



Factors Affecting Job Performance in Private Bank Employees

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Abstract. This study investigates the factors that influence employee job performance, with perceived environmental support serving as a mediator. The study focuses on private bank employees in West Jakarta, assessing the roles of perceived self-efficacy, knowledge sharing, and environmental support in shaping job performance. A quantitative method was used, applying non-probability sampling to gather data from 115 private bank employees through an online questionnaire. The data were analyzed using Smart PLS4 software. The findings reveal that perceived self-efficacy positively influences both knowledge sharing and environmental support, which in turn enhances job performance. Additionally, perceived environmental support is identified as a mediating factor in the relationship between knowledge sharing and job performance.

Keywords: Perceived self-efficacy, perceived environmental support, knowledge sharing, employee job performance.

1 Introduction

Human resources are a vital asset in any organization, as employees play a significant role in achieving organizational objectives. Effective management of human resources, which includes developing the necessary skills through training and experience, is essential to ensure that organizations operate smoothly and contribute maximally to overall success [1] [2]. The skills that employees acquire are the capacities required to perform various tasks, and these skills are the result of continuous development through organizational training programs. Employee job satisfaction is also crucial in maintaining high performance levels. Employees tend to feel more motivated and productive when they perceive that they are valued and appreciated by their organization [3].

Despite the importance of ensuring employee satisfaction, it can be challenging for organizations to maintain an environment that aligns both human resource performance and organizational objectives. To address this, companies must devise strategies that guide them in designing plans and goals that enhance the quality and performance of the organization as a whole [4]. In this context, human resources play a pivotal role in both the formulation and execution of these strategies. Companies must carefully select

and retain employees who meet their standards and exhibit the competencies required for high performance. Human capital, therefore, becomes a key competitive advantage for an organization, allowing it to stand out in the marketplace and sustain its success [5].

The competitive advantage of a company is greatly influenced by its ability to add value, as value creation opens up new opportunities for the company to survive and thrive [6]. Managing human capital properly involves equipping employees with the knowledge, skills, and attitudes necessary to ensure consistency with the organizations' vision and mission, and this contributes to creating a workforce that can outperform competitors [7]. After acquiring these skills, employees are evaluated through performance measures such as key performance indicators (KPIs), which help organizations identify and retain the most competent and talented employees who meet organizational needs [8].

Competency development plays a crucial role in enhancing employee performance and is strongly associated with effective career management. Employee job performance is shaped by multiple factors such as organizational backing, management support, teamwork, availability of adequate resources, motivation, and individual skillsets. These elements work together to establish a work environment that motivates employees to achieve their best performance [10]. These factors collectively contribute to the creation of a conducive work environment, where employees are encouraged to function optimally, leading to improved job performance [11]. Job performance is also a function of the time and energy (effort) dedicated to the work environment, which can further be enhanced by fostering teamwork and promoting a supportive culture that allows employees to explore their capabilities and take ownership of their tasks [12].

In this context, self-efficacy—an individual's belief in their ability to perform tasks—emerges as a key factor in job performance. Self-efficacy positively impacts employee performance, as employees who believe in their abilities are more motivated and confident in completing their tasks [13], and furthermore, high self-efficacy boosts employee confidence and motivates them to work harder, resulting in better outcomes [14]. The role of self-efficacy extends beyond task performance; it also plays a critical role in knowledge sharing. Employees with high self-efficacy are more likely to share knowledge with colleagues, contributing to a culture of collaboration and continuous learning [15]. This assertion is supported by the statement that self-efficacy enhances an employee's ability and willingness to share valuable knowledge within the organization, thereby improving overall performance [16].

Knowledge sharing is the process by which employees exchange their knowledge to create new insights and innovations within the organization. This exchange of knowledge is essential for driving organizational performance [17]. Knowledge sharing fosters innovation and provides substantial benefits in improving employee performance, as it encourages the dissemination of both explicit and implicit knowledge across the workforce [18]. This process is crucial in a rapidly changing business environment where continuous learning and adaptation are necessary for long-term success.

The organizational environment also plays a significant role in shaping knowledge sharing behaviors. Organizational culture is one of the key factors that influence the

success of knowledge sharing, as it affects how employees learn, acquire, and share knowledge [19]. A supportive environment, which includes a positive organizational culture, creativity, and innovation, facilitates the sharing of knowledge and enhances the development of employee skills [20]. Furthermore, environmental support—which encompasses factors such as motivation, organizational culture, and coworker interactions—significantly impacts employees' willingness to engage in knowledge sharing and improves their job performance [21] [22].

Self-efficacy, combined with organizational support in the form of motivation and emotional well-being, has a profound effect on an employee's ability to positively impact their life and career [21]. Organizations must foster an environment that supports knowledge sharing by providing opportunities for collaboration and learning, as this creates a foundation for long-term organizational sustainability. Environmental support, such as a knowledge-rich environment and an organization's commitment to information sharing, is vital for ensuring continuous innovation and high performance [23].

In conclusion, self-efficacy and environmental support are interrelated factors that significantly influence employee performance and organizational success. A culture of continuous knowledge sharing, supported by a conducive work environment, not only enhances employee competencies but also strengthens the organization's capacity to innovate and maintain a competitive edge in the marketplace. The emphasis on self-efficacy and knowledge sharing reflects the need for organizations to prioritize human capital development as a key component of their long-term strategies.

2 Literature Review and Hypotheses Development

2.1 Social Cognitive Theory

Social Cognitive Theory (SCT) is an important concept within the field of psychology, extensively applied to various domains such as work readiness and employee performance. Many researchers have utilized this theory to investigate how individuals' beliefs and surrounding environments influence their actions and motivation in the workplace [21]. SCT suggests that human behavior is formed by interaction between individual factors, environmental impacts, and the behavior in question [21]. One of the main components of SCT is self-efficacy, a crucial factor influencing an individual's motivation and performance. Self-efficacy represents a person's belief in their ability to effectively carry out tasks, which significantly impacts their ability to overcome challenges and achieve goals. [14] [16].

Another core element of SCT is observational learning, which involves individuals learning by watching others' behaviors and the outcomes of those behaviors. In a work context, this suggests that employees may adopt new skills and strategies by observing their colleagues, leading to improved job performance [17] [19]. As employees witness successful behaviors, they are more likely to replicate them, contributing to both personal development and organizational success. Moreover, SCT presents the idea of reciprocal determinism, highlighting that individual factors, behaviors, and environmental conditions mutually interact and shape each other. For instance, a

supportive organizational environment can enhance self-efficacy and foster a culture of knowledge sharing [21] [25]. In this regard, environmental support—including resources, peer collaboration, and organizational culture—plays a pivotal role in shaping employee behavior. When employees feel supported by their organization, they are more likely to engage in knowledge-sharing activities, which in turn boosts individual and team performance [26]. A conducive work environment, characterized by open communication and shared learning, further strengthens the development of employees' competencies and aligns with SCT's view of environmental factors shaping behavior [27] [28]. Consequently, the interrelationship between self-efficacy and environmental support is crucial for enhancing employee job performance. Employees with high self-efficacy tend to be more motivated to share knowledge and take initiative, contributing to a collaborative and innovative workplace. Similarly, organizations that foster a supportive environment are more likely to see improved performance and sustained competitiveness in the marketplace [22] [29].

2.2 Perceived Self Efficacy

Perceived self-efficacy refers to the belief that successfully attaining goals strengthens confidence in one's ability to carry out tasks efficiently [30]. Individuals who are confident tend to perform better and often exceed expectations. Self-efficacy refers to an individual's belief in their capability to perform specific actions to achieve desired outcomes, enhances their motivation to meet challenges. Employees with higher perceived self-efficacy are more inclined to take initiative and manage their work demands successfully [31].

Self-efficacy represents the belief in one's ability to influence outcomes [21]. Employees who are actively involved in their work environment tend to feel more assured in handling their duties. Motivation, driven by self-efficacy, encourages employees to persist in their efforts, leading to increased work engagement. Work engagement, consisting of energy (vigor), focused effort (dedication), and persistence (absorption), is also seen as a sign of intrinsic motivation. Self-efficacy reflects how employees perceive their capability to perform tasks effectively [33]. Elevated self-efficacy motivates employees to attain job satisfaction by actively engaging in their work. Moreover, self-efficacy shapes how individuals interpret work-related characteristics by recognizing more available resources and fewer perceived challenges [34].

2.3 Perceived Environment Support

Perceived environmental support indicates that employees require organizational support because it is crucial in fulfilling two basic needs: providing essential interpersonal assistance and facilitating the smooth operation of work processes [36]. The Influence of certain organizational factors on desired organizational outcomes is shaped by the effectiveness of organizational processes, particularly quality performance [37].

Perceived environmental support can be divided into four categories [38]: 1) organizational support, which relates to employees' perception of how much the organization values their well-being and aligns with their principles; 2) supervisory support, which is defined as attentiveness to work operations, provision of appropriate resources, offering advice, fair treatment, and motivation to work effectively [39]; 3) peer support, which includes assistance from colleagues in the form of advice, conversations, Sharing experiences or teaching. Peer support encourages the sharing of ideas, knowledge, and expertise among employees [40]; and 4) sufficient resource support, which improves access to the resources required to achieve goals, including budgets, materials, equipment, IT, and facilities.

2.4 Knowledge Sharing

Knowledge sharing is an essential process for distributing knowledge to colleagues within the workplace or organization, and the distribution of knowledge and information is one of the factors that leads to effective job performance [41]. Knowledge sharing also plays an essential management process for distributing both implicit and explicit knowledge from certain individuals to other members of the workforce [42]. In today's competitive environment, knowledge sharing is vital to the success of organizations [43]. Knowledge sharing considered as an individual's willingness and desire to share their knowledge with others [44]. Knowledge sharing can foster learning and career development, which in turn leads to competency development [45]. Emphasizing knowledge sharing promotes individual learning, organizational learning, and innovation [46].

Knowledge can be classified into two types: explicit and tacit knowledge [47]. Explicit knowledge is structured and formal, often shared through project documents or team discussions, whereas tacit knowledge is personal, subjective, and challenging to articulate. Extrinsic rewards for knowledge-sharing activities are viewed as symbolic acknowledgment of an individual's expertise [48]. Sharing knowledge also improves the performance of potential employees [49].

2.5 Job Performance

Job performance, specifically referring to employee performance, fosters workplace behaviors that motivate colleagues to accomplish their objectives [50]. Additionally, employee job performance, or individual performance, is seen as the smallest unit in the analysis of organizational performance and is a critical factor in employees' ability to work efficiently and gain a competitive edge over rivals [51]. Employee performance is shaped by perceived environmental support and knowledge sharing, both of which are crucial elements in improving effective employee outcomes [52].

Employee job performance as the extent to which an employee meets expectations regarding the quality and quantity of their work [53]. Performance is crucial for measuring the success and outcomes of a company. Level of performance can be

measured by several factors: 1) quality of work, which refers to assessing the employee's ability to complete work compared to the set target, and 2) quantity of work, which refers to assessing the employee's ability to complete tasks accurately in line with the planned quality of work [54].

2.6 The Effect between Variables

Numerous studies have shown that both self-efficacy and environmental support have a considerable impact on employee job performance, either directly or through mediating factors [55] [56]. When employees possess high self-efficacy—meaning they have confidence in their ability to perform tasks effectively—they tend to demonstrate higher levels of job performance. Conversely, low self-efficacy may result in poorer performance outcomes. Similarly, environmental support, which includes factors such as organizational resources, coworker support, and a positive work environment, has been found to significantly enhance employee performance. Employees who feel supported by their organization are generally more motivated to perform well in their roles [57].

In the context of organizational dynamics, self-efficacy is a critical driver of employee performance. Employees with strong beliefs in their abilities are more likely to take initiative, engage in problem-solving, and persist in overcoming challenges, all of which contribute to improved job performance [58]. On the other hand, those with lower self-efficacy may be less inclined to engage actively in their work, thereby reducing their overall performance.

Moreover, knowledge sharing has been highlighted as an important mediator in the relationship between self-efficacy and job performance. Studies have demonstrated that employees with high self-efficacy are more willing to share their knowledge with colleagues, which fosters a collaborative work environment and leads to enhanced performance across the organization [59]. Knowledge sharing is essential in modern organizations as it promotes the exchange of skills, expertise, and experiences, which can significantly boost employee job performance [60].

In terms of environmental support, it not only directly influences performance but also facilitates knowledge sharing. Research indicates that a supportive work environment encourages employees to engage in knowledge-sharing behaviors, which in turn enhances organizational learning and innovation [61]. Employees who view their workplace as supportive are more inclined to contribute their knowledge to the collective pool, ultimately benefiting both their individual performance and that of the organization as a whole.

Given these findings, we posit the following hypotheses:

H1: Knowledge sharing serves as a mediator in the relationship between perceived self-efficacy and employee job performance.

H2: Knowledge sharing serves as a mediator in the relationship between perceived environmental support and employee job performance.

H3: Perceived self-efficacy positively affects employee job performance.

H4: Perceived environmental support positively affects employee job performance.

The research framework of this study is presented in Figure 1.

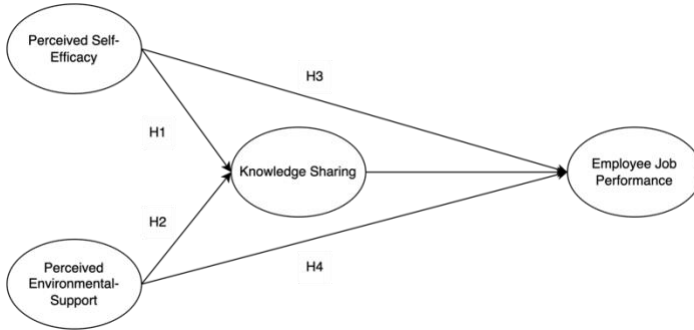


Fig. 1. Research Framework

3 Methodology

This research employed a quantitative survey method to collect detailed data from all participants using questionnaires. The survey utilized a 5-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree) for each item in the questionnaire. Table 1 presents the measurement of variables in this study. A convenience sampling technique, a form of non-probability sampling, was applied to ensure that respondents met the participation criteria. The sample included 115 respondents, all of whom were employees of private banks located in West Jakarta. This approach enabled the study to gather data from individuals who were readily accessible and willing to participate [62].

The gathered data were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM), utilizing SmartPLS4. PLS-SEM involves two evaluation stages: the outer measurement model and the inner structural model. The initial step outlines the formative and reflective measurement models. "Once the measurement model satisfies the criteria, the subsequent step involves assessing the structural model to analyze the relationships between variables. For the outer model, convergent validity (using AVE values) and discriminant validity (cross-loadings) are checked. Reliability is assessed by means of internal consistency (composite reliability) and indicator reliability (loading factors). In the structural model, the coefficient of determination (R^2) and predictive relevance (Q^2) are evaluated. Hypothesis testing is carried out using path analysis (path coefficients), effect size (f^2), and statistical significance tests, including t-tests and p-values [63][64].

Table 1. Measurement of Variables

Variables	Measurement
Perceived Self-efficacy [30]	Capable of communicating professionally at work.
	Able to adapt well within the organization.
	Mature enough to handle work responsibly.
	Capable of managing difficult tasks effectively.
	I feel that my supervisor always treats me with respect.

Variables	Measurement
Perceived Environmental Support [65]	I feel that my supervisor is attentive to requests made by employees, such as providing the necessary equipment.
	I feel that my supervisor cares about aspects related to the operation of my job, such as providing facilities to work effectively.
	I can sense that my department has adequate funds to manage a range of activities
Knowledge Sharing [39]	Ready to share knowledge through task execution.
	Ready to share knowledge, including techniques acquired from training.
	Willing to share work experiences with colleagues.
Employee Job Performance [51]	I perceive that my job performance is organized and accurate.
	I perceive that my job performance aligns with the set standards.
	I believe the the equipment utilized in work operations adheres to the required standards.
	I perceive that the quality standards are always evaluated before results are delivered to others

4 Result and Discussion

4.1 Respondents' Profile Assessment

A profile assessment of the respondents was carried out to gain an understanding of their general characteristics. The findings showed that most of the respondents were female (56%) and had been employed at private banks in West Jakarta for at least 2 years. Additionally, the largest age group, representing 34% among the respondents, the age range was between the age of 25 and 30. Following the completion of the profile assessment, PLS-SEM analysis was performed to evaluate the data collected in this study.

4.2 Outer Model Criteria

The main aim of the outer model assessment was to verify the reliability and validity of the data gathered in this study. For the data to be deemed reliable and valid, specific criteria must be fulfilled. These criteria, outlined in Table 2, act as benchmarks for evaluation. Findings of the model assessment are presented in the following tables (3, 4, and 5).

Table 2. Outer Model Assessment Criteria

Accuracy and Consistency	Criteria	Requirement
Convergent Validity	Factor loading	Higher than 60% (0.6)
	AVE	Higher than 70% (0.7)

Accuracy and Consistency	Criteria	Requirement
Discriminant Validity	HTMT	Lower than 85% (0.85)
Reliability	Composite Reliability	Higher than 70% (0.7)
	Cronbach's Alpha	Higher than 70% (0.7)

Table 3. Convergent Validity Assessment

Variable	Loading	AVE
Perceived Self-efficacy	0,836	0,739
	0,875	
	0,888	
	0,839	
Perceived Environmental Support	0,836	0,786
	0,875	
	0,888	
	0,839	
Knowledge Sharing	0,903	0,812
	0,918	
	0,882	
Employee Job Performance	0,909	0,757
	0,866	
	0,884	
	0,887	

Table 4. Discriminant Validity Assessment

	ES	JP	KS	SE
Perceived Environmental Support				
Job Performance	0.879			
Knowledge Sharing	0.797	0.877		
Perceived Self Efficacy	0.785	0.845	0.755	

Table 5. Reliability Assessment

	Cronbach's alpha	Composite reliability
Perceived Environmental Support	0.882	0.919
Job Performance	0.909	0.936
Knowledge Sharing	0.884	0.928
Perceived Self Efficacy	0.893	0.926

Tables 3 and 4 present the results of the validity assessment, while Table 5 displays the outcomes of the reliability evaluation. Analyzing the data across these tables confirms that all the examined data met the specified criteria, as outlined in Table 2, thereby establishing both the validity and reliability of the data used in this research. With the outer model assessment confirming that all requirements were satisfied, the next step involved conducting the inner model assessment to test and validate the hypothesized relationships between the constructs in this study.

4.3 Inner Model Criteria

The assessment of the inner model was carried out to examine the impact of one variable on another in the context of this study. A 95% confidence level was used to assess the significance of the relationships between variables, using a p-value cutoff of 5%. If the p-value for a specific relationship was below 5%, the relationship was deemed statistically significant, suggesting a meaningful link between the variables. Conversely, if the p-value exceeded 5%, the relationship was considered insignificant. The outcomes are shown in Table 6 and 7.

Table 6. Path Coefficients Analysis

	Original sample	Sample mean	p- values
Perceived Environmental Support → Knowledge Sharing	0.461	0.471	0.001
Knowledge Sharing → Job Performance	0.788	0.788	0.000
Perceived Self Efficacy → Knowledge Sharing	0.353	0.347	0.015

Table 7. Hypotheses Testing

	p- values	Conclusion
Perceived Environmental Support → Knowledge Sharing	0.001	Supported
Knowledge Sharing → Job Performance	0.000	Supported
Perceived Self Efficacy → Knowledge Sharing	0.015	Supported

According to Table 6 and 7, the results strongly support the proposed hypotheses, particularly regarding the intermediary function of knowledge sharing within the connections between variables.

The first hypothesis (H_1) posited that knowledge sharing acts as a mediator in the connection between perceived self-efficacy and employee job performance. The analysis demonstrated partial mediation, with an original sample value of 0.353 and a p-value of 0.015. It can be concluded that while self-efficacy directly influences job performance, it also exerts an additional indirect influence through knowledge sharing. The findings suggest that self-efficacy has a significant direct effect on job performance, and its impact is further strengthened when knowledge-sharing behaviors are encouraged.

The second hypothesis (H_2) proposed that knowledge sharing serves as a mediator in the relationship between perceived environmental support and employee job performance. The findings suggest partial mediation, showing original sample value of 0.461 and a p-value of 0.001. This demonstrates that environmental support not only directly improves job performance but also enhances it further through the mediation of knowledge sharing. A supportive environment both boosts performance directly and encourages knowledge sharing, leading to additional performance gains.

The third hypothesis (H₃) suggested that perceived self-efficacy has a positive effect on employee job performance. This direct effect was found to be significant, with the indirect path mediated by knowledge sharing, reflected in a p-value of 0.015. Even when knowledge sharing is included as a mediator, the direct effect remains statistically significant, supporting partial mediation.

The fourth hypothesis (H₄) posited that perceived environmental support positively influences employee job performance. The analysis revealed a strong direct effect of environmental support on performance, as evidenced by a p-value of 0.001. Although knowledge sharing acts as a mediator, the direct effect is still significant, indicating partial mediation. This highlights the role of a supportive environment in both directly improving job performance and indirectly benefiting employees through enhanced knowledge-sharing activities.

4.4 Discussions

In addition to the earlier findings, further analysis of the mediating role of knowledge sharing offers deeper insights into how both self-efficacy and environmental support indirectly impact employee job performance. Knowledge sharing, acting as a mediator, demonstrates the process through which individuals' confidence in their abilities, along with the supportive environment, contributes to their overall performance. This outcome aligns with previous studies, which have shown that knowledge sharing is crucial for improving organizational performance, especially in highly dynamic and competitive industries such as banking [18][22].

Employees with higher self-efficacy are more inclined to participate in activities that benefit the organization as a whole, such as exchanging insights, experiences, and technical knowledge with colleagues. This behavior not only boosts their individual performance but also enhances the collective knowledge base of the organization, leading to improved overall job performance. These findings are consistent with Social Cognitive Theory (SCT), which suggests that individuals with a strong belief in their abilities are more proactive in interacting with their environment, including seeking opportunities to collaborate and share knowledge [24].

Moreover, environmental support amplifies these behaviors. A supportive organizational environment encourages employees to feel safe in sharing knowledge, which in turn can lead to innovative problem-solving and better work outcomes. When employees perceive that their supervisors respect them and that the organization provides adequate resources, they are more likely to take the initiative and share knowledge. Organizational culture and support systems are crucial for fostering open communication and shared learning, leading to higher organizational performance [66].

Additionally, partial mediation in both the relationships between self-efficacy and job performance and environmental support and job performance points to the complementary roles that direct and indirect effects play in organizational success. For example, while self-efficacy directly improves employee job performance, its impact is even stronger when knowledge sharing is encouraged as part of the organizational culture. Similarly, although environmental support directly enhances job performance,

knowledge sharing enhances this effect, showing the importance of cultivating both individual and collective resources within organizations.

From a practical perspective, these findings have significant implications for management in the banking sector. First, organizations should invest in programs that boost employee self-efficacy. This could include training, mentorship, and providing challenging yet achievable tasks that build confidence over time. Secondly, the importance of fostering a supportive work environment cannot be overstated. Management should ensure that employees feel supported both in terms of resources and interpersonal dynamics. When employees feel that their contributions are valued, they are more likely to engage in knowledge sharing, which enhances job performance.

Finally, the study highlights the need for a proactive approach to knowledge management. Organizations should implement systems and practices that encourage the free flow of knowledge. This could include formal knowledge-sharing platforms, regular team meetings, and opportunities for cross-functional collaboration. Such systems not only improve individual performance but also drive the overall performance of the organization.

All the findings reiterates the multifaceted impact of self-efficacy, environmental support, and knowledge sharing on employee job performance. By creating environments that support self-efficacy and encourage knowledge sharing, organizations can significantly enhance both individual and organizational performance. Future research could expand on these findings by exploring these relationships in different organizational contexts or by examining the long-term effects of these variables on performance. Additionally, longitudinal studies could help determine the sustained impact of knowledge sharing on both job performance and organizational innovation over time.

This study, therefore, contributes to the broader understanding of the complex interplay between personal factors like self-efficacy, environmental influences, and organizational behaviors like knowledge sharing in driving job performance.

5 CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions and Implications

The results of this study underscore the pivotal roles of self-efficacy, environmental support, and knowledge sharing in enhancing employee job performance within private banks in West Jakarta. Self-efficacy significantly influences job performance, both directly and indirectly through knowledge sharing. Employees with high self-efficacy not only perform better but also actively contribute to a culture of knowledge sharing, which amplifies overall organizational outcomes. Similarly, perceived environmental support—comprising supervisory respect, adequate resources, and peer collaboration—has a direct and indirect effect on performance, fostering a conducive environment for knowledge exchange and innovation.

From a managerial standpoint, these findings suggest the importance of cultivating self-efficacy through targeted development programs, feedback, and recognition of achievements. Creating a supportive organizational environment is equally critical,

with emphasis on providing necessary resources and fostering open communication. Moreover, establishing formal systems that promote knowledge sharing can further drive performance improvements. By focusing on these key areas, organizations can optimize both individual and collective performance, leading to sustained competitive advantage.

5.2 Research Limitations and Future Studies Suggestions

Despite its valuable findings, this study has several limitations that need to be considered. First, the focus on private bank employees in West Jakarta restricts the generalizability of the results. Different industries or regions might show varying dynamics regarding self-efficacy, environmental support, and knowledge sharing. Future research could broaden the scope by including employees from other sectors or regions to provide a more comprehensive understanding of these relationships in different organizational settings.

Another limitation is the use of cross-sectional data, which only captures responses at one point in time. This limits the ability to establish causality between the variables. Future studies should adopt a longitudinal approach to better observe how self-efficacy, environmental support, and knowledge sharing influence job performance over time. Additionally, relying on self-reported data introduces the risk of response bias, as participants may overestimate their abilities or level of support. To mitigate this, future research could include objective performance metrics or peer evaluations to validate the findings.

It is also important to highlight that the sample size was relatively small, which could reduce the statistical power of the results. Increasing the sample size in future research could strengthen the robustness of the findings and make them more generalizable. Additionally, while this study focused on knowledge sharing as a mediator, other potential mediators or moderators, such as job satisfaction or organizational culture, were not investigated. Future studies could explore these additional variables to provide a deeper understanding of the factors that affect employee performance.

Despite these limitations, the findings of this study still provide valuable insights for organizations aiming to enhance employee performance. Expanding the scope and methodology in future research could deepen understanding of how individual and environmental factors influence job outcomes.

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