The mediating role of task-technology fit (TTF) in the effect of knowledge sharing intention on job satisfaction and employee performance

Desi Tri Kurniawati^{(a)*} M. Abdi Dzil Ikhrum W.^(b) Pusvita Yuana^(c)

^(a) University of Brawijaya, Malang, Indonesia

ARTICLE INFO

Article history:

Received 17 August 2021

Received in rev. form 20 Sep. 2021

Accepted 23 Sept 2021

Keywords:

Knowledge sharing intention, task technology-fit, job satisfaction, employee performance

JEL Classification:

D73; J28; O15

ABSTRACT

Public service offices are currently required to provide services effectively and efficiently. Therefore, technology plays a role in helping employees to be able to finish the job. The use of technology makes employees able to achieve high satisfaction and productivity. To be able to take advantage of existing technology, a collaboration between employees is needed through knowledge sharing. This study focuses on the context of the role of task-technology fit in mediating the relationship of knowledge sharing intention to employee satisfaction and performance. This is explanatory research was conducted through a survey of 412 employees of the State Treasury Service Office (KPPN) in the East Java Province. The structural Equation Model (SEM) approach was used and 214 questionnaires were processed with WarpPLS. The results of this study indicate that knowledge sharing, intention affects task-technology fit (TTF) and task-technology fit (TTF) also has a significant effect on employee satisfaction and performance.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

Uncertainty in the era of globalization encourages organizations to be more aware and tend to adopt changes continuously. Global market conditions are always changing and competitive, making the role of human resources can be an advantage for organizations if they are managed effectively and efficiently (Asrar-ul-Haq & Kuchinke, 2016). Therefore, any organization without the support of appropriate employees, both in terms of quantity, quality, strategy, and operations, in the end will not be able to maintain existence, self-development, or even advance the future (Rivai, 2013).

The realization of professional, transparent, and modern public services can't be separated from the achievement of employee performance. Rapid organizational environmental change encourages effective management of employee performance, not only limited to rules and norms, but also becomes a necessity, especially in the public sector (McGurk, 2011). However, challenges in the public sector become difficult, with accumulated workplace pressures, excessive bureaucracy, low motivation, and satisfaction exacerbating stress and moral levels, culminating in weak employee performance (Jacobsen & Andersen, 2015). Employees can work well in serving the needs of the community if employees are satisfied with what is obtained and felt in their work. Taylor & Westover (2011) reveal that government employees exhibit several different work motives and preferences, which can affect their job satisfaction levels. Individuals who see government jobs as a calling, want their efforts to make the world a better place (Taylor & Westover, 2011).

The rapid advancement of information and communication technology in the era of globalization can be the answer in order to improve job satisfaction and employee performance. Technology becomes a necessity so that employees can work faster, effectively, and efficiently so as to encourage performance achievement. Today, employee performance is closely related to organizational performance and existing research shows that the application of technology has been recognized as an important reinforcement of

* Corresponding author. ORCID ID: 0000-0003-2296-8920

the achievement of an organization's business performance (Mithas & Rust, 2016). Unfortunately, technology can only lead to increased productivity or performance when combined with other resources effectively with human resources or when done effectively using productive, and ethical technologies (Adeleke Dauda & Adeniyi Akingbade, 2011).

The application of technology in employee work requires sufficient knowledge, so that technology can optimally support productivity. Not all employees can absorb information and knowledge through self-study. Therefore, cooperation between employees is needed to be able to share knowledge (knowledge sharing) about the use of technology in the workplace. (El Said, 2015) provides evidence that knowledge sharing intentions have a positive significant effect on Task-Technology Fit (TTF), which will ultimately impact employee performance in providing public services. Public services in several ministries of state / institutions / regions have adopted information technology as an implementation of Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems (SPBE) in support the implementation of tasks and work. Government management is required to implement SPBE or e-government for all government agencies. E-government services are seen in public services such as *sicantik* (intelligent application of integrated public licensing services), online passporting, vehicle tax management (*e-samsat*), BPJS services, public complaints such as *Lapor* (People's Online Aspiration and Complaint Service), and e-licensing services, npwp creation, and other services. The efforts to create good governance have begun to be pioneered through bureaucratic reform with presidential instructions in 2003. The Ministry of Finance c.q Directorate General of Treasury in 2004 has made changes to the organizational structure of service offices and the implementation of the Treasury and State Budget System (SPAN) based on information technology. The goal is none other than employees expected to be more professional, and the country's financial management will be more transparent and qualified with e-government services.

Directorate General of Treasury based on The Minister of Finance Regulation No. 262 / PMK.01 / 2016 on Organization and Working Procedures directorate general of Treasury has vertical agencies one of which is the Office of State Treasury Service (KPPN). KPPN has the task of exercising the authority of the treasury and the State General Treasurer (BUN), the distribution of financing on the burden of the state budget, as well as the management of budget receipts and expenditures through and from state coffers based on laws and regulations. The phenomenon has occurred since the implementation of SPAN successfully carried out is the improvement of service performance felt by stakeholders, the increased employee professionalism, and the emergence of an anti-corruption culture. The service process in KPPN becomes shorter (1-3 hours), free of charge, more transparent, and easier to monitor if there is a rejection. Some indicators such as public satisfaction surveys of KPPN service users show very high index values, and KPPN also receives various awards for its performance, including the following:

- i. KPPN Malang in 2013 and KPPN Kuningan in 2015 was selected as the best Pilot Service Office (KPPc) in the Ministry of Finance.
- ii. A total of 21 KPPN received ISO 9001:2008 International Certification recognition for KPPN service quality management until 2019.
- iii. A total of 17 KPPN obtained the title as an Integrity Zone (ZI) to a Corruption-Free Area (WBK), and 1 KPPN entitled Clean and Serving Bureaucratic Area (WBBM) until 2019.

Based on initial observations, researchers found several problems related to job satisfaction and employee performance. Problems related to employee discipline, such as late work, absence or delay in attending meetings / Quality Control Group (GKM), lunch breaks exceeding the specified time, not being in the service during working hours, and not attending work for obvious reasons. Other phenomena are seen in frontline services that are less friendly and conscientious in checking files, unsanctioned bill files (stacking), settlement of bills exceeding the provisions (>1 hour), queues at unmanaged counters, services that are not by procedures (standard operation procedure) and visible employees who have difficulty operating computers/application systems to disturb colleagues.

Based on the background, the purpose of this research is to assess the effect of Task-Technology Fit (TTF) in improving job satisfaction and employee performance in KPPN and testing the effect of knowledge sharing intentions in improving the suitability of Task-Technology Fit (TTF).

Literature Review

Theoretical and Conceptual Background

Employee Performance

Performance is a record of achievements generated in the function or activity of work over a specified time. A person's performance depends on a combination of ability, motivation, and situational constraints, so that performance can only be measured from a few achievements. Every element of human resources plays a role in analyzing and helping to fix problems in performance achievement. Performance measurements in an organization are often done and are nothing new. There are six dimensions in the measurement of employee performance, according to Bernardin Russell (2013) namely quality, quantity, time-saving, efficiency, supervision needs, and interpersonal impact.

Job Satisfaction

Job satisfaction is the attitude and emotion of employees who are pleasant, and love their work (Hasibuan, 2013). Job satisfaction can be felt inside work, outside of work, or a combination of the two. Job satisfaction is often associated with the theory of justice,

psychology and motivation so that the theory of job satisfaction can be grouped into three types, namely the theory of conflict, the theory of justice, and the theory of two factors.

Job satisfaction is a person's attitude towards work and related emotions, beliefs, and behaviors that depend not only on the nature of the job, but also on his dispositions, attitudes, and expectations (Wang et al., 2017). A person's job satisfaction can be measured by two indicators, namely extrinsic factors, such as income (salary/wages), benefits and allowances outside of income, physical conditions of work, relationships with co-workers, assigned working hours, and direct superiors. As well as intrinsic factors, including on-the-job training, professional development, recognition for work, freedom to choose work methods, and opportunities for freedom to use abilities.

Knowledge Sharing Intention

Knowledge sharing is the sharing of information, ideas, suggestions, and experiences from one individual to another (Arabshahi, M., Lagzian, M., Rahimnia, F., & Kafashpour, 2013). If organizations do not have effective and efficient knowledge sharing practices, they will fail to benefit from business innovation and growth of intellectual capital employees (Raharso, 2011). So, knowledge sharing is a basic action to realize the existence of knowledge that can be shared with members of the organization.

Based on several previous studies, Zhang & Ng (2013) stated that some items that are often used in measuring knowledge sharing intentions are: (a) the intention to share skills; (b) the intention to share the experience; (c) the intention to share the working document/manual; and (d) the intention to share specific knowledge.

Task-Technology Fit (TTF)

The task-technology fit (TTF) model by (Goodhue & Thompson, 1995) is a theoretical framework for research related to the evaluation of information systems that explains the suitability or suitability of the technology used with the characteristics of the task/job, and its effect on performance. The task-technology fit consists of the construction of task characteristics, technological characteristics, which together affect the task-technology fit, and ultimately affect individual performance or utilization. The task-technology fit helps the individual's ability to assess and explain the success of an information system that has an impacts on individual performance. Models of task-technology fit can be seen in Figure 1 below.

Figure 1: Model Task-Technology Fit

According to Goodhue & Thompson (1995) the suitability of technology to task-technology fit consists of 8 main factors with 16 measurement indicators, as seen in Table 1 below.

Table 1: Factors and Indicators of TTF Model

Main Factor	Indicator
1. Quality	1) Data update
	2) Data Validity
	3) Data Correction Level
2. Locate-ability	4) Penempatan
	5) Meaning
3. Authorization	6) Authorization
4. Compatibility	7) Data Compatibility
5. Production Timelines	8) Production Timelines
6. System Reliability	9) System Reliability
7. Ease of use or training	10) Ease of using <i>hardware & software</i>
	11) Training
8. Relationship with user	12) Understanding Business System
	13) System Interest
	14) Responsiveness
	15) Consultation
	16) Kinerja system

Some of the information technology-based application systems used to support the implementation of KPPN employees' duties/jobs include the Treasury and State Budget System (SPAN) and Online Monitoring SPAN (OM-SPAN), the 2nd Generation State Revenue Module (MPN G-2), Electronic Reconciliation and Financial Statements (E-Rekon L / K), Centralized Salary Application, Electronic Application-Warrant Pay (E-SPM), and Nadine Application.

Previous Research

Organizations that establish KMS must ensure task-technology fit (TTF), to institutionalize a culture of knowledge sharing in a work context. El Said (2015) provides evidence that knowledge sharing intentions have a significant positive effect on Task-Technology Fit (TTF), which will have ultimately impact employee performance. Then the researcher can formulate the following hypothesis:

H1 : Knowledge sharing intention has a positive effect on the task-technology fit, especially in knowledge management systems.

Task-technology fit can be interpreted to the extent to which a system or technology is suitable to provide sufficient assistance for employees in completing tasks and according to their needs. (Isaac et al., 2017) explained that the increase in the actual use of technology (especially the internet) in government institutions will lead to increased job satisfaction. Task-technology fit looks higher when the function of technology and user needs (employees) is the same (Osang & Raj, 2020). Then the researcher can formulate the following hypothesis:

H2 : The task-technology fit has a positive effect on the job satisfaction.

The compatibility between the tasks performed by employees and the technology or application system used will lead to improved performance. Several studies confirm the positive and significant influence of task-technology fit on employee performance (El Said, 2015; Isaac et al., 2017; Yi et al., 2016). Based on the description above, then the researcher can formulate the following hypothesis:

H3 : The task-technology fit has a positive effect on the employee performance.

Research Model

The simplified model of this research is presented in the following Figure 1.

Figure 1: Research Model

Research and Methodology

This research uses an explanatory method to explain the position of the investigated variables and the effect of a variable on others. This study uses the survey method to collect facts about phenomena in the research object and to actually and systematically find information. The subjects of this research are government employee KKNP in East Java who works in all sections (general subsection, fund disbursement section, bank section, verification and accounting section, and management section and internal compliance). The population in this study was government employees (PNS) KKNP in East Java with 412 employees, including the head of the KPPN with the method of saturated samples (census).

The number of respondents was 214 based on the number of questionnaires that were successfully collected and filled out completely. The majority of KPPN employees are over 46 years old as many as 143 employees (66.8%) with a majority age of 36 to 45 years as many as 52 employees (24.3%), male employees dominate with a total of 120 people (56%), while the highest level of education is S1 graduates as many as 104 employees (48.6%) with a maximum working period of more than 30 years as many as 108 employees (50.5%). Researchers collect data from each individual and make answers from employees as a source of data. The questionnaire form was sent to KPPN Surabaya 1, Surabaya 2, and KPPN Malang. The collected data will be analyzed using WarpPLS.

Variable Measurement

The independent variable in this study is knowledge sharing intention, which is the activity of employees sharing knowledge to help achieve individual or organizational goals. (Bock et al., 2005) stated that there are two indicators to measure knowledge sharing intention, namely the intention to share explicit knowledge and the intention to share implicit knowledge.

The mediating variable in this study is the task-technology fit in KPPN. Based on the observations of the researchers, the information technology (application system) used in KPPN operations includes SPAN and OM SPAN applications, MPN-G2, E-Rekon LK, centralized salary applications, E-SPM, and Nadine applications that support the implementation of the duties and work of KPPN employees. This application is the subject or focus of research related to the task-technology fit at KPPN. The dependent variable in this study is job satisfaction and employee performance.

Result and Discussion

Analysis of the Measurement Model (Outer Model)

Analysis of structural equations in research using PLS which describes outer model measurement models and structural models (inner models). Through the results of these measurements can be obtained analysis of construct validity, reliability, and structural equation models. Analysis of outer model measurements for each of the variables studied is required before data analysis using PLS that proves the level of influence between the variables. This research model consists of four variables, namely knowledge sharing intention, task-technology fit, job satisfaction, and employee performance. This test is needed to ensure that each indicator has convergent validity and construct reliability as required.

Convergent validity

The value of the Standardized Regression Weight of 13 indicators with 18 TTF variable items, 10 job satisfaction items, and 9 employee performance items has a loading factor greater than 0.50 so that these indicators can be declared valid as a measuring latent variable.

Discriminant validity

Based on the results of the model measurement evaluation, the AVE value of >0.5 has been met. Therefore, indicators of knowledge sharing intentions, task technology fit, job satisfaction, and employee performance can be declared valid to measure the variables.

Reliability test

Based on the composite reliability value of knowledge sharing intention, task technology fit, job satisfaction, and employee performance, each value is greater than 0.70 so that the indicators that measure the latent variables can be declared reliable.

Hypothesis Testing

Hypothesis testing for direct effect determines the direct effect of exogenous variable on endogenous variable. If $p \text{ value} \leq \text{level of significance}$ ($\alpha = 5\%$), the effect of exogenous variable on endogenous variable is significant. The result of this study's hypothesis testing is as follows.

Table 2: Results of Hypothesis Testing for Direct Effect

Hypothesis	The relationship between variables	Path Coefficient	t-statistics	Results	
H1	<i>Knowledge Sharing Intention</i> → <i>Task Technology Fit (TTF)</i>	0.165	3.83	Significant	accepted
H2	<i>Task Technology Fit (TTF)</i> → <i>Job Satisfaction</i>	0.657	11.72	Significant	accepted
H3	<i>Task Technology Fit (TTF)</i> → <i>Employee Performance</i>	0.500	5.28	Significant	accepted

Source: Primary data processed, 2021

Based on the results of the hypothesis testing, the following conclusions were made.

- i. Hypothesis 1: Based on the t-statistic value, the effect of the knowledge sharing intention variable on Task-Technology Fit (TTF) has a t-statistic value greater than the t-table value ($2.83 > 1.96$) with a path coefficient value of 0.165. In addition, this relationship has a p value that is smaller than the level of significance ($\alpha = 5\%$) which is <0.001 . This means that knowledge sharing has a positive and significant effect on Task-Technology Fit (TTF).
- ii. Hypothesis 2: Based on the t-statistic value, the effect of the Task-Technology Fit (TTF) variable on employee job satisfaction has a t-statistic value greater than the t-table value ($11.72 > 1.96$) with a path coefficient value of 0.657. In addition, this relationship has a p value that is smaller than the level of significance ($\alpha = 5\%$) which is <0.001 . Therefore, Task-Technology Fit (TTF) has a positive and significant effect on employee job satisfaction.

- iii. Hypothesis 3: Based on the t-statistic value, the effect of the Task-Technology Fit (TTF) variable on employee performance has a t-statistic value greater than the t-table value ($5.28 > 1.96$) with a path coefficient value of 0.500. In addition, this relationship has a p value that is smaller than the level of significance ($\alpha = 5\%$) which is <0.001 . This means that Task-Technology Fit (TTF) has a positive and significant effect on employee performance.

Discussion

The effect of Knowledge Sharing Intention on Task Technology Fit (TTF)

Knowledge sharing is the sharing of information, ideas, suggestions, and experiences from one individual to another (Arabshahi et al., 2013). If organizations do not have effective and efficient knowledge sharing practices, they will fail to benefit from business innovation and growth of intellectual capital employees (Raharso, 2011). So, knowledge sharing is a basic action to realize the existence of knowledge that can be shared with members of the organization. Planned Behavior Theory (TBP) reveals that behavior is formed from intention (Ajzen, 1991). So it can be said that knowledge sharing behavior will be formed because of knowledge sharing intention. The knowledge sharing intention itself is the willingness of employees to share with others the knowledge they have acquired or created (Gibbert, M., & Krause, 2002).

The results of the analysis indicate that knowledge sharing intention has an effect on Task Technology Fit (TTF). This means that the higher desire of KPPN employees to share knowledge, the higher suitability of technology to work. Most KPPN employees have 30 years of working experience (50.5%) in treasury matters. This becomes implicit knowledge possessed by senior employees that can be shared with junior employees at KPPN. The desire of employees to share great knowledge will foster a culture and commitment to knowledge sharing. The high level of knowledge sharing that runs in the organization will increase their understanding of business processes and task characteristics, and result in successful KMS implementation and ensure that the resulting system will suit the needs of the task. In the end, good knowledge management will provide useful, relevant, and contextual knowledge with the tasks being carried out. The knowledge gathered from the experience of employees is useful for improving and enhancing the performance of the technology used by the organization to support the completion of employee tasks.

The Effect of Task Technology Fit (TTF) on Job Satisfaction

Task Technology Fit (TTF) has an important role in helping employees carry out work at KPPN quickly, effectively, and efficiently. The applications used by employees at KPPN are proven to help expedite the treasury process from receipts, payments, cash, reporting, for monitoring existing transactions. This is inseparable from the indicators that support Task Technology Fit, especially the accuracy of the data managed by the Head Office and the up-to-date data available in the application, which can support the duties/jobs of KPPN employees. The suitability of available technology with the work carried out by employees can increase employee satisfaction with their work (Akca, 2017; Huy et al., 2019). This is proven by the results of research showing that the more appropriate the technology with the employee's work (TTF), the higher the employee's job satisfaction. That means the convenience and speed provided by the SPAN/OM-SPAN application, MPN G-2, E-Rekon LK, centralized salary application, E-SPM, and Nadine in supporting the work of employees at KPPN, have a positive influence on employees' perceptions of their work.

Task Technology Fit (TTF) has an impact on job satisfaction because the use of technology makes it possible to cut routine tasks and occupy workers' cognitive resources in challenging and stimulating work features (Mariani, 2014). With the convenience provided by technology, it will provide greater opportunities for employees to develop themselves and achieve a higher career level. This can be seen from the respondents' answers where employee job satisfaction is highest supported by opportunities for self-development and career levels. In addition, employees who are satisfied with their work, making employees more committed to the organization, as evidenced by the working period of most employees who have served at KPPN for more than 30 years.

The effect of Task Technology Fit (TTF) on Employee Performance

The results showed that Task Technology Fit (TTF) has a very significant effect on employee performance. This condition can be interpreted that the more appropriate the technology used (adoption) in supporting the work, the employee performance will increase. Task Technology Fit plays an important role in helping the completion of tasks and work in KPPN quickly, on time, effectively, and efficiently. The process of testing and validating The Warrant of Payment (SPM), issuance of SP2D, management of state receipts and expenditures, verification of financial transactions and accounting, management of user relationships, preparation of state budget implementation reports to KPPN administration services every day has used the appropriate application technology support. In other words, SPAN / OM-SPAN, MPN G-2, E-Rekon LK, centralized salary applications, E-SPM, and Nadine are proven to support the completion of tasks and work and help the achievement of KPPN employee performance.

The significant influence of Task Technology Fit is inseparable from the support of existing indicators. Based on respondents' answers, the indicator of detail data accuracy, namely the adequacy of accuracy or detailed data that continues to be maintained by the head office, obtaining the highest value compared to other indicators. Details of data accuracy are very useful (important) in the process of testing bills, making decisions on the disbursement of funds, or preparing financial statements in KPPN as a form of transparency and accountability in state financial management. The main application technologies used in KPPN are the State Treasury and Budget System (SPAN), Online Monitoring SPAN (OM-SPAN), and centralized salary applications (GPP / BPP / DPP) with the duration of application use of more than 6 hours/day by employees by 36.9%. Since its launch until now, the application has

gone through several system updates according to the needs and demands of the job so that it becomes the mainstay of employees in work.

Conclusions

This study confirms El Said's research (2015) that knowledge sharing intentions play a role in improving the task-technology fit (TTF). The suitability of available technology with the work done by employees can increase employee satisfaction with his work (Akca, 2017; Huy et al., 2019). The task-technology fit also has a significant effect on employee performance by Goodhue & Thompson research (1995); Isaac et al. (2017); and (Yi et al., 2016) and did not support (Parkes, 2013) which concluded the task-technology fit had no significant effect on employee performance.

The desire to share the knowledge of employees can help accumulate employee knowledge of the right task. This is an input to create the right technology to support the work. Therefore, the organization needs to improve the knowledge-sharing culture that exists in the organization, so that the technology created can get closer to the needs of employee tasks.

The task-technology fit can improve the employee's positive perception of their job. The ease of completion of work through the help of technology/application will eventually make employees more satisfied. The task-technology fit is also the most important key in achieving employee performance. By applying technology (applications) that are following the task/work will be able to significantly encourage the achievement of employee performance. Organizations should develop existing technologies by strengthening network infrastructure and adopting new technologies were necessary to support job completion.

The implementation of this research is more aimed at KPPN East Java as the management party based on the results of the research and discussion that have been described previously. The implications of the implementation of this research are expected to be taken into consideration in decision making for the East Java KPPN.

References

- Adeleke dauda, y., & adeniya akingbade, w. (2011). Technological change and employee performance in selected manufacturing industry in lagos state of nigeria. *Australian journal of business and management research*, 1(5), 32–43.
- Ajzen, i. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-t](https://doi.org/10.1016/0749-5978(91)90020-t)
- Akca, d. M. (2017). The moderating role of neurotic traits on the relationship between perceived task-technology fit and job satisfaction. *International journal of advanced research in engineering & management (ijarem)*, 03(09), 50–54. https://www.researchgate.net/publication/321359063_the_moderating_role_of_neurotic_traits_on_the_relationship_between_perceived_task-technology_fit_and_job_satisfaction
- Arabshahi, m., lagzian, m., rahimnia, f., & kafashpour, a. (2013). *The impact of emotional intelligence on faculty members' knowledge sharing behaviors. Management science letters*.
- Asrar-ul-haq, m., & kuchinke, k. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: empirical evidence from pakistani banks. *Future business journal*, 2(1), 54–64. <https://doi.org/10.1016/j.fbj.2016.05.002>
- Bernardin, h. J., & beatty, r. W. (1984). *Performance appraisal assessing human behavior at work*. Boston kent. - references - scientific research publishing. (n.d.). Retrieved august 23, 2021, from [https://www.scirp.org/\(s\(lz5mqp453edsnp55rrgict55.\)\)/reference/referencespapers.aspx?referenceid=360012](https://www.scirp.org/(s(lz5mqp453edsnp55rrgict55.))/reference/referencespapers.aspx?referenceid=360012)
- Bock, g. W., zmud, r. W., kim, y. G., & lee, j. N. (2005). Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *Mis quarterly: management information systems*, 29(1), 87–111. <https://doi.org/10.2307/25148669>
- El said, g. R. (2015). Understanding knowledge management system antecedents of performance impact: extending the task-technology fit model with intention to share knowledge construct. *Future business journal*, 1(1–2), 75–87. <https://doi.org/10.1016/j.fbj.2015.11.003>
- Gibbert, m., & krause, h. (2002). *Practice exchange in a best practice marketplace*. In: t. H. Davenport, & g. J.b. Probst (eds.), *knowledge management case book: siemens best practices*. Publicis corporate publishing.
- Goodhue, d. L., & thompson, r. L. (1995). Task-technology fit and individual performance. *Mis quarterly: management information systems*, 19(2), 213–233. <https://doi.org/10.2307/249689>
- Huy, p. Q., nhi, v. Van, & lam, p. T. (2019). The interaction effect of task – technology fit and job satisfaction on job performance in erp context: case study of vietnamese enterprises. *Eurasian journal of economics and finance*, 7(1), 48–61. <https://ideas.repec.org/a/ejn/ejefjr/v7y2019i1p48-61.html>
- Isaac, o., abdullah, z., ramayah, t., & mutahar, a. M. (2017). Internet usage, user satisfaction, task-technology fit, and performance impact among public sector employees in yemen. *International journal of information and learning technology*, 34(3), 210–241. <https://doi.org/10.1108/ijilt-11-2016-0051>
- Jacobsen, c. B., & andersen, l. B. (2015). Is leadership in the eye of the beholder? A study of intended and perceived leadership practices and organizational performance. *Public administration review*, 75(6), 829–841. <https://doi.org/10.1111/puar.12380>

- Mariani, m. G. (2014). Task-technology fit model: the relationships with job-satisfaction, its reliability and organizational collective efficacy. *Sgem2014 1 international multidisciplinary scientific geoconference, 1*.
<https://doi.org/10.5593/sgemsocial2014/b11/s1.055>
- Mcgurk, p. (2011). Leaders in public service organisations. *Working for the state: employment relations in the public services*, 166–188. https://doi.org/10.1057/9780230347984_9
- Mithas, s., & rust, r. T. (2016). How information technology strategy and investments influence firm performance: conjecture and empirical evidence. *Mis quarterly: management information systems*, 40(1), 223–245.
<https://doi.org/10.25300/misq/2016/40.1.10>
- Osang, f., & raj, d. (2020). *Open educational resources development in Nigeria: October 2019*.
- Parkes, a. (2013). The effect of task-individual-technology fit on user attitude and performance: an experimental investigation. *Decision support systems*, 54(2), 997–1009. <https://doi.org/10.1016/j.dss.2012.10.025>
- Raharso, s. (2011). Pekerja pengetahuan (knowledge worker): konsepsi dan tantangan pengelolaan. *Jurnal manajemen usahawan indonesia. Pekerja pengetahuan (knowledge worker): konsepsi dan tantangan pengelolaan. Jurnal manajemen usahawan indonesia*, 40(1), 58–74.
- Rivai. (2013). *Manajemen sumber daya manusia untuk perusahaan.pdf* (p. 125). [http://tibs-trisakti.ac.id/files/manajemen sumber daya manusia untuk perusahaan.pdf](http://tibs-trisakti.ac.id/files/manajemen%20sumber%20daya%20manusia%20untuk%20perusahaan.pdf)
- Taylor, j., & westover, j. H. (2011). Job satisfaction in the public service. <http://dx.doi.org/10.1080/14719037.2010.532959>, 13(5), 731–751. <https://doi.org/10.1080/14719037.2010.532959>
- Wang, h., tang, c., zhao, s., meng, q., & liu, x. (2017). Job satisfaction among health-care staff in township health centers in rural china: results from a latent class analysis. *International journal of environmental research and public health*, 14(10).
<https://doi.org/10.3390/ijerph14101101>
- Yi, y. J., you, s., & bae, b. J. (2016). The influence of smartphones on academic performance: the development of the technology-to-performance chain model. *Library hi tech*, 34(3), 480–499. <https://doi.org/10.1108/lht-04-2016-0038>

Publisher's Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.