



IMPACT OF TASK VARIATION AND JOB KNOWLEDGE ON EMPLOYEE PERFORMANCE THROUGH VALUE OF SERVICE

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This research aims to analyze the influence between task variation and knowledge of the job on employee performance using the value of services as the moderating variable. This research tries to fill the inconsistency of previous research findings and fill the existing literature gap. This research uses 133 active employees from Pemerintah Kota Semarang, that are collected by purposive sampling method. This research is quantitative research using Structural Equation Modelling (SEM). The result shows that task variation has a significant and positive influence on the value of service, but is not significant on employee performance. Furthermore, knowledge of a job has a positive and significant influence on the value of services and employee performance. This research also concludes that the value of service has a positive and significant mediate influence on employee performance.

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INTRODUCTION

Human resources have a very important role in achieving development goals. Therefore, improving the quality of human resources is very necessary so that all human resources and leaders have attitudes and behaviors that are cored in dedication, honesty, responsibility, discipline, justice and authority so that they can provide service and protection and can provide physical and spiritual well-being to the community (Ardianto, 2020).

The organization will develop well if the available employees are able to carry out their functions optimally. Optimal employees are also able to encourage the process of improving performance, behavior, a strong commitment to the organization, and social life within the organization. In addition, organizations also need strong leadership and career development for optimal effectiveness and efficiency (Jnaneswar & Ranjit, 2022).

The progress of an organization is inseparable from the employees it has. Employees play an important role in an organization because they always play an active and dominant role in every organizational activity. Every organization,

both operating in the service and industrial sectors, always tries to manage human resource management in a professional way to improve employee performance. In an effort to improve performance, the presence of employees who have social competence, self-efficacy, and knowledge sharing is needed (Dur & Zoutenbier, 2015).

Human resources are one of the most important factors in the organization because the quality of the organization itself is very dependent on the quality of human resources as employees and service providers in an organization. Basically, to get employees that match their needs, a strategy is needed in managing employees. Good human resource management will provide progress for the organization, especially in dealing with situations and conditions that are always changing and developing (Dokko et al., 2009).

The foundation of a successful competitive advantage for an organization is how the organization manages its human factor. Organizations need to view employees as individuals who have a need for recognition and appreciation, not just as a tool to achieve organizational goals. Thus, organizations do not only demand what employees have to give to the

organization but also think about whether employee needs have been met so that they can stimulate the emergence of social competence, self-efficacy, and knowledge sharing of employee work within the organization (Giri et al., 2011). For this reason, organizations must also pay attention to fostering good relations with their employees because no matter how good the strategy is made by the manager, the strategy will not be implemented properly if it is not accompanied by a positive attitude from its employees (Galia, 2008).

Performance management can be defined as efforts to improve capabilities and encourage employees through various means to work enthusiastically, effectively, efficiently, and productively, in accordance with the correct work process in order to achieve optimal work results. According to (Adene & Umeano, 2020) performance management practices include objectives to be achieved, allocation of decision rights, as well as measuring and evaluating organizational performance. This performance management practice can improve employee performance (Pakpahan & Sambung, 2022).

Ying (2012) states that employee performance is a person's success in carrying out a job. Performance is basically the work of an employee during a certain period. The success or failure of employee performance is influenced by the level of performance of employees individually or in groups. According to Venkatesh et al. (2018) there are 6 criteria used to measure the extent of individual employee performance, namely quality, quantity, timeliness, effectiveness, independence, and work commitment.

Paarlberg & Perry (2007) put forward the theory of goal setting which says that clear goals and measurable results are necessary to prevent organizational energy from spreading. By detailing the organization's long-term and short-term goals, the ambiguity of employees towards organizational goals will decrease, so that employees will focus on completing their tasks. In addition, providing incentives can also improve performance. However, measuring and rewarding only a subset of performance will have an undesirable effect on the overall performance (Teng & Song, 2011). Setting clear and measurable goals, measuring performance and social competence, self-efficacy, and knowledge sharing are important elements in performance management. Empirically, the evidence regarding the influence of performance management practices in public sector organizations on a large scale is still limited.

Task variation is an approach to job enrichment. Job enrichment programs seek to design jobs in ways that help incumbents satisfy their needs for growth, recognition, and responsibility. Job enrichment adds a source of

satisfaction to the job. This method increases responsibility, autonomy, and control (Grant, 2008).

Knowledge of job description is an individual's knowledge of his job description. Ardansyah & Wasilawati (2014) stated that humans certainly have a limited ability to understand and carry out their work which causes both intentional and unintentional mistakes. To anticipate these mistakes, a company needs to improve its knowledge of job descriptions. Supervision is "a process for implementing what work has been carried out, evaluating it and if necessary correcting it with the intention that the implementation of the work is in accordance with the original plan.

Employee skills are the most important medium for an employee. Employee skills are a valuable record for an employee. Employee skills make an employee smarter in responding to every condition and situation they are facing (Anggraeni, 2017). Some employees prioritize their abilities as a positive instrument in realizing the performance expected by the company, and of course for employees. For companies, employee experience is a determining tool and a guarantee for companies, that they will improve their performance. Employee management experts discuss that an employee will be able to behave and act intelligently if they are able to make experience an important element in each of their work activities (Dokko et al., 2009).

Akanbi & Ayobami (2016) state that an organization is a social unit that is consciously coordinated, consists of two or more people, and functions on a relatively continuous basis to achieve one or a series of common goals.

Success in managing public organizations is largely determined by the utilization of employees. This is because employees play a very important role in improving the performance of a public organization. So that it can be said that all development activities are inseparable from the improvement of employees and human beings, in essence, they are not only objects of development but also as thinkers, planners and implementers of development.

Teng & Song (2011) argue that performance is a combination of abilities, effort and opportunities that can be assessed from their work. Akanbi & Ayobami (2016) argue that performance also means the results achieved by a person both in quantity and quality in accordance with the responsibilities given to him. The results of a person's work will provide feedback for the person himself to always be active in doing his work well and it is hoped that this will produce good quality work.

Ardansyah dan Wasilawati (2014) add that individuals are interested and comfortable in organizations because of the similar

characteristics between the two. Endres et al. (2007) suggested that individuals who have the same values as the organization, then they easily interact efficiently with the organization's value system, reduce uncertainty and conflict and improve performance. According to Ardansyah dan Wasilawati, (2014) found that task variation and Knowledge of Job Description will improve employee performance by mediating value of service.

Value of service is a self-value in which employees work oriented towards achieving the best service quality to be provided, the stronger the value, the employee will provide the best service. This will strengthen the ability of employees to complete tasks to improve their performance (Paarlberg & Perry, 2007).

This research is an attempt to answer the inconsistency of research results in previous studies. The stidy results from Grant (2008), study show that task variation will increase employee performance. However, Ying (2012) study shows that task variation is not significant for employee performance. improving employee performance through the role of task variation, knowledge of job descriptions and value of service. Furthermore, this research also seeks to fill the literature gap in studies on employee performance

on job complexity, by using value of service as a mediating variable to provide more empirical research findings.

RESEARCH METHODS

This research is quantitative research that uses primary data obtained through the distribution of research questionnaires. The population of this research is all employees who work at Pemerintah Kota Semarang. This study used purposive sampling methods and used 133 active employees of Pemerintah Kota Semarang. The process of collecting research data was carried out using a purposive sampling method.

The variables in this study and its measurement method were adopted from previous studies. In this study there were 3 (three) types of research variables, namely independent, intervening, and dependent variables were measured using a 5-point Likert scale which was explained according to (Singarimbun & Efendi, 2008): (1) strongly disagree; (2) disagree; (3) neutral; (4) agreed; (5) strongly agree. The following are the research variables that have been grouped according to their type along with the operational definitions of these variables:

Table 1. Variables Operational Definition and its Indicator

No	Variable Operational Definition	Indicator	Source
1.	Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job	1. Employee Quantity. 2. Quality of Employee 3. Employee Efficiency. 4. Employee Quality Standards	Levin et al. (2014)
2.	Knowledge of Job Description is the level of employee knowledge of the job description	1. Understanding of job descriptions; 2. Mastery of job descriptions; 3. Implementation/actualization of job descriptions	Karlina & Heriyanto (2021)
3	Task variation refers to the task characteristics of the job, and how these characteristics are combined to form different jobs.	1. Skill Variety 2. Task Identity 3. Task Significance 4. Autonomy (authority and responsibility)	Dogolsara et al. (2019)
4.	Value of service is the self-worth possessed by individuals regarding the orientation of the services provided	1. Recognizing the role of a service officer 2. Recognizing the task of the sub-district office as a serviced office 3. Have the desire to always serve well 4. Have empathetic feels	Paarlberg & Perry (2007)

The research data was processed and analyzed using Structural Equation Modeling (SEM)-PLS. At the same time, the calculations were done with the help of the SmartPLS software. The PLS method was chosen to investigate the relationship complexity between one construct and another, likewise the relationship between the construct and its indicators, indicators with a data size of 30-200 samples (Hair et al., 2013).

The data analysis technique of this study uses AMOS with the SEM method. The SEM method can measure the influence between factors that have identified the dimensions of the construct at the same time (Soedijono, 2008). SEM is carried out to test whether the model described is in accordance with the actual reality. SEM tested the goodness of fit criteria. Which must meet the assumptions of SEM Hair et al., (2013) namely:

Table 2. The Goodness of Fit Index

Goodness of Fit Index	Cut-off Value
X ² - Chi Square	< df, α =0.05
Significance Probability	≥ 0.05
RMSEA	≤ 0.08

GFI	≥ 0.09
AGFI	≥ 0.09
TLI	≥ 0.95
CMN/DF	≤ 2.00
CFI	≥ 0.95

After passed the goodness of fit test assumption, the SEM model must also meet the assumptions of the statistical test of the relationship between variables as the basis for determining the research hypothesis. The model is said to have a valid relationship between research hypotheses if it has an estimated value above 0.7 Mash’ud (2014); Hair et al., (2013).

RESULTS AND DISCUSSION

This study aims to analyze the influence between job knowledge and task variation using the valueof service as a mediating variable on employee performance at Pemerintah Kota Semarang. Based on the estimation results using the structural equation modeling, the following estimation results are obtained which are shown in Figure 1 below.

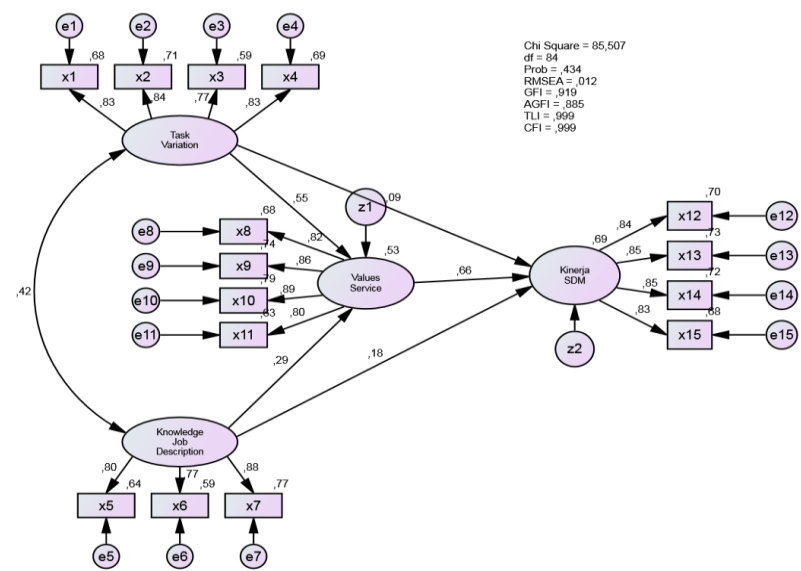


Figure 1. Structural Equation Modelling Estimation Result

In the analysis of structural equation modeling, several assumptions must be met to create a valid model that can be used for advanced

analysis. The first is the feasibility test of the SEM model. Table 3 below displays the results of the Goodness of Fit test for this research model.

Table 3. Goodness of Fit Estimation Model Result

Goodness of Fit Index	Cut-off Value	Result	Model Evaluation
Chi – Square	Small (< 110.346)	85.507	Good
Probability	≥ 0.05	0.434	Good
RMSEA	≤ 0.08	0.012	Good

GFI	≥ 0.90	0.919	Good
AGFI	≥ 0.90	0.885	Marginal
TLI	≥ 0.95	0.999	Good
CFI	≥ 0.95	0.999	Good

Statistical tests on the relationship between variables will later be used as a basis for answering the research hypotheses that have been proposed. The statistical test of the results of processing with SEM was carried out by looking at the level of

significance of the relationship between variables which was shown through the Probability (p) and Critical Ratio (CR) values of each relationship between variables. The statistical testing process is shown in Table 4 below:

Table 4. Standardized Regression Weight

			Estimate
Values of Service	←	Task Variation	.554
Values of Service	←	Knowledge Job Description	.291
Employee Performance	←	Values of Service	.660
Employee Performance	←	Task Variation	.086
Employee Performance	←	Knowledge Job Description	.179
x11	←	Values of Service	.796
x10	←	Values of Service	.887
x9	←	Values of Service	.861
x8	←	Values of Service	.823
x1	←	Task Variation	.825
x2	←	Task Variation	.842
x3	←	Task Variation	.765
x4	←	Task Variation	.828
x7	←	Knowledge Job Description	.880
x6	←	Knowledge Job Description	.769
x5	←	Knowledge Job Description	.802
x12	←	Employee Performance	.836
x13	←	Employee Performance	.852
x14	←	Employee Performance	.846
x15	←	Employee Performance	.825

After all SEM assumption tests are fulfilled, the next step is to look at the relationship between research variables to prove the truth of the hypothesis in the study. It is said to have a

significant effect if the CR value is > 1.97 and the significant value is <0.05. Table 5 shows the Regression Weight test as follows:

Table 5. Result of Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P
Values_Service	←	Task Variation	.533	.091	5.841	.001
Values_Service	←	Knowledge Job Description	.275	.081	3.375	.001

			Estimate	S.E.	C.R.	P
Kinerja_SDM	←	Values of Service	.687	.118	5.808	.001
Kinerja_SDM	←	Task Variation	.086	.093	.929	.353
Kinerja_SDM	←	Knowledge Job Description	.176	.078	2.263	.024

From the test results, it was found that all CR values were above 1.96 or with a probability smaller than 0.05. Thus all hypotheses are accepted. First, the estimation parameter for testing the effect of task variation on value of service shows a CR value of 5.841 and with a probability of 0.000. The two values obtained met the requirements for acceptance of H1, namely a CR value of 5.841 which was greater than 1.96 and a probability of 0.0001 which was less than 0.05. Thus it can be concluded that task variation has a significant positive effect on the value of service.

The estimation parameter for testing the effect of task variation on HR performance shows a CR value of 0.929 and with a probability of 0.353. The two values obtained do not meet the requirements for acceptance of H2, namely the CR value of 0.929 which is smaller than 1.96 and the probability of 0.353 which is greater than 0.05. Thus it can be concluded that task variation has no significant effect on employee performance.

Furthermore, the estimation parameter for testing the effect of knowledge of job description on value of service shows a CR value of 3.375 and with a probability of 0.0001. The two values obtained met the requirements for acceptance of H3, namely a CR value of 3.375 which was greater than 1.96 and a probability of 0.0001 which was less than 0.05. Thus it can be concluded that knowledge of job description has a significant positive effect on value of service.

The estimation parameter for testing the effect of knowledge of job description on employee performance shows a CR value of 2.263 and with a probability of 0.024. The two values obtained met the requirements for acceptance of H4, namely a CR value of 2.263 which was greater than 1.96 and a probability of 0.024 which was less than 0.05. Thus it can be concluded that knowledge of job description has a significant positive effect on employee performance.

Lastly, the estimation parameter for testing the effect of the value of service on employee performance shows a CR value of 5.808 and with a probability of 0.0001. The two values obtained meet the requirements for acceptance of H5, namely a CR value of 5.808 which is greater than 1.96 and a probability of 0.0001 which is less than 0.05. Thus it can be concluded that the value of service has a significant effect on employee performance.

The results of testing the effect of task variation on the value of service are accepted. Thus it can be concluded that task variation has a significant positive effect on the value of service. Task variation will affect the psychological state of an employee, namely the employee will feel significance regarding the aspects of the work he/she faces, then the core task variation Psychological Conditions Outcome Moderator: Knowledge and Skills Growth Needs Context Satisfaction Skill Variation Task Identification Task Significance Autonomy Feedback Task Meaningfulness Responsibility Knowledge Results of High Internal Work Motivation Quality of Performance Job Satisfaction Low Absence and Employee Turnover The employee will feel responsible for the results of a job he makes and can apply the knowledge acquired to face his work, as well as improve the quality of employees who will then get the final result namely high internal work motivation, high-quality performance, employee satisfaction, and low employee absenteeism and rotation.

The results of this study are in line with the findings of Jahncke et al. (2017) who found that task variation can increase the value of service of a brand through the performance of its employees. Cassidy (2017) explains that task variation is closely related to employee productivity. His research also found that task alternations were significantly associated with Gender, Age, Occupation, Years with current work tasks, and Perceived job control, while Occupation was the only significant determinant in the model. Furthermore, Dogolsara et al. (2019) suggest that alternations between productive physical and mental tasks could be a viable option in future job rotations.

The results of testing the effect of task variation on employee performance are rejected. Thus it can be concluded that task variation has no significant effect on employee performance. Task variation is built by employee performance indicators which include skill variety, task identity, task significance, autonomy and responsibility, and feedback. Semarang City Government needs to increase employee task variation through employee self-development, employees who have carried out their responsibilities by completing work quickly and on time need to be given self-development, this is expected so that employees feel more valued, and their needs for self-development are fulfilled.

The results of this study are in line with the findings of Prasetya (2018) who also found no significant effect of task variation on employee performance in the Operational Section of PT WIMCycle Indonesia - Surabaya. Research from Setyowati & Nurhayati (2020) empirically found that job rotation will actually reduce employee performance. Furthermore, employee performance that is not optimal through too high a variety of tasks and work overload is a factor in the occurrence of job insecurity among employees (Mlekus et al., 2022). This is in line with research findings from Adekiya (2023) which also found that job characteristics have a significant negative effect on employee performance.

The results of testing the effect of knowledge of job description on the value of service are accepted. Thus it can be concluded that knowledge of job description has a significant positive effect on the value of service. A job does not only mean the clarity of a series of tasks written in the job description but also pays attention to the importance of good job design, namely the existence of autonomy in work, utilization of various skills, the identity of work assignments, task significance, and feedback. Job descriptions that are clearly arranged in accordance with the rights and obligations set, the employee will be clearer about what must be done. Job information contained in the job description if properly understood and implemented will encourage employees to carry out work effectively so that the impact on employee performance will also be better.

The results of testing the effect of knowledge of job descriptions on employee performance are accepted. Thus it can be concluded that knowledge of job descriptions has a significant positive effect on employee performance. The higher knowledge of job description, the higher employee performance, meaning that employee performance is built by knowledge of job description indicators which include understanding job descriptions, mastering job descriptions, and executing/activating job descriptions. Semarang City Government needs to increase knowledge of job descriptions through intense hard-skill training for employees, so it is necessary to provide the widest opportunity for employees to develop skills and knowledge by providing training opportunities (training) regularly, providing opportunities to continue education either with company scholarships or own costs as well as promotion opportunities for those with potential.

This result in line with Karlina & Heriyanto (2021), that also found knowledge of job description are significant to enhance employee performance of PDAM Tirta Musi Distribution Palembang. This result also in line with job characteristic model (JCM Theory), this

theory developed by Hackman and Oldham, defined as indicated that three crucial psychological states—perceived meaningfulness, experienced responsibility for outcomes, and awareness of the actual results—are impacted by five basic work characteristics: skill diversity, task identity, task importance, autonomy, and feedback. Conversely, Rawas & Jantan (2022) found that job descriptions didn't affect employee performance. Supporting that, Raju & Banerjee (2017), stated that job description was not used for employees' performance appraisal in the commission since its establishment.

The results of testing the effect of value of service on employee performance are accepted. Thus it can be concluded that the value of service has a significant positive effect on employee performance. This result in line with the finding from Otworu & Juma (2015), that conclude variation of tasks (task variation) has a positive and significant impact on employee performance. However, in service organizations such as government offices, the value of service becomes moderating because if individuals have a high sense of service, this will strengthen the relationship between task variation and employee performance. Individual ability as a value owned by the regional apparatus makes it a strength in responding to any incidents or problems in the work environment. Individual abilities that are well-formed will have a positive influence on employee performance. If the skills are good and followed by the ownership of serving values, the performance will be higher.

CONCLUSION

This study succeeded in confirming the inconsistency of research results that occurred in previous studies as well as filling in existing gaps in the literature. This study found that task variation has a significant and positive influence on the value of service, but not significant on employee performance. Furthermore, knowledge of the job has a positive and significant influence on the value of services and employee performance. This research also concludes that the value of service has a positive and significantly mediates the influence to employee performance. However, this research has limitations in the scope of research which is quite small, namely only in the scope of the company. It is hoped that further research can use a broader research scope, as well as add variables regarding more advanced job complexity to obtain more empirical research results.

The results of this study recommend several suggestions for the Semarang City Government to increase employee task variation through employee self-development, employees who have carried out their responsibilities by completing work quickly and on time need to be

given self-development, it is hoped that employees will feel more valued, and fulfilled the need for self-development. The City Government needs to increase knowledge of job descriptions through intense employee hard skill training, so it is necessary to provide the widest possible opportunity for employees to develop skills and knowledge, namely by providing training opportunities (training) regularly, providing opportunities to continue education either with company scholarships or fees there are also promotion opportunities for those with potential.

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