

Strategizing the Balance of Employee Ambidexterity: The Dynamics of Task Performance and Employee Zeal

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Abstract

Employee ambidexterity is the capacity to balance and excel the exploration and exploitation skills for enhancing adaptability and innovation, it is the key to Employee zeal and task performance in the organization. It empowers the employees to stay focused with current and old trends for adapting changes and consist in delivering quality performance to the organization. The research seeks to explore the role of employee ambidexterity in relation to employee zeal and task performance and also aims to identify the various levels and influencing factors associated with them. The sample size of the study is 216 employees working in Information Technology companies in Chennai City. Using IBM SPSS Statistics 21 and Excel, statistical tools of Simple Percentage Analysis, Descriptive Statistics, Exploratory Factor Analysis, Correlation, One-way ANNOVA and Chi-square was applied in the research. The Findings of the research shows significant links between employee ambidexterity, employee zeal and task performance with team size, marital status and department of the employees influencing these outcomes.

Keywords:

Employee ambidexterity, employee zeal, task performance

Introduction

Employee ambidexterity is a dynamic ability of an employee to simultaneously balance two different activities of both exploitation and exploration within their organization zone. The exploratory activities refer to innovation, experimentation of new knowledge, leaning news skills and trying something out of box to create future opportunities whereas Exploitative activities is refining existing skills, improving efficiency, applying regular methods for ensured efficiency and reliability of the work. An ambidextrous employee navigates between these two activities based on the demand of work dynamics. The current work dynamics in the organizations expect such capabilities from their employees as they enable a win-win situation where tasks are executed efficiently and innovation is continuously fostered. Employee ambidexterity is a part of organizational leaning and agility. It creates the space for continuous improvement and adaptive performance which is highly useful for Organizational Transformation, market volatility and Digital Shifts. Employee ambidexterity creates competitive advantage for the organization by enabling both efficiency and innovation.

Task Performance focuses on how effectively an employee executes the core duties and responsibilities outlined in their job role. Task performance is about the quality, accuracy and effectiveness which an employee contributes to the organizational goal. Task performance involves applying knowledge, skills and abilities to produce tangible results. Individual competencies, motivation, clarity of job expectations and the availability of resources in the

organization influence task performance. Organizations measure the task performance through performance appraisals, key performance indicators (KPIs), and feedback mechanisms. Task performance is a crucial component of all organization, since performance leads to achievement of organization goals. By evaluating task performance, organizations can effectively identify high performers, detect skill gaps, and implement targeted interventions to enhance workforce capabilities and overall productivity.

Employee Zeal is a new concept in the organizational context. Employee zeal is the enthusiasm, passion and strong commitment that employee reflects towards their work and organizational goals. It also demonstrated the employee's willingness to go beyond the basic job requirements with energy, dedication and positive attitude. Zeal is highly fueled by intrinsic motivation, which indeed converts to increased rate of performance, creativity and willingness to go beyond the assigned limit of job role. employee zeal is a valuable asset. It correlates strongly with engagement, retention and organizational citizenship behaviors. Zealous employees are less likely to experience burnout because their motivation is purpose-driven rather than pressure-driven. They are also more adaptable to change, making them critical in times of transformation or innovation.

This study seeks to explore the role of employee ambidexterity in translating employee zeal into improved task performance.

Objectives

The objective of the research is:

- To Examine significant constructs of the Employee ambidexterity and Task Performance in the organization.
- To identify various factors of employee zeal in the organization.
- To evaluate the employee's demographic differences based on the factors of employee zeal in the organization.
- To determine the Relationship between Employee ambidexterity, Task Performance and employee zeal.
- To Understand the association between the Marital Status of the employee and Levels of employee zeal.
- To explore the association between the Department of the employee and Levels of Task Performance.

Hypothesis of the study

H₁: Relationship between Employee ambidexterity, Task Performance and employee zeal is statistically significant.

H₁: employee's demographic differences are statistically significant with the factors of employee zeal in the organization.

H₁: employee ambidexterity has significant relationship with Task Performance and Employee Zeal.

H₁: Marital Status is significantly associated with the Levels of employee zeal.

H₁: Department of the employee is significantly associated with the Levels of Task Performance.

Review of literature

Thu-Hang Hoang et al. (2025) highlights the role of employee ambidexterity and adaptive resources in Digital era. The research was conducted using 368 frontline banking employees in Vietnam as sample. The research concluded that fostering proactive personalities and ambidexterity in employees is essential for enhancing creativity and performance in the face of digital HRM transformations using statistical tool of structural equation modeling.

Charles Hanu and Njabulo Khumalo (2023) examines the moderating effect of employee ambidexterity on how high-performance work systems and employee resilience also the influence of organizational resilience on employee well-being during crises. The sample size of the study consists of 324 employees working in pharmaceutical manufacturing firms in Ghana. The findings of the research displays that high-performance work systems significantly improve employee well-being and strengthen organizational resilience during crises, with exploitation ambidexterity acting as a crucial coping strategy using Structural Equation Modelling-Partial Least Squares.

Amare Werku Ijigu et al. (2022) investigated the mediating role of employee ambidexterity in the relationship between high-performance work system and employee work performance. The Research utilized a cross-sectional design and gathered data from 387 non-supervisory sales representatives at Ethio-Telecom in Ethiopia. Using structural equation modeling as statistical tool, the study found that high-performance work systems positively influence employee work performance, with employee ambidexterity both directly enhancing performance and partially mediating this relationship.

Jing A. Zhang et al. (2022) demonstrated the role of employee exploration and exploitation towards task performance with the influence of organizational competitive orientation. The Research employed 278 employees from three IT Companies in China as sample of the research. The conclusion of the research reveals that both employee exploration and exploitation have a positive effect on task performance and also the path relationship of employee exploration-exploitation-task performance is stronger when competitive orientation is low rather than high.

Sumera Arshad et al. (2022) discussed the moderating role of team climate between servant leadership, employee ambidexterity and work performance. The sample comprises of 180 using convenience sample method from teachers working in different schools in Punjab and Pakistan. The Research also developed model relationship between servant leadership and work performance, team climate operates as a moderator and this framework was mediated by employee ambidexterity. The Statistical tool of Structural Equation Modeling (SEM) indicates that servant leadership, employee ambidexterity and work performance have significant positive relations.

Alamzeb Aamir et al. (2021) conducted study to understand Impact of Knowledge Sharing on Sustainable Performance with the Mediating Role of Employee's Ambidexterity. The sample size of the research is 240 employees from manufacturing firms. The research employed structural equation modeling and concluded that employee ambidexterity plays a strong mediating role in the relationship between knowledge sharing and sustainable performance.

Guofeng Wang et al. (2019) determined ambidexterity with the adjoining lens of Role overload, knowledge acquisition and job satisfaction. The Researchers gathered data 112 employees from state-owned enterprise in China. The Descriptive statistic, correlation and regression applied in the Research concludes that boundary-spanning activities, particularly learning-based ones positively influence job satisfaction through knowledge acquisition, while role overload negatively impacts job satisfaction when engaging in transactional boundary-spanning activities.

Marjolein C.J. Caniëls et al. (2017) explored the connection between employee ambidexterity and supportive organizational cultures of perceived culture of empowerment and knowledge-sharing culture. The research explains the mechanisms of supportive organizational cultures work to empower employees towards ambidextrous behaviour. 136 managers working in Belgian service sectors make the sample of the research. The results of the research suggest that when employees perceive a culture of empowerment, their intrinsic motivation increases, which subsequently promotes ambidextrous behavior. Additionally, extrinsic motivation is shown to moderate the relationship with ambidexterity. In contrast, a perceived culture of knowledge-sharing does not appear to influence either intrinsic motivation or ambidexterity.

Research Methodology

The Research aims to understand the employee ambidexterity with Task Performance and Employee Zeal and structured questionnaire was distributed to the respondents for the same. The detailed research methodology is outlined below.

Table 1

Research Methodology	
Focus	Explores the role of employee ambidexterity in Task Performance and Employee Zeal
Research Design	Descriptive research design
Target Population	IT (Information Technology) Employees in Chennai City
Sample size	216 Respondents (300 Distributed)
Sampling Technique	Availability Sampling
Research Location	Chennai, Tamil Nadu
Type of Data employed	Primary and Secondary data
Software Utilized	MS Excel 2019 and IBM SPSS Statistics 21

Measures

The research employed three constructs to explore the role of employee ambidexterity in translating employee zeal into improved task performance. The constructs were employed in Likert-scale of five points of Strongly disagree as 1, Disagree as 2, Neutral as 3, Agree as 4 and strongly agree as 5. Employee ambidexterity and Task Performance constructs was adopted from the study of Jing A. Zhang et al. (2022), Alamzeb Aamir et al. (2021) and Amare Werku Ijigu et al. (2022). Employee zeal is conceptualized as a self-administered construct and was validated using factor analysis

Statistical Tools Used For The Research

The statistical tools applied in the Research are,

- Simple Percentage Analysis
- Descriptive Statistics
- Exploratory Factor Analysis
- Correlation
- One-way ANNOVA
- Chi-square

Reliability Analysis

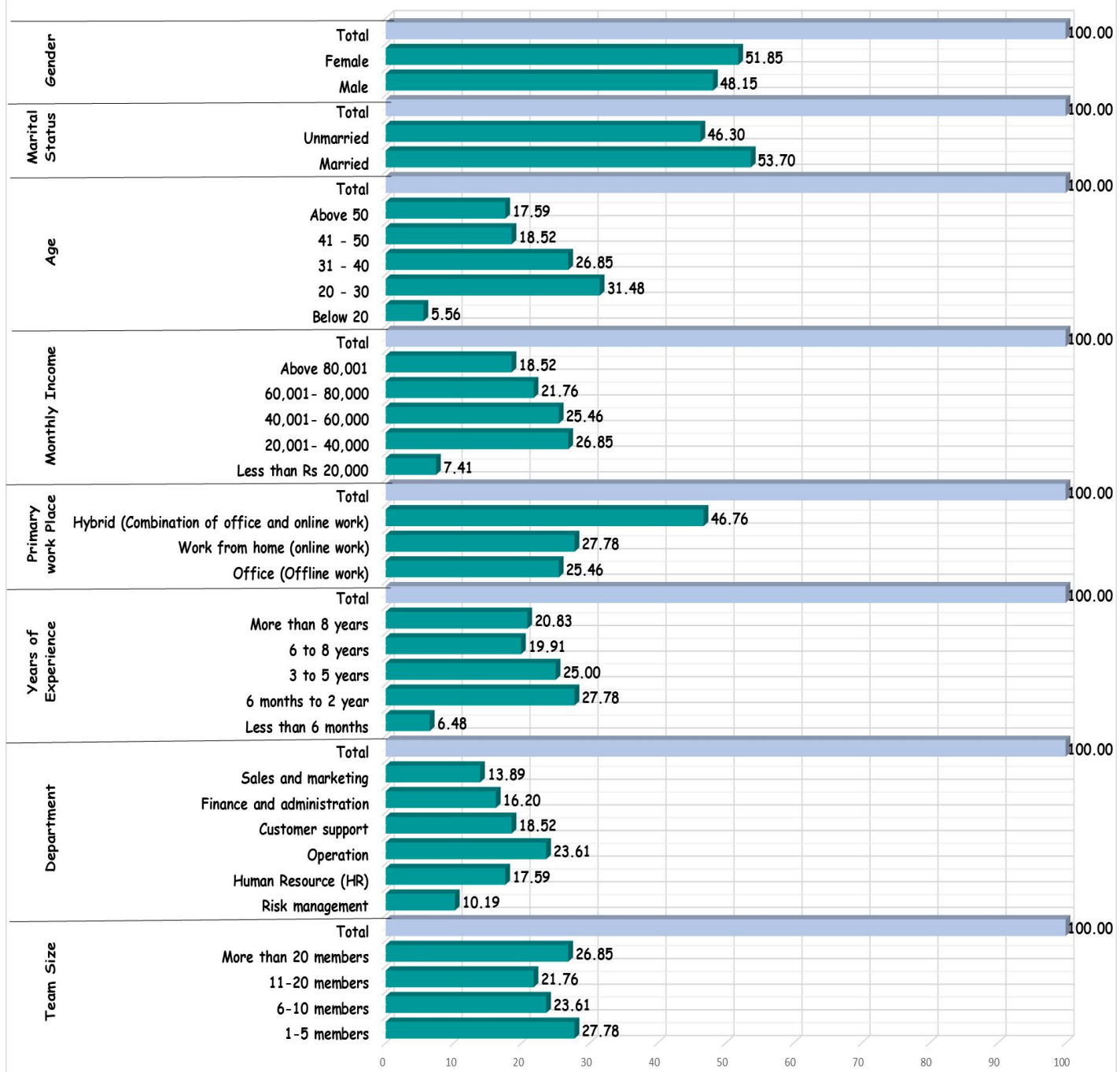
Cronbach's Alpha is a measure of internal consistency on measuring the closely related set of items as a group. It is a measure of scale reliability. Cronbach's Alpha value of 0.70 or higher is treated as acceptable for indicating good internal consistency or reliability of a scale. The Cronbach's Alpha of the constructs in the research is greater than 0.70 which assures good and acceptable internal consistency.

Table 2

Constructs	Cronbach's Alpha
Employee ambidexterity	0.717
employee zeal	0.847
task performance	0.782

Data Analysis And Interpretation

Demographic Profile of the Respondents



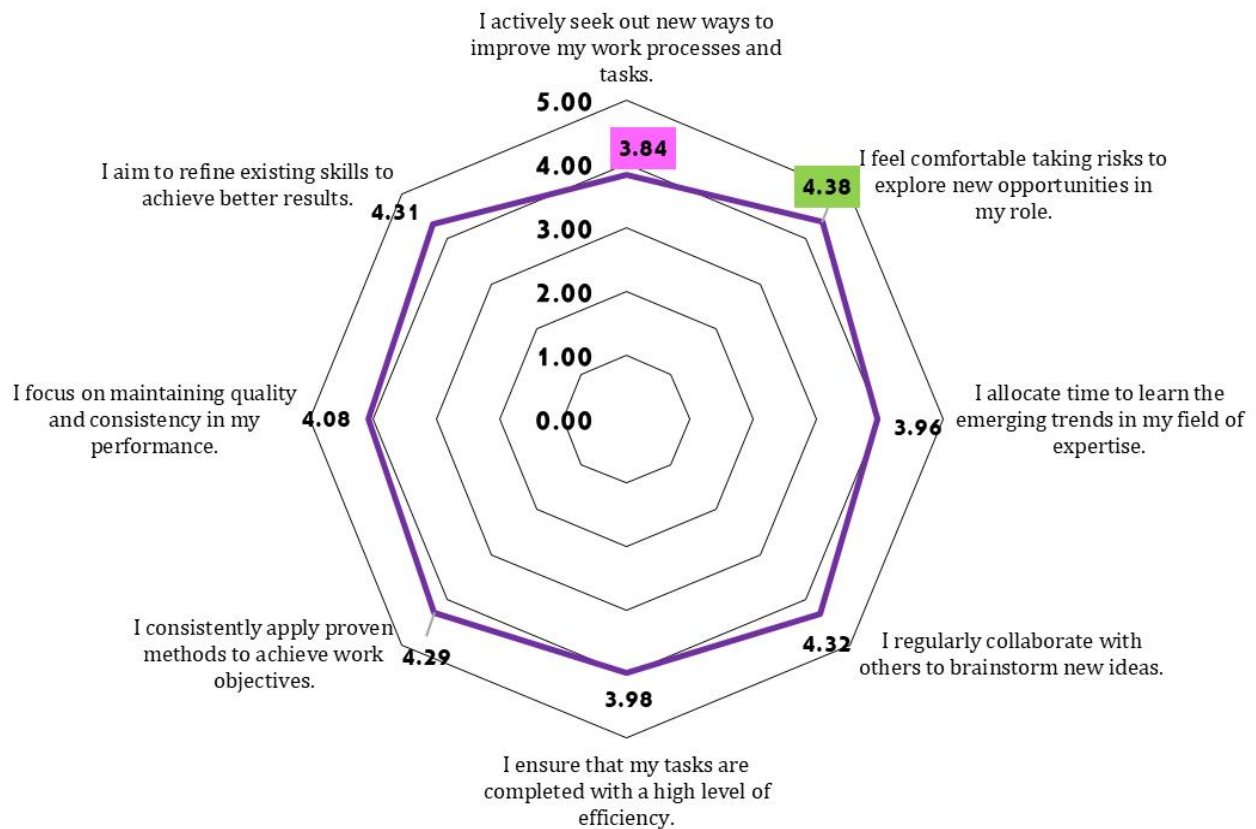
Source: Primary Data

The demographic analysis of the research shows that both female and male respondents are almost equally represented with 51.85% female and 48.15% male respondents. The marital status distribution includes both married and unmarried individuals. The majority of the respondents fall under the age groups of 20–30 and 31–40 years. Their monthly income primarily falls within the ranges of 20,001–40,000 and 40,001–60,000 at 26.85% and 25.46% respectively. Most of the employees with 46.76%, adopted Hybrid (Combination of Office and Online work) as their primary workplace. The respondents predominantly possess work experience between 6 months and 2 years, as well as 3 to 5 years. Respondents from all departments are represented in nearly equal compositions and 27.78% work in teams of 1 to 5 members, while 26.85% are part of teams with more than 20 members in their organization.

Table 3: Descriptive statistics on employee ambidexterity in the organization

EMPLOYEE AMBIDEXTERITY IN THE ORGANIZATION		Mean	Std. Deviation
Employee Exploration	I actively seek out new ways to improve my work processes and tasks.	3.84	1.008
	I feel comfortable taking risks to explore new opportunities in my role.	4.38	0.678
	I allocate time to learn the emerging trends in my field of expertise.	3.96	0.914
	I regularly collaborate with others to brainstorm new ideas.	4.32	0.763
Employee Exploitation	I ensure that my tasks are completed with a high level of efficiency.	3.98	0.942
	I consistently apply proven methods to achieve work objectives.	4.29	0.689
	I focus on maintaining quality and consistency in my performance.	4.08	0.872
	I aim to refine existing skills to achieve better results.	4.31	0.704

Source: Computed Data



Source: Computed Data

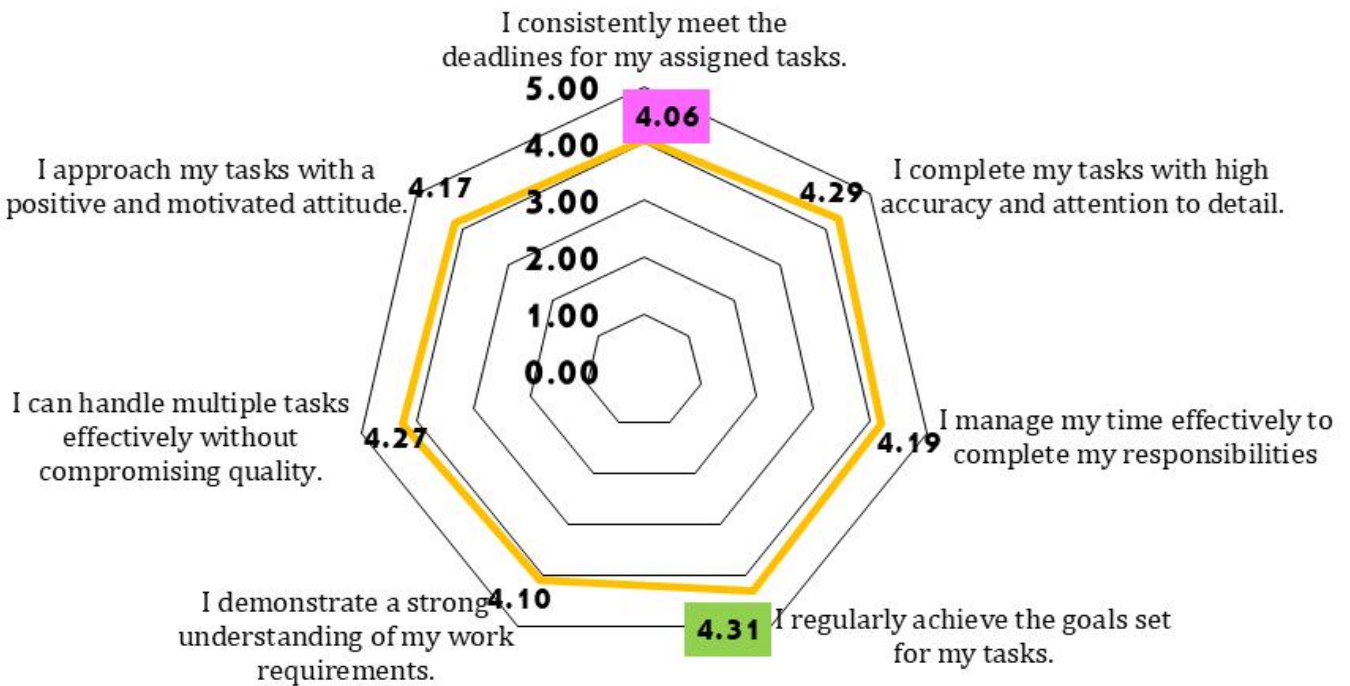
The descriptive statistics of the research reveals that most of the respondents has advocated strong agreement on the employee ambidexterity behaviour within themselves resulting to mean scores between 3.84 to 4.38, particularly on the statements of “I feel comfortable taking risks to explore new opportunities in my role” with mean score of 4.38 and also mean score of 4.32 “I regularly collaborate with others to brainstorm new ideas”. Thus, the results assures that most of the employees possess ambidextrous behaviour of both exploration and exploitation in their workplace.

Table 4: Descriptive statistics on task performance of the employee in the organization

TASK PERFORMANCE OF THE EMPLOYEE IN THE ORGANIZATION	Mean	Std. Deviation
I consistently meet the deadlines for my assigned tasks.	4.06	.902
I complete my tasks with high accuracy and attention to detail.	4.29	.655
I manage my time effectively to complete my responsibilities	4.19	.922
I regularly achieve the goals set for my tasks.	4.31	.684
I demonstrate a strong understanding of my work requirements.	4.10	.894
I can handle multiple tasks effectively without compromising	4.27	.731

quality.		
I approach my tasks with a positive and motivated attitude.	4.17	.841

Source: Computed Data



Source: Computed Data

The descriptive statistics of the research reveals that most of the respondents has depicted strong agreement about their Task performance in their organization resulting to mean scores between 4.06 to 4.31, particularly on the statements of “I regularly achieve the goals set for my tasks.” with mean score of 4.31 and also mean score of 4.29 “I complete my tasks with high accuracy and attention to detail”. Thus, the analysis shows that respondents highly concentrate on their task performance to derive the better outcome to their organization.

Table 5: Factor relating to employee zeal in the organization

Factors	Particulars	Mean (SD)	Communalities	Variance (Eigen Value)	Factor Loadings
ALACRITY FACTOR	I approach my work with enthusiasm and energy.	4.08 (.921)	0.761	45.791	0.852
	I am willing to go beyond my basic responsibilities to achieve success.	4.17 (.820)	0.819		0.904
	I actively look for ways	4.08	0.889		0.943

	to contribute to my team's success.	(.853)			
	I feel a strong sense of belonging to this organization.	4.09 (.833)	0.892		0.944
	I am passionate about contributing to the organization's growth.	4.14 (.795)	0.796		0.891
ENTHUSIASM FACTOR	I feel excited about the tasks; I perform at work.	4.32 (.699)	0.820	38.436	0.903
	I feel proud to be part of this organization.	4.31 (.709)	0.855		0.925
	I maintain a positive attitude towards challenges at work.	4.37 (.696)	0.868		0.932
	I willingly accept new responsibilities when they arise.	4.32 (.700)	0.881		0.939
Total Variances= 84.227%					
Cronbach's Alpha Values= 0.862 of 9 Items					
KMO and Bartlett's Test					
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= 0.796					
Bartlett's Test of Sphericity Approx. Chi-Square 2048.325; df=36;Sig 0.000					

Source: Computed Data

The Factor analysis shows about the Employees Zeal in their organization, with communalities ranging from 0.852 to 0.944, which are crucial for factor analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy stands at 0.796, while Bartlett's Test of Sphericity is statistically significant at the 1% level with a chi-square value of 2048.325. This indicates that factorization is appropriate for analyzing the variables related to Employee Zeal in the organization. The total variance is 84.227% and Alacrity and Enthusiasm are the factors classified in the analysis.

Table 6: One- way anova for significant difference among team size with respect to factors of employee zeal

Factors of Employee Zeal	Team Size				F Value	P Value
	1-5 members	6-10 members	11-20 members	More than 20 members		
Alacrity Factor	19.77 (3.461)	21.94 (3.563)	20.60 (3.774)	20.16 (4.209)	3.399	0.019*
Enthusiasm Factor	17.75 (2.362)	17.41 (2.342)	17.70 (2.604)	16.48 (2.879)	3.006	0.031*

Employee Zeal Total	37.52 (4.374)	39.35 (4.103)	38.30 (4.713)	36.64 (5.317)	3.319	0.021*
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Source: Computed Data

Note: * significant at 0.05 level

The one-way ANNOVA analysis on team size with employee zeal shows that there is a significant difference between team size with factors of Employee zeal as the p-value is less than 0.05 which assures 95% level of confidence as team size plays crucial role in cultivating the employee zeal in the organization. Employees with different team size experience different zeal within themselves as workplace dynamics rotates unique in each team size. The Alternative hypothesis (H_1) is accepted.

Table 7: Correlation between employee ambidexterity of both exploration and exploitation with task performance and employee zeal

Particulars		Employee Ambidexterity		Task Performance	Employee Zeal
		Exploration	Exploitation		
Employee Ambidexterity	Exploration	1	0.746**	0.579**	0.502**
	Exploitation	0.746**	1	0.782**	0.714**
Task Performance		0.579**	0.782**	1	0.877**
Employee Zeal		0.502**	0.714**	0.877**	1

Source: Computed Data

Note: ** Correlation is significant at 0.01 level (2 tailed)

* Correlation is significant at 0.05 level (2 tailed)

The Correlation analysis of the above table illustrates the relationship between each variable. The correlation analysis expresses the highest correlation coefficient between task performance and Employee Zeal is 0.877 which implies $(0.877^2 = 0.769)$ 76.9% positive relationship between task performance and Employee Zeal at 1% level of significance. The correlation coefficient between employee ambidexterity of exploitation and task performance is 0.782 which implies $(0.782^2 = 0.612)$ 61.2% positive relationship at 1% level of significance. The other two variables show moderate relationship between them. Hence, Alternative hypothesis (H_1) is accepted.

Table 8: Chi-square, cross tabulation association between marital status of the employee and levels of employee zeal

Particulars		Levels of Employee Zeal			Total	Chi-square (p-value)
		Low	Medium	High		
Marital Status	Married	24	49	43	116	7.203 (0.027) *
	Unmarried	36	29	35	100	
Total		60	78	78	216	

Source: Computed Data

Note: * significant at 0.05 level

The Chi-square, cross tabulation represents marital status of married and unmarried respondents on the low, medium and high level of employee Zeal. Out of 116 married employees, 24 derive low level, 49 medium level and 43 high level of employee zeal whereas with 100 unmarried employees, 36 experience low level, 29 with medium level and 43 derive high level of employee zeal. The table reveals chi-square of 7.203 with p value of 0.027 at 5% level of significance which confirms that there is significant association between marital status of the employees and levels of employee zeal. Hence, Alternative hypothesis (H_1) is accepted.

Table 9: Chi-square, cross tabulation on association between department of the employee and levels of task performance

Department	Levels of Task Performance			Total	Chi-Square Value (p-value)
	Low	Medium	High		
Risk management	7	6	9	22	18.568 (0.046) *
Human Resource (HR)	7	15	16	38	
Operation	17	23	11	51	
Customer support	10	17	13	40	
Finance and administration	12	5	18	35	
Sales and marketing	13	7	10	30	
Total	66	73	77	216	

Source: Computed Data

Note: * significant at 0.05 level

The Chi-square, cross tabulation represents the department of the respondents on the low, medium and high level of Task Performance. Out of 216 respondents, 66 exhibit low level of task performance, 73 shows medium level of task performance and 77 with high level of task performance based on the department of respondents working in the organizations. The table highlights the chi-square of 18.568 with p value of 0.046 at 5% level of significance which confirms that there is significant association between the department of respondents and the levels of task performance. Hence, Alternative hypothesis (H_1) is accepted.

Major findings

- The percentage analysis on demographic section reveals that both male and female respondents constitute equal proportion and the same applies to marital status with the age group of 20-30. Most of the respondents possess monthly income between 20,001 – 40,000 and has hybrid mode of operation (Online and offline workspace). 6 months to 2 years is the year of experience and respondents are equally distributed in all departments with maximum of more than 20 members as team size.
- Most of the respondents agreed to the statement “I feel comfortable taking risks to explore new opportunities in my role” with mean score of 4.38 in employee ambidexterity and “I regularly achieve the goals set for my tasks.” with mean score of 4.31 for Task Performance.
- Employee Zeal, ranges with communalities from 0.852 to 0.944, advocating the factor analysis. The KMO value of 0.796 and significant Bartlett’s Test (chi-square = 2048.325, $p <$

0.01) confirm its suitability. The total variance explained is 84.227%, grouped into two factors of Alacrity and Enthusiasm.

- The one-way ANNOVA analysis on team size with employee zeal highlights that there is a significant difference between team size with factors of Employee zeal as the p-value is less than 0.05.
- The correlation analysis expresses strong relationship between task performance and Employee Zeal is 0.877 which implies $(0.877^2 = 0.769)$ 76.9% positive relationship between task performance and Employee Zeal at 1% level of significance.
- The Chi-square, cross tabulation on marital status with employee Zeal provides chi-square of 7.203 with p value of 0.027 at 5% level of significance which confirms that there is significant association between marital status of the employees and levels of employee zeal.
- The Chi-square, cross tabulation on Department of the employee with Levels of Task Performance provides chi-square of 18.568 with p value of 0.046 at 5% level of significance which confirms that there is significant association between the department of respondents and the levels of task performance.

Suggestions of the study

- Workplace fun can be included in the organization to boost employee zeal.
- Positive organizational scholarship can be rooted highly to achieve the employee ambidexterity and employee zeal.
- Task performance chart for employee ambidexterity can be designed and tracked to achieve the goal.

Conclusion

Employee ambidexterity represents a new dynamic within organizations, an essential capability that every employee should strive to develop to achieve better organizational goals. It creates a dual advantage for organizations, it bridges the old and the new, fostering innovation while maintaining stability and for employees, it supports career growth and development by enhancing their ability to adapt, learn and contribute in multiple ways. Task performance and employee zeal is crucial in building employee ambidexterity behaviour; all three components are interconnected to each other. A well-mentally built and enthusiastic employee is a valuable asset that every organization aims to possess. The research strongly emphasizes the importance of employee ambidexterity in enhancing both employee zeal and task performance. It highlights a significant relationship between task performance and employee zeal, as well as between employee ambidexterity and task performance. Additionally, team size plays a crucial role in influencing the factors of employee zeal. The findings also reveal that an employee's marital status is significantly associated with their level of employee zeal, while their department is closely linked to level of task performance

Research for further scope

- The study can be elaborated with employee creativity, Innovative performance behavior, leaning experience.
- Employee ambidexterity with career mapping can be studied.
- Qualification of the employee can be accounted in further research and can elaborated to other cities of Tamil Nadu.

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