

## **Organizational Support Moderates the Effect of Knowledge Management on Organizational Performance**

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### **Abstract**

This study examines the influence of knowledge management and talent management on organizational performance, while analyzing the moderating role of organizational support. The research was conducted among 168 lecturers from private universities in Kendari City, Indonesia, using a quantitative approach. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) method. The results demonstrate that both knowledge management and talent management significantly enhance organizational performance. Furthermore, organizational support was found to significantly moderate the effect of both knowledge management and talent management on performance, strengthening their impact. These findings highlight the strategic importance of effective knowledge and talent management, particularly when supported by a strong organizational environment. This study contributes to the literature on organizational development in higher education and offers practical implications for university management aiming to optimize institutional performance through human capital strategies and supportive organizational frameworks.

**Keywords:** Knowledge Management; Talent Management; Performance; Organizational Support

### **Abstrak**

Studi ini meneliti pengaruh manajemen pengetahuan dan manajemen talenta terhadap kinerja organisasi, sekaligus menganalisis peran moderasi dukungan organisasi. Penelitian ini dilakukan terhadap 168 dosen dari universitas swasta di Kota Kendari, Indonesia, menggunakan pendekatan kuantitatif. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan Structural Equation Modeling dengan metode Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa manajemen pengetahuan dan manajemen talenta secara signifikan meningkatkan kinerja organisasi. Lebih lanjut, dukungan organisasi ditemukan secara signifikan memoderasi pengaruh manajemen pengetahuan dan manajemen talenta terhadap kinerja, memperkuat dampaknya. Temuan ini menyoroti pentingnya strategis manajemen pengetahuan dan talenta yang efektif, terutama ketika didukung oleh lingkungan organisasi yang kuat. Studi ini berkontribusi pada literatur tentang pengembangan organisasi di pendidikan tinggi dan menawarkan implikasi praktis bagi manajemen universitas yang bertujuan untuk mengoptimalkan kinerja institusional melalui strategi modal manusia dan kerangka kerja organisasi yang mendukung.

**Kata kunci:** Manajemen Pengetahuan; Manajemen Talenta; Kinerja; Dukungan Organisasi

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## **INTRODUCTION**

Organizations in the era of knowledge-based economy face complex challenges in maintaining sustainable performance amid global pressures, technological developments, and expectations for human resource productivity. The world of higher education, especially private universities, is required to not only meet academic standards but also demonstrate competitive organizational performance. One of the strategic issues that arise is how organizations manage and maximize the intellectual resources they have, especially lecturers, as the main driver in achieving the vision and mission of the institution (Rahmayanti et al., 2024; Laily et al., 2023).

Knowledge management and talent management are two approaches that are increasingly popular in strategic management studies because they are proven to support innovation, efficiency, and competitive advantage (Bahrin et al., 2021; Mujtaba et al., 2022). Its application in the higher education sector is crucial because the quality of knowledge and talent that is managed systematically is believed to be able to contribute significantly to improving the performance of institutions. In this context, organizational support plays an important role as a key supporting factor that is able to strengthen the impact of managerial strategies on overall organizational performance outcomes (Mohammed et al., 2022; Boeck et al., 2017).

Knowledge management is an important foundation in creating a learning and innovation-based work environment. The effective process of creating, storing, and distributing knowledge has been shown to improve decision-making quality and organizational efficiency (Qiao & Wang, 2021; Alibegović & Mešanović, 2022). Laily et al. (2023) show that knowledge management significantly contributes to improving company performance through tacit knowledge management. Khammarnia et al. (2015) research corroborates these findings in the context of health institutions, where knowledge management encourages service improvement and organizational efficiency. Meanwhile, Bahrin et al. (2021) and Fadila et al. (2023) stated that knowledge management strategies that are integrated with total quality management and innovative work behavior have a direct impact on organizational performance in various sectors.

Talent management also plays a crucial role in driving organizational effectiveness. The process of identifying, developing, and retaining talent has been systematically proven to strengthen the capabilities of individuals and organizations (Dagogo & Ogechi, 2020). Collings and Mellahi (2009) emphasized the importance of aligning talent management with organizational strategies in order to create a competitive advantage. Kafetzopoulos et al. (2022) added that talent management supported by effective leadership is able to improve overall performance. These findings are reinforced by Mujtaba et al. (2022), Magambo (2021), and Rahmayanti et al. (2024) who show that effective talent management is able to encourage innovative work behaviors and improve lecturer performance in higher education environments.

Research on the influence of knowledge management and talent management on organizational performance has been conducted, but most of it still focuses on direct relationships without considering the role of moderator variables that can strengthen or weaken these relationships (Chiang et al., 2011). In the higher education sector, especially private universities in Eastern Indonesia, studies that integrate organizational support factors in these relationships are still very limited. In addition, many previous studies were conducted in the industrial, government, or large institutional sectors, while the dynamics that occur in educational institutions have different complexities (Khammarnia et al., 2015; Fadila et al., 2023).

From a theoretical perspective, previous research tends to use theories separately. For example, the resource-based view theory is used to explain the importance of knowledge and talent as strategic

resources (Qiao & Wang, 2021; Alibegović & Mešanović, 2022), while social exchange theory explains the reciprocal relationship between organizations and individuals (Boeck et al., 2017; Ismail et al., 2019). In fact, the integration between these theories can provide a more complete explanation of how human resource management strategies work effectively when supported by a supportive organizational culture (Huang et al., 2025; Shah et al., 2024). This theoretical gap shows that it is necessary to build a conceptual model that is able to explain how the interaction between variables can affect organizational performance more comprehensively.

This research offers a conceptual model that places perceived organizational support as a moderator on the influence of knowledge management and talent management on organizational performance. This model is supported by findings from Mohammed et al. (2022), Huang et al. (2025), and Pattali et al. (2024) who state that organizational support strengthens the relationship between knowledge management strategies and performance through increased motivation, collaboration, and job satisfaction. When lecturers feel supported by their institutions in managing knowledge, they tend to be more proactive in sharing information and engaging in academic innovation which ultimately improves the performance of the institution.

Organizational support is also a catalyst in optimizing talent management strategies. Ismail et al. (2019) and Boeck et al. (2017) found that supportive supervisors are able to increase the effectiveness of talent management, because individuals feel valued and have room to grow. This is in line with the findings of Shah et al. (2024), Saleh and Atan (2021), and Abdullahi et al. (2020) who affirm that when organizations provide a strong support system, talent development programs will have a greater impact on job satisfaction and employee performance. By combining the three variables in one model, this study offers a more complete approach in explaining the factors that affect the performance of lecturers in private universities.

Private universities in Kendari City have an important role in building the capacity of human resources in the Southeast Sulawesi region. In recent years, these institutions have faced challenges to maintain academic quality, institutional accreditation, and lecturer productivity amid resource limitations and increasing external pressures (Rahmayanti et al., 2024). Lecturers as key actors in the process of learning, research, and community service need adequate organizational support to be able to contribute optimally. However, not all universities have a structured knowledge management and talent management system (Laily et al., 2023; Putri et al., 2023).

Some institutions have developed knowledge management initiatives through digital repositories, regular training, and research collaborations, but their implementation has not been optimal due to the lack of synergy between managerial strategies and organizational support systems (Sya & Mangundjaya, 2020). Without real organizational support, various human resource development strategies risk not achieving maximum impact on institutional performance. Therefore, this research is relevant to explain how the interaction between knowledge management, talent management, and

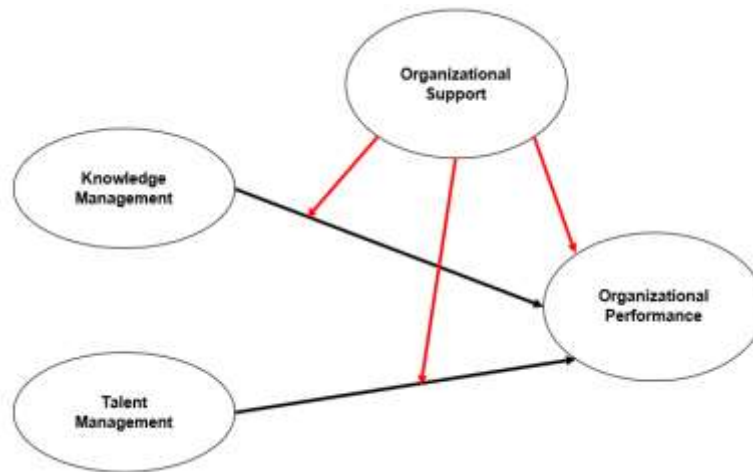
organizational support can improve organizational performance in the higher education sector in Kendari City.

This study aims to analyze the influence of knowledge management and talent management on the organizational performance of lecturers at private universities in Kendari City, as well as test the role of organizational support moderation in strengthening these relationships. With an empirical model approach that combines the perspectives of resource-based view, human capital theory, and social exchange theory, this study seeks to provide a more comprehensive understanding of human resource management in higher education institutions (Collings & Mellahi, 2009). The contribution of this research is divided into two main aspects. From the theoretical side, this research provides an integrative model that combines three important dimensions in organizational management, namely knowledge, talent, and support. From a practical perspective, the results of this study are expected to be a reference for private university leaders in developing HR development policies that are more strategic and based on empirical data.

## **METHODS**

This study uses a quantitative approach with a survey method as the main data collection technique. The instrument used was in the form of a closed questionnaire which was compiled based on indicators for each research variable. The measurement scale used is a five-point Likert scale, with a value range from 1 (strongly disagree) to 5 (strongly agree), to measure respondents' perception of statements that reflect knowledge management, talent management, organizational support, and organizational performance. The population in this study is permanent lecturers at private universities in Kendari City, with sampling techniques carried out by purposive sampling to ensure that respondents are in accordance with the research criteria.

To analyze the data, the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) was used through SmartPLS software. This method was chosen because it is able to test the causal relationship between latent variables simultaneously and is suitable for data that are not normally distributed and the sample size is not too large. The analysis process includes testing measurement models (outer models) to assess the validity and reliability of indicators, as well as structural model testing (inner model) to test the relationships between constructs. By using SEM-PLS, this study is expected to provide a strong picture of the influence of knowledge management and talent management on organizational performance, as well as the role of organizational support moderation. The conceptual framework of this study is as follows:



**Figure 1.** Structural Model

## RESULTS AND DISCUSSION

The respondents in this study amounted to 165 people from Kendari City. Based on age, the majority of respondents were in the age group of 42–48 years (33.94%), followed by the age group of 35–41 years (31.52%), 49–55 years (27.27%), and the least in the age group of 28–34 years (7.27%). Based on gender, respondents were dominated by women (53.94%), while men (46.06%). Furthermore, based on education level, most of the respondents had a bachelor's degree (80.00%), followed by Master's (11.52%) and high school (8.48%). This demographic picture shows variations in respondent characteristics that can contribute to differences in research results according to the variables studied.

**Table 1.** Measurement items and Constructs

Variables	Items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Organizational Support	OS1	0,921	0,946	0,956	0,821
	OS2	0,897			
	OS3	0,923			
	OS4	0,875			
	OS5	0,913			
Knowledge Management	KM1	0,939	0,949	0,950	0,868
	KM2	0,940			
	KM3	0,936			
	KM4	0,912			
Organizational Performance	OP1	0,940	0,953	0,954	0,877
	OP2	0,915			
	OP3	0,944			
	OP4	0,947			
	OP5	0,914			
Talent Management	TM1	0,940	0,966	0,968	0,882
	TM2	0,957			
	TM3	0,932			
	TM4	0,953			

The results of the evaluation of the measurement model showed that all constructs in this study met the criteria of reliability and convergent validity very well. All indicators have high loading values, namely Organizational Support (0.875–0.923), Knowledge Management (0.912–0.940), Organizational Performance (0.915–0.947), and Talent Management (0.914–0.957). In addition, Cronbach's alpha values of each construct are also high (0.946; 0.949; 0.953; 0.966), as is the Composite Reliability (0.956; 0.950; 0.954; 0.968), which indicates strong internal consistency. The AVE value for all constructs has also exceeded the minimum limit of 0.50 which is 0.821; 0,868; 0,877; 0.882, thus confirming that the indicator is able to adequately explain the variance of the construct. Thus, the research instrument is declared reliable and valid for use in the analysis of SEM-PLS.

**Table 2.** Discriminant validity (Heterotrait-Monotriat Ratio Of Correlations)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Organizational Support	0,906			
Knowledge Management	0,379	0,932		
Organizational Performance	0,343	0,741	0,937	
Talent Management	0,421	0,784	0,815	0,939

The results of the discriminant validity test using the Heterotrait–Monotrait Ratio (HTMT) criterion showed that all constructs in this study had met the recommended limit because the HTMT value between constructs was below 0.90. The value of the relationship between variables was Organizational Support–Knowledge Management (0.379), Organizational Support–Organizational Performance (0.343), Organizational Support–Talent Management (0.421), Knowledge Management–Organizational Performance (0.741), Knowledge Management–Talent Management (0.784), and Organizational Performance–Talent Management (0.815). Thus, it can be concluded that each construct has adequate differences (there is no problem of overlap between constructs), so that the measurement model is declared to have good discriminant validity.

**Table 3.** Model Fit and Predictive Size

	<b>R-square</b>
Organizational Performance	0,706

The results of the fit model evaluation through the R-square value showed that the Organizational Performance variable had an R<sup>2</sup> value of 0.706. This means that 70.6% of the variation in organizational performance can be explained by predictive variables in the model (knowledge management, talent management, and their interaction with organizational support), while the remaining 29.4% is influenced by other factors outside the research model. This value indicates a strong/substantial predictive ability of the model in explaining organizational performance.

**Table 4.** Hypotheses Testing

	<b>Original sample (O)</b>	<b>P values</b>
Organizational Support -> Organizational Performance	0,057	0,298
Knowledge Management -> Organizational Performance	0,243	0,044
Talent Management -> Organizational Performance	0,559	0,000

Organizational Support x Talent Management _ -> Organizational Performance	0,095	0,418
Organizational Support x Knowledge Management -> Organizational Performance	0,031	0,792

The results of the study show that knowledge management has a significant effect on the organizational performance of lecturers at private universities in Kendari City. These findings confirm that good knowledge management strategies, such as the systematic creation, storage, and distribution of academic information, are able to increase the effectiveness and productivity of lecturers' work. This is in line with the research of Laily et al. (2023) and Qiao and Wang (2021) which states that effective knowledge management, especially in managing tacit knowledge, can encourage the achievement of better performance in organizations. This research reinforces the assumption that educational institutions that build a culture of knowledge sharing will have a more competitive performance.

The influence of talent management on organizational performance has also been proven to be significant. Lecturers who gain attention in competency development, career planning, and recognition of their contributions show higher levels of performance. These results support the findings of Kafetzopoulos et al. (2022) and Collings and Mellahi (2009) who stated that talent management integrated with organizational strategies is able to strengthen institutional competitiveness through improving the quality of human resources. In the context of higher education, institutional investment in lecturer talent encourages more optimal academic achievement, including research and teaching productivity.

The findings of the study also show that organizational support significantly moderates the relationship between knowledge management and organizational performance. Lecturers who feel the existence of organizational support such as facilities, awards, and supportive leadership tend to be more active in sharing knowledge and innovating in academic activities. This is in line with the research of Mohammed et al. (2022) and Huang et al. (2025) which emphasizes the importance of a supportive work environment in strengthening the impact of knowledge management strategies. The role of this organization's support is crucial because it is able to turn knowledge into real added value for the institution.

In addition, organizational support also strengthens the relationship between talent management and organizational performance. Lecturers who feel they receive attention, trust, and guidance from institutions tend to be more motivated to develop and contribute optimally. These results confirm the findings from Boeck et al. (2017) and Ismail et al. (2019) that perceptions of organizational support can improve the effectiveness of talent management through increased job satisfaction and loyalty. In other words, organizational support acts as a catalyst that magnifies the impact of human resource management strategies on lecturer performance.

Overall, the results of this study provide empirical evidence that an integrated approach between knowledge management and talent management, when combined with organizational support, can

significantly improve organizational performance. The conceptual model built in this study enriches the literature on performance management in the higher education sector, particularly in the context of private universities in the Eastern Indonesia region. The findings also provide practical implications for institutional leaders to strengthen HR development policies by emphasizing the importance of structured and sustainable organizational support

## **CONCLUSION**

Based on the results of data analysis and discussion, it can be concluded that knowledge management and talent management have a significant effect on the organizational performance of lecturers at private universities in Kendari City. In addition, perceived organizational support has been shown to significantly moderate the relationship between the two variables and organizational performance. These findings show that knowledge and talent management cannot have an optimal impact without strong organizational support. The combination of these three factors forms a mutually reinforcing strategic framework in encouraging increased productivity, work effectiveness, and competitiveness of higher education institutions.

The implication of this research is the importance of the role of institutional leaders in designing human resource management policies that are oriented towards knowledge development, talent management, and the creation of a supportive work environment. Private universities need to consistently build support systems such as training, incentives, mentoring, and access to information technology so that the KM and TM strategies can run effectively. For further research, it is suggested that this model be tested in a broader context, such as public universities or educational institutions in other regions, and add mediating variables such as job satisfaction or organizational involvement to enrich understanding of the dynamics of improving organizational performance.

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