



**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, *KNOWLEDGE*  
*MANAGEMENT* AND QUALITY OF WORK LIFE ON PERFORMANCE  
EMPLOYEE**

**(Empirical Study Using Survey Methods and Path Analysis on Employees Shoe Pad  
Industry in Greater Tangerang)**

**Temmy Setiawan, Anoesyirwan Moeins, Nancy Yusnita  
Pakuan University Bogor**

**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

## **1.2. Background problem**

Business trends in the footwear industry currently continue to increase, along with the increase in footwear feet as fashion by society. This is proven by a statement from Director General of Small, Medium and Miscellaneous Industries (IKMA) Ministry of Industry, Gati Wibawaningsih said "the number of footwear industries in Indonesia is recorded 18,687 business units including 18,091 small scale business units, then 441 medium scale business units and 155 large scale business units." This increase causes Indonesia is ranked 4th among the highest shoe producers among other countries (Ministry of Industry, 2019). With the increase in the footwear industry making Indonesia ranked 4th in shoe producers, has proven that Business trends in the footwear industry continue to increase. Commodities in the leather and footwear industry group This includes sports shoes, technical field/industrial shoes, everyday footwear days, goods from leather and artificial leather, as well as tanned leather. In 2022 sports shoes have the volume and value of exports is the largest, with a contribution of around 60% to total achievements industry group. However, in 2023 this industry's export performance is at risk of weakening due to reduced global demand.

In Indonesia, there are several brands of sports shoes that are often used by Indonesian society such as Adidas, Nike or Reebok and there are also companies Domestic companies that are also enlivening the competition include Bata, which is quite well known in the Indonesian market (Santika, 2017). Where the brand is a familiar brand again among Indonesian people, especially in sports shoe products. Nike is one of the casual or sporty shoe brands that is in great demand by all groupssports activities (Wulandari and Oktafani, 2017).

The survival of an organization is determined by the success of the organization within manage its human resources. Human resources are a thing an important asset for an organization (Asbari, 2019). In today's era of knowledge, sources human resources become a vital part of the organization and become a measure of competitive differentiation and comparative. That is, who is able to manage their human resources better, then the opportunity to win global competition between business organizations becomes greater. Organizational performance will become better and more competitive. Because in reality, employee performance is the employee's actual achievement compared to the employee's expected achievement (Dessler, 2006). One of the determinants of employee performance is the level of job satisfaction. Not



Inevitably, employee performance is also influenced by leadership practices and *knowledge management* and work environment. Previous research separately analyzed the influence *transformational leadership* on innovation capability (Waruwu et al., 2020), influence *transformational leadership* on organizational performance (Yanthy et al., 2020), the influence of *work environment* on employee performance (Maesaroh et al., 2020), the influence of *knowledge management* on performance (Sulistyo & Ayuni, 2018), and the influence of *the work environment* on organizational performance (Kianto et al., 2016). All of which concludes that there is influence positive *transformational leadership*, *knowledge management* and work environment on performance organization.

There are 39% of employees who have problems with work quantity This can be seen from the number of employees who have problems taking the opportunity to take their own initiative achieve the work targets set by the leadership, achieve the targets set by the leadership the workload that has been set by the leader, exceeds the volume of work that has been set leaders, avoid work that is in accordance with their main duties and responsibilities.

There are 33% of employees who have problems contributing to the organization This can be seen from the number of employees who have problems providing support against company policy, expressing ideas for the company and avoiding to follow the company's agreement with the union.

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 Tangerang)**

### 3.2. Theoretical Review

### 3.3. Employee performance

Bernardin (2013: 222) states that performance is a record of results obtained from certain job functions over a certain period of time. Performance Dimensions/Indicators are (1) **Quality**, *namely* the level at which the process or the result of completing an activity that is close to perfection, (2) **Quantity (Quantity)**, *namely* the production produced can be shown in currency units, quantities units, or the number of activity cycles completed, (3) **Cost effectiveness**, *namely* the level at which organizational resources such as humans, finance, technology, materials standards can be maximized in the sense of obtaining the highest profit or reduce losses arising from each unit or example of use of a resource existing power. Ivancevich Konopaske and Matteson (2008: 170) define performance as a result of performance in carrying out a job. The dimensions/indicators are (1) **Work quantity**, *namely* the amount of work volume carried



out under normal conditions, (2) **Work quality**, namely thoroughness, neatness and accuracy in work, (3) **Personal quality**, which includes appearance, personality, attitude, leadership, integrity and ability social. Soetrisno, Edi (2010: 87) believes that achievement or performance is a result the work that a person has been able to achieve from his work the work that a person has been able to achieve from his work behavior in performing work activities

Performance Dimensions/Indicators are (1) **Quality of work** is quality of work achieved based on the conditions of suitability and readiness. (2) **Quantity of work** is the amount of work that can be completed according to the target in a certain period. (3) **Working time** is the accuracy of completing a job according to the time (4) **Collaboration** is cooperation between colleagues. Mangkunegara, Anwar Prabu. (2007: 67) believes that employee performance is the result of work in terms of quality and quantity achieved by an officer in carrying out his duties in accordance with his responsibilities given to him. Performance Dimensions/Indicators are (1) **Quality of work** is the quality of work achieved is based on the conditions of suitability and readiness. (2) **Work quantity** is the amount of work that can be completed according to the target within the period certain. (3) **Implementation of duties** is the extent to which one is able to carry out one's work effectively exactly.

### 3.4. Quality of Work Life

Freyedon Ahmadi, Adel Salavati, and Ebrahim Rajabzadeh (2012) mendefinisikan bahwa "*Quality of Work Life is the feeling and perceptions that employees have toward their job, colleagues, and company*" (Quality of Work Life are an individual's feelings and perceptions of work, coworkers and the organization where he works. Dimensions/Indicators of Quality of Work Life (1) **Individual Growth and Development** (Opportunity to advance and develop self), (2) **Participation in formulating the objectives** (Participation in determining work targets), (3) **Pay and benefits received** (Salary and welfare received), (4) **Social Integration in doing the jobs**, (5) **Supervision from the superior** (Supervision from superiors). Cascio and Wayne (2006) quality of work life is a comprehensive program which encompasses many needs and wants. QWL dimensions and indicators are Employee participation, employees need to participate in decision making and can contribute to achieving a goal. (2) Career development, each Employees need reassurance and clarity regarding their careers to be biased develop. (3) Conflict resolution, employees are expected to be able to resolve conflicts which occurs by resolving it openly, fairly and honestly. (4) Communication, In an organizational or company environment, communication plays a very important role, both with fellow colleagues and with leaders. (5) Occupational health, this effort aims to achieve maximum work productivity, by means of



prevention of occupational diseases and accidents, control of workplace hazards, health promotion, treatment and rehabilitation. (6) Job security, in every case the company needs a guarantee or a sense of security for its employees, (7) Security work, is very important for employees and must receive serious attention from all party. (8) Compensation, in the company every employee must receive compensation is fair, reasonable and sufficient. Compensation is a important component for employees. (9) Pride, employees' sense of pride in work and work environment can make them more comfortable and comfortable to work well.

### 3.5. Transformational leadership

J. A. Colcuitt, J. LePine, and M. Wesson. (2009: 488) defines that Transformational leadership is leadership that involves inspiration throughout its members to commit to achieving a shared vision that provides meaning towards the development of their own potential and some of the problems of new perspective. The dimensions/indicators are (1) ***Idealized influence (charisma)***: Influence and direct the thought patterns (idealism) of his subordinates, (2) ***Inspirational Motivation (motivating inspiration)***: providing ideas, support and assistance motivate subordinates (3) ***Intellectual stimulation (intellectual stimulation)***: provide stimulation or challenges to move the minds of his subordinates. (4) ***Individualized consideration (individual attention)***: providing attention and Individual treatment based on performance level and needs his subordinates.

Angelo Kinicki and Brian K. Williams (2008: 44) state that Transformational leadership is leadership that changes employees to pursue organizational goals beyond personal interests. Transformational leader will seek to influence, move and develop leadership to others. The dimensions/indicators are (1) ***Idealized Influenced (Influence on subordinates' mindset)***, (2) ***Inspirational Motivation (Motivating inspiration)***, (3) ***Intellectual Stimulation (Intellectual Stimulation)***, (4) ***Individual Consideration (Attention to individual subordinates)***, and ***Charisma (Karisma)***.

### 3.6. Knowledge Management

Zuhal (2010) defines knowledge management as management Organizational knowledge is carried out to create value and produce excellence competitive or excellent performance. Dimensions and indicators of *knowledge management* include (1) ***Knowledge creation***, knowledge creation activities that occur within the organization, which is carried out by individuals with certain creativity so that it produces results new knowledge that is useful for various jobs. (2) ***Knowledge sharing***, activities to share the knowledge one has with others within a unit or organization so that other people can also master the knowledge required. (3) ***Knowledge acquisition***, activities carried out to acquire or increase the knowledge that the organization already has so that it can fulfill knowledge needed and not yet possessed. (4)





*Knowledge documentation*, activities which is done to save and maintain organizational leadership up to when needed it can be accessed quickly and easily. (5) *Knowledge application*, activities carried out by the organization to apply the knowledge it has acquired to improve products, processes and services. (6) *Knowledge transfer*, activities move or transfer knowledge from one person or unit to another person or unit. (7) *Knowledge dissemination*, activities to disseminate knowledge required by person or other unit within the organization, because that information or knowledge will distributed must be selected and selected well. Dimensions and indicators of *knowledgemanagement* among others

### 2.7.6 Direct influence of transformational leadership on performanceemployee

Transformational leadership is a leadership model for a person leaders who tend to motivate subordinates to work better and focuses on behavior to help the transformation between individuals and organizations (Bass & Avolio, 2000). Some of this research concludes that *transformational leadership* has a positive and significant influence on job satisfaction (Choi et al., 2016; Kheir-Faddul & Dÿnÿiaÿÿ, 2019; Lin et al., 2018). However, several other studies state that there is no relationship 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.**

### 2.7.7 Direct influence of knowledge management on employee performance

The employee development process cannot be separated from management proper knowledge. A *knowledge management* system that is implemented regularly integrated and aligned with knowledge management can improve quality working life. Managing knowledge cannot be separated from managing resources people as company assets. Besides sources of knowledge, human (*resources*) is an actor in the process of knowledge management. The role of *knowledge management* can be seen in the use of *knowledge* as innovation, responsiveness customers and *stakeholders*. Good *knowledge management* in the organization too can have an impact on the level of employee satisfaction with the organization where he is shelter. This is proven by research (Masa'deh, 2016) which reveals There is 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 significantly related to quality of work life. In his research, he found that there was a positive impact and a significant relationship between knowledge management and job satisfaction in the state university sector. The results of other research also show that knowledge management has a positive impact on job satisfaction (Bayasgalan & Gerelkhu, 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**



### 2.7.8 Direct influence of quality of work life on employee performance

Transformational leadership style is very closely related to employee performance relationship. Because high performance means every employee gives all knowledge, skills, abilities, attitudes and behavior possessed by every employee and the awareness that the company's progress will be fast achieved. This is where the leader's role is to influence satisfaction employee work, so that employee performance is maintained. As a leader then At all times he plays a role in guiding and supervising the implementation of his duties given to employees..From previous theory and research it can be assumed: **H3: There is an influence directly positive quality of work life on employee performance.**

### 2.7.9 The influence of transformational leadership on the quality of work life

Transformational leadership style is very closely related to employee performance relationship. Because high performance means every employee gives all knowledge, skills, abilities, attitudes and behavior possessed by every employee and the awareness that the company's progress will be fast achieved. This is where the leader's role is to be able to influence performance employees are awake. As a leader, at all times he plays a role guiding and supervising the implementation of tasks assigned to employees. Transformational leadership is able to provide work motivation, listening employee aspirations and giving awards to employees so they can improve employee performance if the relationship between leadership styles is very closerelation to employee motivation means that it can be said that leadership style can influence employee performance indirectly, namely through improvement employee motivation which then has an impact on increasing employee performance. Transformational leadership has a significant influence on employee performance (Buil et al., 2019; Manzoor et al., 2019; Nam & Park, 2019). Other research concludes that there is no significant relationship between *transformational leadership* and performancekaryawan (Eliyana et al., 2019; Khalifa Elgelal & Noermijati, 2014; Monoyasa et al.,2017; Putri & Soedarsono, 2017).

From previous theory and research it can be assumed: **H4: There is an influence transformational leadership's direct positive impact on the quality of life work.**



#### **2.7.10 Direct influence of *knowledge management* on quality of lifework**

Effective knowledge management has been identified in the literature as one method for increasing innovation capabilities (Asbari et al., 2019; Asbari, Wijayanti et al., 2020; Basuki et al., 2020; Singgih et al., 2020). Previously, Carneiro (2001) emphasized that knowledge management is considered an important concept be an antecedent of performance. According to Plessis (2007), there are three main drivers application of knowledge management in innovation: The first driving force Knowledge management in innovation today is creating, building, and maintain competitive advantage. This can be done through the use of knowledge and collaborative practice. However, this becomes increasingly complex and difficult because changing customer needs, competitive pressures and technological changes very fast. Therefore, many organizations have started working collaboratively across organizational boundaries to ensure continuous innovation and competitive advantage. Knowledge management can facilitate collaboration those, where knowledge and skills acquired through collaboration are considered as an effective and efficient way to productive performance (Plessis, 2007).

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





### 3.7 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 influence of transformational leadership on performance employee

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

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

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

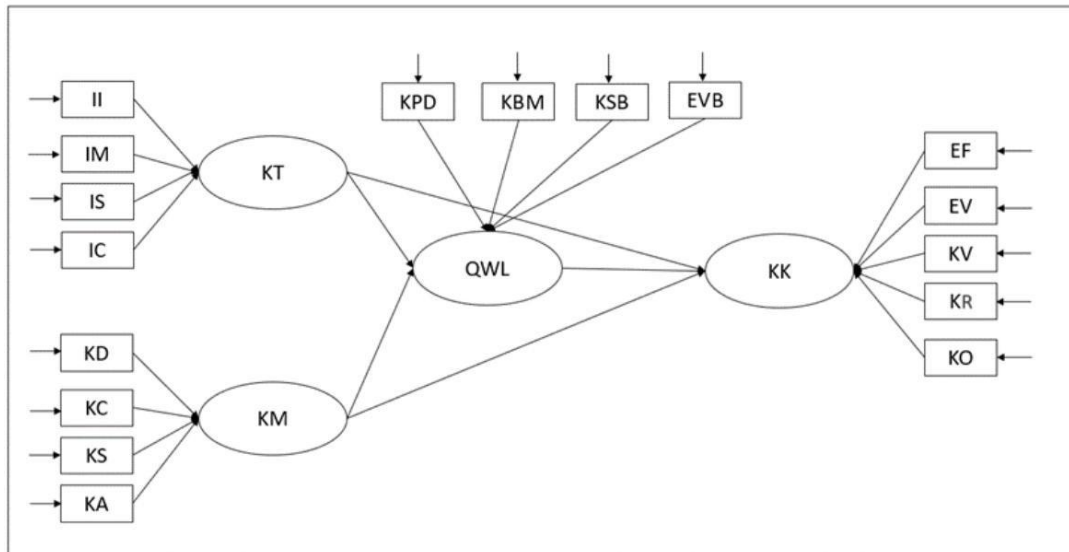
**Hypothesis 5:** There is a positive influence of *knowledge management* on the quality of work life.

## RESEARCH METHODS

### 4. 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 *Evaluatation 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, variablesThis 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 respondentsemployees 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 answer

scale used is a Likert scale, which consists of five answer choices, namely strongly agree, agree, disagree, disagree, strongly disagree.

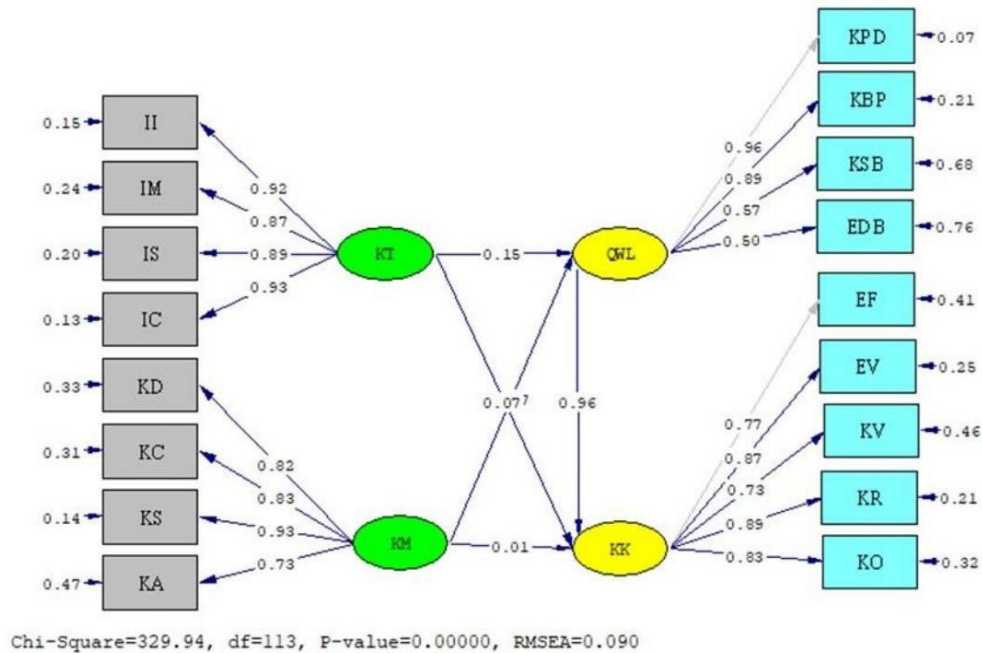
## CHAPTER IV RESEARCH RESULTS AND DISCUSSION

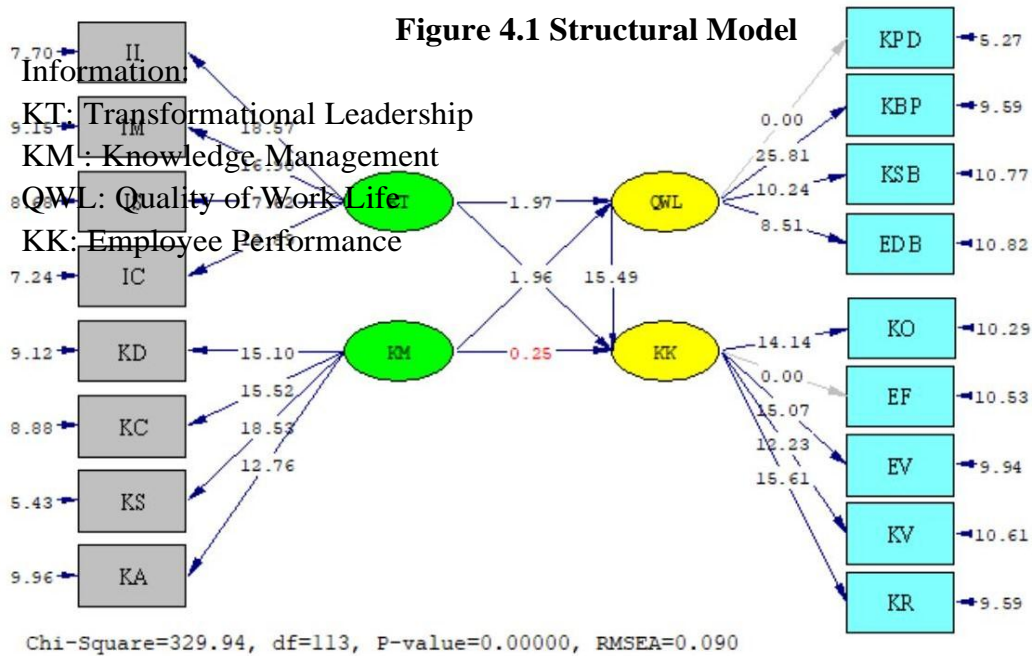
### 4.1 Structural Model Testing

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

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





**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  $\geq 1.96$ , 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 → QWL	0,15	1,97	1.96	Significant
2	Knowledge Management → QWL	0,57	7,05	1.96	Significant
3	leadership transformational → Performance Employee	0,07	1,96	1.96	Significant
4	Knowledge Management → Employee performance	0,01	0,25	1.96	Significant
5	QWL → 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  $\geq 1.96$  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 work





Life 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  $15.49 > 1.96$  ( $t_{count} > t_{table}$ ) 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  $1.97 > 1.96$  ( $t_{count} > t_{table}$ ) 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 (organizaton



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 as 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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