

How does the Reduced Mental Health and Knowledge Sharing Culture Influence MSMEs Business Performance? Testing on Multiple Mediation Model

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Abstract

The objective of this study is to examine the relationship between the variables of reduced mental health, knowledge-sharing culture, entrepreneurial competence, and organizational commitment that affect business performance in order to create a model for improving MSME business performance during the economic slowdown. The research population is the association of natural dye batik MSMEs in Central Java. The sampling employed here is non-probability-based, using a saturated sampling technique that involves selecting all members of the population; this technique is also often referred to as a census technique with a sample size of 106 respondents. Data analysis tools using the Smart-PLS application with SEM data analysis techniques the findings indicated that decreased mental health adversely impacted the business performance; in this model, entrepreneurial competence was unable to mediate. Influencing all research variables significantly, a knowledge sharing culture notably impacts the model, where entrepreneurial competence acts as a mediator between knowledge sharing culture and business performance. Organizational members can support each other and improve their abilities, gain new knowledge, and want to develop it, creating a sense of happiness to be part of the organization and feeling like family, which has an impact on the feeling of difficulty leaving the organization.

Keywords: *reduced mental health, knowledge sharing culture, entrepreneurial competence, organizational commitment, business performance.*

INTRODUCTION

The pandemic has made business management and educational tourism activities organized by the Batik Association in Central Java difficult. Gradually, the situation began to improve again, although it has not recovered as well as before. A tough situation like a pandemic does not necessarily make batik craftsmen stop creating; they continue to produce and even come up with new motifs (Prakoso, 2020). However, many association

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members lack the psychological flexibility that enables individuals to take appropriate actions to attain life goals and upholding personal values despite facing challenging psychological circumstances. (Bond et al., 2013; Holmberg et al., 2019). This reduction in mental health can be characterized by increased stress levels so that association members have unpleasant feelings and thoughts due to responses to environmental pressures (Hasmy, 2021; Robbins & Judge, 2015). Job stress will affect business performance due to an uncomfortable work environment and a heavy workload. It can even occur due to external factors such as damaged road access problems, making association members feel isolated and unable to think creatively (Wright, 2011; Rahayu & Siharis, 2022; Hendrawan, 2020; Lai et al., 2022).

Members of the association have a very open character and easily accept knowledge from various parties; this is very beneficial because the impact of the pandemic and damage to road access have resulted in reduced mental health among members. They have a knowledge-sharing culture. Knowledge sharing involves a reciprocal exchange: one individual imparts knowledge while the other absorbs it (Jacobson, 2006). Knowledge sharing focuses on how to explain and communicate knowledge to other people, groups, and organizations. To improve business performance, the association needs to continuously improve its knowledge-sharing culture. Within an organization, a knowledge sharing culture represents the collective domain of values, beliefs, and behavioral norms that dictate how efficiently and effectively knowledge is utilized to gain a competitive edge (Schwartz, 2006). A robust knowledge sharing culture is anticipated to contribute positively to enhancing the mental well-being of its members (Ahmad & Karim, 2019; Kusno, 2022) and business performance (Reklitis et al, 2021; Arsawan, 2022; Abdelwhab Ali, et al., 2019).

Considering the seemingly unavoidable and inevitable negative impacts of an economic slowdown, sustaining robust business performance amid a crisis can serve as a valuable guide for fostering the necessary competencies within businesses to adeptly navigate challenging business environments (Charoensukmongkol, 2019). The development of entrepreneurial competencies can be learned and continues to grow rapidly in both formal and non-formal education environments (Ie & Tunjungsari, 2021; Hamadeh et al., 2021). Suryana & Burhanuddin (2021); Zaini & Handoyo (2021) suggested that entrepreneurial ability will greatly affect business performance and entrepreneurial mindset refers to cognitive qualities that allow people to adapt to a changing and uncertain environment (Edgar & Tunjungsari, 2022). As a result, Andayani et al. (2021; Ilmiah & Marzuki, 2023) intended entrepreneurial competence to be an intermediate variable that can also be improved by the presence of good mental health and it can improve the business performance directly (Suryana & Burhanuddin, 2021; Zaini & Handoyo, 2021). Research by Subyantoro et al. (2022) suggests that members of an organization must have a commitment to their organization, both in social organizations and business organizations. Drawing from the field's phenomena and previous research outcomes, this study is driven by a distinct and specific purpose, namely to see how the variables of reduced mental health, knowledge sharing culture, entrepreneurial competence, and organizational commitment affect business performance.

LITERATURE REVIEW

Reduced mental health, entrepreneurial competence and business performance

A heavier workload, longer working hours, an unpleasant work environment and the stress of juggling work and family obligations are all factors that contribute to decreased mental health. Therefore, reduced mental health can be characterized by the appearance of stress symptoms (Indriani et al., 2022; Chaerani 2022). Job stress is considered a positive challenge if it encourages the quality of work so that it can encourage someone to learn new knowledge and have other skills (Putra, 2023). On the other hand, stress

becomes negative when the situation or circumstances do allow it to be negative (Wright, 2011; Rahayu & Siharis, 2022; Hendrawan, 2020; Lai et al, 2022). It will even be very dangerous and cause decreased performance and a tendency to close down and not want to develop anymore (Gougis, 2020; Maharaj et al., 2019; Meo et al., 2020). Wright (2011) suggests that in terms of mental health quality, communication has an influence on work conflict styles, work stress, job burnout, and job satisfaction. Individual abilities will make it easier for someone to solve problems, look for ideas or solutions, and be more open-minded about a problem they face. According to Cubico (2018), entrepreneurial competencies encompass a distinct set of skills crucial for successful entrepreneurial endeavors. These encompass motives, specialized knowledge, self-perception, characteristics, social roles, and skills. This multifaceted approach underscores that entrepreneurs require a broad spectrum of abilities, encompassing technical, financial, organizational, and legal expertise. Consequently, the presence of good mental health can yield a notable positive impact on entrepreneurial competence, these findings are substantiated by (Andayani et al., 2021; Scientific & Marzuki, 2023). Elevated entrepreneurial competence will similarly exert a positive and significant influence on business performance, aligning with research findings (Suryana & Burhanuddin, 2021; Zaini & Handoyo, 2021). Based on the theory and findings of previous researchers, a hypothesis can be formulated:

H1a: There is a negative and significant influence between reduced mental health on business performance.

H1b: There is a negative and significant influence between reduced mental health on entrepreneurial competence.

H1c: There is a positive and significant influence of entrepreneurial competence on business performance.

H1d: There is a negative and significant influence between reduced mental health on business performance, with entrepreneurial competence as a mediating variable.

Knowledge-sharing culture, Reduced mental health, Organizational commitment and Business performance

Knowledge sharing is very useful for decision-making activities and needs to be familiarized in a company so that it is hoped that knowledge sharing behavior can be formed in employees and subsequently a knowledge sharing culture is formed within the company (Benita, 2020). Specifically, knowledge sharing pertains to an individual's reservoir of knowledge, insights, and work experiences relevant to ongoing tasks, including everyday routines, interpersonal methods, communication proficiency, standard operating procedures, decision-making processes, creativity, problem-solving aptitude, employee conduct, and adeptness in customer interactions (Hooff & Hendrix, 2004). Knowledge sharing can help organizations achieve their organizational goals by creating a knowledge sharing culture that cannot be separated from the role of all members of the organization who are committed to continuing to work together in solving a particular problem (Angela, 2013; Subyantoro, 2022). Each individual and group member who contributes to knowledge sharing will increase the business performance felt by that individual and increasing knowledge sharing will also bring better team performance (Reklitis et al, 2021; Arsawan, 2022; Abdelwhab Ali, et al., 2019). In an organization, knowledge sharing can be done by all members, the point is to connect, communicate and exchange ideas. Various types of knowledge are also able to increase competence, the goal of which is to achieve the goals of an organization. Therefore, Knowledge sharing culture starts with knowledge sharing that is carried out continuously, where later sharing knowledge will become a culture for the organization that can improve the psychological flexibility of organizational members in determining goals (Schwartz, 2006). This finding is relevant to Ahmad & Karim (2019); Kusno (2022) which states that this knowledge

sharing culture can improve the mental health of organizational members. Leveraging the findings of prior researchers, hypotheses can be structured:

H2a: There is a positive and significant influence of knowledge sharing culture on business performance.

H2b: There is a negative and significant influence between knowledge sharing culture on reduced mental health.

H2c: There is a positive and significant influence between knowledge sharing culture on organizational commitment.

H2d: There is a positive and significant influence between organizational commitment on business performance.

H2e: There is a positive and significant influence between Knowledge sharing culture on entrepreneurial competence.

H2f: There is a positive and significant influence between Knowledge sharing culture on business performance, with organizational commitment as a mediating variable.

H2g: There is a positive and significant influence between knowledge sharing culture on business performance, with entrepreneurial competence as a mediating variable.

METHOD

Research Design

This study falls under the category of quantitative research. The population under research comprises the Natural Dye Batik MSME Association located in Central Java, which is affected by the economic downturn caused by the COVID-19 pandemic. The employed sampling method is non-probability sampling, specifically utilizing a saturated sample technique that involves selecting all members of the population. This technique is commonly referred to as the census technique (Rozal et al., 2021; Wilis & Nurwulandari, 2020). The number of respondents in this study was 106. In this study, data collection was conducted through the distribution of structured questionnaires containing closed-ended questions, where respondents are limited in providing answers only to one of the available alternative answers. The questionnaire uses a Likert scale of 1-5.

Operational Definition

The following is an operational definition of the research variables used in this model:

Table 1. Operational Definition of Variables

No	Variable	Definition	Indicator/Item
1	Reduced mental health (Ting et al., 2012)	Reduced mental health is characterized by stress (Robbins & Judge, 2015; Wong et al., 2020). Robbins & Judge (2015) explain that stress represents a fluid state arising from encounters with opportunities, demands, or resources aligned with individuals' aspirations, where the outcomes are perceived as both uncertain and significant.	<ol style="list-style-type: none"> 1. Emotionally numb 2. Heart palpitations when thinking about work 3. Traumatized by work 4. Difficulty sleeping 5. Desperate about the future 6. Annoyed by work schedule reminders 7. Lack of interest in working 8. Feeling restless

			<ol style="list-style-type: none"> 9. Less active 10. Constantly thinking about work 11. Difficult to concentrate 12. Avoiding work reminders 13. Dreaming about work while sleeping 14. Avoiding work 15. Getting irritated easily 16. Have poor expectations about the future 17. Has a poor memory
2	<p>Knowledge sharing culture (Hooff & Hendrix, 2005)</p>	<p>According to Hooff & Hendrix (2005), knowledge sharing involves a reciprocal process wherein individuals exchange both tacit and explicit knowledge, amalgamating these insights to generate novel knowledge that serves the organization's objectives.</p>	<ol style="list-style-type: none"> 1. Individual Factors <ul style="list-style-type: none"> o Having knowledge in a particular field o Willing to share knowledge with colleagues o No difficulty in accepting and adapting 2. Organizational Factors <ul style="list-style-type: none"> o Support each other to improve skills o Need an official forum to exchange knowledge o Provide a forum for exchanging information and disseminating knowledge 3. Technology factors <ul style="list-style-type: none"> o Technology support for knowledge sharing o Acquire new knowledge and develop it o Strive to increase knowledge
3	<p>Entrepreneurial competence (Ferrerias-Garcia et al., 2019)</p>	<p>Entrepreneurial competence encompasses an interconnected blend of attitudes, knowledge, and skills, which are needed by all SME actors (Yani et al., 2020).</p>	<ol style="list-style-type: none"> 1. Identify business opportunities 2. Develop an entrepreneurial vision 3. Developing a business model 4. Creating a business plan 5. Drive the organization.
4	<p>Organizational Commitment (Allen &</p>	<p>Mowday et al., (1982) defines organizational commitment refers to</p>	<ol style="list-style-type: none"> 1. Affective commitment

Meyer, 1990)	the degree of attachment and involvement an individual feels towards a specific organization.	2. Continuance commitment 3. Normative commitment
5 Business Performance (Expósito & Sanchis-Llopis, 2019)	Business performance embodies measurable accomplishments, such as efficiency, financial outcomes, production metrics, customer base, revenue, and costs, while also encompassing qualitative aspects (Cicea, 2019).	1. Financial Factors - Increased sales - Cost reduction 2. Operational Factors - Production capacity - Quality improvement

Data Analysis

In this study, the authors conduct data analysis utilizing quantitative methods, employing inferential statistics to extrapolate findings from the sample to the larger population (Sugiyono, 2017). The inferential statistical analysis comprises two main components: descriptive analysis and path analysis, facilitated by the Partial Least Squares program. Within this framework, the assessment involves scrutinizing the measurement model (outer model) through Convergent Validity, Discriminant Validity, and Composite Reliability tests. Additionally, the evaluation of the structural model (inner model) aims to predict the relationships between latent variables based on the hypothesized model (Hair et al., 2014).

RESULT

Characteristics and Profile of Respondents

The characteristics of respondents based on age, respondent education, age of SME establishment (years) and monthly turnover are shown in Table 2.

Table 2: Profile of Research Respondents

Respondent Profile	Frequency	Percentage (%)	
Age	24 - 31 Years	5	4.7
	32 - 39 Years	12	11.3
	40 - 47 Years	62	58.5
	48 - 55 Years	23	21.7
	56 - 63 Years	4	3.8
Education	D3	1	.9
	Bachelor	1	.9
	Primary School	29	27.4
	Senior School	26	24.5
	Secondary School	49	46.2
Company Age	10 Years	12	11.3
	11 Years	2	1.9
	12 Years	90	84.9

	14 Years	1	.9
	15 Years	1	.9
Turnover Per Month	1 - 2 million	5	4.7
	2 - 3 million	40	37.7
	3 - 4 million	37	34.9
	4 - 5 million	16	15.1
	5 - 6 million	8	7.5
	Total	106	100,0

Source: Primary Data Processed, 2023

Based on Table 1, the predominant age range among respondents was consistently between 40 and 47 years old (58.5%), had secondary education (70.0%), had been running a business for 12 years (84.9%) and monthly turnover reached 2 - 3 million (37.7%).

Convergent Composite Validity and Reliability on the Outer Model

Convergent validity assesses the consistency of items within a latent construct using reflective indicators. It's evaluated through two key measures: the Average Variance Extracted (AVE) and the composite reliability (CR) of the reflective latent. Convergent validity is confirmed if the AVE value exceeds 0.5 and the composite reliability is higher than 0.7.

Table 3. AVE Value and Composite Reliability (CR)

No	Construct	AVE score	Composite Reliability	Description
1	Reduced Mental Health (RMH)	0.315	0.882	Reliabel
2	Knowledge Sharing Culture (KSC)	0.532	0.820	Reliabel
3	Entrepreneur Competence (EC)	0.309	0.752	Reliabel
4	Commitment Organizational (CO)	0.529	0.848	Reliabel
5	Business Performance (BP)	0.466	0.886	Reliabel

Source: Primary Data Processed, 2023

Table 3 indicates that all research variables exhibit a CR value > 0.7, but the variables RMH, EC and BP have AVE values still below 0.5. This means that these three variables may have measurement error in the external model. The feasibility of these three variables needs to consider other Quality Criteria values so that these variables can be employed to forecast structural functions within the inner model.

Discriminant Validity of the Inner Model

Inner model latent validation involves a specific item validation process, achieved by comparing the \sqrt{AVE} of each correlation between variables comprising latent constructs. When the \sqrt{AVE} value (bold) surpasses the correlation value, it signifies the item within the variable is valid.

Table 4. Discriminant Validity on Research Variables

Konstruk	RMH	KSC	EC	CO	BP
Reduced Mental Health (RMH)	0.561				
Sharing Culture (KSC)	-0.548	0.729			
Entrepreneur Competence (EC)	-0.399	0.474	0.556		
Commitment Organizational (CO)	-0.413	0.686	0.306	0.727	
Business Performance (BP)	-0.388	0.663	0.347	0.645	0.682

Source: Primary Data Processed, 2023

Table 4 demonstrates that all aspects of the research variables are declared valid because they have a higher \sqrt{AVE} value than the correlation between variables. Thus, the research can continue.

Endogenous Variable Determination Coefficient (R Square)

Table 5. Adjusted R2 values of Endogenous Latent in the Inner Model

Endogenous Variable	Exogenous Variable	Adjusted R ²
Reduced Mental Health (MHP)	Sharing Culture (SC)	0.143
Entrepreneur Competence (EC)	Reduced Mental Health (MHP) and Sharing Culture (SC)	0.436
Commitment Organizational (CO)	Reduced Mental Health (MHP)	0.112
Business Performance (BP)	Reduced Mental Health (MHP) Sharing Culture (SC), Entrepreneur Competence (EC), dan Commitment Organizational (CO)	0.624

Source: Primary Data Processed, 2023

Based on Table 5, the total determination coefficient (Q2) can be calculated:

$$\begin{aligned}
 Q^2_{\text{predictive}} &= 1 - (1 - 0,143) (1 - 0,436) (1 - 0,112) (1 - 0,624) \\
 &= 1 - (0,857 \times 0,534 \times 0,888 \times 0,376) \\
 &= 1 - (0,153) \\
 &= 0,847
 \end{aligned}$$

The R-squared (R2) value of 0.847 indicates that 84.7% of the variability in the model can be explained by the included variables, while approximately 15.3% of the variability is attributed to factors outside the scope of the model.

Interpretation of Structural Equation Model

In this study, SmartPLS software was utilized to employ Partial Least Squares (PLS) as a method for examining and assessing the validity and causal relationships among the constructs within the model. This study tested four hypotheses in the inner model.

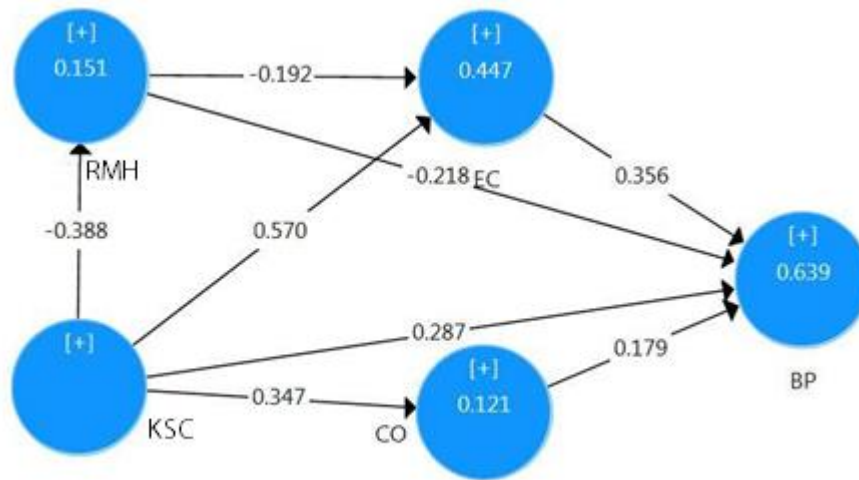


Figure 1. Structural Model (Inner Model) Between Latent Variables

Table 6. Inner Model Test Results on Direct Effect

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1a	RMH → BP	-0.218	-0.219	0.069	3.157	0.002
H1b	RMH → EC	-0.192	-0.198	0.105	1.825	0.069
H1c	EC → BP	0.356	0.355	0.067	5.321	0.000
H2a	KSC → BP	0.287	0.277	0.073	3.942	0.000
H2b	KSC → RMH	-0.388	-0.433	0.105	3.705	0.000
H2c	KSC → CO	0.347	0.402	0.097	3.562	0.000
H2d	CO → BP	0.179	0.181	0.072	2.473	0.014
H1e	KSC → EC	0.570	0.568	0.078	7.284	0.000

Source: Primary Data Processed, 2023

Table 7. Results of Calculation of Indirect Influence on Inner Model

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1d	RMH → EC → BP	-0.068	-0.070	0.041	1.682	0.093
H2f	KSC → CO → BP	0.062	0.070	0.030	2.092	0.037
H2g	KSC → EC → BP	0.203	0.202	0.048	4.271	0.000

Source: Primary Data Processed, 2023

Derived from the completed data processing, it can be produced that Hypotheses 1a, 1c, 2a, 2b, 2c, 2d, 2e, 2f, 2g are accepted, on the other hand, hypotheses 1b and 1d are not accepted.

DISCUSSION

Reduced mental health can have a significant negative impact on individuals, including on their professional aspects. Good business performance relies heavily on the well-being of organizational members, including their mental health. Organizations should prioritize the welfare of their members and foster a workplace environment that promotes mental well-being (Indriani et al., 2022; Chaerani 2022). Looking at the results of this study, the most dominant indicators of reduced mental health are members becoming less active than in normal conditions and being too lazy to think about work-related matters. This means that a person's reduced mental health can cause them to be lazy at work, even if there is no desire to start work because it can make a person think about things related to work. Quoting Petery et al., (2020) that there is a possibility of poor performance can occur due to the actual age of a person or the age of the person's work so that there is a saturation point that causes a person to be more vulnerable to experiencing a reduction in mental health. Low income levels or not in accordance with normal circumstances can be another factor affecting the level of reduced mental health of members which has an impact on reducing business performance (Pieh, 2020).

In other words, reduced mental health has no significant impact on members' entrepreneurial competencies. Concurrently, a robust entrepreneurial skillset significantly and positively impacts business performance; therefore, if the mental health of members increases, they can still focus on the business vision, innovate to keep the business running and drive the organization. This finding focuses on how organizations can improve members' entrepreneurial competencies. A strong entrepreneurial competence among members not only equips them with knowledge and skills but also instigates a shift in attitudes and behaviors, enabling a continuous drive toward enhancing business performance through the identification of opportunities and the cultivation of innovative ideas (Wei et al., 2019; Suryana & Burhanuddin, 2021; Zaini & Handoyo, 2021; Andayani et al., 2021; Scientific & Marzuki, 2023). From these results, it is proven that entrepreneurial competence cannot mediate the effect between mental health reduction and business performance.

The study findings reveal that a culture of knowledge sharing significantly influences all variables considered in the research. Shared knowledge will lead to increased innovation and sustainable business performance (Reklitis et al., 2021; Arsawan, 2022; Abdelwhab Ali et al., 2019; Huang, 2009; Van Den Hooff & De Ridder, 2004). The cultivation of knowledge sharing generates culture behaviors crucial for leveraging and effectively utilizing knowledge, thereby contributing to the attainment of competitive advantages through increased effectiveness and efficiency (Benita, 2020). Knowledge sharing culture facilitates the exchange of information, expertise, and experiences among individuals, fostering the creation of new knowledge and amplifying existing knowledge both within and beyond the organizational boundaries. Thus, they are expected to be able to generate creative solutions and enable organizations to develop new products and services (Ardichvili et al., 2003; Wang & Noe, 2010).

Encouraging the exchange of individual information among members who willingly share knowledge with colleagues fosters a supportive organizational environment, propelling mutual improvement of abilities through collective support and collaboration. This cannot be separated because of the rapidly developing technological factors, so organizational members want to always get new knowledge and develop it so that they can continue to increase organizational commitment in an innovative way, increase entrepreneurial competence and improve business performance. Knowledge sharing culture can also

reduce the impact of mental health disorders because knowledge sharing can improve the psychological flexibility of organizational members to take actions that are in accordance with personal and organizational values and goals (Ahmad & Karim, 2019; Kusno, 2022; Sundström et al., 2023; Schwatz, 2006; Hayes et al., 1999). In this model, entrepreneurial competence emerges as a mediator, bridging the influence between knowledge-sharing culture and business performance.

CONCLUSION AND IMPLICATION

From this study's findings, it is evident that decreased mental health significantly and negatively impacts business performance, but it doesn't exhibit a notable positive influence on entrepreneurial competence. Conversely, entrepreneurial competence significantly and positively affects business performance and doesn't serve as a mediator for the impact of decreased mental health on business performance. Moreover, the study indicates that knowledge-sharing culture significantly and positively influences entrepreneurial competence, organizational commitment, and business performance. Notably, a knowledge-sharing culture demonstrates a negative and significant effect on the mental health of organizational members. Furthermore, within this model, entrepreneurial competence emerges as a mediator for the impact of knowledge-sharing culture on business performance.

Reduced mental health characterized by symptoms of stress can hinder business performance, but the results of this study, knowledge sharing culture can prevent reduced mental health because organizational members can support each other and improve their abilities, gain new knowledge and want to develop it. Thus, organizational members can set goals by developing business models and moving the organization to achieve maximum performance. Knowledge sharing culture can create a sense of happiness to be part of the organization and feel like family, so it is difficult to leave. Hence, the study underscores the pivotal role played by a knowledge sharing culture in shaping its outcomes. Organizational members can build a mutual knowledge sharing culture by creating regular discussion forums involving some or all members of the organization, creating more flexible and adaptive communication channels such as utilizing existing technological media and making knowledge sharing an organizational culture that can be implemented by all members. Thus, organizational members can avoid reduced mental health and can improve business performance.

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