



**ANALYSIS OF THE ROLE OF TRANSFORMATIONAL LEADERSHIP,
KNOWLEDGE MANAGEMENT AND QUALITY OF WORK LIFE ON
SHOE INDUSTRY EMPLOYEES PERFORMANCE**

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ABSTRACT

The aim of this research is to determine and analyze the influence of To analyze the magnitude of the direct influence of transformational leadership on performance employees, *knowledge management* on employee performance, quality of work life on employee performance, transformational leadership on the quality of work life, *knowledge management* on the quality of work life and to analyze its magnitude the indirect influence of transformational leadership on employee performance through quality of work life and knowledge management on employee performance through quality of work life.. The population in this study was 111,283 people, with sample determination based on the maximum likelihood method (Maximum Likelihood Estimate) with a sample size of 200 respondents. The research method used in this research uses research methods quantitative. The research design uses explanatory research and descriptive research through an approach surveys and questionnaires. The analysis used in this research is factor analysis confirmatory (Confirmatory Factor Analysis/ CFA). The statistical analysis tool used is LISREL 8.70.

Based on the research results, the following research findings on leadership were obtained transformational has a positive and significant effect on employee performance. knowledge management has a positive and insignificant effect on employee performance and quality of life work has a positive and significant effect on employee performance. leadership transformational has a positive and significant effect on the quality of work life. Knowledge management has a positive effect on the quality of work life and leadership transformational has a positive and significant effect on employee performance through quality work life and knowledge management have a positive effect on employee performance through quality of work life.

Based on the results of calculating direct and indirect effects shows that the influence of the mediator variable in this research is fully mediating. This means that the quality of work life variable can be said to be a mediating variable for all exogenous variables in this study are due to the quality of work life entirely acts as a mediating variable that determines the increase in employee performance.

Keywords: transformational leadership, knowledge management, quality of work life and employee performance

INTRODUCTION

1.1. Background problem

In the sports shoe industry in Indonesia, there are several brands that occupy it top ranking on the Top Brand Index. Adidas is one of the most popular brands in demand by consumers both domestic and foreign which is produced in Indonesia. However, several recent studies show different and even contradictory results, such as studies that found that transformational leadership did not affect performance. In this research the author conducted an initial survey to see the performance of company employees large-scale shoe industry



located in Tangerang Raya, by distributing questionnaires as many as 30 (thirty) respondents, namely employees of shoe industry companies large-scale located in Tangerang Raya, initial survey results showed that it was still There are 45% of employees who have problems with work efficiency, which can be seen from many employees have problems optimizing the available facilities, completing work ahead of the set time schedule, completing work carefully, carefully and cautiously, making savings in using work materials, using excessive costs in carrying out work.

There are 39% of employees who have problems with work effectiveness This can be seen from the number of employees who have problems completing their work disciplined with time, making good use of free time, willing to be given outside assignments working hours assignments if the company requires it, using his skills to produce good work, learn the usefulness of newly learned work methods, implement and understand the work system that applies in the company, work in sequence work according to his wishes.

There are 38% of employees who have problems with the quality of their work This can be seen from the number of employees who have problems focusing on carrying out their duties Leaders are not in place, maintain the quality of work in accordance with achievement targets, attend training for self-development, avoid having orientation and commitment good work, get training according to your skills.

Based on the above, the author considers it necessary to analyze more deeply this phenomenon and attempts to explain further: **“The Influence of Leadership Transformational, Knowledge Management and Quality of Work Life towards Employee Performance” (Empirical Study Using Survey Methods and Path Analysis in Shoe Pad Industry Employees in**

REVIEW OF THEORY, PRIOR RESEARCH AND HYPOTHESIS



2.1 Theoretical Review

2.2 Employee performance

Robert L. Mathis and John H. Jackson (2011: 324-326) Performance is defined as Information results-based which focuses on employee achievements. In what type of work (quantitative) measures are clearly visible, an approach through results-based information can be used considered more successful. The dimensions/indicators are (1) Quantity of results, namely Achievement of goals or targets in quantity can be measured absolutely, in percentage or index. (2) The quality of the results, namely quality is relative, so it is not easy measured, and largely depends on individual taste. Quality can be felt, seen, or touched. (3) Effectiveness, namely maximum utilization of existing resources and time in organizations to increase profits and reduce losses. (4) Efficiency/timeliness of results, namely that every task implementation always requires time as input.

Colquitt, Jason A., Jeffery A. Lepine, and Michael J. Wesson (2013: 38-42) menyatakan Performance is a number of behaviors and contributions of organizational members to achieve goals organization. Performance is reflected in the work results shown by employees. Its dimensions/indicators are (1) **Task performance is the result** of work, both in terms of quality and quantity according to the task (2) **Citizenship** behavior is actions taken as a member of the organization (3) **Counter-productive behavior (couterproductive behavior)** is behavior carried out by individuals or employees who intentionally deviating from organizational rules.

2.3 Quality of Work Life

Siagian (2017) defines that QWL is a systematic effort in organizational life through the way in which employees are given opportunities to play a role in determining how they work and what contributions they make provide to the organization in order to achieve its goals and various targets. The dimensions and indicators of the quality of work life are (1) **Adequate rewards and fair**, namely that the rewards given by the company to employees



satisfy various needs in accordance with the employee's standard of living relevant and in accordance with the employee's standard of living. (2) Conditions and safe and healthy work environment, work and work environment guarantee that employees are protected from the dangers of accidents while performing work. (3) Opportunities to use and develop abilities, that in a life of wealth, the work to be done is possible the use of a variety of skills, there is autonomy, control or less strict supervision, availability of relevant information and opportunities determine own work plan, including schedule, quality and problem solving methods. (4) There are opportunities for development and work security in the future possibility of development in employability and employment opportunities new skills or knowledge possessed. (5) Social integration in the environment work, through the implementation of quality of work life within the company there is no action or discriminatory policies. (6) Compliance with various provisions formal and normative, guaranteeing that within the company there are no parties who interfering in someone's private affairs. (7) Balance between lives work and personal life, by working for a company a person give up some of their energy and time to do their work. (8) The social relevance of work life, every employee is encouraged to have a perception which remains about various social aspects.

2.4 The Nature of Transformational Leadership

Bernard M. Bass and Ronald E. Riggio. (2006: 6) Leadership Transformational stimulates and inspires its followers to achieve results and in the process of developing their leadership capacity Alone. The dimensions/indicators are **(1) Idealized influence**. Leaders act as a role model or role model. **(2) Inspirational motivation**. Leaders create a clear picture of the state of the future optimistically. **(3) Intellectual stimulation**. Leaders stimulate people to be creative and innovative. **(4) Individual consideration**. Leaders develop people by creating a climate environment supporter.

Based on the theory above, it can be synthesized that leadership Transformational is



a leader's leadership behavior that changes employees to pursue organizational goals beyond personal interests. Leader Transformational will seek to influence, move, and develop his leadership to others and his followers, as well Transformational leadership must be inspiring, intellectually stimulating, creativity, and respect for employees, it can be ensured that employees will work well, seriously and loyally to the company so that its performance increased.

2.5 Knowledge Management

Murray E. Jennex (2008: 1-2) defines Knowledge management as Getting the right knowledge to the right people at the right time. Dimensions and Knowledge management indicators include (1) knowledge acquisition: acquisition knowledge from knowledge sources (2) knowledge storing: storage and documentation of knowledge files, (3) knowledge evaluating: evaluating usefulness and relevance of knowledge, (4) knowledge dissemination: dissemination of information about successful application of knowledge (5) knowledge application: instructions practical way of applying knowledge.

Honeycutt (2002) states that knowledge management is one management system that offers a discipline that treats intellectuals as a managed asset. Dimensions and indicators of knowledge management include (1) Personal Knowledge is knowledge obtained by employees (2) Job Procedure is a responsibility or task that must be carried out by employees (3) Technology is a medium for disseminating information via the internet which is used for supports every work activity within the company

2.6 Thinking Framework

Based on theoretical studies and research conducted previously, then developed a research model that describes the influence relationship between variables variables that have been discussed previously. As for the influence relationship between variables on This



research model and its theoretical basis are explained as follows:

2.7.1 Direct influence of transformational leadership on performance employee

Leadership style has a close relationship with job satisfaction employee. Because one of the factors creating the quality of employee work life is the existence of a leader who applies his leadership style well and appropriately so that it can provide quality work life for However, some other research states that there is no significant relationship between transformational leadership and employee outcomes (Purwanto, Asbari, & Hadi, 2020b).

From theory and previous research it can be assumed: **H1: There is an influence transformational leadership has a direct positive impact on employee performance.**

2.7.3 Direct influence of knowledge management on employee performance

.The role of knowledge management can be seen in the use of knowledge as innovation, customer and stakeholder responsiveness. Knowledge management good for the organization can also have an impact on the level of employee satisfaction with organization where he belongs. This is proven by research (Masa'deh, 2016) which revealed that there was a significant positive impact of Knowledge Management on job satisfaction. (Kia ntoeta l.,2 0 1 6) in his research also stated that Knowledge management in a person's work environment is related significant impact on the quality of work life. In his research he found that there is a positive impact and significant relationship between knowledge management on job satisfaction in the state university sector. Other research results from too shows that knowledge management has a positive impact on job satisfaction (Bayasgalan & Gerelkhuu, 2016).

From theory and previous research it can be assumed: **H2: There is an influence knowledge management has a direct positive impact on employee performance.**

2.7.3 Direct influence of quality of work life on employee performance **Transformational**



leadership is able to provide work motivation, listening to employee aspirations and giving awards to employees so that it can improve employee performance if the leadership style is related is very closely related to employee motivation, meaning it can be said that style Leadership can influence employee performance indirectly, namely through increasing employee motivation which then has an impact on improvement employee performance. Research (Nugroho, Asbari, Purwanto, Basuki, Sudiyono, Fikri, Hulu, Mustofa, Chidir, Suroso, et al., 2020) stated that there is a mediating influence Job satisfaction on the influence of transformational leadership and employee performance.

From previous theory and research it can be assumed: **H3: There is an influence directly positive quality of work life on employee performance.**

2.7.4. Direct influence of transformational leadership on quality work life

In the current era of industry 4.0, characterized by increasingly fierce competition, sustainability remains an important concern and issue. Innovation capabilities become driving sustainability of education. This performance depends on a culture of knowledge embedded in institutions. Many researchers discuss innovation capabilities concluded that innovation is influenced by leadership (Samsir, 2018; Schuckert et al, 2018; Villaluz & Hechanova, 2019), teacher involvement climate (Naqshbandi, Tabche & Choudhary, 2019) knowledge sharing (Kim & Shim, 2018) knowledge search (Wang, Chen & Chang, 2019) collaborative culture (Yang, Nguyen & Le, 2018) and knowledge process (Imran et al, 2018). This research aims to test the effect transformational leadership on performance in the shoe manufacturing industry in Tangerang Raya in order to welcome Industrial Revolution 4.0. Researcher has previously proven a positive and significant transformational influence leadership on performance (Ganguly et al, 2019; Aulawi, 2018; Rumanti et al, 2018 & 2019; Torres & Liang, 2016; Li et al, 2019). More specifically, many researchers concluded that transformational leadership has a positive and significant effect on performance (Perez-Luno et al, 2018).



. Transformational leadership is able to provide work motivation, listening to employee aspirations and giving awards to employees so that it can improve employee performance if the leadership style is related is very closely related to employee motivation, meaning it can be said that style Leadership can influence employee performance indirectly, namely through increasing employee motivation which then has an impact on improvement employee performance. Transformational leadership has a significant influence on employee performance From theory and previous research it can be assumed: **H4: Yes positive direct influence of transformational leadership on quality work life.**

2.7.5 The direct influence of knowledge management on the quality of work life

The second driving force of the role of knowledge management towards innovation capability is that knowledge is a resource that can utilized to reduce complexity in innovation capabilities. Therefore Therefore, managing knowledge as a resource becomes very important and critical (Plessis, 2007). Innovation relies heavily on the availability of knowledge. Therefore, the complexity created by a wealth of knowledge must be recognized and managed (Darroch & McNaughton, 2002). Several authors have agreed that management knowledge is a mechanism through which the complexity of innovation can be overcome (Dickel & de Moura, 2016; García-Álvarez, 2015; Martín-de Castro, 2015; Obeidat et al.,2016). This helps not only in managing the new knowledge created through the innovation process, but also helps manage existing knowledge as a resource that can be used as input to the innovation process (Plessis, 2007).

Knowledge management process (which is represented by the process of obtaining information valuable, disseminating knowledge to all members of the organization and make it available at any time to users, and apply this knowledge in a commercial manner) has been considered a critical antecedent that contributes to provide the necessary foundation for improving performance (Martín- Role Knowledge management is very important in organizational life in order increasing innovation capabilities and employee



competencies. Knowledge management can improve skills and work motivation thereby encouraging improvement individual and organizational performance. Employee performance will achieve maximum results if supported by the knowledge they have. (Torabi et al., 2016) shows that there is a significant impact of knowledge management on performance employee. (Al Ahmar et al., 2014) states that there is a positive relationship between knowledge management and educational organizations. de Castro, 2015; Obeidat et al., 2016).

From theory and previous research it can be assumed: **H5: positive direct effect knowledge management on the quality of work life.**

2.7 Hypothesis

Based on the previous description and supported by the framework of thought and premises of transformational leadership Management are factors that can improve employee performance large-scale shoe industry company located in Tangerang Raya, then the hypothesis is formulated as follows:

Hypothesis 1: There is a positive direct effect of transformational leadership on employee performance

Hypothesis 2: There is a direct positive influence of knowledge management on employee performance

Hypothesis 3: There is a direct positive influence on the quality of work life on employee performance.

Hypothesis 4: There is a direct positive influence of transformational leadership on the quality of life work



Hypothesis 5: There is a direct positive influence of knowledge management on the quality of life work.

CHAPTER III

RESEARCH METHODS

3.1. Research design

This research uses a quantitative research approach... to analyze the influence of each variable using Structural Equation Modeling analysis techniques (SEM). This research consists of exogenous variables, namely transformational leadership variables and knowledge management, Endogenous variables namely quality of work life variables and employee performance. Based on the explanation above, it can be seen as follows:

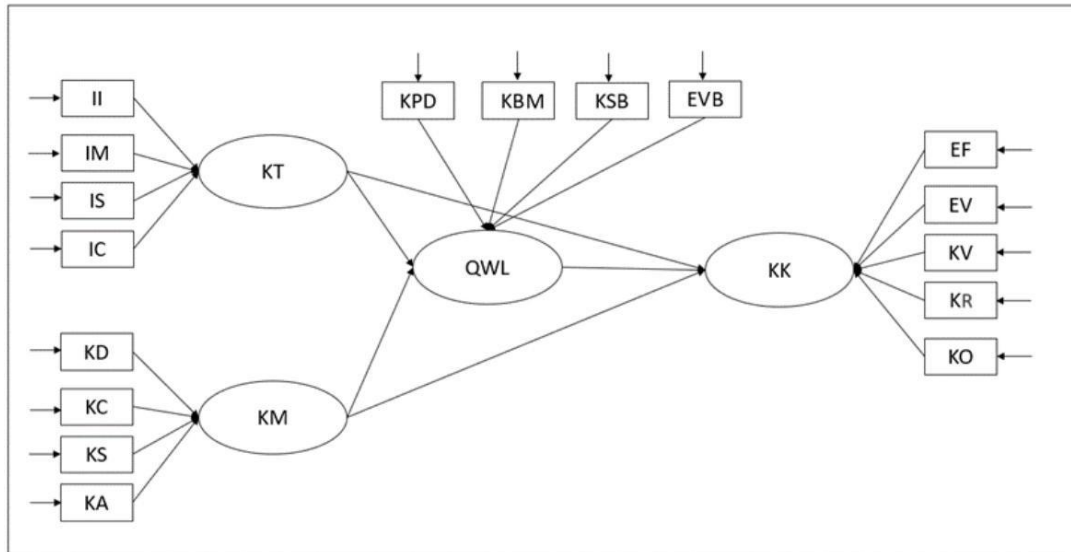


Figure 3.1 Research Constellation

Information:

- KT : Transformasional leadership variable
- II : Dimensions *Idealized influence*
- IM : Dimensions i *Inspirational Motivation*
- IS : Dimensions *Intellectual Stimulation*
- IC : Dimensions i *Individulized consideration*
-
- KM : *Knowledge Management Variable*
- KD : Dimensions *Knowledge Discovery*
- KC : Dimensions *Knowledge Capture*
- KS : Dimensions *Knowledge Sharing*
- KA : Dimensions *Knowledge Application*
-
- QWL : *Quality Work of Life /QWL Variable*



- KPD : Dimensions Self-development opportunities
KBM : Dimensions Freedom to take initiative and act in carrying out work
KSB : Dimensions Social life at work
EVB : Dimensions Evaluation at work
- KK : Employee Performance Variable
EF : Dimensions of Work Efficiency
EV : Dimensions of Work Effectiveness
KR : Work Quantity Dimensions
KO : Dimensions of Contribution to the organization

This type of research is verification research with an explanatory survey method, variables This consists of independent variables, namely transformational leadership and knowledge variables management, the dependent variables are employee performance and quality of work life as intervening variable. The variables of employee performance and quality of work life are a variable a multi-dimensional construct, but operationally all the constructs are mentioned variable. The pre-survey research time was carried out between January 2023 and March 2023.

The unit of analysis in this research is employees of large-scale shoe industry companies located in Tangerang Raya. (Sugiyono, 2013). The population in this study was 111,283 people, who come from 6 shoe companies with the largest number of employees or more of 15,000 people.

The consideration for selecting this sample is based on ranking because 6 The company has the most employees and has contributed the most big towards the government, especially in Greater Tangerang. The population in this study as many as 111,283 people.

In this study, researchers used a sample size based on parameter estimation using the maximum likelihood method (Maximum Likelihood Estimated) recommended sample size



is between 100 to 200, with a minimum The sample is 50. So in this study the sample size is 200 specific respondents employees are not superiors. The sample determination in this research is probability in nature sampling, In this research, the author also tested the instrument by taking samples as many as 30 respondents spread across six companies. In carrying out each test

Exogenous latent variables, intervening and endogenous latent variables are measured using an ordinal scale using a questionnaire instrument. The respondent's answers scale used is a Likert scale, which consists of five answer choices, namely strongly agree, agree, disagree, disagree, strongly disagree.

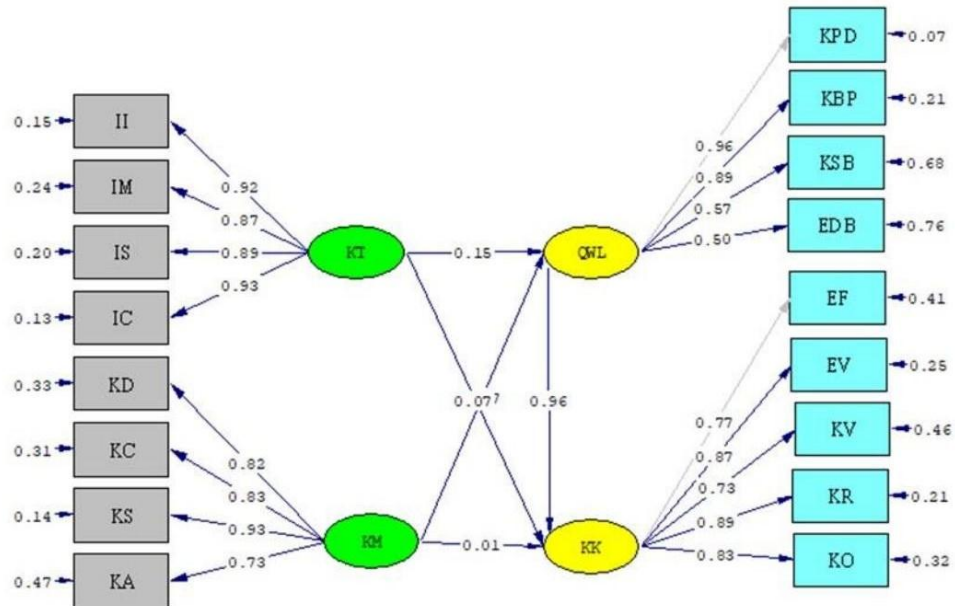
CHAPTER IV

RESEARCH RESULTS AND DISCUSSION

4.1 Structural Model Testing

After all indicators for each variable are declared valid and reliable, then Next, a structural model test is carried out, namely a test to find out the model equation structural and hypothesis testing tests. Based on the research paradigm, there are two The structural model that will be tested in this research, namely

first examines the influence of transformational leadership and knowledge management of quality of work life (QWL). Next is the second equation namely testing the influence of transformational leadership, knowledge management and Quality of work life (QWL) on employee performance. The following is a picture



Chi-Square=329.94, df=113, P-value=0.00000, RMSEA=0.090

modeling the results of structural model calculations using the LISREL 8.7 prog

Figure 4.1 Structural Model

Information:

KT: Transformational Leadership

KM : Knowledge Management

QWL: Quality of Work Life

KK: Employee Performance

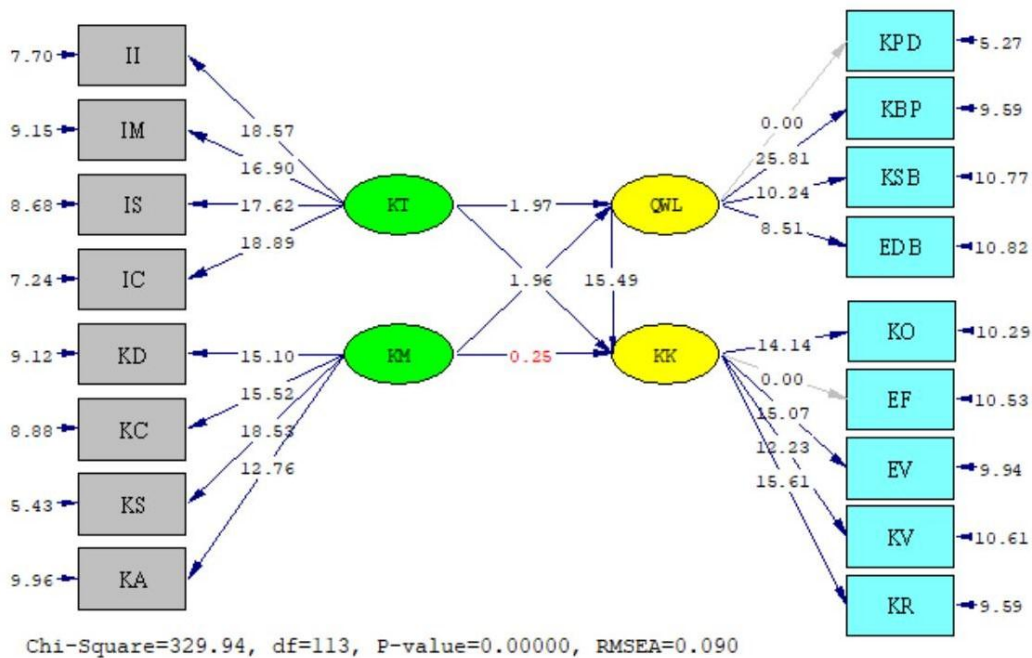


Figure 4.2 Structural Model (t-value)

Based on figure 4.1 and figure 4.2 above, namely the relationship between variables research, the estimation results and significance testing results between latent variables and trajectories between latent variables. The coefficient values and t values are presented in table 4.27. If The structural path has a t value ≥ 1.96 , so the path coefficient is declared

significant and if the t value ≥ 1.96 or the F-count value $< F$ -table, then the coefficient of the path coefficient parameter) is not significant. **Figure 4. 9 Structural Model**

No	Structural trajectory	Coef. Regression	tcount	ttable	Test results
1	Leadership Transformational \rightarrow QWL	0,15	1,97	1.96	Significant
2	<i>Knowledge Management</i> \rightarrow QWL	0,57	7,05	1.96	Significant
3	leadership transformational \rightarrow Performance Employee	0,07	1,96	1.96	Significant
4	<i>Knowledge Management</i> \rightarrow Employee performance	0,01	0,25	1.96	Significant
5	QWL \rightarrow Employee Performance	0,96	15.49	1.96	Significant

4.2 Statistical Hypothesis Testing

Next, statistical hypothesis testing proposed in the research is carried out. Based on figure 4.1 and figure 4.2. above, namely a picture of the relationship between variables research, the estimation results and significance testing results between variables are obtained latent and paths between latent variables. If the structural path has a t-value ≥ 1.96 then the path coefficient (path coefficient parameter) is declared significant, and If the t-value is < 1.96 then the coefficient of the path is declared not significant.

The influence of transformational leadership, knowledge management, and quality work life on employee performance

This test was carried out to test hypotheses 1, 2, 3, 4 and 5. Hypothesis one



(H1) states that transformational leadership influences performance employee. Hypothesis two (H2) states that knowledge management has an effect on employee performance. Hypothesis three (H3) states that Quality of life work influences employee performance. Hypothesis four (H4) states that Transformational leadership influences the quality of workLife Hypothesis five (H5) states that knowledge management has an effect on quality of work life

The influence of transformational leadership on employee performance

Hypothesis one (H4) states that transformational leadership influence employee performance. Based on the structural drawing the model can be Look at the magnitude of the coefficient of transformational leadership path to performance employees is 0.07 with a tcount value of $1.96 > 1.96$ (tcount > ttable) so it can be said to be significant. Thus, leadership transformational has been proven to have a positive and significant effect on performance employees or in other words that **Hypothesis one (H1) is accepted.**

Sub constructs (dimensions) dimensions that have the most dominant value form variable construct of transformational leadership with value contribution The highest standardized loading factor is the individualized consideration dimension namely, the superior where you work pays attention to the ideas of employees

The influence of Knowledge Management on employee performance

Hypothesis two (H2) states that knowledge management influence employee performance. Based on the structural drawing the model can be Look at the magnitude of the path coefficient of the knowledge management variable on performance employees is 0.01 with a tcount value of $0.15 < 1.96$ (tcount < ttable) so it can be said to be insignificant. Thus it is proven that knowledge management has a positive and insignificant effect on performance employees or in other words that **Hypothesis two (H2) is accepted.**

The sub-constructs (dimensions) that have the most dominant value form the construct knowledge management variable with the contribution of standardized loading factor values The highest is the Knowledge Sharing (KS) dimension, namely employees



who requires certain knowledge, can ask to be taught to colleagues it works about that.

The quality of work life influences employee performance

Hypothesis three (H3) states that based on the full model image it can be Look at the magnitude of the path coefficient for the quality of work life variable on performance employees is 0.96 with a tcount value of 15.49 > 1.96 (tcount > ttable) so it can be said to be significant. Thus the quality of work life proven to have a positive and significant effect on employee performance in other words that **Hypothesis three (H3) is accepted.**

The sub-constructs (dimensions) that have the most dominant value form the construct quality of work life variable with the contribution of standardized loading factor values The highest is the Self-Development Opportunity (KPD) dimension, namely I feel proud to be able to carry out self-development activities.

The influence of transformational leadership on the quality of work life

Hypothesis four (H4) states that transformational leadership influence the quality of work life. Based on the structural model drawing

It can be seen that the coefficient of the transformational leadership path towards the quality of work life is 0.15 with a t- value of 1.97 > 1.96 (tcount > ttable) so it can be said to be significant. Thus that Transformational leadership has been proven to have a positive and significant effect on quality of work life or in other words that **Hypothesis four (H4) is accepted.**

Sub constructs (dimensions) dimensions that have the most dominant value form variable construct of transformational leadership with value contribution The highest standardized loading factor is the Individualized consideration dimension namely, the superior where you work pays attention to the ideas of employees.

The influence of Knowledge Management on the quality of work life

Hypothesis five (H5) states that knowledge management has an effect on the quality



of work life. Based on the image the structural model can be seen The magnitude of the path coefficient of the knowledge management variable on the quality of life work is 0.57 with a tcount value of $7.05 > 1.96$ ($t_{count} > t_{table}$) so that can be said to be significant. Thus, knowledge management is proven has a positive and significant effect on the quality of work life or in words another that **Hypothesis five (H5) is accepted.**

The sub-constructs (dimensions) that have the most dominant value form the construct knowledge management variable with the contribution of standardized loading factor values The highest is the Knowledge Sharing (KS) dimension, namely employees who requires certain knowledge, can ask to be taught to colleagues it works about that.

4.5.2 Research Novelty (Novelty)

From the results of this research, the novelty of the research is as follows:

- 1) A new synthesis or new concept is obtained from various theories existing information regarding the variables studied are as follows:
 - a) Employee performance is the result of work in terms of quality and quantity achieved by an officer in carrying out his functions in accordance with his responsibilities the answers given to him and the extent to which they give contribution to the organization over a certain period of time that can be accountable.
 - b) Quality of work life is a systematic effort in life organizationally through the means by which employees are given the opportunity to participate role in determining how their work can meet needs personal foundation through their experiences in the workplace and contributions they provide to the organization which is reflected in satisfaction with social situation/environment and limited physical facilities available in the framework achievement of goals and objectives.



- c) Transformational Leadership is leader behavior that changes employees to pursue organizational goals beyond personal interests. Transformational leaders will seek to influence, move, and develop his leadership to others and his followers, as well Transformational leadership must be inspiring, stimulating intellectual creativity, and respect for employees, then it can be ensured employees will work well, sincerely and loyally company so that its performance increases.
- d) Knowledge Management is the activity of an organization (organizational members) within Collect, organize, store, transfer and use knowledge and experience inside and outside the organization to improve cost effective as the impact of increasing knowledge on achievement organizational goals so as to treat intellectuals as assets that are in manage.

2). A new model was developed by integrating four variables, namely:

Transformational leadership, knowledge management and quality of life work and employee performance of employees of the Shoe Pad Industry in Tangerang Raya.

BAB V

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

5.1. Conclusion

Based on the research results and discussion descriptions that have been explained in chapter previously it can be concluded that:

1. Transformational leadership has a direct positive and significant effect on employee performance. This shows that the better the related activities With transformational leadership, employee performance will increase. Influence Transformational leadership is measured through 4 dimensions and dimensions that have The most



dominant value forms the variable construct of transformational leadership with The highest contribution to the standardized loading factor value is the Individualized dimension consideration , namely that the superior where you work pays attention to your ideas employee.

2. Knowledge management has a positive and significant effect on employee performance. Matter This also shows that the better the activities related to knowledge management then employee performance will increase. The influence of this knowledge management measured through 4 dimensions and the dimension that has the most dominant value forms transformational leadership variable construct with standardized value contribution.
3. The highest loading factor is Knowledge Sharing (KS), namely employees who requires certain knowledge, can ask to be taught to colleagues about that matter. Quality of work life has a direct positive and significant effect on performance employee. This shows that the better the activities related to The quality of work life will increase employee performance. Impact of Quality Work life is measured through 4 dimensions and the dimensions that have the most value dominantly forms the variable construct Quality of work life with value contribution The highest standardized loading factor is the dimension of self-development opportunities (KPD) namely I feel proud to be able to carry out self-development activities.
4. Transformational leadership has a direct positive and significant effect on quality of work life. This also shows that the better the activities associated with transformational leadership, the quality of work life will increase. The influence of transformational leadership is measured through 4 dimensions and The dimensions that have the most dominant value form the leadership variable construct transformational with the highest standardized loading factor value contribution is Individualized consideration dimension , namely that the superior where you work



pays attention ideas/ideas from employees.

5. Knowledge management has a positive and significant effect on the quality of life Work. This also shows that the better the activities related to knowledge management , the quality of work life will increase. Influence Knowledge management is measured through 4 dimensions and the dimension that has the most value dominantly forms the variable construct of transformational leadership with contribution The highest standardized loading factor value is Knowledge Sharing (KS), namely Employees who need certain knowledge can ask to be taught coworkers about it.
6. Transformational leadership has a positive and significant indirect effect on employee performance through quality of work life. This also shows that increasingly both activities related to transformational leadership then performance employees will increase. The influence of transformational leadership is measured through 4 dimensions and dimensions that have the most dominant value form the variable construct transformational leadership with the highest contribution of standardized loading factor values High is the Individualized Consideration dimension , namely the superior where you work pay attention to ideas/ideas from employees. Meanwhile, the influence of this employee's performance measured through 5 dimensions and the dimension that has the most dominant value forms employee performance variable construct with the contribution of standardized loading factor values The highest is the dimension of opportunity for self-development, namely I feel proud can carry out self-development activities. On the influence of the quality of work life measured through 4 dimensions and the dimension that has the most dominant value forms variable construct of quality of work life with the contribution of standardized loading values The highest factor is the Personal Development Opportunity (KPD) dimension, namely me feel proud to be able to carry out self-development activities.



7. Knowledge management has a positive and significant indirect effect on performance employees through quality of work life. This also shows that it is getting better activities related to Knowledge management will result in employee performance increase. The influence of knowledge management is measured through 4 dimensions and dimensions has the most dominant value in forming the variable construct of transformational leadership with the highest contribution to the standardized loading factor value is Knowledge Sharing (KS), namely employees who need certain knowledge, can request it to teach his colleagues about it. The influence of this employee's performance measured through 5 dimensions and the dimension that has the most dominant value forms construct employee performance variables with the contribution of standardized loading factor values The highest is the dimension of opportunity for self-development, namely I feel proud can carry out self-development activities. On the influence of the quality of work life measured through 4 dimensions and the dimension that has the most dominant value forms variable construct of quality of work life with the contribution of standardized loading values The highest factor is the Personal Development Opportunity (KPD) dimension, namely me feel proud to be able to carry out self-development activities.

5.2 Implications

1. That to improve the quality of working life in the footwear industry in Tangerang Raya can consider the Knowledge management variable through Knowledge Sharing , namely employees who need certain knowledge, can asking to be taught by colleagues about things they don't understand. Matter This is very helpful for other employees to remember the skills and abilities of each people are different, especially if there is frequent employee rotation which aims to ensure that everyone Employees are flexible and can be placed anywhere. As for contributions Transformational leadership and Knowledge management on Quality work life is



66% and the remaining 34% is influenced by factors others not examined in this study.

2. To improve employee performance in the shoe industry in Tangerang Raya can consider the business variables of the MSME industry in Tangerang Raya can consider the excellence variable of quality of work life through self-development opportunities (KPD), I feel proud to be able to carry out self-development activities. This is very necessary considering the changes What is happening now is so fast that every employee must be given the opportunity to progress and develop both in terms of achievement and in terms of quality of life it works. The contribution of transformational leadership, knowledge management and quality of work life amounted to 78% and the remaining 22% influenced by other factors not examined in this study.
3. This research is Full Mediating because the quality of work life variable is capable influencing the increase in employee performance variables significantly. aside from that The findings prove that the value of indirect influence is greater than thatwith direct influence

5.3 suggestion

Based on the conclusions and implications of the research results asm described mentioned above, some suggestions that need to be considered are as follows:

1. Managerial Fees footwear industry in Tangerang Raya with a good level of quality of work life is expected to produce good employee performance. With increasing performance employees, apart from the benefits they get, there are also other benefits they will experience by employees such as an increase in requests/orders so that absorption will occur workforce that can reduce the number of unemployed, especially in Tangerang raya
2. Suggestions for further researchers



- a) There are many other factors that influence employee performance in the industrial industry shoe pads in Tangerang Raya. Apart from the variables used in the research This business owner can use the variables organizational culture orientation, quality culture, information technology, work environment, turnover, compensation and so on.
- b) The results of this research can be applied to the footwear industry throughout, not just in Greater Tangerang but also throughout Indonesia, because there are several shoe industry which opened a new factory outside Banten Province. Whether it's expansion or opening of new Company branches

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