Research Article

The Effect of Perception of Organizational Support, Work Motivation and Competence on Employee Performance at the Tirta Moedal Drinking Air Company in Semarang City

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Abstract: Employee performance is a key factor in supporting organizational success, particularly in public service companies like Perumda Air Minum Tirta Moedal Semarang City. Various factors can influence performance, including perceived organizational support, work motivation, and individual competence. This study aims to analyze the influence of perceived organizational support, work motivation, and competence on employee performance. This study used a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees of Perumda Air Minum Tirta Moedal Semarang City. The data analysis technique used was multiple linear regression to determine the effect of each independent variable on the dependent variable. The results of this study are expected to demonstrate that perceived organizational support, work motivation, and competence have a significant and positive influence on employee performance. These findings are expected to provide a basis for management in formulating human resource development policies to improve the effectiveness and efficiency of company services. This research also provides theoretical contributions to the field of human resource management and practical implications for employee performance management in regional companies.

Keywords: Competence; Employee Performance; Human Resource Management; Motivation; Organizational Support

1. Introduction

Perumda Air Minum Tirta Moedal is a public sector company with the main goal not to maximize profits, but to provide services to the community, it does not mean that Perumda Air Minum Tirta Moedal does not have financial goals. Perumda Air Minum Tirta Moedal Semarang City was established with the aim of providing clean and healthy drinking water for the people of Semarang city. Perumda Air Minum Tirta Moedal has the task of implementing drinking water management to improve the welfare of the community including social aspects, health and public services. Perumda Air Minum Tirta Moedal has an organizational structure centered on the Mayor. There is a division of Directors, namely the General Director and the Technical Director. The general director focuses on the secretariat, personnel, finance and equipment. Meanwhile, the technical director focuses on Production, Transmission-Distribution, and Equipment-Maintenance.

The researcher's internship project resulted in an interview focused on human resources in the equipment department. The interviews revealed that the equipment department faces challenges in the company's performance. One of the factors cited as hindering company performance is the lack of responsibility in carrying out their duties by employees. This lack of responsibility is considered to hamper the performance of other employees, thus affecting perceptions of organizational support, motivation, and competence of equipment department employees at Perumda Air Minum Tirta Moedal Semarang.

Human Resource Management (HRM), also known as Human Resource Development, functions to carry out human resource planning, implementation, recruitment, training, and career development of employees, as well as initiating organizational development initiatives. The primary goal of HRM is to maximize employee productivity by optimizing employee effectiveness, simultaneously improving the quality of employee work, and treating employees as valuable resources within the organization (Kasman, 2023). Work motivation plays a crucial role as a guideline for employees to work hard and maintain a spirit of work productivity (Soejarminto & Hidayat, 2023). Another factor influencing employee performance is competence. Competence is the ability possessed by each person, with personality traits encompassing the level of achievement or ability of each individual, which will later be used as a reference for evaluating an employee's performance (Lumanauw, 2022).

Based on previous research by Agustyna & Prasetio (2020), which examined perceptions of organizational support, perceived organizational support positively impacted employee performance. Further research on perceived organizational support by Nabila & Ratnawati (2020) showed that perceived organizational support positively impacted employee performance.positive influenceon employee performance. Then, research on work motivation conducted by Hustia (2020) showed thatpositive influencework motivation on employee performance. Further research by Adinda, Firdaus & Agung (2023) which examined motivation, found thatpositive influencebetween work motivation and employee performance. Research on competency by Sugiono, Darmadi & Efendi (2021) resulted in competencypositive influenceon employee performance. Then, further research by Asniwati (2022) on competency showed that competency has a lotpositive influenceon employee performance.

There is a positive assumption regarding the relationship between perceptions of organizational support, work motivation and competence on employee performance, so this study aims to examine the factors that influence employee performance.

2. Literature Review
The Influence of Perceived Organizational Support on Employee Performance

The perception of organizational support is a challenge for a company where employees are cared for by the company and how the company pays attention to productivity and turnover. (Suta, & Ardana, 2019). The view of organizational concern for employees where they as HR receive adequate welfare and needs as they perceive, which will result in maximum performance with a supportive situation. (Hayati, 2020). The organizational support provided can be in the form of benefits or promotions that can inadvertently increase motivation to maximize individual performance. (Siregar, & Pasaribu, 2022). There are four indicators in the perception of organizational support, namely; (1) Appreciation, (2) Support from superiors, (3) working conditions, (4) Employee welfare (Eisenberger et al., 1986).

The perception of positive organizational support for employee performance is a factor in the success of an organization or company. This can be proven by the positive perception from employees that will encourage them to always apply a high sense of responsibility by providing positive rewards in the form of significant performance improvements (Wulandari & Mujanah, 2024). Positive support provided by the company can take the form of a comfortable organizational environment, recognition for work achievements or accomplishments achieved by employees, and attention to employee welfare can improve employee performance to be better and reduce the negative impact of employees on the company (Supriadi et al., 2023). The perception of organizational support will run well because the availability of adequate and comfortable organizational facilities for employees. In addition to the facilities, of course, the company's contribution is needed to foster employee enthusiasm in carrying out each job (Marbun & Jufrizen, 2022). The higher the perception of organizational support provided, the better employee performance in carrying out their responsibilities to the company.

Nabila & Ratnawati's (2020) research concluded that employees with sufficient potential feel they receive support and motivation from the organization and are held fully accountable by their superiors, leading to improved performance. Further research by Winola & Raharja (2023) showed that employees understand that the organization will provide adequate and extra support for their needs, and therefore are happy to maximize their performance to achieve satisfactory results.

From the statement above, it can be concluded that the higher the perceived support a company provides to employees, the greater the impact on employee performance. Therefore, based on this explanation, the following hypothesis can be formulated.

H1: Perception of organizational support has a positive effect on employee performance.

The Influence of Work Motivation on Employee Performance

Work motivation must be considered to improve the capabilities of the Company's Human Resources. Employee satisfaction at work tends to be higher because the capabilities of Human Resources are well-maintained. Conversely, employees who lack work enthusiasm, poor work skills, and even the desire to go on strike will be detrimental to the company. Therefore, it is important to have encouragement from within the company as a reference for effective and comprehensive motivation for employees to achieve the desired company goals (Putra, & Fernos, 2023). There are indicators of work motivation, namely: (1) Appreciation, (2) Social relationships, (3) Life needs, (4) Success in work (Robbins, 2006).

Motivation arises not only from internal factors seeking to achieve their needs, but also from external factors. An organization must be able to foster employee motivation to improve company performance (Hidayat et al., 2024). Work motivation occurs when the organization provides adequate support to employees in the form of adequate facilities, a constructive organizational environment, and rewards for each employee's performance. These rewards lead to a high level of work motivation and job satisfaction, fostering a desire to succeed in completing a task and fulfilling responsibilities as an employee. When an organization has a way to maintain employee motivation, it will improve organizational performance and productivity (Adzansyah et al., 2023).

Previous research on the influence of work motivation on employee performance conducted by Putra & Fernos (2023) stated that a good leader is someone who is able to provide high motivation. Providing this motivation is expected to set a positive example for employees and indirectly improve the quality of a company and its employees. Further research by Majid, Hakim & Assadam (2021) found that every employee certainly has their own dreams to achieve. With high motivation, employees will have the enthusiasm to work harder to achieve their dreams. These dreams will become one of the reasons to motivate employees to improve employee performance and achieve organizational goals.

From the statement above, it can be concluded that higher motivation provided by external parties (organizations) will increase employee work motivation, which then leads to improved employee performance. Therefore, from this statement, the following hypothesis can be formulated.

H2: Work motivation has a positive effect on employee performance.

The Influence of Competence on Employee Performance

The character of a person's ability to carry out work based on the knowledge, skills, and expertise that must be possessed so that performance is much higher and optimal. Work must be seen with the competencies possessed as an assessment of the suitability of a person's skills to the job. This assessment will show a person's willingness to do the work given by the company. (Widodo & Yandi, 2022). Everyone must have competencies that they have mastered, because competency is important as initial capital in working and supported by the work attitude required by the job. In today's era of tight competition, especially in Human Resources, it is required to have competencies according to the field so as not to be eliminated by other employees who are fighting for positions or competing with each other in performance in the Company or Institution (Suristya & Adi, 2021). Competency indicators include: (1) knowledge, (2) skills, (3) Behavior (Hutapea and Thoha, 2008).

High and good competence is able to respond to environmental changes in employees that impact the responsibilities given and increasingly optimal performance results with the benefits of various facilities and infrastructure that are adequate and well utilized (Nuryadin & Irfan, 2022). When competence is increased, performance must also increase, employees who have high competence are able to respond to performance improvements that are interrelated between roles and responsibilities, employees will unleash all their potential to meet the demands of targets set by superiors who will always be ready to face changes in accordance with targets in the work for performance achievement (Mukhtar et al., 2021).

Previous research by Yanti & Mursidi (2021) found that individuals with greater skill capacity exhibit a more agile personality, built on experience and learning, thus influencing optimal performance. Further research by Krisnawati & Bagia (2021) found that a person's skills contribute to completing tasks accurately and quickly, driven by responsibility. Having greater skills makes them appear significantly different from those with average skills.

From the statement explained above, it can be concluded that having more expertise, skills, and abilities will produce better results and improve performance, thus influencing employee performance. The following hypothesis can be formulated.

H3: Competence has a positive effect on employee performance.

Employee performance

Achievement during work with standards that have been determined by the company according to the field and carried out by employees with full responsibility to achieve the best results in the organization. The main key to improving employee performance is the presence of leaders who can improve and support the organization to improve employee welfare. (Parta et al., 2023). According to (Sadat et al., 2020), performance is the result of an employee's work achievements accompanied by the existence of abilities and actions in the field of work carried out in a certain period. The better the performance of an employee will determine the survival of a company, the importance of good human resources is an important component in revitalizing an organization to achieve a stable company goal (Sadat, Handayani & Kurniawan, 2020). Indicators contained in employee performance are; (1) Quality of work, (2) Quantity, (3) Punctuality, (4) Effectiveness, (5) Independence. (Anissa & Kasmari, 2022).
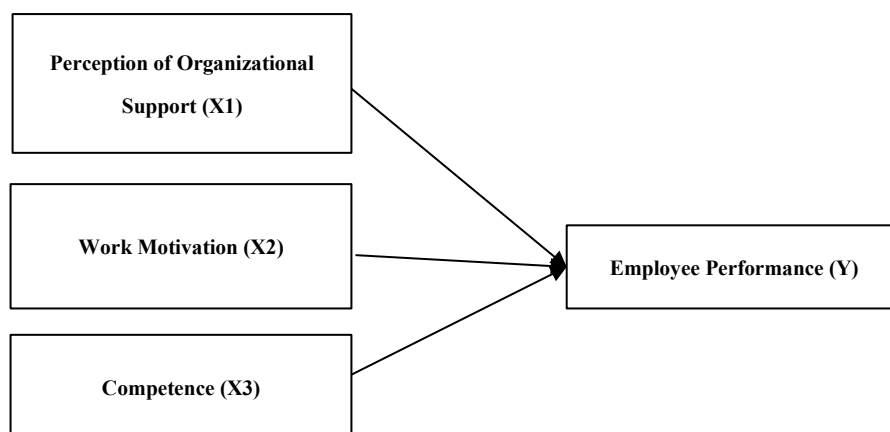
Figure 1. Framework

3. Research Method

This study uses a quantitative approach with a survey design to test the influence of perceptions of organizational support, work motivation, and competence on the performance of PDAM Tirta Moedal employees in Semarang City.

Research Design and Operational Variables

This study employs a causal approach to test the research hypotheses. The dependent variable in this study is employee performance, which is measured using a Likert scale that refers to indicators such as work quality, quantity, timeliness, effectiveness, and independence. The independent variables include the perception of organizational support, work motivation, and competence. The perception of organizational support is measured using a Likert scale based on indicators such as appreciation, superior support, working conditions, and well-being. Work motivation is assessed using a Likert scale, with indicators focusing on the desire to achieve, the need for social relationships, and the need for a decent life. Competence is measured using a Likert scale that refers to indicators of knowledge, skills, and abilities.

Population, Sample, and Data Collection Techniques

The population in this study was all employees of PDAM Tirta Moedal in Semarang City. Data collection was conducted through questionnaires distributed to respondents. The questionnaire used a 5-point Likert scale. Taking the entire population will provide more accurate and representative data. In the case of this study, the sample used was very small. Therefore, the researcher used a sampling technique using a census to collect data from all members of the population by distributing questionnaires to all 60 members of the PDAM warehouse department.

In this study, the population sampled was all 60 PDAM warehouse employees. Given the very small population size, the researchers decided to sample the entire population. This ensures the data obtained will be more representative and accurate, as there is no possibility of sampling bias.

Data Analysis

Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The analysis was performed using SmartPLS software, version 4. This method was chosen to evaluate the relationships between the variables in the study.

Outer Model

Instrument validity is crucial for researchers to consider. Validity is defined as the accuracy of a test's results (Karakaya Ozyer, 2018). The validity of a research instrument or dataset measures the actual information coverage of the collected or analyzed dataset. Therefore, establishing validity is crucial (Taherdoost, 2018). In the case of SEM analysis, this provides researchers with evidence that the results can be interpreted accurately.

Convergent Validity Testing

This evaluation can be conducted by examining the outer loadings menu. Convergent validity refers to the correlation between responses of different variables assessing the same construct. Convergent validity ensures that variables are associated with the latent construct being measured. Consequently, factors must have a strong correlation with the latent construct. To establish convergent validity, the AVE value is assessed (Hamid, 2017; Engellant et al., 2016). The average variance extracted (AVE) is an appropriate test of convergent validity because it can explain the extent to which items are shared across constructs (Sujati, 2020). To achieve this validity, the AVE value must be greater than or equal to 0.5 (Rianto Rahadi, 2023).

Composite Reliability

Composite Reliability CR > 0.7 (Gefen et al., 2000), thus answering the research question that the GMM construct is reliable. Composite reliability measures how well the variables underlying the construct are represented in structural equation modeling. In SEM, construct reliability is described using confirmatory factor analysis (CFA). Composite reliability is estimated based on factor loading analysis (Lerdpornkulrat et al., 2017). According to Tentama & Anindita, (2020) It is permitted to have a construct reliability coefficient greater than 0.70. A CR value ≥ 0.7 is required to achieve construct reliability (Rianto Rahadi, 2023).

Inner Model

Model Fit Test

R-Squared (R^2) is a statistical measure used to determine the proportion of variance in a dependent variable that can be predicted or explained by the independent variable. R-Squared is also known as the coefficient of determination. It is a good model for linear regression analysis. The coefficient of determination (R2) value is expected to be between 0 and 1. R2 values of 0.75, 0.50, and 0.25 5 indicate that the model is strong, moderate, and weak. The R-Square (R2) value is used to determine the predictive power of the structural model in SEM-PLS analysis. According to Chin & Wynne, (1999) The R square value criteria approaching 0.67 are considered strong, 0.33 as moderate, and 0.19 as weak.(Rianto Rahadi, 2023)

Hypothesis Testing

t-Test

The hypothesis test used in this study uses a t-test to determine the effect of each independent variable on the dependent variable (Ghozali, 2008). This test is conducted using a t-test, which compares the calculated t-value with the t-table. The following criteria are used in this test:

Ho is accepted if t count < t table

Ho is rejected if t count > t table

Testing was also conducted with a confidence level (α). The confidence level was set at 0.10 (α = 10%) with a t-table value of 1.65. The following are the decision-making bases used:

If the t-statistic value is smaller than the t-table value (t-statistic < 1.65) then Ho is accepted and Ha is rejected.

If the t-statistic value is greater than the t-table value (t-statistic > 1.65) then Ho is rejected and Ha is accepted.

Bootstrapping Test

According to Jain (2019), the bootstrapping test in PLS is a resampling method to determine the t-value and its significance level. The t-value resulting from bootstrapping will vary due to the iteration method and differences in the initial number of iterations on each computer. Therefore, use bootstrapping with more than 500 iterations to obtain a stable t-value. PLS input data can be raw (original) or standardized (mean=0, variance=1).

4. Results and Discussion
### Results
Respondent Characteristics

This research was conducted on 60 employees of PDAM Tirta Moedal in Semarang City. Respondent characteristics are presented to provide a general overview of the background of the employees who made up the research sample. Respondent characteristics data are displayed in the form of a pie chart, including:
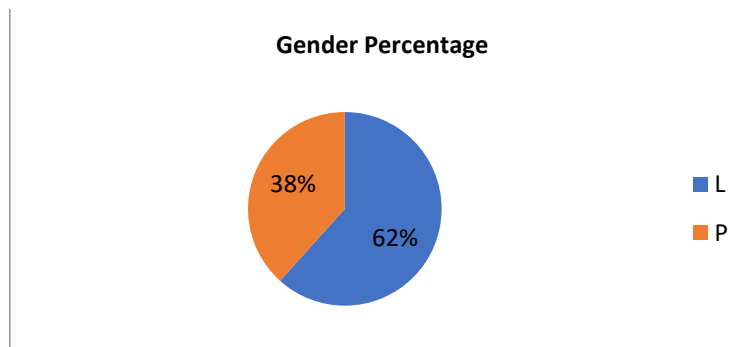
Figure 2. Gender Diagram
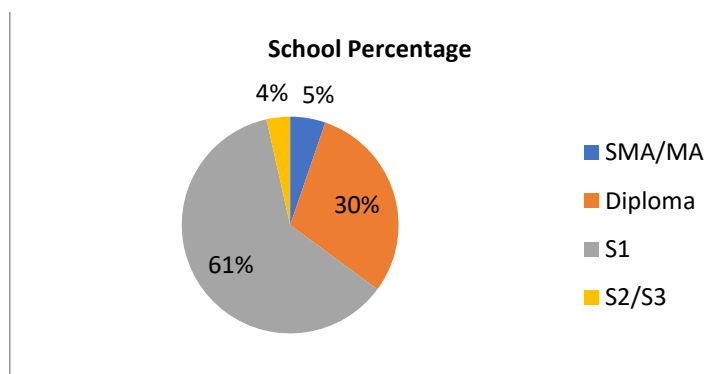Source: Data Processed by Excel 2025

Based on gender distribution, the majority of respondents were male (61.7%), while females accounted for 38.3%. This indicates that the research sample was predominantly male.
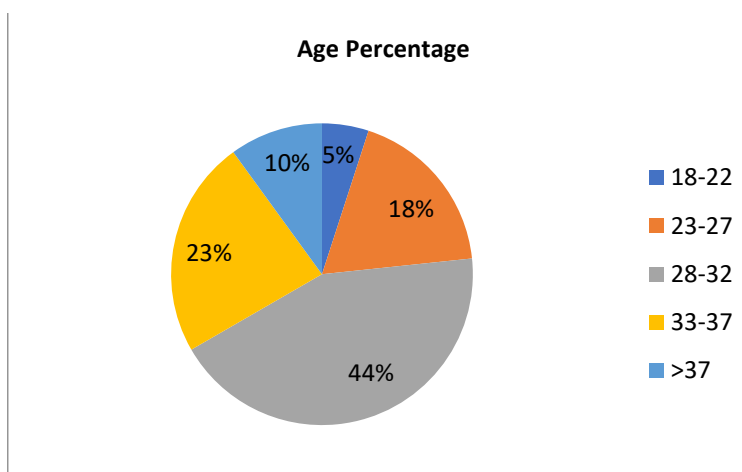
Figure 3. Age Diagram
Source: Data Processed by Excel 2025

Respondents were predominantly in the 28–32 age group (43.3%), followed by those in the 33–37 age group (23.3%), and those in the 23–27 age group (18.3%). Meanwhile, the age groups over 37 (10.0%) and 18–22 years old (5.0%) were smaller. This finding indicates that the majority of respondents are in the productive age range.

Figure 4. Education Diagram
Source: Data Processed by Excel 2025

The majority of respondents had a bachelor's degree (58.3%), followed by a diploma (28.3%). Only a small number of respondents had a high school/vocational school (5.0%) and a master's/doctoral degree (3.3%). This indicates that respondents with a higher education background dominated the study sample.

**Working Period Percentage**

47% ■ <5
38% ■ 6-10
15% ■ 11-20
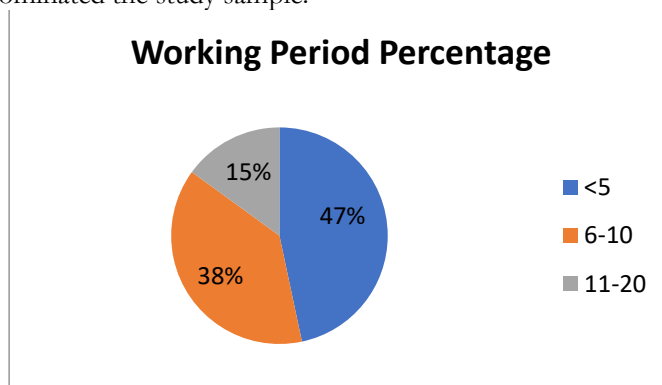
Figure 5. Working Period Diagram
Source: Data Processed by Excel 2025

The distribution of tenure shows that nearly half of respondents had less than 5 years of service (46.7%), followed by 6–10 years of service (38.3%). Only 15.0% of respondents had 11–20 years of service. This means that the majority of respondents were workers with relatively new work experience.

Research Instrument Test Results
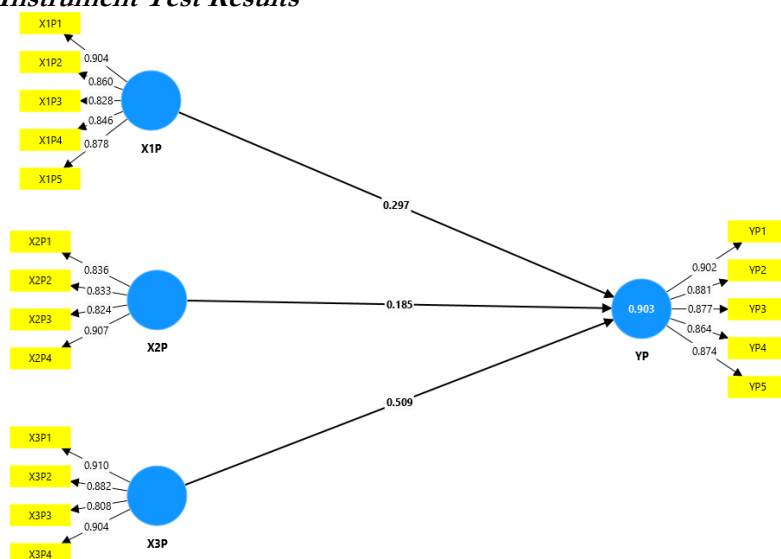
Figure 6. Model Path Diagram
Source: Data processed 2025

Table 1. Outer Model Test (Convergent Validity and Composite Reliability)

Variable	Cronbach's Alpha	AVE	Outer Loadings				
			X1P1	X1P2	X1P3	X1P4	X1P5
X1P	0.914	0.746	0.904	0.86	0.828	0.846	0.878
			X2P1	X2P2	X2P3	X2P4	
X2P	0.872	0.724	0.836	0.833	0.824	0.907	
			X3P1	X3P2	X3P3	X3P4	
X3P	0.899	0.769	0.91	0.882	0.808	0.904	
			YP1	YP2	YP3	YP4	YP5
YP	0.927	0.774	0.902	0.881	0.877	0.864	0.874

Source: Data processed 2025

Loading Factor is said to be valid if the value of each indicator tested is greater than 0.7 confirmatory, while the value of 0.6–0.7 explanatory is still acceptable and declared feasible (Ghozali, 2021). The test results using SmartPLS 3.2.9 show that the Perception of Organizational Support variable has 5 indicators with loading factor values of X1P1 of 0.904, X1P2 of 0.860, X1P3 of 0.828, X1P4 of 0.846, and X1P5 of 0.878. All indicators have values above 0.7 so they are declared valid. The Work Motivation variable consists of 4 indicators with

loading factor values of X2P1 of 0.836, X2P2 of 0.833, X2P3 of 0.824, and X2P4 of 0.907, all of which are above 0.7 so this indicator is declared valid. The Competency variable has 4 indicators with loading factor values of X3P1 of 0.910, X3P2 of 0.882, X3P3 of 0.808, and X3P4 of 0.904, which means that all indicators are declared valid. The Employee Performance variable consists of 5 indicators with loading factor values of YP1 of 0.902, YP2 of 0.881, YP3 of 0.877, YP4 of 0.864, and YP5 of 0.874, so that all indicators are also declared valid.

The Composite Reliability values indicated by Cronbach's Alpha were 0.914 for Perceived Organizational Support, 0.872 for Work Motivation, 0.899 for Competence, and 0.927 for Employee Performance. All variable scores were above 0.7, indicating good reliability.

Meanwhile, the Average Variance Extracted (AVE) value for Perceived Organizational Support was 0.746, Work Motivation was 0.724, Competence was 0.769, and Employee Performance was 0.774. All AVE scores were above 0.5, indicating that each variable met the convergent validity requirements and was acceptable.

Table 2. Structural Model Test (Inner Model) and Hypothesis

No.	Variables	Inner VIF	Original Sample	T-Statistic	P Values	Adj. R Square	Conclusion
1	Perception of Organizational Support → Employee Performance	5,161	0.297	2,726	0.006	0.898	H1 Accepted
2	Work Motivation → Employee Performance	4.158	0.185	1.77	0.077	0.898	H2 Rejected
3	Competence → Employee Performance	5,786	0.509	4,184	0.000	0.898	H3 Accepted

Source: Data processed 2025

The table above shows the results of the Structural Model (Inner Model) test, as seen in the inner VIF column (multicollinearity test) and the R-square test in the Adjusted R-square column. Meanwhile, the hypothesis test is shown in the Original Sample, T-statistic, P-values, and conclusion columns.

First, the Multicollinearity Test. The inner VIF results show that the VIF values of each independent variable, namely Perceived Organizational Support (5.161), Work Motivation (4.158), and Competence (5.786), are all below 10. This means that each independent variable in the model has passed the multicollinearity test and there is no multicollinearity problem.

Second, the R-square test. The R-square value is 0.903 with an Adjusted R-square of 0.898. This means that the independent variables of Perceived Organizational Support, Work Motivation, and Competence are able to explain the dependent variable of Employee Performance by 89.8%, while the remaining 10.2% $(1-0.898)$ is explained by other variables outside this research model.

Third, Hypothesis Testing. Hypothesis testing was conducted using multiple regression with the bootstrapping method. Based on the test results, the variable Perception of Organizational Support on Employee Performance has a significant positive effect with a T-statistic value of 2.726 (> 1.96) and P-values of 0.006 (< 0.05), so the hypothesis is accepted. The variable Work Motivation on Employee Performance does not have a significant effect, indicated by a T-statistic value of 1.770 (< 1.96) and P-values of 0.077 (> 0.05), so the hypothesis is rejected. Meanwhile, the variable Competence on Employee Performance has a significant positive effect with a T-statistic value of 4.184 (> 1.96) and P-values of 0.000 (< 0.05), so the hypothesis is accepted.

Discussion

The Influence of Perceived Organizational Support on Employee Performance

The results of statistical tests in this study indicate that perceived organizational support has a significant positive effect on the performance of PDAM Tirta Moedal Semarang City employees. This illustrates that the higher the support perceived by employees from the organization, whether in the form of attention, facilities, or rewards, the higher the employee's motivation to work optimally. Organizational support provides a sense of security, comfort, and morale boost for employees in carrying out their duties, thereby increasing productivity and achieving work targets. The results of this study are in line with the findings (Astaginy, N., Wonua, AR, & Kumalasari, F. (2022, June); Al Addar, B., Suyono, J., & Elisabeth, DR (2022) which state that perceived organizational support has a significant effect on improving employee performance.

The Influence of Work Motivation on Employee Performance

Statistical test results indicate that work motivation does not significantly influence employee performance at PDAM Tirta Moedal Semarang City. This may occur because employee motivation is not fully capable of driving performance improvements, especially if it is not supported by external factors such as the work environment, reward system, and career development opportunities. Thus, although work motivation is a crucial factor, without adequate organizational support and skills, employee performance improvement is not optimal.

The Influence of Competence on Employee Performance

The statistical test results in this study prove that competence has a significant positive effect on the performance of PDAM Tirta Moedal Semarang City employees. This means that the better the competence possessed by employees, whether in terms of knowledge, skills, or work attitudes, the higher the resulting performance. Competent employees are able to work more effectively, complete work according to standards, and are able to face challenges in the workplace. Competence also makes employees more confident in making decisions related to their duties. The results of this study are consistent with the findings (Sarumaha, W. (2022); Sugiono, E., Darmadi, D., & Efendi, S. (2021) which state that competence has a significant positive effect on employee performance.

5. Conclusion

This study examined factors that influence employee performance, namely perceived organizational support, work motivation, and competence. The results showed that perceived organizational support had a significant positive effect on employee performance. This means that the higher the support provided by the organization, whether in the form of facilities, attention, or rewards, the higher employee performance will be. However, work motivation was not proven to have a significant effect on employee performance. This condition may be caused by employees' internal motivation not being fully supported by external factors such as reward systems, career development opportunities, and the work environment. Meanwhile, competence was proven to have a significant positive effect on employee performance, meaning that the better the competence possessed, the higher the performance that can be achieved.

Improving employee performance at PDAM Tirta Moedal Semarang City can be initiated by both individual and organizational factors. Organizations should strengthen support for employees by providing adequate work facilities, rewards, and attention to employee welfare. Furthermore, employees need to improve their competency in terms of knowledge, skills, and work attitudes to more effectively face work challenges.

This study's contribution is to provide empirical evidence regarding the importance of perceived organizational support and competence in improving employee performance. This study is limited by its sample size, which focused on only one agency. Therefore, further research is recommended to expand the sample to include similar agencies or other public service sectors. Furthermore, further research could examine other variables as mediating or moderating factors, such as job satisfaction or organizational commitment, to gain a more comprehensive understanding of the factors influencing employee performance.

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