

## The Influence of Employee Experience and Organizational Support on Employee Performance Through Employee Skills as an Intervening Variable at Pt Gruti Lestari Pratama

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### ABSTRACT

Employee performance at PT Gruti Lestari Pratama remains suboptimal, as reflected in the inconsistent achievement of work targets and variations in employees' abilities to complete tasks effectively. This condition is associated with suboptimal Employee Experience and limited Organizational Support in enhancing employees' work skills. This study aimed to analyze the effect of Employee Experience and Organizational Support on Employee Performance through Employee Skill as an intervening variable. A quantitative descriptive approach with a causal design was employed. Data were collected through questionnaires using a Likert scale from 154 respondents selected from a population of 250 employees using simple random sampling and the Slovin formula. Data were analyzed using SEM-PLS with SmartPLS. The findings revealed significant positive relationships among all variables, with Employee Skill acting as a mediating variable

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## **INTRODUCTION**

Employee performance has become one of the strategic issues in modern human resource management because it is directly associated with organizational productivity, operational effectiveness, and long-term business sustainability. Organizations that fail to optimize employee performance are likely to experience declining productivity, reduced work quality, and difficulties in achieving organizational goals. In an increasingly competitive business environment, companies are required not only to focus on work outcomes but also to understand the factors influencing employee performance. PT Gruti Lestari Pratama, as a company operating in the plantation and agribusiness sector, faces challenges in managing human resources effectively to ensure employees can perform optimally and contribute to organizational objectives. Robbins and Judge (2020) explained that employee performance is not solely measured by task completion but also by active participation in teamwork, adaptability, and contributions through ideas and innovation.

Preliminary observations conducted at PT Gruti Lestari Pratama indicate that employee performance has not yet reached an optimal level. Although most employees are able to complete assigned tasks on time, employee participation in teamwork and initiative in providing ideas and innovation remain relatively low. In addition, several employees still experience difficulties in adapting to changing work demands and developing competencies required for their responsibilities. These conditions indicate that employee performance remains concentrated on individual task accomplishment rather than broader dimensions of collaboration, adaptability, and innovation, which are considered essential components of organizational performance in modern workplaces.

One factor influencing employee performance is employee skill. Employee skill reflects employees' ability to perform tasks effectively through technical competencies, analytical abilities, adaptability, and problem-solving skills. Employees with higher levels of skill tend to demonstrate better understanding of work responsibilities and stronger capability to manage changing organizational demands. Armstrong (2020) argued that employee success is determined not only by motivation but also by the competencies and skills possessed by individuals. Therefore, employee skills play a critical role in improving work effectiveness and organizational performance.

Another important factor affecting employee performance is employee experience. Employee experience encompasses all interactions and perceptions employees encounter throughout their organizational journey, including recruitment processes, onboarding activities, relationships with supervisors, workplace conditions, and career development opportunities. Positive employee experiences are likely to improve employees' motivation, engagement, and work satisfaction. Morgan (2020) emphasized that employee experience influences employees' perceptions and attitudes toward their organization, which subsequently affects their behavior and performance. However, preliminary observations suggest that several aspects of employee experience, such as onboarding processes, communication with supervisors, and career development clarity, have not been fully optimized.

In addition, perceived organizational support has become an important factor associated with employee performance. Perceived organizational support refers to employees' beliefs regarding the extent to which organizations value their contributions and care about their well-being. Employees who perceive greater organizational support tend to demonstrate stronger commitment, motivation, and willingness to contribute positively to organizational goals. Rhoades and Eisenberger (2020) argued that employees who feel supported by their organizations are more likely to reciprocate through positive attitudes and improved work performance. Nevertheless, initial findings indicate that some employees perceive insufficient organizational support in areas such as recognition, supervisory assistance, and employee welfare programs.

In the context of organizational behavior, the relationship between employee experience, perceived organizational support, and employee performance may not always occur directly. Employee skill can serve as an important mechanism explaining how positive work experiences and organizational support enhance employee performance. Previous studies have demonstrated that positive employee experience improves employee engagement, motivation, and employee performance (Morgan, 2020; Plaskoff, 2017), while perceived organizational support enhances employee commitment and organizational loyalty through recognition and concern for employee well-being (Armstrong, 2021; Eisenberger et al., 2021). Furthermore, employee skill enables employees to effectively apply knowledge and competencies in performing work responsibilities, which directly contributes to improved employee performance (Mathis & Jackson, 2020).

However, empirical findings regarding the relationships among these variables remain inconsistent. Several studies reported that employee experience and perceived organizational support directly influence employee performance, whereas other studies indicated that these relationships occur indirectly through mediating variables (Saks, 2021). Furthermore, studies specifically examining employee skill as an intervening variable in the relationship between employee experience, perceived organizational support, and employee performance remain limited, particularly within the plantation and agribusiness sectors in Indonesia (Başar, 2024). This limitation indicates the existence of a significant research gap regarding the underlying mechanism through which employee experience and perceived organizational support influence employee performance through employee skill development.

This study contributes to the development of human resource management literature by examining employee performance within the plantation and agribusiness sector, which remains relatively underexplored in organizational behavior research. In addition, this study enriches theoretical discussions regarding the role of employee skill as an intervening variable in explaining the relationship between employee experience, perceived organizational support, and employee performance. Practically, this study is expected to provide implications for organizations in designing effective human resource management strategies aimed at improving employee experience, strengthening organizational support, enhancing employee skills, and ultimately improving

employee performance. Based on these phenomena and research gaps, this study aims to analyze the effect of employee experience and perceived organizational support on employee performance through employee skill as an intervening variable at PT Gruti Lestari Pratama.

## **LITERATURE REVIEW**

### **Employee Experience on Employee Performance**

Employee experience refers to employees' perceptions and interactions throughout their work journey, including work processes, workplace relationships, and career development opportunities (Morgan, 2020). According to Human Capital Theory proposed by Becker (1964), employees' knowledge, experience, and competencies are valuable investments that improve productivity and performance outcomes. Employees with better work experiences tend to gain practical knowledge and stronger adaptability, which enhance their effectiveness at work. Rahman (2020) and Putri and Handoko (2021) found that employee experience positively affects employee performance because work experience improves work quality and productivity. Therefore, better employee experience is expected to improve employee performance.

H1: Employee experience has a positive effect on employee performance.

### **Organizational Support on Employee Performance**

Organizational support refers to the extent to which employees perceive that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory (Blau, 1964), employees who receive support from the organization tend to reciprocate through positive attitudes and behaviors, including improved performance. Organizational support may include supervisory support, work facilities, recognition, and employee welfare programs. Wibowo et al. (2021) found that organizational support significantly improves employee performance through increased motivation and productivity. Therefore, stronger organizational support is expected to improve employee performance.

H2: Organizational support has a positive effect on employee performance.

### **Employee Experience on Employee Skill**

Employee experience reflects employees' accumulated learning and practical knowledge obtained through work activities (Morgan, 2020). According to Human Capital Theory (Becker, 1964), work experience represents an investment that enhances employees' competencies and skills. Hidayat et al. (2021) and Pratama and Siregar (2022) found that employee experience positively contributes to employee skill development. Therefore, better employee experience is expected to improve employee skills.

H3: Employee experience has a positive effect on employee skill.

### **Organizational Support on Employee Skill**

Organizational support reflects organizational efforts to provide employees with opportunities, guidance, and resources for development (Eisenberger et al., 1986). Based on Social Exchange Theory (Blau, 1964), employees receiving

organizational support are more motivated to improve their competencies and abilities. Sari and Nugroho (2022) found that organizational support positively influences employee skill development through training and supportive work environments. Therefore, stronger organizational support is expected to improve employee skills.

H4: Organizational support has a positive effect on employee skill.

### **Employee Skill on Employee Performance**

Employee skill refers to employees' competencies and abilities in performing work responsibilities effectively (Armstrong, 2020). According to Human Capital Theory (Becker, 1964), skills are strategic resources that contribute directly to productivity and organizational performance. Wibowo (2019) and Sutrisno (2020) found that employee skills significantly improve employee performance because stronger competencies enhance work effectiveness. Therefore, higher employee skills are expected to improve employee performance.

H5: Employee skill has a positive effect on employee performance.

### **Employee Experience on Employee Performance through Employee Skill**

According to Human Capital Theory (Becker, 1964), employee experience enhances knowledge and competencies, which subsequently improve employee skills and performance. Hidayat et al. (2021) found that employee skill mediates the relationship between work experience and employee performance. Therefore, employee skill is expected to mediate the relationship between employee experience and employee performance.

H6: Employee skill mediates the positive effect of employee experience on employee performance.

### **Organizational Support on Employee Performance through Employee Skill**

Based on Social Exchange Theory (Blau, 1964), employees who receive organizational support tend to respond positively by improving their competencies and work contributions. Organizational support in the form of training opportunities, work facilities, and guidance encourages employees to strengthen their skills, which ultimately improves performance. Wibowo et al. (2021) found that organizational support improves employee performance through competency development. Therefore, employee skill is expected to mediate the relationship between organizational support and employee performance.

H7: Employee skill mediates the positive effect of organizational support on employee performance.

Based on the theoretical review, empirical phenomena, and findings from previous studies, this study proposes that Employee Experience and Organizational Support influence Employee Performance both directly and indirectly through Employee Skill as an intervening variable. Employee Experience and Organizational Support are considered important factors in improving employee competencies and work capabilities, which subsequently

contribute to higher employee performance. Therefore, the conceptual framework of this study can be illustrated as follows:

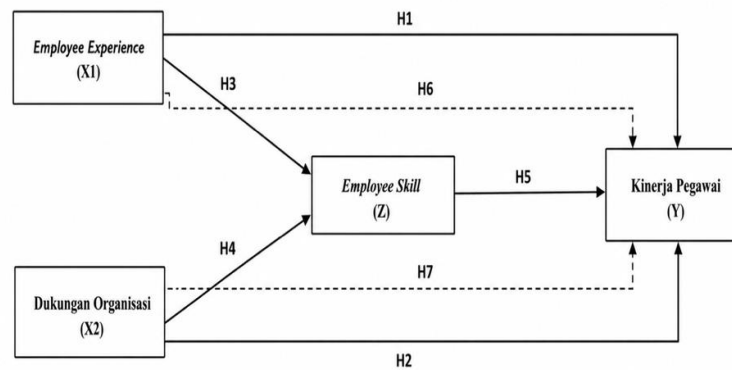


Figure 1. Conceptual Framework

## METHODOLOGY

This study employed a quantitative approach with an explanatory research design to examine the effect of Employee Experience and Organizational Support on Employee Performance through Employee Skill as an intervening variable. The study was conducted from November 2025 to April 2026 at PT Gruti Lestari Pratama, located in Sinunukan I, Mandailing Natal Regency, North Sumatra, Indonesia. The population consisted of 250 employees, and the sample size was determined using the Slovin formula with a 5% margin of error, resulting in 154 respondents selected through simple random sampling.

Data were collected through questionnaires, interviews, and documentation. Employee Experience was measured using indicators from Morgan (2017) and Gallup (2020), Organizational Support from Eisenberger (2022), Employee Skill from Noe (2017) and Spencer and Spencer (1993), and Employee Performance from Campbell (1990) and Mangkunegara (2017). All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS version 4. The analysis included measurement model evaluation through convergent validity, discriminant validity, Composite Reliability, Average Variance Extracted (AVE), and Cronbach’s Alpha, followed by structural model evaluation using path coefficients, coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and mediation analysis through bootstrapping procedures.

## RESEARCH RESULTS

This section presents the findings of the study conducted to examine the effect of Employee Experience and Organizational Support on Employee Performance through Employee Skill as a mediating variable. Using the Structural Equation Modeling–Partial Least Squares (PLS-SEM) approach, the analysis results describe the strength of the relationships among variables, both direct and indirect. All testing results serve as the basis for answering the research questions and providing empirical evidence regarding the role of

Employee Experience, Organizational Support, and Employee Skill in improving employee performance.

**Validity and Reliability**

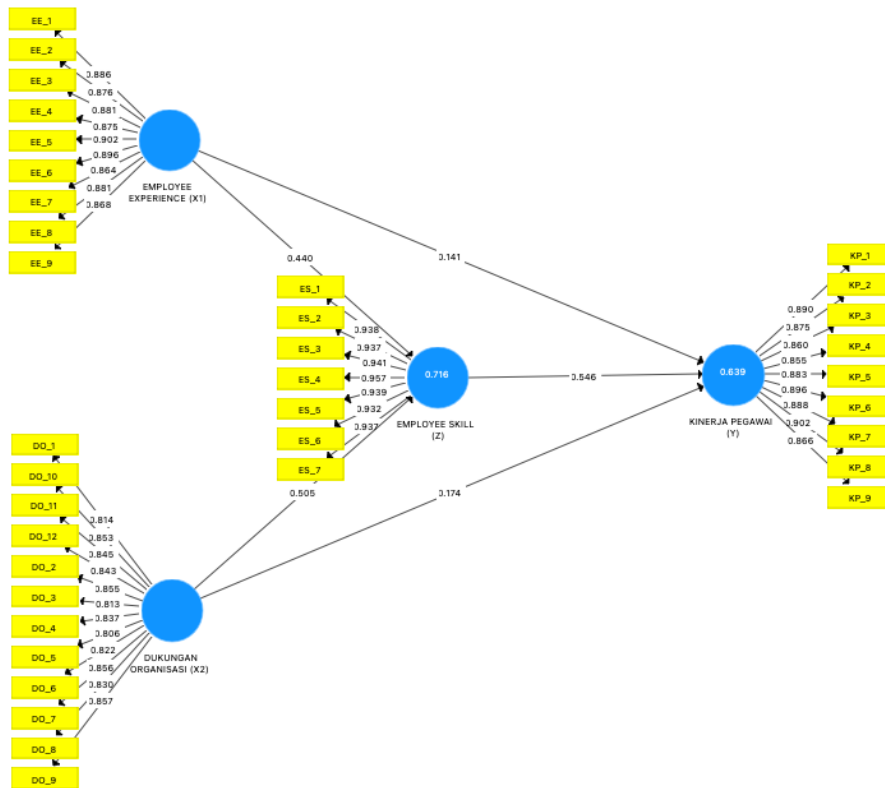


Figure 2. Loading Factor Full Model

Figure 2 presents the Full Model Loading Factor, illustrating the relationships between latent variables and their indicators. The model consists of four latent variables, namely Employee Experience (X1), Organizational Support (X2), Employee Skill (Z), and Employee Performance (Y), where each construct is measured using several indicators. The model also illustrates the direct and indirect relationships among variables, where Employee Skill acts as a mediating variable in the relationship between Employee Experience and Organizational Support toward Employee Performance. The loading factor values indicate the extent to which each indicator represents its respective latent construct within the measurement model.

Table 1. Validity and Reliability Test

Indicator	Variable	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability (rho_A)
EE_1	Employee Experience (X1)	0.886	0.776	0.964	0.964
EE_2		0.876			
EE_3		0.881			
EE_4		0.875			
EE_5		0.902			
EE_6		0.896			
EE_7		0.864			
EE_8		0.881			

EE_9		0.868			
DO_1	Organizational Support (X2)	0.814	0.699	0.961	0.961
DO_2		0.855			
DO_3		0.813			
DO_4		0.837			
DO_5		0.806			
DO_6		0.822			
DO_7		0.856			
DO_8		0.830			
DO_9		0.857			
DO_10		0.853			
DO_11		0.845			
DO_12		0.843			
ES_1	Employee Skill (Z)	0.938	0.884	0.978	0.978
ES_2		0.937			
ES_3		0.941			
ES_4		0.957			
ES_5		0.939			
ES_6		0.932			
ES_7		0.937			
KP_1	Employee Performance (Y)	0.890	0.774	0.963	0.964
KP_2		0.875			
KP_3		0.860			
KP_4		0.855			
KP_5		0.883			
KP_6		0.896			
KP_7		0.888			
KP_8		0.902			
KP_9		0.866			

The validity and reliability test results presented in Table 1 indicate that the measurement model demonstrates excellent psychometric properties. All indicators have outer loading values above the recommended threshold of 0.70, indicating strong convergent validity and adequate indicator reliability. In addition, the Average Variance Extracted (AVE) values for Employee Experience (0.776), Organizational Support (0.699), Employee Performance (0.774), and Employee Skill (0.884) exceed the minimum threshold of 0.50, confirming that each construct explains more than 50% of the variance of its indicators.

From the reliability perspective, the Cronbach's Alpha values for Employee Experience (0.964), Organizational Support (0.961), Employee Performance (0.963), and Employee Skill (0.978) indicate high internal consistency and construct reliability. Furthermore, the Composite Reliability values for Employee Experience (0.969), Organizational Support (0.965), Employee Performance (0.969), and Employee Skill (0.982) also exceed the recommended threshold of 0.70, demonstrating satisfactory reliability across all constructs. Overall, these findings confirm that the measurement model satisfies the required validity and reliability criteria and is appropriate for further structural model analysis.

**Heterotrait-monotrait (HTMT)**

Table 2. Discriminant validity - Heterotrait-monotrait ratio (HTMT)

Research Variables	Organizational Support (X2)	Employee Experience (X1)	Employee Skill (Z)	Employee Performance (Y)
Organizational Support (X2)				
Employee Experience (X1)	0,626			
Employee Skill (Z)	0,793	0,765		
Employee Performance (Y)	0,704	0,675	0,808	

Based on Table 2, the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method shows that all construct pairs have HTMT values below the recommended threshold of 0.85, indicating adequate discriminant validity. The HTMT value between Organizational Support and Employee Experience is 0.626, while the values between Organizational Support and Employee Skill and Employee Performance are 0.793 and 0.704, respectively. Furthermore, the HTMT values between Employee Experience and Employee Skill and Employee Performance are 0.765 and 0.675, respectively, indicating acceptable distinctions among constructs. The relationship between Employee Skill and Employee Performance shows an HTMT value of 0.808, which remains below the recommended threshold and demonstrates an acceptable level of construct differentiation. Overall, these findings confirm that each construct in this study is empirically distinct and free from excessive conceptual overlap. Therefore, all constructs are considered valid for further structural model analysis, particularly in examining the mediating role of Employee Skill in the relationship between Employee Experience, Organizational Support, and Employee Performance.

**R-Square**

Table 3. R Square

Research Variables	R Square	Adjusted R Square
Employee Skill (Z)	0,716	0,713
Employee Performance (Y)	0,639	0,632

Based on Table 3, the R-Square value for Employee Performance is 0.639, indicating that 63.9% of the variance in employee performance can be explained by the independent variables in this study, namely Employee Experience, Organizational Support, and Employee Skill as a mediating variable. Meanwhile, the Adjusted R-Square value of 0.632 reflects the adjustment for the number of predictor variables included in the model, thereby reducing the possibility of overestimating the predictive ability of the model. These results indicate that the model has substantial explanatory power in explaining variations in employee performance.

Furthermore, the R-Square value for Employee Skill is 0.716, indicating that 71.6% of the variance in employee skill can be explained by Employee Experience and Organizational Support. The Adjusted R-Square value of 0.713 is slightly lower but still demonstrates a strong relationship among the variables.

These findings suggest that although a considerable proportion of the variance in Employee Performance and Employee Skill can be explained by the proposed model, there are still other factors outside the model that may influence both variables, thereby providing opportunities for future studies.

F-Square

Table 4. F Square

Research Variables	Organizational Support (X2)	Employee Experience (X1)	Employee Skill (Z)	Employee Performance (Y)
Organizational Support (X2)			0,571	0,034
Employee Experience (X1)			0,432	0,025
Employee Skill (Z)				0,234
Employee Performance (Y)				

Based on Table 4, Organizational Support has the largest effect on Employee Skill, with an F-Square value of 0.571, indicating a large effect size. Employee Experience also demonstrates a large effect on Employee Skill, with an F-Square value of 0.432. Furthermore, Employee Skill shows a moderate effect on Employee Performance, with an F-Square value of 0.234. Meanwhile, Organizational Support and Employee Experience have relatively small direct effects on Employee Performance, with F-Square values of 0.034 and 0.025, respectively.

These findings indicate that Employee Skill plays an important role in strengthening the relationship between Employee Experience, Organizational Support, and Employee Performance. The stronger effects of Employee Experience and Organizational Support on Employee Skill compared to their direct effects on Employee Performance suggest that Employee Skill acts as an important mechanism through which both variables contribute to improving employee performance.

Path Coefficients

Table 5. Path Coefficients

Research Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hypothesis
<b>Direct Effects</b>						
Employee Experience (X1) → Employee Skill (Z)	0.440	0.439	0.062	7.125	0.000	Accepted
Employee Experience (X1) → Employee Performance (Y)	0.381	0.376	0.075	5.086	0.000	Accepted
Organizational Support (X2) → Employee Skill (Z)	0.505	0.507	0.060	8.373	0.000	Accepted

Organizational Support (X2) → Employee Performance (Y)	0.449	0.458	0.072	6.219	0.000	Accepted
Employee Skill (Z) → Employee Performance (Y)	0.546	0.546	0.087	6.312	0.000	Accepted
<b>Indirect Effects</b>						
Organizational Support (X2) → Employee Skill (Z) → Employee Performance (Y)	0.276	0.277	0.053	5.161	0.000	Accepted
Employee Experience (X1) → Employee Skill (Z) → Employee Performance (Y)	0.240	0.239	0.052	4.632	0.000	Accepted

Based on the results presented in Table 5 (Path Coefficients), all relationships among variables show positive and significant effects. Employee Experience positively affects Employee Skill, with a coefficient value of 0.440, a t-statistics value of 7.125, and a p-value of 0.000. In addition, Employee Experience also positively affects Employee Performance, with a coefficient value of 0.381, a t-statistics value of 5.086, and a p-value of 0.000. Organizational Support positively affects Employee Skill, with a coefficient value of 0.505, a t-statistics value of 8.373, and a p-value of 0.000. Likewise, Organizational Support positively affects Employee Performance, with a coefficient value of 0.449, a t-statistics value of 6.219, and a p-value of 0.000. Furthermore, Employee Skill positively affects Employee Performance, with a coefficient value of 0.546, a t-statistics value of 6.312, and a p-value of 0.000.

Regarding the indirect effects, Organizational Support positively affects Employee Performance through Employee Skill, with a coefficient value of 0.276, a t-statistics value of 5.161, and a p-value of 0.000. Similarly, Employee Experience positively affects Employee Performance through Employee Skill, with a coefficient value of 0.240, a t-statistics value of 4.632, and a p-value of 0.000. These findings indicate that Employee Skill is able to mediate the relationship between Employee Experience, Organizational Support, and Employee Performance. Since both direct and indirect effects remain significant, Employee Skill functions as a partial mediating variable in the proposed research model.

## DISCUSSION

The findings indicate that Employee Experience has a positive and significant effect on Employee Performance. This suggests that employees with better work experiences tend to demonstrate stronger effectiveness and productivity in carrying out their work responsibilities. In the context of PT Gruti Lestari Pratama, employee experience contributes to employees' understanding of work procedures, workplace interactions, and adaptability in performing their tasks. The descriptive analysis also revealed that Employee Experience was categorized as relatively good, indicating that employees generally possess adequate work

experience in completing their responsibilities. These findings support Human Capital Theory, which explains that work experience represents an investment that enhances employees' knowledge, competencies, and productivity. The results are consistent with studies conducted by Rahman (2020) and Putri and Handoko (2021), which found that employee experience positively affects employee performance.

The study also found that Organizational Support has a positive and significant effect on Employee Performance. Employees who perceive organizational support through work facilities, supervisory attention, and supportive organizational policies tend to demonstrate stronger motivation and better work performance. In this study, employees generally demonstrated positive perceptions regarding organizational support, although several aspects still require improvement to further strengthen employee performance. These findings support Perceived Organizational Support Theory (Eisenberger), which explains that employees tend to respond positively when organizations value their contributions and care about their well-being. The results are in line with studies conducted by Wibowo et al. (2021), which demonstrated that organizational support significantly affects employee performance.

Furthermore, Employee Experience was found to have a positive and significant effect on Employee Skill. Employees with broader work experience tend to acquire practical knowledge and stronger competencies through direct work involvement. The descriptive findings indicated that employees generally demonstrated adequate work experience in performing their responsibilities. These findings support Human Capital Theory, which explains that experience strengthens competencies and skill development through continuous learning processes. The results are consistent with studies conducted by Hidayat et al. (2021) and Pratama and Siregar (2022), which found that employee experience positively affects employee skill development.

In addition, Organizational Support also has a positive and significant effect on Employee Skill. Employees who receive support through training opportunities, guidance, and work resources tend to improve their competencies and work capabilities. These findings indicate that supportive organizational practices create favorable conditions for employee development. The results support Perceived Organizational Support Theory (Eisenberger) and are consistent with studies conducted by Sari and Nugroho (2022) and Wibowo et al. (2021), which found that organizational support significantly improves employee skills.

The study further revealed that Employee Skill has a positive and significant effect on Employee Performance. Employees with stronger technical and non-technical competencies tend to perform their tasks more effectively and efficiently, resulting in better productivity and work quality. The descriptive findings showed that Employee Skill was categorized as very good, indicating that employees generally possess strong competencies in carrying out their work responsibilities. These findings support Human Capital Theory, which explains that employee skills are important resources contributing directly to organizational performance.

The results are consistent with studies conducted by Wibowo (2019) and Sutrisno (2020), which found that employee skill positively affects employee performance.

The mediation analysis revealed that Employee Skill significantly mediates the effects of Employee Experience and Organizational Support on Employee Performance. These findings indicate that employee experience and organizational support become more effective in improving employee performance when they successfully enhance employee competencies and skills. Employees with stronger work experience and organizational support tend to develop higher competencies that subsequently improve work performance. Therefore, Employee Skill functions as an important mechanism linking Employee Experience, Organizational Support, and Employee Performance. These findings emphasize the importance of organizational strategies focused on improving employee experience, strengthening organizational support, and developing employee skills to enhance employee performance.

## **CONCLUSION AND RECOMMENDATION**

Based on the findings of this study, several conclusions can be drawn. Employee Experience and Organizational Support were found to have positive and significant effects on Employee Performance among employees of PT Gruti Lestari Pratama. These findings indicate that employees with better work experiences and stronger organizational support tend to demonstrate higher levels of performance in carrying out their work responsibilities.

The study also revealed that Employee Experience and Organizational Support positively and significantly affect Employee Skill. This suggests that work experiences and organizational support contribute to the development of employees' competencies and work capabilities. Furthermore, Employee Skill was found to have a positive and significant effect on Employee Performance, indicating that stronger employee competencies contribute to improved work effectiveness and productivity.

In addition, Employee Skill was found to significantly mediate the effects of Employee Experience and Organizational Support on Employee Performance. These findings imply that employee experience and organizational support become more effective in improving performance when they successfully enhance employees' skills and competencies. Therefore, Employee Skill serves as an important mechanism linking Employee Experience and Organizational Support with Employee Performance at PT Gruti Lestari Pratama.

## **FUTURE RESEARCH**

This study has several limitations that should be considered. First, the research was conducted only at PT Gruti Lestari Pratama, which may limit the generalizability of the findings to other industries or organizational settings. Second, this study focused only on Employee Experience, Organizational Support, Employee Skill, and Employee Performance, while other factors such as leadership style, organizational culture, compensation, job satisfaction, and career development may also influence employee performance. Third, this study employed a cross-sectional design, which limits the ability to examine changes in employee behavior and performance over time.

Therefore, future research is recommended to involve broader research settings across different industries and organizational characteristics to improve the generalizability of the findings. Future studies are also encouraged to incorporate additional variables and apply longitudinal approaches to provide a more comprehensive understanding of the factors influencing employee performance and employee skill development.

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