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How Work from Home and Knowledge Sharing Affect Job Satisfaction Mediated By Work-Family Conflict?

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ABSTRACT

Objective - This research is conducted in the organizational institutions within the financial sector located in three central office buildings in Jakarta.

Methodology/Technique - The research population consists of a Government Institution in Sector II, which includes Departments A and B in Jakarta, totaling 394 respondents. The sample size of 379 respondents was selected using purposive sampling as the sampling technique. This research is employed by quantitative analysis, and the data source is primary data collected through a questionnaire survey.

Findings – Data analysis is conducted using SmartPLS Software version 4.0 to establish the SEM model. The analysis results indicate that Work from Home does not significantly affect Job Satisfaction, Knowledge Sharing significantly impacts Job Satisfaction, Work from Home significantly affects Work-Family Conflict, Work-Family Conflict significantly influences Job Satisfaction, and Knowledge Sharing does not significantly affect Work-Family Conflict.

Novelty - Work from Home significantly affects Job Satisfaction through mediating Work-Family Conflict, and Knowledge Sharing does not significantly impact Job Satisfaction through Work-Family Conflict.

Type of Paper: Empirical

JEL Classification: J28, J29.

Keywords: Work From Home, Knowledge Sharing, Work-Family Conflict, Job Satisfaction.

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1. Introduction

Some say that the Work from Home (WFH) system is commonly considered to make employees feel more comfortable, especially millennials, as they have flexibility in carrying out tasks. In a Government Institution in Jakarta, the author observed the implementation of WFH practices; even though triggered by the COVID-19 pandemic, it indicates that WFH is preferable for employees, especially millennials.

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This aligns with Mungkasa's opinion (2020) that implementing the WFH system allows employees to control their work schedules and environments, resulting in greater flexibility and support for job satisfaction. Knowledge sharing is one-factor influencing job satisfaction, representing a systematic process of sharing and distributing knowledge through various methods and media from one party to another in need (Mardlillah & Rahardjo, 2017).

One potential source of competitive advantage is knowledge (Omerzel, D., G., Gulev, R., 2011). (Wilder-Smith & Freedman, 2020) stated that organizations capable of managing the knowledge of their employees will gain a competitive advantage. (Ibrahim & Heng, 2015) also emphasized the importance of integrating knowledge and learning into the resources of government institutions or companies.

Furthermore, Work-Family Conflict (WFC) refers to the internal struggle experienced by individuals due to juggling dual roles in their work and family lives. This conflict arises when dedicating too much time and attention to one role hinders their ability to effectively fulfill the responsibilities of the other role (Susanto, 2010). Employee actions contributing to WFC can be observed in the form of conflicting demands between their work and family obligations, causing a lack of focus on their work duties. The presence of high job demands and pressure to achieve targets makes it difficult for employees to strike a balance between their work and family time. Unsuitable policies, such as inflexible leave arrangements or rigid working hours that do not consider employees' family needs can also lead to WFC. Moreover, conflicting responsibilities between work and family, such as urgent tasks conflicting with family duties like caring for a sick child or attending family events, become sources of tension for employees. Additionally, pressure from colleagues or management to overwork and exceed regular working hours further complicates the challenge of maintaining a healthy work-family balance.

Knowledge Sharing also hinders the routine activities that employees must perform, as most of the members or individual employees have limited knowledge and opportunities for experience. Therefore, collaboration must be fostered through team synergy to achieve knowledge sharing among individuals. As for the problem of Job Satisfaction, the researchers also found that it occurs in the Government Institution due to some employees feeling dissatisfied with the promotion aspect. After conducting interviews with several employees who work in this Government Institution, the researchers discovered that there are requirements or procedures perceived as challenging by employees to meet the criteria for career advancement. Government Institution policies related to rewards are also crucial aspects of job satisfaction that are closely observed. The rewards are based on job positions or achievements and depend on the job's risks. Furthermore, concerning the work culture, some employees feel a lack of harmony in the relationship between employees and management.

The research of this study is objected the government institution organization, the government institution organization in the financial sector, the location points of which are in 3 (three) central office buildings located in Jakarta. However, this Government Institution of Indonesia in Jakarta has not yet acquired a permanent office building, and this government institution is newly established in Indonesia, formed by the merger of 2 (two) Institution organizations in Indonesia. This survey focuses on expanding research on the factors influencing job satisfaction within the Government Institution organization. Additionally, it will investigate perspectives on Work from Home, Knowledge Sharing, Work-Family Conflict, and Job Satisfaction.

2. Literature Review

Work from Home (WFH)

The term WFH is now commonly heard, especially during the COVID-19 pandemic. Due to the rapid spread of the virus, many Government Institutions/companies have opted for the WFH system. WFH is a form of Telecommuting (working remotely) that has been implemented in the workforce and urban planning for a considerable time, aiming to address the traffic congestion caused by daily commuting between home and the office (Mungkasa, 2020). (Tuti, 2020) defines WFH as a concept where employees work remotely, specifically from home, eliminating the need for in-person interactions with co-workers at the office. According to (Wang et al., 2021), remote work or WFH refers to a flexible work arrangement where employees work from a location far away from the central office or production facility, enabling them to communicate with colleagues using technology without having personal contact. (Delanoeije, J., Verbruggen, M., and Germeys, 2019) also describes home-based telework as an arrangement allowing employees to WFH multiple times a week, utilizing Information and Communication Technology (ICT).

WFH means employees work from their homes, apartments or residences, not from the office. Many Government Institutions or companies have implemented WFH policies, or remote work policies, allowing their employees to WFH either full-time or at their most convenient times (Hart, 2019). Before this COVID-19 pandemic, WFH existed, but it was still not well-known among workers or even companies. WFH is also referred to as WFH in research literature. WFH entails commuting from home to any chosen place for work, which could be in a public or semi-public setting with others. Nonetheless, WFH is much more flexible than working in an office. Your schedule and working hours remain under your control and can shift from one remote work location to another according to your preferences (Morris, 2020). According to (OWL Labs, 2020), remote work or WFH is any work that is not performed traditionally in an office environment.

Based on various expert opinions on WFH, it can be summarized as a flexible work arrangement where employees work from a location far from the central office or production facility, enabling them to communicate with colleagues using technology without having direct contact. There are 3 (three) dimensions of WFH implementation proposed by (Gądecki et al., 2018): 1. Space; 2. Time: a. Cyclical time (household tasks), and b. Linear time (professional tasks); and 3. Social role: a. As a home worker, b. An emanation of a role, and c. A constant teleworker position. The indicators used to test the WFH variable are adapted from (Neufeld & Fang, 2005) and include 5 (five) telecommuting indicators: 1. Productivity; 2. Attitudinal Factor;
3. Social Factor; 4. Situational Factor Based on Resources; and 5. Distraction.

Knowledge Sharing

The concept of knowledge sharing according to (Azis, 2020) is a culture of social interaction that involves employees sharing knowledge, experiences, and skills throughout the organization. The key to successful information management is sharing information. According to (Qomariyah & Az-zahra, 2020), knowledge sharing is seen as a process of social interaction among individuals that cannot be achieved by one person alone. Knowledge sharing is the process where individuals share knowledge, both implicit and explicit, to generate new knowledge. On the other hand, according to (Maulana et al., 2018), knowledge sharing is a process where individuals share knowledge (both tacit and explicit) with each other, ultimately leading to the creation of new integrated knowledge. Knowledge sharing is the process of sharing information between individuals and organizations to create common goals for the organization, which aims to utilize their knowledge resources to gain a competitive advantage. Additionally, according to (Dwihastuti & Silvianita, 2021), knowledge sharing is the process of sharing, disseminating, and exchanging knowledge and information among individuals with other individuals, between individuals and communities, and among different communities to achieve something better and create new knowledge. This occurs through social interaction and communication between information providers and receivers.

Based on various experts' opinions on Knowledge Sharing, it can be summarized as the process where individuals share both implicit and explicit knowledge to create new knowledge. The core of Knowledge Sharing lies in the endeavor to generate new integrated knowledge. (Van Den Hooff & De Ridder, 2004) identified 2 (two) dimensions in Knowledge Sharing, including: 1. Knowledge Collecting; and 2. Knowledge Donating. Meanwhile, (De Vries et al., 2006) outlined dimensions and indicators in Knowledge Sharing, including: 1. Getting (Knowledge Collecting), these indicators encompass aspects such as: a. Sharing information when colleagues ask for it, b. Sharing skills when colleagues ask for it, c. Colleagues sharing knowledge when I ask for it, and d. Colleagues sharing expertise when I ask for it; and 2. Bringing (Knowledge Donating), these indicators encompass aspects such as: a. Sharing knowledge with colleagues without being asked; b. Receiving knowledge from colleagues without asking; c. Sharing knowledge as part of normal practice; and d. Sharing information without being asked.

Work-Family Conflict (WFC)

Based on various experts' opinions on WFC, it can be summarized according to (Greenhaus & Beutell, 1985) that the failure to examine both types of WFC can limit our understanding of the work-family interface as each is associated with different antecedents and consequences (as discussed below). According to (Greenhaus & Beutell, 1985), there are 3 (three) dimensions of WFC: 1. Time-Based Conflict; 2. Strain-Based Conflict; and 3. Behavior-Based Conflict.

Job Satisfaction

Based on several expert opinions on job satisfaction, it can be synthesized that job satisfaction is an attitude towards work, which is the result of an individual's perception of what they experience in their job (Robbins, Stephen P. and Judge, 2017). (Luthans, 2006) states that there are 6 (six) dimensions of job satisfaction, which are: 1. The work itself; 2. Pay or wages; 3. Opportunities for promotion; 4. Supervision; 5. Coworkers; and 6. Working conditions. The indicators of job satisfaction adopted from the research conducted by (Robbins, Stephen P. dan Judge, 2017) will be used in this study, which states 7 (seven) indicators, including: 1. Satisfaction with the type of work; 2. Satisfaction with the skills needed; 3. Satisfaction with supervision; 4. Satisfaction with present pay; 5. Satisfaction with promotion opportunities; 6. Satisfaction with the work culture; and 7. Satisfaction with coworker relationships.

3. Research Methodology

3.1 Research Design, Populations, Sampling, and Data Analysis

This quantitative study utilizes Structural Equation Modeling (SEM) to analyze survey data and explore how Job Satisfaction is impacted by WFH and knowledge sharing in a Government Institution of Indonesia in Sector II, located in Jakarta, encompassing Department A (whose task, main job, and function mostly can be performed at home) and Department B (whose task, main job, and function mostly cannot be performed at home), with a total of 394 respondents. The mediating role of WFC is also focused on in this study. Data were collected from 379 respondents using purposive sampling, a non-probability sampling method as the sampling technique. Quantitative analysis is employed in this research, and primary data is sourced through a questionnaire survey. The validity and reliability of the research instruments were evaluated using PLS-SEM in SmartPLS software version 4.0. The data collection period is spent from May 30th, 2023 to July 17th, 2023, utilizing questionnaires. In this research, a 4-point Likert scale was employed. To ensure clear choices between agree and disagree, the neutral option was eliminated following Sugiyono's recommendation (in (Yuniastuti, 2018). The Likert scale responses were transformed into scores, with "Strongly Disagree (SD)"

being assigned a score of 1, "Disagree (D)" a score of 2, "Agree (A)" a score of 3, and "Strongly Agree (SA)" a score of 4. The modification of the Likert scale was carried out to address undecided responses and the central tendency effect Hadi in (Yuniastuti, 2018).

3.2 Research Model and Hypothesis

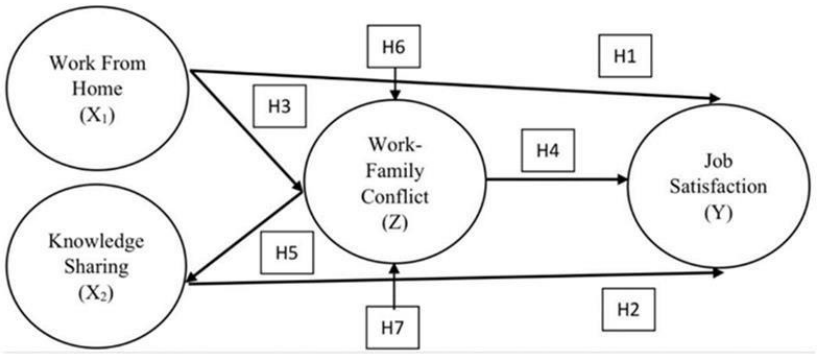


Figure 1. Research Model

This research framework discussed the direct effect between WFH and Job Satisfaction (H1) the direct effect between Knowledge Sharing and Job Satisfaction (H2), the direct effect between WFH and WFC (H3) the direct effect between WFC and Job Satisfaction (H4), the direct effect between Knowledge Sharing and WFC (H5), direct effect between WFH and Job Satisfaction mediated by WFC (H6), and direct effect between Knowledge Sharing and Job Satisfaction mediated by WFC (H7).

4. Results

4.1 Validity and Reliability Result

Table 1. Validity Testing Result

Variables	Dimensions	Indicators	Loading Factor	AVE
Work From Home (WFH)	Productivity	P1	0.853	0.622
		P2	0.878	
		P3	0.779	
	Attitudinal Factor	AF1	0.851	
		AF2	0.716	
	Social Factor	SF1	0.776	
		SF2	0.776	
	Situational Factor Based on Resources	SFBR1	0.738	
		SFBR2	0.805	
	Distraction	D1	0.763	
		D2	0.716	
Knowledge Sharing	Getting (Knowledge Collecting): a. Sharing information when colleagues request it. b. Sharing skills when colleagues request it. c. Colleagues sharing knowledge when asked. d. Colleagues sharing expertise when asked.	GKC1	0.662	0.532
		GKC2	0.619	
		GKC3	0.665	
		GKC4	0.704	
		GCK5	0.753	
		GCK6	0.759	

		GCK7	0.805	
		GCK8	0.799	
	Bringing (Knowledge Donating): a. Sharing knowledge with colleagues without being asked.	BKD1	0.716	
		BKD2	0.723	
		BKD3	0.702	
	b. Receiving knowledge from colleagues without asking. c. Sharing knowledge as a normal practice. d. Sharing information without being asked.	BKD4	0.788	
		BKD5	0.721	
		BKD6	0.789	
		BKD7	0.713	
		BKD8	0.717	
Work-Family Conflict (WFC)	Time-Based Conflict	TBC1	0.773	0.691
		TBC2	0.836	
	Strain Based Conflict	SBC1	0.907	
		SBC2	0.884	
	Behavior Based Conflict	BBC1	0.774	
		BBC2	0.805	
Job Satisfaction	Type of Work	TW1	0.634	0.514
		TW2	0.721	
	Skills Needed	SN1	0.541	
		SN2	0.623	
	Supervision	S1	0.798	
		S2	0.765	
	Present Pay	PP1	0.738	
		PP2	0.699	
		PP3	0.731	
	Promotion Opportunities	PO1	0.727	
		PO2	0.742	
	Culture	C1	0.791	
		C2	0.778	
	Relationship with Co-workers	RC1	0.718	
		RC2	0.700	

The outcomes of the PLS Algorithm calculations reveal the Outer loadings in Table 1, where all items demonstrate factor loadings above 0.40, confirming their validity. Additionally, all variables in the table have AVE values exceeding 0.5, meeting the required criteria. This analysis helps determine the reliability by considering the combined reliability of the indicator values used in the measurement configuration. The minimum composite reliability value is 0.7.

Table 2. Reliability Testing Result

Variables	**Cronbach's Alpha**	**Composite Reliability**
Work From Home (WFH)	0,939	0,947

Knowledge Sharing (KS)	0,941	0,948
Work-Family Conflict (WFC)	0,910	0,930
Job Satisfaction (JS)	0,932	0,940

Based on the table above, it can be observed that the composite reliability values for each configuration are above 0.7, indicating that each model configuration meets the criteria. Furthermore, according to the table above, all configurations have Cronbach's alpha values ≥ 0.7.

4.2 Structural Model Test (Inner Model) Result

Table 3. Path Coefficient Analysis (Direct Effect)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P-Values	Decision
WFH → JS	-0.075	-0.078	0.047	1.618	0.106	Rejected
KS → JS	0.576	0.578	0.047	12.372	0.000	Accepted
WFH → WFC	0.304	0.311	0.052	5.88	0.000	Accepted
WFC → JS	-0.127	-0.129	0.052	2.462	0.014	Accepted
KS → WFC	-0.074	-0.077	0.06	1.221	0.222	Rejected

Table 4. Path Coefficient Analysis (Indirect Effect)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P-Values	Decision
WFH → WFC → JS	-0.039	-0.039	0.016	2.449	0.014	Accepted
KS → WFC → JS	0.009	0.011	0.011	0.891	0.373	Rejected

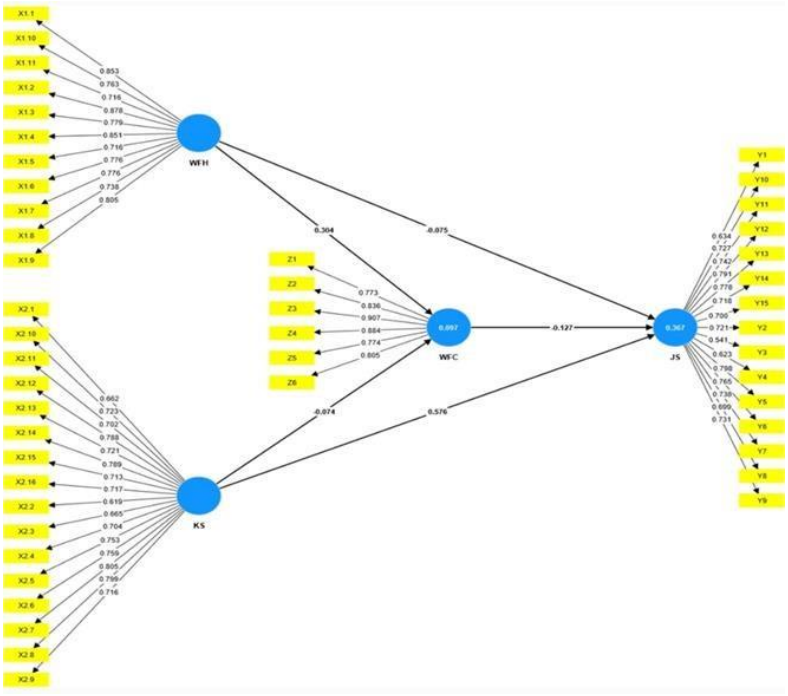


Figure 2. Structural Model Output

The findings from the path analysis table and path diagram, obtained through bootstrapping, show that out of the 7 (seven) hypotheses tested, 3 (three) direct effect hypotheses were supported while 2 (two) were not. Additionally, 1 (one) indirect effect hypothesis was supported, and 1 (one) was rejected effect hypothesis was supported.

5. Discussion

This study rejects hypotheses H1 and H5, which suggest that WFH (X1) significantly affects Job Satisfaction (Y) and that Knowledge Sharing (X2) significantly influences WFC (Z). These findings support the results of a study conducted by Sriyaningsih, Martini G, & Said (2023), which indicate that WFH does not have a significant impact on Job Satisfaction. This implies that if an employee's WFH arrangement is inefficient, characterized by disruptions, loss of motivation, lack of a regular schedule, frequent miscommunication, and tasks that cannot be completed at home, then the employee may not experience Job Satisfaction. According to Manroop and Petrovski (2021), if WFH supports the work completion process and fosters enthusiasm, Job Satisfaction can improve. The findings of the research by Kim et al. (2015), stating that Knowledge Sharing does not significantly affect WFC, are consistent with this study. (Mardlillah & Rahardjo, 2017) define Knowledge Sharing as a systematic process of sharing and distributing knowledge through various methods and media from one party to another in need. Furthermore, (Memah et al., 2017) On the other hand, this study supports H2, H3, and H4, as indicated by the research by Syamsuddin (2017) that Knowledge Sharing influences employee Job Satisfaction. Therefore, it can be concluded that effective Knowledge Sharing provided by the company leads to increased employee job satisfaction. (Prajogo, 2015) states that WFC has a negative impact on job satisfaction. Hence, the higher the WFC, the lower the Job Satisfaction. However, H6 is rejected, showing that WFH indirectly does not affect Job Satisfaction through WFC, contrary to findings by Coenen and Kok (2014); Fonner and Roloff (2010); and Anderson et al. (2015), who found that WFH leads to increased Job Satisfaction and lower resignation intentions. WFH can enhance employee job satisfaction (Cohen and Liani, 2009; Coenen and Kok, 2014; Chung, 2018; and Contreras et al., 2020). Finally, H7 is supported by the research by Subki and Afrida (2016), which finds that Knowledge Sharing has a positive and significant impact on Job Satisfaction.

6. Conclusion

The analysis findings indicate that the implementation of WFH does not have a significant impact on job satisfaction (p-value = 0.520), leading to the rejection of the first hypothesis (H1). This implies that WFH does not affect employees' Job Satisfaction. On the other hand, Knowledge Sharing significantly influences Job Satisfaction (p-value = 0.006), confirming the acceptance of the second hypothesis (H2). This means that increased Knowledge Sharing leads to higher Job Satisfaction. Furthermore, WFH has a significant effect on WFC (p-value = 0.023), supporting the acceptance of the third hypothesis (H3). It indicates that adopting WFH results in an increase in WFC. Subsequently, WFC significantly impacts Job Satisfaction, validating the fourth hypothesis (H4). Hence, job satisfaction is influenced by the level of WFC. Additionally, Knowledge Sharing does not have a significant effect on WFC (p-value = 0.103), leading to the rejection of the fifth hypothesis (H5). This suggests that an increase in Knowledge Sharing does not directly impact the occurrence of WFC. Moreover, Job Satisfaction mediated by WFC (p-value = 0.014) is significantly influenced by WFH, confirming the acceptance of the sixth hypothesis (H6), meaning that an increase in WFH leads to increased Job Satisfaction mediated by WFC. However, the analysis is also revealed that Knowledge Sharing does not have a significant effect on Job Satisfaction mediated by WFC (p-value =

0.373), resulting in the rejection of the seventh hypothesis (H7). This is implied that an increase in Knowledge Sharing does not have an impact on the occurrence of Job Satisfaction mediated by WFC.

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