Darmawan, R. Mardikaningsih & M. Kemarauwana. 2018. The Importance of Scale in Attention Organizations to Issues, *Academy of Management Review*, 43(2), 217-241.

Garrido-Moreno, A., Lockett, N., & García-Morales, V. 2014. Paving the Way for CRM Success: the Mediating Role of Knowledge Management and Organizational Commitment. *Information & Management*, 51(8), 1031-1042.

Gilaninia, S. 2017. A Conceptual Model: The Chain of Quality of Work Life. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 6(5), 44-58.

Gold, A. H., A. Malhotra., & A. H. Segars. 2001. Knowledge Management: an Organizational Capabilities Perspective. *Journal of Management Information Systems*, 18(1), 185-214.

Handayani, B., N. S. Wisnujati, Budiono, D. Darmawan & Y. Kurniawan. 2021. Environmental Management and Law Enforcement, *Studi Ilmu Sosial Indonesia*, 1(1), 65-76.

Handayani, S.& M. Khairi. 2022. Study on the Role of Quality of Work Life and Leadership on Employee Performance, *International Journal of Service Science, Management, Engineering, and Technology*, 1(1), 24 – 27.

Hariani, M., & E. A. Sinambela. 2021. Hubungan Kualitas Kehidupan Kerja, Kepuasan Kerja, dan Integritas Akuntan Publik. *Ekonomi, Keuangan, Investasi dan Syariah (Ekuitas)*, 3(2), 297-301.

Hsu, M. Y., & G. Kernohan. 2006. Dimensions of Hospital Nurses' Quality of Working Life. *Journal of Advanced Nursing*, 54(1), 120-131.

Huang, T.C., J. Lawler. & C. Y. Lei. 2007. The Effects of Quality of Work Life on Commitment and Turnover Intention. *Social Behavior and Personality: An International Journal*, 35(6), 735-750.

Jamaluddin, A., L. C. Hoe, A. A. Mohamed, D. Darmawan, A.T. Hannan, M. Ismail & N. Ahmad. 2013. Human resource management

implications of technology-based organizational forms. *Academy of Management Journal*, 23(2), 83-94.

Khoa, B. T. & L. Hoa. 2021. The Effect of Knowledge Management Process on The Employee Commitment: Evidence From Digital Marketing Industry. *Management Science Letters*, 11(1), 1557-1564.

Kiley, A.M., B. Evans, M. Ismail, R. Saeed, D. Darmawan, L. C. Hoe & A.T. Hannan. 2015. Strategic Flexibility and the Virtue of Innovation in Responding to the Dynamics of Change. *The Journal of Management Studies*, 31(3), 865-878.

Mahmood, M., M. A. Uddin., & F. Luo. 2019. Influence of Transformational Leadership on Employees' Creative Process Engagement: a Multilevel Analysis. *Management Decisions*, 57(3), 741-764.

Mahyanalia, R., K. S. Siagian, D. Darmawan, A. Gunawan & S. Arum. 2017. Job Insecurity and an Integrative Review for Future Research, *Journal of Management*, 43(6), 1911–1939.

Mardikaningsih, R., & M. Hariani. 2020. Effect of Work Climate and Wages on Turnover Intention, *Journal of Science, Technology and Society*, 1(2), 21-28.

Morris, J., & J. Sherman. 1981. Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24(3), 512-526.

Mosadeghrad, A.M., E. Ferlie. & D. Rosenberg. 2011. A Study of Relationship Between Job Stress, Quality of Working Life and Turnover Intention Among Hospital Employees. *Health Services Management Research*, 24(4), 170-181.

Munir, M., M. Djaelani, & R. Ali. 2022. Information Technology and Repositioning of Human Resource Management Functions, *Journal of Social Science Studies*, 2(2), 50 – 55.

Naufalia, S., D. Darmawan, Jahroni, T. S. Anjanarko, M. Munir, & S. Arifin. 2022. Pengaruh Quality of Work Life, Total Kualitas Manajemen dan Stres Kerja terhadap Loyalitas Karyawan. *Journal of Trends Economics and Accounting Research*, 2(4), 114-120.

Nayak, T., C. Sahoo., & P. Mohanty. 2018. Workplace Empowerment, Quality Of Work-Life And Employee Commitment: A Study On The Indian Healthcare Sector. *Journal of Asia Business Studies*, 12(1), 117-136.

Normala, D. 2010. Investigating The Relationship Between Quality of Work Life and Organizational Commitment Amongst Employees in

Malaysian Firms. *International Journal of Business and Management*, 5(10), 75-82.

Ocen, E. & F. Kasekende. & G. Angundaru. 2017. The Role of Training in Building Employee Commitment: The Mediating Effect of Job Satisfaction. *European Journal of Training and Development*. 41(9). 742-757.

Ozsahin, M., C. Zehir., A. Z. Acar., & M. K. Sudak. 2013. The Effects Of Leadership And Market Orientation On Organisational Commitment. *Procedia-Social and Behavioural Sciences*, 99, 363-372.

Plewa, C., & P. Quester. 2006. Satisfaction with University-Industry Relationships: The Impact of Commitment, Trust and Championship. *International Journal of Technology Transfer and Commercialisation*, 5(1-2), 79-101.

Purnamasari, E., S. Arum, A. Muis & D. Darmawan. 2021. Pengaruh Kualitas Kehidupan Kerja dan Budaya Organisasi terhadap Kepuasan Kerja melalui Keterikatan Kerja. *Jurnal Manajemen, Bisnis dan Kewirausahaan*, 1(2), 183–196.

Retnowati, E., & Darmawan, D. 2022. Efforts to Increase Employee Performance Through Quality of Work Life and Strengthening Self-Efficiency. *Journal of Science, Technology and Society*, 3(2), 8–14.

Roy, M. J., & Thérin, F. (2008). Knowledge acquisition and environmental commitment in SMEs. *Corporate Social Responsibility and Environmental Management*, 15(5), 249-259.

Serey, T. 2006. Choosing a Robust Quality of Work Life. *Business Forum*, 27(1), 7-10.

Sinambela, E. A. & D. Darmawan. 2021. Pengaruh Total Quality Management dan Manajemen Pengetahuan terhadap Kinerja Organisasi. *Cemerlang: Jurnal Manajemen dan Ekonomi Bisnis*, 1 (4), 01–12.

Sirgy, M. J., D. Efraty., P. Siegel. & D. J. Lee. 2001. A New Measure Of Quality Of Work Life (QWL) Based On Need Satisfaction And Spillover Theories. *Social Indicators Research*, 55(3), 241-302.

Svetlik, I., I. Svetlik., & E. Stavrou- Costea. 2007. Connecting Human Resources Management and Knowledge Management. *International Journal of Manpower*, 28(3/4), 197-206.