A study of Task Mismatch and its effect on Work Motivation and employee performance

Hasyim [1*], Muhammad Bakri [2]

hasyimhalim8@gmail.com * m.bakri933@gmail.com

Universitas Wira Bahkti Makassar, Indonesia [1*,2]

Abstract

This study examines the impact of training opportunities on employee motivation across various industries, emphasizing intrinsic and extrinsic motivational factors. The research aims to comprehensively understand how tailored training programs can enhance motivation and performance by exploring sectoral differences and individual characteristics. The study employs a qualitative systematic literature review (SLR) to synthesize findings from reputable academic sources. By integrating theoretical frameworks, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, the research contextualizes the role of training within diverse industrial settings and identifies key factors influencing its effectiveness. The findings reveal that training significantly enhances intrinsic and extrinsic motivation, with sectoral variations shaping its effectiveness. Training focuses on innovation and adaptability in technology-driven industries, while service sectors emphasize soft skills such as communication and empathy. In contrast, manufacturing prioritizes technical training to ensure operational efficiency and safety. Organizational support and individual characteristics, such as motivational profiles, mediate training outcomes. These results underline the need for personalized and sector-specific training approaches to optimize employee engagement and productivity. This study contributes to the academic understanding of training and motivation by bridging theoretical and practical perspectives. It highlights the importance of using data-driven tools like learning management systems (LMS) to design effective training programs. Managerially, the research underscores the strategic value of aligning training initiatives with organizational goals to foster sustained growth and competitiveness.

Keywords: *Training opportunities; work motivation; intrinsic motivation; employee engagement.*

Introduction

In modern organizational dynamics, aligning employees' skills, interests, and tasks is crucial for maintaining operational efficiency and workforce motivation. However, rapid changes in workplace demands driven by globalization, digital transformation, and organizational restructuring have led to the increasing prevalence of task mismatch—situations where employees are assigned tasks that do not align with their competencies, expertise, or preferences. This phenomenon is particularly evident in sectors undergoing significant transformations in work processes. Task mismatch not only creates operational inefficiencies but also has a direct negative impact on employee satisfaction, motivation, and overall performance (Nemteanu & Dabija, 2021). For instance, transitioning to automated systems in the manufacturing sector often requires workers to adapt to advanced and complex technologies, leaving many feeling unqualified or overwhelmed. Similarly, the shift toward digital-first customer engagement strategies in the service industry forces employees to acquire new skills outside their traditional areas of expertise, exacerbating the mismatch.

The effects of task mismatch are far-reaching, influencing both individual and organizational outcomes. Employees experiencing task mismatch often lose motivation, feel psychologically disempowered, and exhibit lower levels of engagement in their work

(B. Li et al., 2023). This dissatisfaction frequently leads to decreased organizational commitment, ultimately affecting productivity at both individual and collective levels. For organizations, task mismatch can disrupt team dynamics, as employees who struggle to fulfill their tasks may underperform, creating tension among team members and hindering collaboration (Chaerudin, 2018). Consequently, understanding the psychological and performance-related impacts of task mismatch is critical for organizations seeking to develop more effective management strategies. Such strategies can address task misalignment while fostering a more adaptable work environment to meet evolving demands. By addressing these challenges, organizations can mitigate the adverse effects of task mismatch and enhance overall workforce resilience and productivity.

Recent research has delved into various facets of task mismatch and its implications for organizational performance and employee well-being. Task mismatch can hurt job satisfaction, especially during working hours (Grund & Tilkes, 2023). Akdeniz et al. (2024) examined the interaction between perfectionism and perceived organizational support, demonstrating that maladaptive perfectionism negatively impacts task performance. The study also highlighted how organizational support is a moderating factor, mitigating some adverse effects. Similarly, Hogenelst et al. (2022) utilized a within-person approach to investigate the relationship between the quality of task motivation, performance, and job satisfaction in daily work contexts. Their findings revealed nuances often overlooked in traditional between-person analyses, showing that the quality of motivation significantly influences both short-term and long-term performance outcomes.

He et al. (2024) explored how performance pressure affects employees' thriving, focusing on cooperative goal interdependence and illegitimate tasks. Their research suggested that performance pressure can yield positive and negative outcomes, depending on supportive workplace factors. Further, Pandey (2019) conducted an integrative review identifying factors affecting job performance, emphasizing the interplay of individual, group, and organizational variables in shaping outcomes. This review highlighted the multifaceted nature of performance, where task mismatch emerges as a recurring theme. Regarding leadership and its impact on task performance, Ahmed et al. (2021) studied the dynamics between employees' task performance, leader-member exchange, and leaders' task-oriented behaviors. Their research found that a strong leader-member exchange relationship can mitigate the adverse effects of task mismatch, fostering proactive behaviors among employees. These studies collectively underscore the critical role of task alignment in maintaining employee motivation and performance. However, while quantitative studies dominate the literature, there remains a lack of qualitative research that captures employees' subjective experiences of task mismatch, leaving an essential gap for exploration.

Despite the growing body of research on task mismatch, there remains a significant gap in understanding the qualitative dimensions of this phenomenon. Much of the existing literature predominantly employs quantitative approaches, which, while valuable in generating statistical insights, often fail to capture the subjective experiences and nuanced perspectives of employees affected by task misalignment. These quantitative methods overlook the complexities of how individuals internalize and respond to discrepancies between assigned tasks and their skills, competencies, or preferences, thereby limiting a more comprehensive understanding of the issue. Most current studies focus on outcomes related to work motivation and employee performance. However, there is a lack of in-depth exploration into how task mismatch shapes employees' perceptions of their roles and its impact on their engagement and productivity. This issue has become increasingly relevant in rapidly changing organizational environments, where globalization and technological advancements have fundamentally transformed job demands. These changes often outpace the workforce's ability to adapt, leading to a higher prevalence of task mismatch and its challenges.

This study aims to address the identified research gaps by conducting a qualitative systematic literature review (SLR) to analyze the impact of task mismatch on work motivation and employee performance. Unlike previous studies, this research focuses on capturing the subjective narratives of employees who experience task mismatch, integrating these insights into a broader theoretical framework. This study seeks to understand better how task misalignment shapes workplace dynamics and influences organizational outcomes by prioritizing employees' voices. The research is guided by two central questions: (1) How does task mismatch influence employees' intrinsic and extrinsic motivation? (2) What mechanisms link task mismatch to employee performance? These questions aim to unravel the complex interactions between task characteristics, employee perceptions, and performance outcomes. By exploring these dynamics, this study intends to shed light on task mismatch's psychological and behavioral effects, offering actionable insights for organizational management. The findings are expected to contribute significantly to developing comprehensive strategies to align tasks with employee competencies. This alignment is anticipated to improve individual motivation and engagement and enhance overall organizational performance.

Theoretical Framework: Job Characteristics Model

The Job Characteristics Model (JCM), developed by Hackman (1974), is a foundational framework for understanding how job design profoundly influences employee motivation. At its core, the model outlines five key dimensions: skill variety, task identity, task significance, autonomy, and feedback. These dimensions collectively shape three critical psychological states: experienced meaningfulness of work, experienced responsibility for outcomes, and knowledge of results. These states drive employee motivation, satisfaction, and performance (Cangialosi et al., 2021).

Skill variety, or the range of skills required to perform a job, has consistently been linked to increased job satisfaction and employee engagement. Mihalca et al. (2024) demonstrated that job crafting behaviors fueled by diverse skill requirements enhance task performance and discretionary contributions. Similarly, Li et al. (2023) emphasized the importance of task identity—the extent to which employees perceive their work as a complete and meaningful task. This dimension is crucial in fostering a sense of accomplishment and aligning individual capabilities with job demands, bridging job crafting behaviors with heightened satisfaction. Task significance, defined as the perceived impact of one's role on others or the organization, is another pivotal dimension of JCM (Allan et al., 2018). Kohli & Priyadarshi (2024) highlighted that enhancing task significance, especially within sustainable employment frameworks, strengthens employee commitment and motivation. Likewise, autonomy, which grants employees the freedom to determine how their tasks are executed, has been lauded for its ability to inspire creativity and improve productivity. Du et al. (2024) demonstrated that aligning job demands and autonomy fosters innovation while reducing burnout risks. Feedback, the final dimension, provides employees with clear and constructive insights into their performance. Priyadarshi & Premchandran (2018) emphasized that effective feedback is essential for continuous improvement and intrinsic motivation.

However, disruptions to these dimensions, often caused by task mismatch, can significantly harm job outcomes. Jiang et al. (2021) found that organizational environments failing to support job crafting diminish employee satisfaction and performance. Similarly, Bakker & Demerouti (2017) reported that mismatched job characteristics amplify job demands, deplete psychological resources, and undermine employee well-being. The applicability of JCM transcends theoretical discussions and finds relevance across diverse industries. In innovation-driven roles, the principles of JCM have demonstrated transformative effects. For example, Kwon (2019) identified specific configurations of job characteristics that encourage innovative behaviors, highlighting the model's adaptability to dynamic work environments. Tuttle (2024) further underscored the importance of

aligning individual preferences with organizational structures, revealing how tailored applications of JCM dimensions address unique workplace challenges.

The Prevalence of Task Mismatch in Dynamic Work Environments

Task mismatch, a condition where the alignment between job requirements and an employee's skills, competencies, or preferences falters, has grown increasingly pervasive in modern workplaces (Kracke & Rodrigues, 2020). This phenomenon, rooted in the disparity between the rapid evolution of job roles and the comparatively slower pace at which employees adapt, poses a dual challenge for individuals and organizations alike (Buła et al., 2024). The forces of globalization have compounded these issues, fostering competition on an unprecedented scale and necessitating a broader skill set among employees. As companies integrate into global markets, they are compelled to rapidly adapt to international standards, often pushing employees beyond their existing competencies. For instance, managers in multinational corporations frequently encounter cultural and regulatory nuances that exceed their expertise, leading to task misalignment and diminished effectiveness (Kanfer et al., 2017). Simultaneously, technological advancements have fundamentally reshaped occupational landscapes. Automation and artificial intelligence, while transformative, have created new challenges for employees who are required to engage with complex systems. In manufacturing, for example, the transition from manual tasks to automated systems has rendered many workers' skills obsolete, prompting declines in both productivity and morale (Yuan & Zhong, 2024). Similarly, the service sector has witnessed a surge in digital platforms that demand technical proficiencies often absent from traditional training frameworks. The resulting gap underscores the persistent challenge of equipping employees with the tools to thrive in digitally transformed roles (Deng et al., 2022).

Organizational restructuring exacerbates task mismatch, particularly during mergers, acquisitions, or internal realignments (Andanika, 2024). These structural changes frequently redefine job roles without adequately considering employees' existing competencies. For example, employees thrust into unfamiliar positions post-merger may struggle to meet new expectations, leading to confusion, frustration, and decreased organizational effectiveness (Rupcic, 2024). This misalignment between role demands and employee skills hampers individual performance and destabilizes team dynamics, undermining the broader organizational structure (Baker & Singh, 2019). The consequences of task mismatch are multifaceted, affecting individual and organizational outcomes. Employees grappling with tasks beyond their abilities often exhibit reduced productivity, with inefficiencies manifesting as missed deadlines and increased error rates (Saban, 2024). Job dissatisfaction is a common outcome, as individuals perceive themselves as ill-equipped to meet expectations, diminishing motivation and engagement (Gorman et al., 2018). High turnover rates compound these issues, imposing financial and operational burdens on organizations that must repeatedly invest in recruitment and training. The psychological toll on employees is equally significant, with heightened stress and emotional exhaustion potentially leading to burnout and strained team cohesion (Deci et al., 2017).

Addressing task mismatch demands a nuanced understanding of its systemic nature across industries. In manufacturing, extensive retraining programs are essential to bridge the skills gap automation creates (Morandini et al., 2023). Meanwhile, the service industry must prioritize continuous professional development to enable employees to adapt to the digitalization of customer interactions (Lund & Rasmussen, 2008). The public sector also faces significant challenges in aligning job requirements with workforce capabilities, often hindered by rigid job classifications and slower adaptation to evolving market conditions (Kanfer et al., 2017). To mitigate these challenges, organizations must adopt strategic interventions. Investments in targeted training and development programs can enhance employee competencies, aligning them with evolving job demands. Furthermore, dynamic work design principles offer a flexible framework for task assignments, promoting

collaboration and problem-solving (Oham & Ejike, 2024). By fostering a culture of adaptability and continuous learning, organizations can empower employees to develop skills, proactively ensuring preparedness for future challenges.

The Relationship Between Task Mismatch and Work Motivation

Task mismatch, the misalignment between employees' skills, competencies, or preferences and their assigned tasks, has emerged as a critical challenge in modern organizational contexts. The interplay between task alignment and employee motivation has long intrigued scholars and practitioners, as motivation is a fundamental driver of individual and organizational success. When employees find their tasks meaningful and aligned with their capabilities, intrinsic motivation flourishes, leading to enhanced engagement and productivity (Thomas, 2009). Conversely, task mismatch disrupts this equilibrium, resulting in diminished motivation and dissatisfaction. Theoretical perspectives provide a robust foundation for understanding this dynamic. Tasks that align with an employee's strengths create opportunities for personal growth and achievement, elements central to thriving at work. On the contrary, misaligned tasks often erode these motivational elements, leaving employees disengaged and demoralized.

Empirical studies reinforce the significance of task alignment. Tommasi et al. (2024) emphasize that task significance and competence play pivotal roles in creating meaningful work experiences. Employees who perceive their tasks as significant and aligned with their abilities are likelier to exhibit higher job satisfaction and commitment. In contrast, Leroy et al. (2020) highlight the adverse effects of task interruptions and multitasking, which exacerbate task mismatch and cognitive overload, further undermining motivation. The implications of task mismatch extend beyond individual employees to the broader organizational environment. Hur & Bae (2021) reveal that education–job mismatch significantly impacts job satisfaction and turnover intentions in nonprofit organizations. Such findings underscore the necessity for organizations to address task alignment proactively, as the repercussions of mismatch can ripple through team dynamics and organizational culture.

Task mismatch also carries significant risks for extrinsic motivation. Pang & Lu (2018) argue that when employees feel undervalued due to misaligned tasks, their responsiveness to external incentives such as rewards or recognition diminishes. This decline in extrinsic motivation contributes to increased dissatisfaction and turnover rates, further straining organizational resources. Addressing this issue requires a nuanced approach that considers intrinsic and extrinsic motivators in job design. Recent research underscores the systemic nature of task mismatch in dynamic work environments. Buła et al. (2024) discuss how hybrid work models amplify the need for task alignment to nurture teamwork and employee dynamics. Similarly, Naqshbandi et al. (2024) note that hybrid workplaces necessitate rethinking task design to optimize employee engagement and performance. These studies highlight the evolving challenges of modern workplace structures and the critical role of task alignment in overcoming them. Organizational change often compounds task mismatch, as Pincus (2004) observes in their exploration of unmet expectations and their impact on motivation. Change initiatives that fail to consider employee capabilities and preferences risk eroding the psychological contract, leading to disengagement and reduced morale. Saks (2022) further emphasizes that performance management systems must integrate employee development to bridge task mismatches effectively and enhance overall engagement.

The Impact of Task Mismatch on Employee Performance

Task mismatch, defined as the misalignment between job requirements and employees' skills, interests, or expectations, significantly impacts individual performance and organizational outcomes. At the individual level, this misalignment leads to diminished productivity, increased error rates, and inefficiencies in task completion. Employees

assigned duties beyond their competencies often struggle to meet performance targets, resulting in slower task completion and compromised output quality (Cokins, 2004). This misalignment hampers individual efficiency and negatively impacts team collaboration and overall organizational effectiveness (Pindek et al., 2019). A critical consequence of task mismatch is the elevated frequency of errors. Employees lacking the necessary skills or understanding to perform specific tasks are more prone to mistakes, disrupting workflows and creating additional burdens for colleagues (Maslach & Leiter, 2022). This inefficiency often stems from confusion and uncertainty about approaching or completing assigned tasks, further exacerbating the issue. As employees struggle to meet job demands, the quality of their work deteriorates, affecting overall team performance and organizational success (Adekiya, 2024).

Beyond performance metrics, task mismatch exerts profound psychological effects on employees. A common outcome is a decline in self-confidence, as employees begin to doubt their abilities when unable to execute their responsibilities successfully. This loss of confidence can initiate a negative feedback loop, where reduced self-efficacy leads to lower motivation and engagement, further impairing performance. Additionally, task mismatch contributes to heightened stress levels and, over time, emotional exhaustion or burnout. The mental strain of navigating tasks beyond one's capabilities fosters feelings of inadequacy and frustration, reducing job satisfaction and diminishing a sense of belonging within the organization (Kim et al., 2018). Another psychological impact of task mismatch is the perception of being undervalued. Employees who feel their skills and expertise are underutilized often believe their employers do not adequately recognize or appreciate their contributions. This perception can lead to disengagement, decreased loyalty, and an increased likelihood of seeking alternative job opportunities. Such perceptions harm employee retention and organizational stability (Gunyakti Akdeniz et al., 2024).

At the organizational level, task mismatch has far-reaching consequences. When an individual struggles due to task misalignment, it often disrupts team dynamics. Effective teamwork relies on mutual trust, collaboration, and shared accountability (Neves, 2024). However, task mismatch can strain interpersonal relationships, as team members may need to compensate for a colleague's difficulties or confront delays caused by incomplete or inadequate contributions. This can create friction, reduce team cohesion, and impair collective performance. Over time, these disruptions can erode organizational culture, diminishing team trust and collaboration (Mirza & Chaudhry, 2024). The long-term effects of task mismatch extend to professional development. Employees experiencing chronic task misalignment are less likely to participate in training or development opportunities, exacerbating skill gaps and limiting career progression (Cappelli, 2014). This creates a negative cycle where initial skill deficits widen, resulting in further performance issues and disengagement. Additionally, organizations face increased turnover rates as dissatisfied employees seek roles better aligned with their competencies, leading to higher recruitment and training costs and further destabilizing team dynamics.

Analysis Method

Study Design

This study employs a qualitative systematic literature review (SLR) design to investigate the relationship between task mismatch and its impact on work motivation and employee performance. The systematic review methodology is particularly suitable for synthesizing existing research and identifying recurring patterns, trends, and gaps in the literature. It allows for a comprehensive exploration of how task mismatch affects different aspects of employee motivation and performance across various industries and work environments.

Sample Population or Subject of the Research

The subjects of this research include peer-reviewed academic studies, journal articles,

and other relevant publications that examine the relationship between task mismatch, work motivation, and employee performance. The sample was selected based on specific inclusion criteria, such as studies published after 2014 focusing on organizational behavior, employee motivation, and performance outcomes. Only studies relevant to the task mismatch theme in professional settings were included to ensure the findings directly apply to contemporary work environments.

Data Collection Techniques and Instrument Development

The data collection involved a comprehensive search across electronic databases, such as Scopus, JSTOR, Wiley Online Library, and Google Scholar. The search terms used included "task mismatch," "work motivation," "employee performance," and "job alignment." Studies were selected based on their relevance to the research question, and those that met specific inclusion criteria, such as being peer-reviewed and focused on task mismatch's effect on motivation and performance, were included. A data extraction form was developed to systematically capture key information, including study objectives, methodology, results, and conclusions.

Data Analysis Techniques

The data analysis utilized a thematic synthesis approach to identify common themes and patterns across the selected studies. The thematic analysis allowed for a detailed examination of how task mismatch influences employee motivation and performance, categorizing findings into themes related to skill, interest, and expectation mismatches. This method also involved comparing results from different studies to uncover both consistencies and variations, providing a comprehensive view of the impact of task mismatch in contemporary work environments.

Results and Discussion

Results

Task mismatch occurs when there is a misalignment between the tasks employees assign and their skills, competencies, or personal interests. This misalignment can be categorized into three key dimensions: skill mismatch, interest mismatch, and expectation mismatch. Each dimension significantly contributes to how employees experience their roles, motivation, and performance.

Skill mismatch arises when there is a gap between an employee's abilities and the job demands. This is particularly prevalent in industries undergoing rapid technological advancements, where employees may find themselves assigned tasks that require new skills they have not yet acquired. For instance, the transition from manual labor to automated systems in manufacturing often leaves workers unprepared to operate complex machinery, which can significantly impact their performance and productivity (Tommasi et al., 2024). Similarly, interest mismatch occurs when employees' tasks do not align with their interests or passions. This leads to disengagement, as employees feel disconnected, resulting in decreased motivation and involvement. On the other hand, expectation mismatch happens when employees' expectations of their roles do not align with the reality of their responsibilities, leading to dissatisfaction and decreased motivation. When employees are assigned tasks that do not match their expectations, it can cause frustration and demotivation, reducing their overall performance (He et al., 2024).

The direct impact of task mismatch on employee performance is considerable. Employees who experience task mismatch often struggle to meet performance targets and fail to complete tasks efficiently. This decreases productivity, as employees are less confident in completing tasks effectively. Furthermore, the likelihood of making mistakes increases significantly when employees are asked to perform tasks that do not match their skills or expertise. This can lead to errors, delays, and a decline in the quality of work

produced (Yuan & Zhong, 2024). Beyond individual performance, the effects of task mismatch can extend to team dynamics. When one team member faces a task mismatch, it can disrupt the collaboration and synergy necessary for successful team performance. Misalignment between individual capabilities and assigned tasks can create friction, reduce team cohesion, and ultimately undermine the group's collective efforts (Deng et al., 2022).

Over time, the effects of task mismatch can have long-term consequences, both for individual development and organizational stability. Employees who continuously experience task misalignment are less likely to pursue professional development opportunities. This lack of professional growth leads to a widening gap between their skills and the evolving demands of the job, which can further exacerbate the performance deficits caused by task mismatch. This cycle of misalignment and stagnation can create a negative feedback loop, where employees become disengaged, lose confidence in their ability to succeed, and perform poorly (Pang & Lu, 2018). In addition, when employees feel their tasks are misaligned with their competencies, they may become less motivated to develop new skills, which impedes their professional growth. As a result, employees may avoid participating in training programs, leading to further gaps in their skills and knowledge and decreased job satisfaction and performance.

The long-term effects of task mismatch also include a reduction in employee loyalty. When employees feel that their roles are not aligned with their abilities or interests, they may consider leaving the organization. High turnover rates, resulting from employees seeking positions better suited to their skills and interests, can have significant financial and operational costs for organizations. Hur and Bae (2021) emphasize that prolonged task mismatch can increase turnover intentions, as employees feel unsupported and undervalued. Moreover, high turnover disrupts organizational stability and creates additional costs for recruiting, training, and onboarding new employees. This, in turn, can decrease overall organizational performance and morale, creating a challenging environment for both employees and management. To address the issues associated with task mismatch, organizations must take proactive steps to ensure that the tasks assigned to employees are well-aligned with their skills, interests, and expectations. One effective strategy is conducting regular job analyses, which involve assessing the skills required for each role and matching them with the employees' capabilities (He et al., 2024). By doing so, organizations can identify areas where task mismatch may occur and take corrective action to realign job responsibilities with employee competencies (Tommasi et al., 2024). Additionally, investing in targeted training and development programs is essential to help employees acquire the necessary skills and knowledge to meet the demands of their roles. These programs should focus on technical skills and personal development, such as increasing emotional intelligence and adaptability, which are critical for navigating the challenges of a dynamic work environment (Alves & Thiebaut, 2024).

Another critical strategy is fostering a culture of continuous learning and adaptability within the organization. In fast-paced industries where job demands constantly evolve, employees must remain flexible and open to acquiring new skills. Organizations can support this by providing ongoing learning opportunities, encouraging employees to take initiative in their professional development, and creating an environment that rewards skill enhancement and adaptability. When employees feel supported in their growth, they are more likely to remain engaged and motivated, positively impacting their performance.

Promoting open communication between employees and management is vital. When employees feel comfortable discussing the challenges in their roles, organizations can make timely adjustments to workload, task allocation, and training opportunities. A supportive management team that is responsive to the needs of employees can reduce the impact of task mismatch and increase overall employee satisfaction and performance. Regular feedback and performance reviews also ensure that employees are on track and have the necessary support to meet their goals. The alignment of job

expectations with employee competencies can mitigate the adverse effects of task mismatch. This can be achieved through clear communication of job roles and responsibilities during the hiring process and regular check-ins throughout an employee's tenure. By ensuring that employees understand the scope of their duties and feel that their tasks align with their capabilities, organizations can reduce the occurrence of expectation mismatch and improve motivation and job satisfaction.

Discussion

This study aims to analyze the effect of task mismatch on work motivation and employee performance. Based on the research findings, it is clear that a mismatch between the tasks assigned to employees and their skills, interests, and expectations can reduce intrinsic and extrinsic motivation, significantly impacting individual and overall organizational performance.

The first finding of this study highlights that task mismatch directly impacts employee motivation, affecting both intrinsic and extrinsic motivation. When employees are assigned tasks that do not align with their skills or interests, their intrinsic motivation decreases. Intrinsic motivation, which stems from personal satisfaction, such as a sense of achievement and fulfillment, diminishes when employees perceive their work as meaningless or irrelevant to their abilities. On the other hand, extrinsic motivation, which is influenced by external factors such as rewards, incentives, or recognition, also declines. Task mismatch reduces the perception that the effort put into the work is valued, leading to decreased commitment to the organization and a lower level of work engagement. This finding aligns with Herzberg's Two-Factor Theory, which states that motivation is influenced by motivators such as recognition and achievement from tasks aligned with an individual's skills and interests. When tasks are mismatched, they disrupt both intrinsic and extrinsic motivation, resulting in decreased productivity and employee engagement. Furthermore, employees who feel their tasks are misaligned with their competencies are more likely to feel disconnected from the work environment, negatively impacting their overall engagement and satisfaction at work.

In addition to the impact on motivation, this study also identifies the direct effect of task mismatch on individual performance. When employees face tasks that do not align with their skills or interests, their ability to perform effectively is compromised. Productivity declines as employees struggle to meet performance standards and complete tasks efficiently. Employees who feel ill-equipped to complete their tasks often make more mistakes, leading to a decline in the quality of their work. This reduced work quality, evidenced by increased errors and inaccuracies, ultimately results in lower performance outcomes. The study emphasizes that task mismatch and motivation disrupt an individual's effectiveness in performing their duties. The gap between the skills employees possess and the tasks they are required to complete exacerbates this issue, leading to a deterioration in their performance and the quality of their output. These findings demonstrate that the misalignment between employees' competencies and tasks can significantly hinder their ability to perform at their best, highlighting the importance of aligning job roles with the right skills and abilities to ensure optimal performance and productivity.

This research also reveals the broader impact of task mismatch on team dynamics and organizational culture. When one team member experiences task mismatch, it not only affects their performance but also disrupts the overall collaboration within the team. Task misalignment can create tension among team members, reducing team cohesion and hindering the ability to achieve collective goals. When one team member struggles with tasks that do not align with their strengths, it can create a ripple effect, where others may become frustrated or disengaged, ultimately lowering the team's effectiveness. This breakdown in collaboration leads to a work environment that is less conducive to teamwork and cooperation, affecting the team's overall performance. The lack of cohesion within a team due to task mismatch can extend beyond individual tasks,

impacting the entire team's efficiency and ultimately affecting the organization's overall performance. These findings underscore the importance of addressing individual task mismatch and considering the broader effects on team dynamics and organizational culture, as they directly contribute to the success and effectiveness of the organization.

The study also uncovers the long-term effects of task mismatch on professional development. Employees who face chronic task misalignment tend to avoid training or further skill development opportunities, as they feel that their current tasks do not match their abilities. When employees perceive that the work assigned to them does not align with their skill set, they lose the motivation to invest in their professional growth. This lack of engagement in skill development worsens the gap between their existing competencies and the evolving demands of the job, creating a negative feedback loop that is difficult to break. The long-term consequences of this misalignment are substantial, as it affects individual performance and employee loyalty and commitment to the organization. Employees who feel trapped in roles that do not match their strengths are more likely to seek alternative employment opportunities that better align with their skills and aspirations. This results in higher turnover rates, destabilizing the organization and increasing recruitment and training costs. The study emphasizes that organizations must address the issue of task mismatch proactively to ensure employee development, satisfaction, and retention, as failure to do so can lead to significant consequences for both individual employees and the organization as a whole.

This study aligns with various theories that explore the relationship between job design, work motivation, and employee performance, notably the Job Characteristics Model (JCM) developed by Hackman and Oldham. According to JCM, five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—influence employee motivation and performance. When tasks assigned to employees do not align with their skills or interests, these dimensions are disrupted, leading to a decline in intrinsic and extrinsic motivation. Task mismatch causes employees to feel dissatisfied with their work, reducing their sense of accomplishment and responsibility for the outcomes of their tasks. This aligns with the present study's findings, which suggest that task mismatch affects motivation and influences performance and employees' psychological well-being. The misalignment between the demands of the job and employees' capabilities results in decreased engagement and productivity and may contribute to higher stress levels and burnout (Hackman & Oldham, 1976). Furthermore, the model emphasizes the importance of job design in fostering a motivating work environment, supporting the need for organizational strategies that align tasks with employees' competencies to enhance motivation and overall performance.

The findings of this study align with previous research that shows a negative relationship between task mismatch and motivation and employee performance. For instance, Hur and Bae (2021) found that discrepancies between job motivation and the alignment of education with job roles increase employee turnover intentions. This study confirms that task mismatch impacts employee loyalty and heightens the intention to leave the organization. Additionally, the findings are consistent with those of Pindek et al. (2019), who demonstrated that a gap between skills and job tasks leads to a decline in performance and employee well-being. However, this study emphasizes the psychological impact of task mismatches, such as increased stress and emotional exhaustion, which has been less explored in prior studies. Research by He et al. (2024) also supports these findings, indicating that task misalignment reduces intrinsic and extrinsic motivation, subsequently affecting employee performance. However, there are some studies with differing findings. For example, Yuan and Zhong (2024) highlight that while task mismatch affects individual performance, other factors, such as individual resilience, may moderate the adverse effects. This suggests that while task mismatch may have a detrimental impact, individuals with higher resilience might be better equipped to cope with these negative consequences, a factor not found in the current study. This points to the importance of

considering individual factors when addressing the impact of task mismatch.

The findings from this study carry several important practical implications for organizations. One of the first steps that can be taken is conducting a thorough job analysis to ensure that the tasks assigned to employees align with their skills, interests, and expectations. Organizations must understand the importance of aligning job roles with employee competencies to enhance motivation and performance. Furthermore, organizations should provide training and development programs to help employees bridge skill gaps and acquire the necessary skills to meet the growing demands of their roles. These training programs should not only focus on technical skills but also on improving employees' ability to adapt to changes in the workplace. Organizations should foster a culture that supports continuous learning and adaptation. By creating an environment that encourages personal and professional growth, employees will be more motivated to enhance their skills continually. Providing employees with opportunities to participate in decision-making related to their work and offering constructive feedback can increase their sense of ownership over their tasks and the organization. This will help mitigate the adverse effects of task mismatch and increase employee engagement, which, in turn, contributes to improved performance and job satisfaction. Thus, organizations that address task mismatch through proper job design, adequate training, and a culture supporting employee development can enhance individual performance, team cohesion, and overall organizational effectiveness. These practical steps improve employee motivation and strengthen organizational stability and sustainability in the long term.

Conclusion and Suggestion

This study explores the relationship between training opportunities and employee work motivation across various industries, focusing on intrinsic and extrinsic motivational dimensions—AA systematic analysis identifies sectoral variations in training effectiveness, highlighting the significance of tailored training designs. The findings emphasize that training programs aligned with organizational context and individual needs can significantly influence employee engagement, skill development, and job satisfaction. By addressing the research question, this study offers a comprehensive understanding of how training can be a strategic tool to foster motivation and enhance organizational performance. The originality of this research lies in its cross-sectoral perspective, offering a nuanced analysis of training's impact on motivation. From a scientific standpoint, it contributes to the literature by integrating motivational theories with practical observations, demonstrating how contextual factors mediate training effectiveness. Practically, the study provides actionable insights for organizations to design adaptive and industry-specific training programs that maximize impact. It highlights the importance of adopting data-driven approaches such as learning management systems (LMS) to personalize training initiatives, ensuring relevance and fostering a motivated workforce. These findings can guide organizations in optimizing training investments for sustained growth and competitive advantage.

However, this study has certain limitations. It relies on secondary data and does not include primary empirical validation, which limits its ability to generalize findings across all organizational contexts. Additionally, while the study offers valuable insights into sectoral variations, it does not extensively address the dynamic interplay between emerging technologies and training frameworks. Future research could expand on these aspects by incorporating longitudinal studies or experimental designs to examine the long-term impacts of training on motivation. Researchers are encouraged to explore integrating advanced technologies, such as artificial intelligence, into personalized training programs to refine their effectiveness further. These directions will enhance the applicability and depth of knowledge in understanding the complex relationship between training and work motivation.

Reference

Adekiya, A. (2024). Perceived job insecurity and task performance: what aspect of performance is related to which facet of job insecurity. *Current Psychology*, *43*(2), 1340–1358. https://doi.org/10.1007/s12144-023-04408-4

Ahmed, I., Afzal, R., & Abdul Rasid, S. Z. (2021). Employees' task performance and propensity to take charge: the role of LMX and leader's task orientation. *Journal of Management Development*, *40*(3), 224–239. https://doi.org/10.1108/JMD-08-2020-0244

Allan, B. A., Duffy, R. D., & Collisson, B. (2018). Task significance and performance: Meaningfulness as a mediator. *Journal of Career Assessment*, *26*(1), 172–182. https://doi.org/10.1177/1069072716680047

Andanika, A. (2024). Measuring the Prospective Efficiency Gains from Restructuring in Mergers and Acquisitions. *Advances in Management & Financial Reporting*, *2*(2 SE-Articles), 110–121. https://doi.org/10.60079/amfr.v2i2.310

Baker, J., & Singh, H. (2019). The roots of misalignment: Insights on strategy implementation from a system dynamics perspective. *The Journal of Strategic Information Systems*, *28*(4), 101576. https://doi.org/https://doi.org/10.1016/j.jsis.2019.101576

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, *22*(3), 273. https://psycnet.apa.org/buy/2016-48454-001

Buła, P., Thompson, A., & Żak, A. A. (2024). Nurturing teamwork and team dynamics in a hybrid work model. *Central European Management Journal*, *32*(3), 475–489. https://doi.org/10.1108/CEMJ-12-2022-0277

Cangialosi, N., Battistelli, A., & Odoardi, C. (2021). Designing innovative jobs: a fuzzy-set configurational analysis of job characteristics. *Personnel Review*, *52*(1), 382–399. https://doi.org/10.1108/pr-02-2021-0105

Cappelli, P. (2014). *Skill gaps, skill shortages and skill mismatches: Evidence for the US*. National Bureau of Economic Research.

Chaerudin, A. (2018). *Manajemen pendidikan dan pelatihan SDM*. CV Jejak (Jejak Publisher).

Cokins, G. (2004). *Performance management: finding the missing pieces (to close the intelligence gap)*. John Wiley & Sons.

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*(1), 19–43. https://doi.org/10.1146/ANNUREV-ORGPSYCH-032516-113108

Deng, Y., Lin, W., & Li, G. (2022). When and How Does Team Task Conflict Spark Team Innovation? A Contingency Perspective. *Journal of Business Ethics*, *181*(3), 745–761. https://doi.org/10.1007/s10551-021-04953-7

Du, Y., Xiao, M., Li, Z., & Shen, Y. (2024). Effect of job demands-control match on employee

creativity: perspective of match in the context of job design. *Current Psychology*, *43*(15), 13706–13720. https://doi.org/10.1007/s12144-023-05448-6

Gorman, J. C., Grimm, D. A., & Dunbar, T. A. (2018). Defining and Measuring Team Effectiveness in Dynamic Environments and Implications for Team ITS. In *Building Intelligent Tutoring Systems for Teams* (Vol. 19, pp. 55–74). Emerald Publishing Limited. https://doi.org/10.1108/S1534-085620180000019007

Grund, C., & Tilkes, K. R. (2023). Working time mismatch and job satisfaction – the role of employees' time autonomy and gender. *The International Journal of Human Resource Management*, *34*(20), 4003–4025. https://doi.org/10.1080/09585192.2023.2190036

Gunyakti Akdeniz, H., Bayhan Karapinar, P., Metin Camgoz, S., & Tayfur Ekmekci, O. (2024). Seeking the balance in perceived task performance: the interaction of perfectionism and perceived organizational support. *Current Psychology*, *43*(16), 14712–14724. https://doi.org/10.1007/s12144-023-05473-5

Hackman, J. R. (1974). The Job Diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects. *New Haven, CT: Yale University, Department of Administrative Sciences*. https://eric.ed.gov/?id=ED099580

He, Q., Fu, J., Wu, W., & Feng, S. (2024). "Thriving at work" or not? Research on the effects of performance pressure based on achievement motivation theory and two-factor theory. *Journal of Managerial Psychology*, *39*(2), 146–161. https://doi.org/10.1108/JMP-04-2023-0218

Hogenelst, K., Schelvis, R., Krone, T., Gagné, M., Heino, M., Knittle, K., & Hankonen, N. (2022). A within-person approach to the relation between quality of task motivation, performance and job satisfaction in everyday working life. *Motivation and Emotion*, *46*(5), 588–600. https://doi.org/10.1007/s11031-022-09962-1

Hur, H., & Bae, K. Bin. (2021). Does Discrepancy Between Job Choice Motivation and Satisfaction and Education–Job Mismatch Affect Turnover Intention of Nonprofit Employees? *Public Organization Review*, *21*(3), 577–593. https://doi.org/10.1007/s11115-021-00513-9

Jiang, F., Lu, S., Wang, H., Zhu, X., & Lin, W. (2021). The Roles of Leader Empowering Behaviour and Employee Proactivity in Daily Job Crafting: A Compensatory Model. *European Journal of Work and Organizational Psychology*, *30*(1), 58–69. https://doi.org/10.1080/1359432X.2020.1813110

Kanfer, R., Frese, M., & Johnson, R. E. (2017). Motivation related to work: A century of progress. *Journal of Applied Psychology*, *102*(3), 338. https://doi.org/10.1037/apl0000133

Kim, T.-Y., Wang, J., & Chen, J. (2018). Mutual Trust Between Leader and Subordinate and Employee Outcomes. *Journal of Business Ethics*, *149*(4), 945–958. https://doi.org/10.1007/s10551-016-3093-y

Kohli, M. K., & Priyadarshi, P. (2024). Attaining sustainable employment within organizations: uncovering the impact of job crafting amid contextual and individual influences. *South Asian Journal of Business Studies*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/SAJBS-09-2023-0310

Kracke, N., & Rodrigues, M. (2020). A Task-Based Indicator for Labour Market Mismatch. *Social Indicators Research*, *149*(2), 399–421. https://doi.org/10.1007/s11205-019-02261-2

Kwon, K. (2019). The long-term effect of training and development investment on financial performance in Korean companies. *International Journal of Manpower*, *40*(6), 1092–1109. https://doi.org/10.1108/IJM-10-2017-0286

Leroy, S., Schmidt, A. M., & Madjar, N. (2020). Interruptions and task transitions: Understanding their characteristics, processes, and consequences. *Academy of Management Annals*, *14*(2), 661–694. https://doi.org/10.5465/annals.2017.0146

Li, B., Xue, C., Cheng, Y., Lim, E. T. K., & Tan, C.-W. (2023). Understanding work experience in epidemic-induced telecommuting: The roles of misfit, reactance, and collaborative technologies. *Journal of Business Research*, *154*, 113330. https://doi.org/https://doi.org/10.1016/j.jbusres.2022.113330

Li, J., Yang, H., Weng, Q., & Zhu, L. (2023). How different forms of job crafting relate to job satisfaction: The role of person-job fit and age. *Current Psychology*, *42*(13), 11155–11169. https://doi.org/10.1007/s12144-021-02390-3

Lund, A., & Rasmussen, I. (2008). The right tool for the wrong task? Match and mismatch between first and second stimulus in double stimulation. *International Journal of Computer-Supported Collaborative Learning*, *3*(4), 387–412. https://doi.org/10.1007/s11412-008-9050-8

Maslach, C., & Leiter, M. P. (2022). *The burnout challenge: Managing people's relationships with their jobs*. Harvard University Press.

Mihalca, L., Ratiu, L., Helm, C., Brendea, G., & Metz, D. (2024). The relationship of job characteristics with in-role and extra-role performance: the mediating effect of job crafting. *Baltic Journal of Management*, *19*(2), 163–182. https://doi.org/10.1108/BJM-05-2023-0191

Mirza, F., & Chaudhry, N. I. (2024). Linking employee traits to supervisor-related task performance in post-pandemic era: the mediating/moderation role of career adaptability and career identity. *IIMT Journal of Management*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/IIMTJM-11-2023-0049

Morandini, S., Fraboni, F., De Angelis, M., Puzzo, G., Giusino, D., & Pietrantoni, L. (2023). The impact of artificial intelligence on workers' skills: Upskilling and reskilling in organisations. *Informing Science*, *26*, 39–68. https://doi.org/10.28945/5078

Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, M. Z. (2024). The future of work: work engagement and job performance in the hybrid workplace. *The Learning Organization*, *31*(1), 5–26. https://doi.org/10.1108/TLO-08-2022-0097

Nemteanu, M.-S., & Dabija, D.-C. (2021). The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging market during the COVID-19 pandemic. *International Journal of Environmental Research and Public Health*, *18*(7), 3670. https://doi.org/10.3390/ijerph18073670

Neves, R. (2024). *Collaboration and Team Dynamics BT - The Engineering Leadership Playbook: Strategies for Team Success and Business Growth* (R. Neves (ed.); pp. 113–179). Apress. https://doi.org/10.1007/979-8-8688-0140-2_3

Oham, C., & Ejike, O. G. (2024). Creativity and collaboration in creative industries: Proposing a conceptual model for enhanced team dynamics. *Magna Scientia Advanced Research and Reviews*, *12*(1), 185–188. https://doi.org/10.30574/msarr.2024.12.1.0172

Pandey, J. (2019). Factors affecting job performance: an integrative review of literature. *Management Research Review*, *42*(2), 263–289. https://doi.org/10.1108/MRR-02-2018-0051

Pang, K., & Lu, C.-S. (2018). Organizational motivation, employee job satisfaction and organizational performance. *Maritime Business Review*, *3*(1), 36–52. https://doi.org/10.1108/MABR-03-2018-0007

Pincus, J. (2004). The consequences of unmet needs: The evolving role of motivation in consumer research. *Journal of Consumer Behaviour: An International Research Review*, *3*(4), 375–387. https://doi.org/10.1002/cb.149

Pindek, S., Howard, D. J., Krajcevska, A., & Spector, P. E. (2019). Organizational constraints and performance: an indirect effects model. *Journal of Managerial Psychology*, *34*(2), 79–95. https://doi.org/10.1108/JMP-03-2018-0122

Priyadarshi, P., & Premchandran, R. (2018). Job characteristics, job resources and work-related outcomes: role of person-organisation fit. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, *6*(2), 118–136. https://doi.org/10.1108/EBHRM-04-2017-0022

Rupcic, N. (2024). Working and learning in a hybrid workplace: challenges and opportunities. *The Learning Organization*, *31*(2), 276–283. https://doi.org/10.1108/TLO-02-2024-303

Saban, J. (2024). *Toxic management-how to discover, prevent and cure negative impacts to productivity of individuals, teams and organizations*. Technische Universität Wien. https://doi.org/10.34726/hss.2024.121290

Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, *32*(3), 100835. https://doi.org/https://doi.org/10.1016/j.hrmr.2021.100835

Thomas, K. W. (2009). *Intrinsic motivation at work: What really drives employee engagement*. Berrett-Koehler Publishers.

Tommasi, F., Sartori, R., Ceschi, A., & Dickert, S. (2024). What makes a workday meaningful? Evidence on the role of task significance, competence and subjective meaningful work. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/EBHRM-01-2024-0013

Tuttle, L. (2024). *Successful Strategies Used by Information Technology Talent Acquisition Managers to Retain Niche Employees*. Walden University. https://www.proquest.com/openview/9059edf5c92added2f14d68c217d843c/1?pq-origsite=gscholar&cbl=18750&diss=y

Yuan, X., & Zhong, L. (2024). Effects of multitasking and task interruptions on task

performance and cognitive load: considering the moderating role of individual resilience. *Current Psychology, 43*(28), 23892–23902. https://doi.org/10.1007/s12144-024-06094-2