



The Relationship of Knowledge Sharing to Employee Performance Moderated by Perceived Supervisor Support

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Abstract. Knowledge-sharing is an ongoing process, and effective management to create new knowledge is essential for employees to work together as a collective unit and contribute equally to realizing common goals. In addition, if the relationship between employees and knowledge sharing goes well, the employee's performance will increase. Coupled with the Supervisor who supports employees, it can increase morale. This study aims to determine the variables studied: Knowledge Sharing, Employee Performance, and Perceived Supervisor Support. This research uses explanatory research with a quantitative approach. Involving 97 employees of Telkom Akses Cirebon, the results of this study indicate that Knowledge Sharing affects the occurrence of employee performance, and Perceived Supervisor Support moderates the influence of Knowledge Sharing on employee performance on employees of Telkom Akses Cirebon.

Keywords: Knowledge Sharing; Performance; Perceived Supervisor Support

INTRODUCTION

Knowledge sharing is an important social asset for organizations that improve job performance and increase organizational success (Masa'deh et al., 2016; Razmerita et al., 2016). The importance of knowledge has proliferated in recent years. Knowledge as a resource that needs to be managed in an organizational context is attracting new interest. Over the years, organizational knowledge has been stored in several ways, including human minds, documents, and procedural policies, and shared among individuals through conversations, training, programs, and internship reports. Managing the dynamics of knowledge assets in organizations is critical to achieving their competitive advantage (Tsai et al., 2012).

Thus, it is unsurprising that many companies have invested in various knowledge management systems to facilitate knowledge sharing among their employees (Cabrera et al., 2006). Apply *knowledge sharing* to achieve routine tasks and distribute this knowledge to various departments and organization members (Awad & Awad, 2007). The better the application of *knowledge sharing* will increase process innovation and product quality through

the use of new technology, and the company's performance is expected to increase (Azadehdel et al., 2013).

The ability to innovate, manifested through constantly trying new ideas, new operating methods, and product innovation, will improve performance (Asegaff et al., 2015). A leader plays a vital role in creating and maintaining a culture of *knowledge sharing* within the company in Telkom Access Cirebon. When knowledge is shared, inexperienced or newly hired employees will have access to intellectual resources and gain work-related knowledge that can lead to better job performance.

The application of *knowledge sharing* to employee performance will be better if there is support from the leadership. *High-perceived supervisor support* can improve performance, job satisfaction, and organizational commitment. When employees perceive themselves as supported by their boss, they tend to have higher performance, job satisfaction, and better organizational commitment (Gagnon & Michael, 2004).

Therefore, we felt interested in examining the role of *knowledge sharing* as an *independent* variable and *perceived supervisor support* as a moderation variable. Based on this presentation, researchers proposed two hypotheses: H1, which suggests a positive relationship between *knowledge sharing* and employee performance, and H2, which suggests that *perceived supervisor support* can moderate this relationship.

LITERATURE

Knowledge sharing is an important activity that can improve an individual's ability to retrieve new data and sources for learning, problem-solving, and self-improvement (Din & Haron, 2012). The success of sharing knowledge in business is not only related to technology but also related to behavioral factors. Businesses must create an open environment and incentive/reward system to motivate members to share their knowledge positively and voluntarily (Whitener, 2001).

Knowledge is compared to data, and information is closer to action and, therefore, considered more valuable than others (Davenport & Prusa, 1998). *According* to Hoof and Ridder (2004), knowledge sharing is divided into two dimensions: knowledge donation and knowledge collection. Several conditions can affect employee performance, such as job satisfaction, work environment, motivation, and stress (Kakkos et al., 2010). Employee service that performs well can be an essential asset to a company, and leaders play an important role in influencing employee performance and company success.

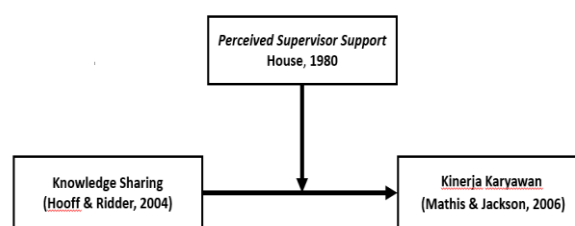
According to Flippo (2000), factors that affect employee performance are work motivation, job satisfaction, leadership style, work climate, organizational support, work discipline, employee motivation, and ability. Performance is the value of a series of worker behaviors that contribute positively and negatively to completing organizational goals (Colquitt et al. in Wibowo, 2016).

Bhate (2013) explains that supervisors are responsible for monitoring employee performance, conducting periodic assessments, and providing feedback to increase employee contribution and commitment to the organization. Supervisors who support their subordinates can improve employee morale by paying attention to family, improving employee self-image by providing input, and reducing stress by understanding employee family life (Halbesleben, 2006).

Supervisor support is defined as the degree to which leaders value their employees' contributions and care about their well-being (Bhate, 2013). According to House (1980), defining several things indicates the perception of supervisor support, including:

- 1) Willingness to provide assistance,
- 2) Willingness to listen,
- 3) Feeling of caring.

The model developed in this study examines the relationship between *knowledge sharing* and employee performance moderated by *perceived supervisor support* at Telkom Access Cirebon. The following model was developed.



Gambar 1
Model Penelitian

METHOD

This study used quantitative methods on employees of PT Telkom Access Cirebon, with saturated sampling techniques, with a total of 97 employees. The majority of participants in the study consisted of 79.4%, ages 21-30, with male employees having 92 (94.8%) and female

employees having 5 (5.2%). The majority of the last education was high school / vocational school, with a percentage of 82.5%.

The instrument in this study adopts literature developed by previous researchers. Thus, this instrument can be accounted for regarding its validity and reliability. There are 3 (three) variables in this study namely *Knowledge Sharing* adopted by Hooff and Ridder, 2004, employee performance follows the opinion developed by (Mathis and Jackson 2006: 378), and *Perceived Supervisor Support* adopts the opinion (House, 1980).

DISCUSSION

Table 1. Test Hypothesis 1 (Test t)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.069	1.833		4.401	0.000
	Knowledge Sharing	0.569	0.100	0.505	5.707	0.000

a. Dependent Variable: Kinerja

Source: SPSS Data Processing Results version 25, 2021

The test for this first hypothesis is the *t-test* or significance test, which is used to test whether *the independent variable affects the dependent variable*. The test results listed in Table 1 show that the magnitude of the t-test value = 5.707 with a significance of 0.000 is less than 0.05. In other words, count > table because table = 1.986, then the hypothesis proposed by the researcher is accepted. That means *knowledge sharing* has a positive influence on employee performance.

The results of this study are in line with previous research conducted by Rosyida Nur Laili M. Yahya Arwiyah (2019) on the influence of *knowledge sharing* on employee performance at PT Telekomunikasi Indonesia Witel Bandung, which said that one factor affecting employee performance is *knowledge sharing*. Knowledge-sharing variables are considered to affect employee performance.

Furthermore, research conducted by Mira Erwina (2019) on the effect of knowledge sharing on employee performance at the Tirta Mangkaluku Drinking Water Company (PAM) Palopo City in her research shows that the better the application of *knowledge sharing* at the Tirta Mangkaluku Drinking Water Company (PAM) Palopo City, the more it will improve employee performance.

Table 2. Test Hypothesis 2 (MRA)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-28.634	13.727		-2.086	0.040
	Knowledge Sharing	2.405	0.753	2.136	3.195	0.002
	Perceived Supervisor Support	3.106	1.159	3.230	2.679	0.009
	MODERASI	-0.156	0.064	-3.346	-2.450	0.016

a. Dependent Variable: KINERJA

Sumber: Hasil Olah Data SPSS versi 25, 2021

Based on the results of the *moderated regression analysis* (MRA) test illustrated in Table 2, showing that the significance of the moderation variable is smaller than 0.05, this proves that *Supervisor support* moderates the relationship between *Knowledge Sharing* and employee performance.

According to Sharma, Durand, and Gur-Arie 1981, if the significance of *b2* is less than 0.05, and the significance of *b3* is smaller than 0.05, then the moderation variable raised is a *quasi-moderation* variable. From the MRA test results in Table 2, it is known that the significance of *b2* is 0.009 and the significance of *b3* is 0.016, so the *Perceived Supervisor Support* variable in this study is a pseudo-moderation variable.

This study aligns with previous research conducted by Anders Dysvik and Bård Kuvaas, stating that both variables revealed a negative relationship only for employees who experienced higher levels of supervisor support. The theory put forward by Gentry et al. (2007) states that supervisor support is essential for employees who experience problems by facilitating employees with practices such as advice systems, formal complaint procedures, and frequent interactions between supervisors and employees to foster trust, fairness, and recognition. Praise is essential for employees to feel useful, have a purpose, and be recognized for their work.

CONCLUSION

The results of this study state that *knowledge sharing* has a positive effect on employee performance, and *perceived supervisor support* moderates the relationship between *knowledge sharing* and employee performance. Thus, the application of *knowledge sharing* can improve employee performance. Therefore, encouraging leadership support is essential in knowledge sharing, but if the encouragement is reasonable, it can positively impact only employees who experience higher levels of supervisor support.

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