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The Influence of Perceived Organizational Support on Employee Performance through Knowledge Management as a Moderating Variable at PT Trio Motor Banjarmasin

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ABSTRACT

This study examines the lack of effectiveness regarding the direct impact of organizational support on productivity at PT Trio Motor Banjarmasin. The primary problem lies in the gap between perceived support and the implementation of a work system capable of directly triggering performance. The objective of the research is to analyze the influence of Perceived Organizational Support (POS) on employee performance, with Knowledge Management (KM) as a mediating variable. The research method utilizes a quantitative approach with a sample of 100 permanent employees. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) via SmartPLS software. The results indicate that POS does not have a significant direct effect on employee performance (*p*-value 0.390). However, POS significantly affects KM (*p*-value 0.000), and KM is proven to fully mediate the relationship toward performance (*p*-value 0.000). In conclusion, organizational support will only result in tangible performance outcomes if channeled through a structured knowledge management strategy. These findings emphasize the importance of integrating a knowledge-sharing culture as a transformation mechanism from support into a competitive advantage.

1. Introduction

In the era of intense business competition, automotive companies such as PT Trio Motor Banjarmasin are required to continuously improve employee performance to maintain market share. Employee performance is not merely a work result but a manifestation of work behavior influenced by the organizational environment. One crucial factor is Perceived Organizational Support (POS), which refers to employees' beliefs regarding the extent to which the company values their contributions and cares about their well-being. However, field phenomena indicate an inconsistency. Despite the company's efforts to provide support, productivity has not reached an optimal level uniformly. This suggests the presence of other internal factors that must manage such support into tangible results. This is where Knowledge Management (KM) plays a role as a systematic process in creating, sharing, and utilizing organizational knowledge to enhance work effectiveness. Research Gap There is a gap between general theory and the empirical conditions at the research site. Theoretically, organizational support should directly improve performance. However, in the context of PT Trio Motor, such support does not necessarily trigger significant performance without an effective knowledge management mechanism among employees. This study aims to test whether Knowledge Management serves as a bridge (mediator) that transforms the perception of support into improved individual performance. Research Objectives This study aims to analyze the influence of Perceived Organizational Support on employee performance, both directly and through the mediation of Knowledge Management. The novelty of this research lies in testing the KM variable as an absolute mediator in the relationship model between POS and Performance, which is expected to provide strategic contributions for human resource management in optimizing employee intellectual potential. Theoretical Framework This research is rooted in Social Exchange Theory (SET), which posits that the relationship between employees and their organization is based on the principle of reciprocity. Within this framework, Perceived Organizational Support (POS) is defined as employees' perception of the extent to which the organization values their contributions

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and cares about their well-being. Theoretically, high levels of POS trigger a moral obligation for employees to reciprocate through increased commitment and performance (Eisenberger et al., 1986). Furthermore, Knowledge Management (KM) is positioned as a systematic process of creating, storing, sharing, and applying knowledge to enhance organizational effectiveness. Drawing on the SECI model by (Nonaka & Takeuchi, 1995), KM facilitates the conversion of tacit knowledge into explicit knowledge, which is essential for innovation and productivity. Employee performance is measured as tangible work outcomes in terms of quality and quantity that align with organizational standards. Synthesis of Variables and Research Novelty The interconnection between POS, KM, and performance is synergistic. POS creates a psychologically safe climate, which subsequently encourages employees to be more open in sharing their knowledge (KM). This sharing culture provides the intellectual resources employees need to function optimally, ultimately enhancing overall performance. The novelty of this review emphasizes that POS does not automatically improve performance in complex work systems; rather, KM is required as a transformative mechanism that converts emotional support into operational capabilities.

2. Research Methods

This study employs a quantitative approach with an explanatory research design to examine the causal relationships between the variables under study. The research was conducted at PT Trio Motor Banjarmasin, involving a population of 140 permanent employees. A representative sample of 100 respondents was determined using the Slovin formula (Sevilla et al., 1984) with a 10% margin of error. Primary data were collected through closed-ended questionnaires designed on a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree. "Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software. The analysis involved two stages: the assessment of the Outer Model to test convergent validity (through loading factor values) and construct reliability (via Cronbach's Alpha and Composite Reliability). Subsequently, the Inner Model was evaluated to assess the relationships between variables through the coefficient of determination (R^2), Q^2 predictive relevance, and hypothesis testing based on Path Coefficients and T-Statistics.

3. Results And Discussion

Statistical Analysis and Hypothesis Testing Results The SEM-PLS analysis demonstrates that the model possesses robust validity and reliability. However, the hypothesis testing revealed an unconventional finding: Perceived Organizational Support (POS) was shown to have no significant direct effect on Employee Performance ($\beta = 0.087$; $t = 0.861$; $p = 0.390$). This indicates that the organizational support perceived by employees at PT Trio Motor Banjarmasin does not automatically translate into increased productivity.

On the other hand, POS has a very strong positive and significant influence on Knowledge Management (KM) ($\beta = 0.754$; $t = 16.503$; $p = 0.000$). Furthermore, KM significantly affects Employee Performance ($\beta = 0.726$; $t = 8.858$; $p = 0.000$). Mediation testing confirmed that KM acts as a full mediator. This means that organizational support only impacts performance if the organization effectively manages its employees' knowledge.

Discussion and Research Novelty The finding that POS does not directly influence performance is a critical point of this study. Theoretically, according to Social Exchange Theory, support should trigger reciprocal performance. However, these results suggest a "missing link" in that process. Support in the form of facilities or organizational attention at PT Trio Motor does not become tangible work output unless accompanied by a capable knowledge management system.

Employees require more than just emotional or organizational support; they need access to information, expertise exchange, and knowledge documentation to complete tasks effectively. Thus, Knowledge Management serves as a transformation engine that converts the potential of support into operational capabilities. These findings contribute to human resource management literature by asserting that in information-intensive industries, knowledge management is an absolute prerequisite for the effectiveness of organizational support in driving performance.

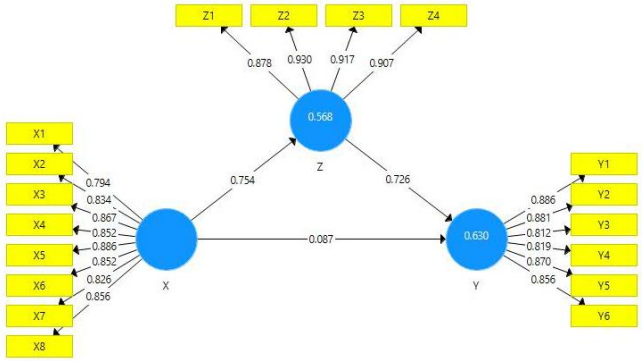


Figure 1. Outer Model Test Result.
Source: SmartPLS version 3.0, 2025

Table 1. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability	Cut-off Value	Result
Perceived Organizational Support (X)	0.943	0.953	0.700	Reliable
Knowledge Management (Z)	0.929	0.950	0.700	Reliable
Employee Performance (Y)	0.929	0.942	0.700	Reliable

Source: SmartPLS version 3.0, 2025

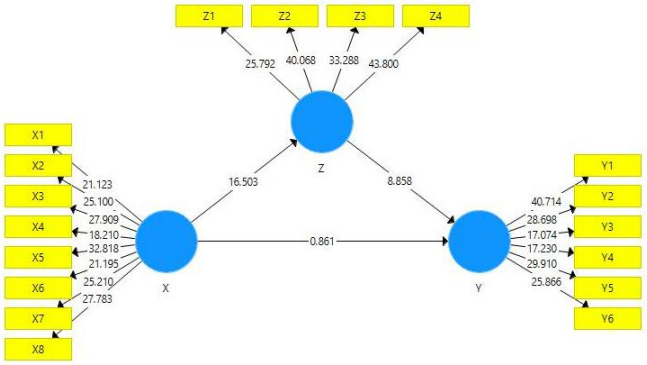


Figure 2. Inner Model Test Result
Source: SmartPLS version 3.0, 2025

Table 2. R^2 Value Result

Variable	R^2	R2 Adjusted
Employee Performance (Y)	0.943	0.953
Knowledge Management (Z)	0.929	0.950

Source: SmartPLS version 3.0, 2025

The R^2 test can be observed through the R^2 value found within the latent variable equation, as stated by Solimun (2010) namely Q2 = 1-(1-R12)(1-R22)...(1-Rn2).
From the table above, it is known that the value of Q2 is
Q^2 = 1- (1-R12)(1-R22)...(1-Rn2).
Q^2 = 1 - (1 - 0,630)(1 - 0,568)
Q^2 = 1 - (0,370)(0,432)
Q^2 = 1 - 0,15984
Q^2 = 0,84016 = 0,840

Table 3. R^2 Value Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation	T-Statistic	p-Values	Conclusion
H1 X > Y	0,087	0,095	0,102	0,861	0,390	Rejected
H2 X > Z	0,754	0,752	0,046	16,503	0,000	Accepted
H3 X > Z > Y	0,076	0,720	0,082	8,858	0,000	Accepted

Source: SmartPLS version 3.0, 2025

4. Conclusion And Suggestion

Based on the analysis, this study concludes that Perceived Organizational Support (POS) has no direct influence on employee performance at PT. Trio Motor Banjarmasin; however, it maintains a remarkably strong and positive relationship with Knowledge Management (KM), which serves as a full mediator in driving productivity. This underscores that organizational support does not automatically enhance performance without a structured knowledge management bridge acting as a transformation mechanism for employee capabilities. Consequently, the company is encouraged to move beyond providing general support and actively integrate it into knowledge management practices. This can be achieved by developing digital platforms for information sharing, mandating knowledge transfer following training programs, and systematically documenting Standard Operating Procedures (SOPs) to be accessible to all organizational members for sustainable competitive advantage.

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