

## THE INFLUENCE OF KNOWLEDGE MANAGEMENT ON WORK-LIFE BALANCE MEDIATED BY CO-WORKER SUPPORT

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### ABSTRACT

*This study aims to analyze the factors that influence Work-Life Balance (WLB) among employees at the Bhayangkara Level II Hospital in Medan. The variables studied include Knowledge Management as the independent variable, Work-Life Balance as the dependent variable, and Co-Worker Support as the moderator variable. The research method used is a quantitative approach with moderated regression analysis techniques. Data were collected through questionnaires from respondents who are hospital employees, both medical and non-medical personnel. The results of the study indicate that Knowledge Management has a significant effect on Work-Life Balance. Likewise, it was found that Co-Worker Support was proven to significantly moderate the effect of Knowledge Management on Work-Life Balance. These findings indicate the importance of strengthening knowledge management and organizational support in establishing work-life balance, as well as the need for a more effective approach in building support among colleagues.*

**Keywords:** Knowledge Management, Co-Worker Support, Work-Life Balance.

### INTRODUCTION

Work-Life Balance (WLB) has become an increasingly important issue in today's workplace, particularly in the healthcare sector, which demands long working hours and high stress (Greenhaus and Allen, 2014). In hospital settings, particularly at the Bhayangkara Level II Hospital in Medan, healthcare workers often face challenges balancing work demands with personal life. Poor work-life balance impacts not only healthcare workers' performance but also their overall well-being. Therefore, understanding the factors influencing WLB among healthcare workers is crucial for creating a productive work environment and supporting their well-being. Work-Life Balance among healthcare workers is becoming increasingly critical due to the demanding and stressful nature of their work.

Conversely, knowledge management within organizations plays a crucial role in increasing individual efficiency and adaptability in completing tasks without increasing workload (Nonaka and Takeuchi, 2015). By managing knowledge effectively, employees can access relevant information and skills to perform their jobs better, ultimately supporting WLB (Becerra-Fernandez and Sabherwal, 2015). In a hospital environment, knowledge management is a crucial element influencing WLB. An effective knowledge management system enables healthcare workers to access the information and knowledge needed to improve their work efficiency, thereby reducing work stress and increasing time for personal life (Ali & Anwar, 2021). In Indonesia, many hospitals have begun

implementing technology-based knowledge management systems to support healthcare workers' tasks, but challenges in utilizing these systems often arise due to limited employee training and adaptation (Lubis & Munandar, 2019).

The moderating variable in this study was co-worker support, which has also been shown to significantly strengthen or weaken the relationship between personal characteristics, knowledge management, organizational support, and WLB (Haar et al., 2014). Co-worker support allows employees to feel more comfortable and help each other overcome work challenges. This can create a positive work environment, ultimately improving employees' WLB balance (Panaccio et al., 2015). Co-worker support also plays a crucial role in helping healthcare workers achieve WLB. In a hospital setting, positive relationships between co-workers can increase a sense of comfort and solidarity among employees, making it easier for them to cope with high workloads (Utriainen et al., 2019). Research in the healthcare sector shows that when co-workers support each other, employees are more likely to feel motivated and better able to manage time for work-life balance (Sarason et al., 2020).

Thus, this study seeks to identify the determinants of WLB among healthcare workers at the Bhayangkara Level II Hospital in Medan, using independent variables such as knowledge management and moderating variables such as coworker support. It is hoped that the results of this study can provide recommendations for hospital management in creating a work environment that supports a balance of WLB for healthcare workers.

## **LITERATURE REVIEW**

### **Knowledge Management**

Knowledge Management, according to Alavi & Leidner (2015), is defined as a systematic process for creating, sharing, and using knowledge within an organization. Knowledge Management aims to ensure that relevant and useful information is accessible and applicable to individuals who need it for decision-making and problem-solving, thereby improving organizational efficiency and effectiveness. Furthermore, Becerra-Fernandez & Sabherwal (2015) define Knowledge Management as a strategic approach used by organizations to identify, store, and share important knowledge, both explicit and implicit, across all parts of the organization. This process aims to improve performance and innovation through better utilization of knowledge.

Ali & Anwar (2021) define Knowledge Management as an organization's efforts to collect, organize, disseminate, and utilize information and knowledge, with the aim of supporting employees in improving productivity and work-life balance. Knowledge Management is considered an important factor in the modern work environment to help employees access information easily and quickly. Furthermore, Nonaka & Takeuchi (2015) define Knowledge Management as the process by which organizations create new knowledge, convert tacit (implicit) knowledge into explicit knowledge, and distribute that knowledge throughout the organization. In this context, Knowledge Management includes efforts to build an environment that supports innovation and continuous learning. King (2014) explains Knowledge Management as a set of processes that include the acquisition,

storage, and dissemination of knowledge within an organization, with the aim of creating value and supporting the organization's strategic objectives. Grant (2016) defines Knowledge Management as a process that involves the creation, storage, transfer, and application of knowledge to ensure that valuable knowledge is available to employees when they need it.

### **Co-Worker Support**

According to Chiaburu & Harrison (2016), co-worker support is the level of emotional, instrumental, and social support an individual receives from coworkers in the workplace. This support can take the form of practical assistance, advice, and moral encouragement, all of which can help reduce work stress and improve employee well-being. Furthermore, Utriainen et al. (2019) define co-worker support as employees' perceptions of the assistance provided by coworkers, including emotional support, assistance with workload management, and a sense of community in the workplace. This co-worker support is important in increasing motivation, sense of belonging, and job satisfaction in challenging work environments such as hospitals.

Sarason et al. (2020) describe co-worker support as interpersonal support from coworkers, which can take the form of emotional support and practical assistance. This support allows employees to share the workload and cope with work pressures together, thereby increasing a sense of community and job satisfaction. Mitchell et al. (2014) defines co-worker support as social support provided by co-workers, including technical assistance, advice, emotional support, and opportunities to share information and experiences. This support from co-workers can help individuals cope with high workloads and facilitate the achievement of organizational goals.

Panaccio et al. (2015) define co-worker support as a form of support provided by co-workers, including assistance with work, moral support, and the feeling that employees can rely on their co-workers in difficult situations. This support is important in reducing stress levels and increasing work effectiveness in stressful work environments. Choi et al. (2018) state that co-worker support is a form of social support that comes from co-workers and includes emotional assistance, practical support, and a sense of mutual care among employees. This support helps reduce work stress and improve work-life balance, especially in demanding work environments.

### **Work-Life Balance**

Work-Life Balance (WLB), as proposed by experts such as Greenhaus & Allen (2014), defines work-life balance as the degree to which an individual feels satisfied and functions well in both their primary roles: work and personal life. Work-life balance occurs when an individual is able to manage responsibilities in both work and personal life effectively and harmoniously. Furthermore, Kalliath & Brough (2015) define work-life balance as a person's perception of an adequate balance between the demands of work and personal life, allowing them to feel satisfied and successful in both roles. WLB is seen as a condition in which role conflict between work and personal life is minimized.

Haar et al. (2014) define work-life balance as a balance between work and personal life achieved when employees feel they have sufficient time and energy to meet work demands and personal needs. According to them, WLB is not only a matter of time allocation, but also about maintaining quality of life in both areas. Allen et al. (2016) define work-life balance as an individual's ability to effectively manage work and personal life responsibilities in a way that does not create excessive conflict between the two. They stated that WLB is an important indicator of employee well-being and productivity in the workplace.

Voydanoff (2018) defines Work-Life Balance as a state in which an individual is able to meet the demands and expectations of both their work and personal life without causing significant imbalance or conflict. According to him, WLB is achieved when an individual can allocate resources (time, energy, attention) equally between these two roles. Clark et al. (2017) define Work-Life Balance as a condition achieved when an individual is able to balance work and personal life priorities, thereby reducing role conflict and improving overall well-being. They emphasize that WLB is important for an individual's physical, emotional, and social well-being.

## **RESEARCH METHOD**

The type of research used in this study is associative research. The type of research employed by the researcher is quantitative. Quantitative research methods can be defined as research methods based on the philosophy of positivism, used to study specific populations or samples. Sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative or statistical in nature, with the aim of testing predetermined hypotheses (Sugiyono, 2016). The population in this study was healthcare workers at the Bhayangkara Level II Hospital in Medan. There are 44 indicators, resulting in a sample size of  $5 \times 44 = 220$  people. The sample selection was based on incidental sampling. The data in this study consists of secondary and primary data. Secondary data includes a general description of the Bhayangkara Level II Hospital in Medan. The second type of data is primary data, which contains respondents' answers to research variables, obtained using a questionnaire.

Data collection in this study was conducted using two methods: the first was a documentation study and the second was a questionnaire administered to selected respondents. Validity and reliability tests were conducted to determine whether the questionnaire was suitable for use as a research instrument. Data analysis used Structural Equation Modeling (SEM), a statistical model that attempts to explain the relationships between several variables.

### **3.1 Research Hypothesis**

Based on the conceptual framework, the research hypotheses are as follows:

1. Knowledge Management has a significant effect on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.
2. Co-Worker Support significantly mediated the effect of Knowledge Management on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.

**RESULT AND DISCUSSION**

**Descriptive Analysis**

**1. Knowledge Management Variables**

**Table 1.** Respondents' Answers to the Knowledge Management Variable

Dimensions	Indikator	Choice					Average Score	Category		
		1	2	3	4	5		Indikator	Dimensi	Variables
<i>Knowledge Creation</i>	P11	0	6	22	148	44	4.05	Height	4.07	4.12
	P12	3	5	16	139	56	4.10	Height		
<i>Knowledge Storage/Retrieval</i>	P13	0	8	9	120	83	4.26	Very High	4.24	
	P14	0	3	12	140	65	4.21	Very High		
<i>Knowledge Sharing</i>	P15	0	6	9	138	67	4.21	Very High	4.23	
	P16	0	15	12	98	95	4.24	Very High		
<i>Knowledge Application</i>	P17	0	14	19	126	61	4.06	Height	4.09	
	P18	0	13	10	136	61	4.11	Height		
<i>Knowledge Protection</i>	P19	0	16	18	132	54	4.02	Height	3.98	
	P20		9	0	38	3	3.93	Height		

Where:

- P11: The process of sharing ideas and experiences among healthcare professionals
- P12: The existence of a system or forum to encourage collaboration on new ideas
- P13: Ease of access and ability to search for information by healthcare professionals
- P14: Use of databases or knowledge management systems to store information
- P15: Availability of platforms or forums for sharing information and best practices among healthcare professionals
- P16: Policies that encourage interdepartmental collaboration in information sharing
- P17: The ability of healthcare professionals to apply acquired knowledge to improve work performance
- P18: Management support for the use of knowledge in decision-making
- P19: Use of information security systems to protect sensitive data and organizational knowledge
- P20: Information security training for employees on protecting organizational knowledge

Table 1 shows respondents' responses to the Knowledge Management variable. The average score for this variable was 4.12, categorized as high. The dimensions can be ranked from highest to lowest as follows:

- 1) Knowledge Storage/Retrieval with an average score of 4.24 (very high)
- 2) Knowledge Sharing with an average score of 4.23 (very high)
- 3) Knowledge Application with an average score of 4.09 (high)
- 4) Knowledge Creation with an average score of 4.07 (high)
- 5) Knowledge Protection with an average score of 3.98 (high)

From the indicator side, it can be sorted from highest to lowest as follows:

- 1) P13 (Ease of access and ability to search for information by healthcare workers) with an average score of 4.25 (very high)
- 2) P16 (Policies that encourage collaboration between departments in sharing information) with an average score of 4.24 (very high)
- 3) P14 (Use of databases or knowledge management systems to store information) with an average score of 4.21 (very high)
- 4) P15 (Availability of platforms or forums for sharing information and best practices among healthcare workers) with an average score of 4.21 (very high)
- 5) P18 (Management support for the use of knowledge in decision-making) with an average score of 4.11 (high)
- 6) P12 (Existence of systems or forums to encourage collaboration on new ideas) with an average score of 4.10 (high)
- 7) P17 (Ability of healthcare workers to apply acquired knowledge to improve work performance) with an average score of 4.06 (high)
- 8) P11 (Process of sharing ideas and experiences among healthcare workers) with an average score of 4.05 (high)
- 9) P19 (Use of information security systems to protect sensitive data and organizational knowledge) with an average score of 4.02 (high)
- 10) P20 (Information security training for employees to protect organizational knowledge) with an average score of 3.93 (high)

## 2. Variables Co-Worker Support

**Table 2.** Respondents' Answers to the Co-Worker Support Variable

Dimensions	Indicator	Choice					Average Score	Category		
		1	2	3	4	5		Indicator	Dimensions	Variables
<i>Emotional Support</i>	P29	0	15	13	128	64	4.10	High	4.07	4.09
	P30	0	10	33	113	64	4.05	High		
<i>Instrumental Support</i>	P31	3	8	15	140	54	4.06	High	3.98	
	P32	3	9	21	163	24	3.89	High		
<i>Informational Support</i>	P33	0	9	23	122	66	4.11	High	4.11	
	P34	0	12	25	111	72	4.10	High		
<i>Appraisal Support</i>	P35	0	11	4	128	77	4.23	Very High	4.19	
	P36	0	9	29	102	80	4.15	High		

Where:

P29 The ability of coworkers to provide moral support and emotional reinforcement when facing work pressures

P30 The feeling that employees can share problems and receive emotional support from coworkers

- P31 The willingness of coworkers to help with tasks or complete a mounting workload
- P32 The availability of coworkers to provide technical assistance or practical advice when needed
- P33 The willingness of coworkers to share work-related information or experiences
- P34 The ability of coworkers to provide advice or input in resolving work problems
- P35 The ability of coworkers to provide constructive feedback on performance
- P36 Support in evaluating and reflecting on ways to overcome challenges in the workplace

Table 2 shows respondents' responses to the Co-Worker Support variable. The average score for this variable was 4.09, categorized as high.

The dimensions can be ranked from highest to lowest as follows:

- 1) Appraisal Support with an average score of 4.19 (high)
- 2) Informational Support with an average score of 4.11 (high)
- 3) Emotional Support with an average score of 4.07 (high)
- 4) Instrumental Support with an average score of 3.98 (high)

In terms of indicators, they can be ranked from highest to lowest as follows:

- 5) P29 (Coworkers' ability to provide moral support and emotional reinforcement when facing work pressure) with an average score of 4.23 (very high)
- 6) P30 (Employees' feeling that they can share problems and receive emotional support from coworkers) with an average score of 4.15 (high)
- 7) P31 (Coworkers' willingness to help with tasks or complete a piling workload) with an average score of 4.11 (high)
- 8) P32 (Availability of colleagues to provide technical assistance or practical advice when needed) with an average score of 4.10 (high)
- 9) P33 (Willingness of colleagues to share work-related information or experiences) with an average score of 4.10 (high)
- 10) P34 (Ability of colleagues to provide advice or input in resolving work problems) with an average score of 4.06 (high)
- 11) P35 (Ability of colleagues to provide constructive feedback on performance) with an average score of 4.05 (high)
- 12) P36 (Support in evaluating and reflecting on ways to address challenges at work) with an average score of 3.89 (high)

### 3. Variables Work-Life Balance

**Table 3.** Respondents' Answers to the Work-Life Balance Variable

Dimensions	Indica tor	Dimensions					Avera ge Score	Category		
		1	2	3	4	5		Indicator	Dimensi ons	Variables
<i>Time Balance</i>	P37	0	6	8	3	3	4.15	High	4.20	4.14
	P38	0	0				4.25	Very High		

				8	9	3			
<i>Involvement Balance</i>	P39	0	9	0	6	5	4.08	High	4.07
	P40	0	7	1	3	160	40	4.06	
<i>Satisfaction Balance</i>	P41	0	4	2	16	8	4.08	High	4.24
	P42	0	8	1	6	15	4.40	Very High	
<i>Role Balance</i>	P43	0	3	5	70	2	3.96	High	4.03
	P44	0	6	40	0	4.11	High		

Where:

- P37: Allocate adequate time for work roles and personal life without interfering with either role
- P38: The level of flexibility in working hours that allows individuals to arrange their schedules between work and personal life.
- P39: The level of involvement in work and personal life is balanced without neglecting either role.
- P40: Balanced management of energy and attention in carrying out tasks at work and in personal life
- P41: The level of individual satisfaction with the fulfillment of needs in work and personal life
- P4:2 A feeling of balance and harmony between work and personal life that improves the quality of life
- P4:3 The ability to perform work and personal life roles without causing significant role conflict
- P4:4 The level of support received from the work environment and family in carrying out both roles

Table 3 shows respondents' responses to the Work-Life Balance variable. The average score for this variable was 4.14, categorized as high. The dimensions can be ranked from highest to lowest as follows:

*Satisfaction Balance with an average score of 4.24 (very high) Time Balance with an average1) score of 4.20 (very high)*

- 1) Involvement Balance with an average score of 4.07 (high)
- 1) Role Balance with an average score of 4.03 (high) In terms of indicators, it can be sorted from highest to lowest as follows:P42 (Perasaan seimbang dan harmonis antara pekerjaan dan kehidupan pribadi yang meningkatkan kualitas hidup) dengan skor rata-rata sebesar 4.40 (sangat tinggi)
- 2) P38 (The level of flexibility in working hours that allows individuals to arrange their schedule between work and personal life) with an average score of 4.25 (very high)

- 3) P37 (Adequate time allocation for work roles and personal life without interfering with either role) with an average score of 4.15 (high)
- 4) P44 (Level of support received from the work environment and family in carrying out both roles) with an average score of 4.11 (high)
- 5) P39 (Level of involvement in work and personal life in a balanced manner without neglecting either role) with an average score of 4.08 (high)
- 6) P41 (The level of individual satisfaction with the fulfillment of needs in work and personal life) with an average score of 4.08 (high)
- 7) P40 (Balanced management of energy and attention in carrying out tasks at work and personal life) with an average score of 4.06 (high)
- 8) P43 (Ability to carry out work and personal life roles without causing significant role conflict) with an average score of 3.96 (high)

**Measurement Model (Outer Model)**

**Validity Test**

Data validation in this study was based on the loading factor of each indicator. After processing the data, valid indicators were obtained, as presented in Table 4. A loading factor value of 0.6 or above for each indicator indicates that the validation requirements have been met.

**Table 4.** Indicator Loading Factor Values

Indicator	Knowledge Management	Co-Worker Support	Work- Life Balance	Conclusion
P11	0.8			Valid
P12	0.769			Valid
P13	0.709			Valid
P14	0.702			Valid
P15	0.709			Valid
P16	0.778			Valid
P17	0.807			Valid
P18	0.71			Valid
P19	0.764			Valid
P20	0.788			Valid
P29		0.819		Valid
P30		0.769		Valid
P31		0.826		Valid
P32		0.811		Valid
P33		0.78		Valid
P34		0.815		Valid
P35		0.792		Valid
P36		0.788		Valid
P37			0.785	Valid
P38			0.795	Valid
P39			0.739	Valid

Indicator	Knowledge Management	Co-Worker Support	Work- Life Balance	Conclusion
P40			0.701	Valid
P41			0.813	Valid
P42			0.771	Valid
P43			0.78	Valid
P44			0.818	Valid

The Average Variance Extracted (AVE) value based on the data processing results is presented in Table 5.

**Table 5.** Values Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Co-Worker Support	0.920	0.921	0.934	0.641
Knowledge Management	0.916	0.918	0.930	0.570
Work-Life Balance	0.905	0.906	0.924	0.603

Table 5 shows that the Average Variance Extracted (AVE) value for each variable is above 0.5. The loading factor and Average Variance Extracted (AVE) values indicate that the validation requirements are met.

### Discriminant Validity Test

The discriminant validity test in the study used Fornell Lacker, the value of which is based on the results of data processing, which is presented in Table 6.

**Table 6.** Fornell Larcker Values

	Co-Worker Support	Knowledge Management	Work-Life Balance
Co-Worker Support	<b>0.800</b>		
Knowledge Management	0.728	<b>0.755</b>	
Work-Life Balance	0.721	0.740	<b>0.776</b>

From Table 6, the square root of AVE for each variable is greater than the correlation between latent constructs. Thus, it can be stated that the discriminant validity requirements are met.

### Reliability Test

The reliability test for the research data in this study was based on Cronbach's Alpha values. Data processing results showed that Cronbach's Alpha for all variables was above 0.70. Thus, it can be concluded that the reliability requirements were met.

**Structural Model (Inner Model)**

**Influence between variables**

Based on the results of data processing, the direct influence between variables is shown in Table 7.

**Table 7.** Influence between Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Knowledge Management → Work-Life Balance	0.237	0.243	0.059	4.017	0.000
KM and CWS → Work-Life Balance	0.089	0.078	0.050	1.267	0.042

Table 7 shows the following conclusions:

- a. Knowledge Management has a significant effect on Work-Life Balance with a coefficient of 0.237.
- b. Co-Worker Support moderates the effect of knowledge management on Work-Life Balance and is significant with a coefficient of 0.059.

**Hypothesis Answer**

From the results of the data processing that has been carried out, the answers to the hypotheses in this study were obtained as presented in Table 8.

**Table 8.** Hypothesis Answers

Hypothesis	Influence Coefficient	P Values	Conclusion
H1 Knowledge Management has a significant influence on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.	0.237	0.000	Accept
H2 Co-Worker Support significantly mediates the influence of Knowledge Management on Work-Life Balance at the Level II Bhayangkara Hospital in Medan.	0.089	0.042	Accept

**DISCUSSION**

**The Influence of Knowledge Management on Work-Life Balance**

The results of the study concluded that knowledge management has a significant effect on Work-Life Balance at the Bhayangkara Level II Hospital in Medan. Several studies related to this conclusion include Satya, et al (2025) conducted a study entitled "The Effect of Knowledge Management, Work-Life Balance, and Commitment on the Performance of Public Sector Employees" concluded that Knowledge Management has a positive and significant effect on the performance of public sector employees, because employees who have access and the ability to manage knowledge can work more effectively, innovatively, and adaptively to change. Work-Life Balance also has a significant effect on performance, where employees who feel balanced between work demands and personal life show lower stress levels and higher work motivation.

Pribadi et al. (2024) conducted a study entitled "The Effect of Knowledge, Employee Engagement, and Work-Life Balance on Job Satisfaction at PT Wika Beton Boyolali" and concluded that Knowledge Sharing has a positive influence on job satisfaction. This means that employees who actively share and receive information, knowledge, and work experience tend to be more professionally satisfied. Employee Engagement also contributes significantly to job satisfaction. Employees who feel involved in their work and organization tend to have higher satisfaction. Work-Life Balance also plays a role in increasing job satisfaction, although its partial effect is smaller than other variables, but simultaneously provides a significant positive contribution. These three variables together contribute approximately 59.1% to employee job satisfaction at PT Wika Beton Boyolali, while the remaining 40.9% is influenced by factors outside the scope of this study.

Atika et al. (2023) conducted a study entitled "The Effect of Knowledge Management and Work-Life Balance on Organizational Citizenship Behavior through Job Satisfaction" and concluded that knowledge management has a positive and significant influence on Organizational Citizenship Behavior (OCB). Well-managed knowledge increases employees' motivation and extra responsibilities beyond their formal duties. Work-Life Balance (WLB) does not show a direct significant influence on OCB. This means that a person's work/personal life balance does not directly increase organizational citizenship behavior.

### **Co-Worker Support moderates the influence of Knowledge Management on Work-Life Balance**

The results of the study concluded that Co-worker support significantly moderates the influence of Knowledge Management on Work-Life Balance at the Bhayangkara Level II Hospital in Medan. Several studies related to this conclusion include Zamzabilla, et al. (2022) conducted a study entitled "The Effect of Co-Worker Support on the Quality of Work in Employees" concluding that co-worker support has a significant influence on improving the quality of employee work. This support not only creates a more collaborative and harmonious work environment, but is also able to reduce stress levels, increase motivation, and strengthen employee engagement in work. In addition, the quality of relationships between co-workers has been proven to be one of the determining factors for the success of individual and team performance in various industrial sectors. Therefore, companies are advised to encourage a work culture that supports cooperation and solidarity among employees.

Avianto et al. (2021) conducted a study entitled "The Effect of Human Resource Management and Perceived Organizational Support on Employee Engagement with Quality of Work Life as an Intervening Variable," concluding that Human Resource Management (HRM) has a positive and significant influence on employee engagement. The better the HRM practices (such as training, compensation, and career development), the higher the level of employee engagement to the organization. Perceived Organizational Support also has a significant influence on employee engagement. When employees feel supported

and appreciated by the organization, they tend to be more loyal and emotionally engaged. Quality of Work Life has been shown to be an intervening variable that mediates the relationship between HRM and organizational support on employee engagement. This means that HRM and organizational support will be more effective in increasing employee engagement when accompanied by an improvement in the quality of work life.

## **CONCLUSION**

Based on the results of data processing and discussion, it can be concluded that Knowledge Management has a significant influence on Work-Life Balance at Bhayangkara Level II Hospital in Medan. Furthermore, this study also concludes that the Coworker Support variable significantly moderates the influence of Knowledge Management on Work-Life Balance at Bhayangkara Level II Hospital in Medan. so it can be said that knowledge management is very important to improve the quality of hospitals. this study only focuses on raising one independent variable, so further research is needed to test whether there are other influences on improving the quality of Bhayangkara Level II Hospital in Medan.

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