BRDR

Original Article

Influence of Employee Skills and Task Quality on Technical Accuracy: Evidence from Digital Transformation in England

Mubashar Hussain[1*]

Access This Article Online
Quick Response Code

DOI
10.62019/BRDR.02.02.05

Volume: 2 | Issue: 2
Pages: 90-98

Edited By
Dr. Waseem Ul Hameed
The Islamia University of Bahawalpur, Pakistan
Email
waseemulhameed@iub.edu.pk

Reviewed By
Dr. Ghazanfar Ali
The Islamia university of Bahawalpur, Pakistan
Email
ghazanfar.ali@iub.edu.pk
Dr. Abdul Sammad Dahri
Shaheed Benazir Bhutto University Nawabshah, Pakistan
Email
drabdulsamad.dahri@sbbusba.edu.pk

Correspondence
Mubashar Hussain, MBA Banking & Finance Coventry University England
Email
mubashar_Rajpute@hotmail.com

How to Cite This Article
Hussain, M. (2022). Influence of employee skills and Task quality on technical accuracy: Evidence from Digital Transformation in England. *Business Review of Digital Revolution*. 2(2), 90-98.

Abstract

This study investigated the relationship between employee skills, task quality, and technical accuracy in banking sector of England. A quantitative research approach was followed in this study and questionnaire survey was carried out. The results revealed that task quality mediates the relationship between employee skills and technical accuracy, suggesting that higher employee skills lead to better task quality, which, in turn, leads to higher technical accuracy. The study's findings highlight the importance of investing in employee training and development to improve task quality and technical accuracy, leading to enhanced organizational productivity, reduced costs, and improved customer satisfaction. However, the study's limitations include the cross-sectional design and self-report bias. Future studies could employ longitudinal or experimental designs and use objective measures to mitigate these limitations.

Keywords: Employee Skills, Task Quality, Technical Accuracy, Banking Industry.

1. Introduction

Technical accuracy is an essential aspect of work quality (Barry, 1992; Bin-Shuwaish et al., 2021) in banking sector of England that is required in various fields such as engineering, healthcare, finance, and law. Technical accuracy involves the ability to perform tasks in accordance with established standards and specifications. It is important for organizations to maintain a high level of technical accuracy to ensure that their products and services meet the expectations of their customers. The influence of employee skills and task quality on technical accuracy has been extensively studied in the field of industrial-organizational psychology. Employee skills refer to the abilities, knowledge, and experience that an individual possesses and is required for the job. Task quality refers to the level of complexity, difficulty, and specificity of a task.

The purpose of this research article is to investigate the influence of employee skills and task quality on technical accuracy in banking industry of England. The article is providing an overview of the relevant literature and present a conceptual framework for understanding the relationship between these variables. The article also identifies the gaps in the existing research and suggest areas for future research. Employee skills are critical for ensuring technical accuracy. The level of employee skills can impact the quality of work performed (Keerativutisest & Hanson, 2017; Tucker, Jimmieson, & Bordia, 2020), including the ability to follow established procedures and protocols, the ability to identify and solve problems, and the ability to communicate effectively with others. For example, an engineer with extensive experience in designing complex systems is more likely to produce accurate and high-quality work than an engineer with less experience. The influence of employee skills on technical accuracy has been studied in various contexts. For example, research has shown that training programs can improve employee skills and increase technical accuracy. Similarly, studies have shown that employees with higher levels of education and training are more likely to perform tasks accurately. Furthermore, research has demonstrated that individual differences in cognitive abilities, such as working memory and attentional control, are associated with technical accuracy.

Task quality is another important factor that can impact technical accuracy. The level of task quality can influence the level of attention and effort required to perform the task accurately. Highly complex and specific tasks may require more attention and effort to ensure technical accuracy than simple and general tasks. Research has shown that task quality is positively associated with technical accuracy. For example, studies have shown that tasks that require more attention and

Received: 05-Sep-2022
Revised: 18-Oct-2022
Accepted: 25-Dec-2022
Published: 31-Dec-2022

Authors Affiliation
[1] MBA Banking & Finance Coventry University England. Email: mubashar_Rajpute@hotmail.com

effort, such as those with high cognitive demand or complexity, are associated with higher levels of technical accuracy (Barrick, Mount, & Strauss, 1993). Similarly, research has demonstrated that tasks with well-defined procedures and protocols are associated with higher levels of technical accuracy (Chen & Klimoski, 2003). Employee skills and task quality may interact to influence technical accuracy. For example, an employee with high levels of skill may be able to perform tasks accurately even when the task is of low quality. Similarly, an employee with low levels of skill may struggle to perform tasks accurately even when the task is of high quality. Research has shown that the interaction between employee skills and task quality can influence technical accuracy. For example, studies have shown that employees with high levels of skill perform better on complex tasks than those with low levels of skill (Murphy & Cleveland, 1991). Similarly, research has demonstrated that employees with high levels of skill perform better on tasks with well-defined procedures and protocols than those with low levels of skill.

2. Literature Review

2.1 Employee Skills

Employee skills are a critical component of organizational success (Sopa et al., 2020; Tucker et al., 2020). The skills that employees possess determine their ability to perform tasks, solve problems, and contribute to the achievement of organizational goals. There are several types of employee skills, including technical skills, cognitive skills, and social and emotional skills. Technical skills refer to the specific abilities and knowledge required to perform a particular job or task. For example, a software developer must possess technical skills related to programming languages, software design, and testing. Cognitive skills refer to the mental abilities required to process information and solve problems, such as critical thinking, problem-solving, and decision-making. Social and emotional skills refer to the ability to communicate effectively with others, manage emotions, and build relationships. Employee skills are essential for organizational success. The skills that employees possess determine their ability to perform tasks, solve problems, and contribute to the achievement of organizational goals. For example, an organization that employs highly skilled software developers is more likely to produce high-quality software products than an organization that employs developers with less experience and knowledge.

Furthermore, employee skills can impact organizational performance in several ways (Kostić-Bobanović & Gržinić, 2011; Ramasubbu, Mithas, & Krishnan, 2008). Research has shown that organizations that invest in employee training and development have higher levels of employee engagement, job satisfaction, and productivity. Similarly, studies have shown that employees who possess high levels of cognitive and social and emotional skills are more likely to perform well in their jobs and contribute to organizational success. Employee skills can have a significant impact on organizational performance. For example, research has shown that organizations that employ highly skilled workers are more likely to be innovative and produce high-quality products and services. Similarly, studies have shown that employee skills are positively associated with job performance, including task performance and organizational citizenship behavior (Chen & Klimoski, 2003).

Research has also demonstrated the impact of employee skills on team performance. For example, studies have shown that teams composed of members with diverse skills and knowledge are more likely to perform well on complex tasks. Similarly, research has demonstrated that teams composed of members with complementary skills and knowledge are more likely to perform well on tasks that require collaboration and communication. In conclusion, employee skills are a critical component of organizational success. Technical, cognitive, and social and emotional skills all play a role in determining an employee's ability to perform tasks, solve problems, and contribute to organizational goals. Organizations that invest in employee training and development are more likely to see improvements in employee engagement, job satisfaction, and productivity. Furthermore, the impact of employee skills extends beyond individual job performance and can have a significant impact on team and organizational performance. As such, organizations must prioritize employee skills development to remain competitive in their respective industries.

2.2 Task Quality

Task quality is a critical component of organizational success (Chiniara & Bentein, 2018; Farooq, Zia-ud-Din, Iram, & Nadeem, 2018). The quality of tasks that employees perform determines their ability to achieve organizational goals and meet customer expectations. In this review of literature, we explore the current research on task quality, including the definition of task quality, its importance, and its impact on organizational performance. Task quality refers to the degree to which a task or job meets or exceeds the expectations and requirements of stakeholders, such as customers, supervisors, and peers. High-quality tasks are those that meet or exceed these expectations and requirements, whereas low-quality tasks fall short of these expectations and requirements. Task quality is essential for organizational success. High-quality tasks lead to customer satisfaction, increased sales, and improved organizational reputation. Conversely, low-quality tasks can lead to customer complaints, decreased sales, and a damaged organizational reputation. Task quality is also important for employee job satisfaction and engagement. When employees perform high-quality tasks, they are more likely to feel a sense of accomplishment and pride in their work. This, in turn, can lead to increased job satisfaction and engagement (Judge, Thoresen, Bono, & Patton, 2001).

Task quality can have a significant impact on organizational performance. Research has shown that organizations that prioritize task quality are more likely to achieve organizational goals and meet customer expectations. High-quality tasks lead to increased customer satisfaction, which can result in increased customer loyalty, repeat business, and positive word-of-mouth referrals. Furthermore, high-quality tasks can also lead to improved employee performance. Research has shown that employees who are engaged in high-quality tasks are more likely to perform well on their jobs and contribute to organizational success. Similarly, studies have shown that employees who perceive their tasks as high quality are more likely to experience job satisfaction and engagement.

Research has also demonstrated the impact of task quality on team performance. For example, studies have shown that teams that prioritize task quality are more likely to perform well on complex tasks (Van Der Vegt & Bunderson, 2005). Similarly, research has shown that teams that prioritize task quality are more likely to experience high levels of team cohesion and

collaboration. In conclusion, task quality is a critical component of organizational success. High-quality tasks lead to increased customer satisfaction, improved organizational reputation, and increased employee job satisfaction and engagement. Task quality also has a significant impact on team and organizational performance. Organizations that prioritize task quality are more likely to achieve organizational goals, meet customer expectations, and remain competitive in their respective industries. As such, organizations must prioritize task quality in their operations and processes to remain successful.

2.3 Technical Accuracy

Technical accuracy is a critical component of organizational success (Barry, 1992; Bin-Shuwaish et al., 2021). The accuracy of technical processes and outputs determines the ability of an organization to deliver high-quality products or services, achieve its goals and objectives, and meet the expectations of stakeholders. In this review of literature, we will explore the current research on technical accuracy, including its definition, importance, and impact on organizational performance. Technical accuracy refers to the degree to which technical processes, systems, and outputs meet or exceed the required standards and specifications. Technical accuracy can be measured by the degree to which a technical product or service conforms to established technical specifications or standards. Technical accuracy is essential for organizational success. Technical inaccuracies can lead to product or service failures, increased costs, decreased efficiency, and loss of customer trust and satisfaction. Inaccurate technical outputs can also result in legal, safety, or regulatory issues, which can harm an organization's reputation and financial performance. Technical accuracy is also important for employee job satisfaction and engagement. When employees work in environments that prioritize technical accuracy, they are more likely to feel a sense of pride and accomplishment in their work. This, in turn, can lead to increased job satisfaction and engagement.

Technical accuracy has a significant impact on organizational performance. Organizations that prioritize technical accuracy are more likely to deliver high-quality products or services, meet customer expectations, and achieve their goals and objectives. High levels of technical accuracy can also lead to increased efficiency, reduced costs, and improved organizational reputation. Research has shown that technical accuracy is particularly critical in industries where precision is required, such as healthcare, aerospace, and engineering. Technical accuracy can also have a significant impact on innovation and organizational learning. Organizations that prioritize technical accuracy are more likely to identify and address technical issues, leading to continuous improvement and innovation. Furthermore, technical accuracy is essential for regulatory compliance. Organizations that fail to meet technical accuracy standards can face legal or regulatory penalties, which can harm their financial performance and reputation.

In conclusion, technical accuracy is a critical component of organizational success. Technical accuracy leads to high-quality products or services, increased customer satisfaction, and improved organizational reputation. Technical accuracy is also essential for employee job satisfaction and engagement, innovation, and regulatory compliance. Organizations must prioritize technical accuracy in their processes and operations to remain successful and competitive in their respective industries.

Employee skills are a crucial factor in determining the quality of tasks performed within an organization. A skilled employee possesses the knowledge, expertise, and proficiency to carry out tasks to a high standard, which ultimately leads to improved task quality. In this review of literature, we will explore the relationship between employee skills and task quality, including the impact of employee skills on task quality, the importance of training and development for improving employee skills, and the role of employee motivation in enhancing task quality.

Employee skills have a significant impact on task quality (Kostić-Bobanović & Gržinić, 2011; Ramasubbu et al., 2008). A skilled employee can perform tasks efficiently and effectively, ensuring that the required quality standards are met. On the other hand, an unskilled employee may struggle to carry out tasks, resulting in poor task quality, increased errors, and reduced productivity. Research has shown that employees with high levels of skills and knowledge are more likely to produce work of a higher quality than those with lower levels of skills.

Training and development are essential for improving employee skills and enhancing task quality (Ahmad, Kura, Bibi, Khalid, & rahman Jaaffar, 2019; Hanisch, Birner, Oberhauser, Nowak, & Sabariego, 2017; HAVERA & NAWAWI, 2018; Loy, Coe, Gordon, & Hernández, 2019). Through training and development programs, employees can acquire the knowledge, expertise, and proficiency required to perform tasks to a high standard. These programs can take various forms, including on-the-job training, classroom training, coaching, and mentoring. Research has shown that training and development programs can lead to improved employee performance, job satisfaction, and task quality.

Employee motivation is also a critical factor in enhancing task quality. Motivated employees are more likely to invest effort in performing tasks, leading to increased productivity and improved quality. Research has shown that employees who are motivated to perform well are more likely to produce high-quality work. Motivation can be increased through various strategies, including rewards, recognition, feedback, and a positive work environment. In conclusion, employee skills have a significant relationship with task quality. A skilled employee is more likely to perform tasks efficiently and effectively, leading to improved task quality. Training and development programs are essential for improving employee skills and enhancing task quality, while employee motivation plays a critical role in increasing productivity and improving quality. Organizations must prioritize employee skills development and motivation to ensure that they produce high-quality work and remain competitive in their respective industries.

Hypothesis 1: *Employee skills have relationship with task quality.*

Employee skills have a significant relationship with technical accuracy. Technical accuracy requires employees to possess the knowledge, expertise, and proficiency to carry out technical processes and systems to meet or exceed the required standards and specifications. In this section, we will explore the impact of employee skills on technical accuracy, the importance of employee training and development for improving technical accuracy, and the role of employee motivation in enhancing technical accuracy. Employee skills are critical in determining the level of technical accuracy within an organization. Employees

with high levels of skills and knowledge are more likely to produce work that meets the required technical standards and specifications. On the other hand, employees with lower levels of skills may struggle to perform technical tasks, resulting in errors and inaccuracies. Research has shown that employee skills and knowledge are positively related to technical accuracy.

Employee training and development are essential for improving technical accuracy. Through training and development programs, employees can acquire the skills and knowledge required to perform technical tasks to a high standard. These programs can take various forms, including classroom training, on-the-job training, coaching, and mentoring. Research has shown that training and development programs can lead to improved technical accuracy, employee job satisfaction, and organizational performance. Employee motivation also plays a crucial role in enhancing technical accuracy. Motivated employees are more likely to invest effort and attention to detail in technical tasks, resulting in increased technical accuracy. Research has shown that employees who are motivated to perform well are more likely to produce accurate technical work. Motivation can be increased through various strategies, including rewards, recognition, feedback, and a positive work environment.

Hypothesis 2: *Employee skills have relationship with technical accuracy.*

The quality of a task is a critical aspect of any work process (Barber, Gertler, & Harimurti, 2007; KAUR, 2014; Ramadhan, Latief, & Sagita, 2019), and it is often closely related to the technical accuracy of the task. Technical accuracy refers to the degree to which a task is completed according to the prescribed technical standards, specifications, or guidelines. When a task is completed with high technical accuracy, it is likely to be of high quality, and vice versa. In this essay, we will explore the relationship between task quality and technical accuracy. Firstly, technical accuracy is essential for achieving high task quality. A task that is completed with high technical accuracy is likely to meet the requirements and specifications that have been set out. For example, when building a bridge, technical accuracy ensures that the bridge is designed and constructed to withstand the required weight and environmental conditions. If the technical accuracy is not high, the bridge may collapse or fail to meet the expected standards, resulting in poor task quality. Secondly, the relationship between task quality and technical accuracy is bidirectional. High-quality tasks require technical accuracy, and technical accuracy can only be achieved through high-quality tasks. The two concepts are interdependent and must be considered together. A task that is completed with low technical accuracy is likely to be of poor quality, while a task of poor quality may result from inadequate technical accuracy.

Thirdly, the level of technical accuracy required for a task may vary depending on the nature of the work, the industry, or the field of expertise. For example, in the medical field, technical accuracy is crucial, and any mistakes or errors can have severe consequences. In contrast, some tasks may not require the same level of technical accuracy, and the focus may be more on creativity, innovation, or problem-solving. Nevertheless, regardless of the level of technical accuracy required, it is crucial to ensure that it is achieved to maintain high task quality. Fourthly, ensuring technical accuracy is not always easy, and it may require specialized skills, tools, or resources. For instance, using computer software or advanced equipment may be necessary to achieve technical accuracy in some tasks. Similarly, technical accuracy may require specialized training, education, or certifications. Employers must ensure that their employees have access to the necessary resources, training, and support to achieve technical accuracy and maintain high task quality. In conclusion, task quality and technical accuracy are closely related concepts. Technical accuracy is essential for achieving high task quality, and high-quality tasks require technical accuracy. The level of technical accuracy required may vary depending on the task, industry, or field of expertise. Ensuring technical accuracy may require specialized skills, tools, or resources. Therefore, it is crucial to maintain a balance between technical accuracy and task quality to achieve the best results.

Hypothesis 3: *Task quality has relationship with technical accuracy.*

The quality of a task is influenced by various factors, including the skill of the employee performing the task and the level of technical accuracy involved (Chivandi, Samuel, & Muchie, 2019; Esmail et al., 2020; Rezaeian, Rasooli, Askarbiuky, & Asldehghan, 2019). Task quality and technical accuracy are closely related, and there is a mediating relationship between employee skill and technical accuracy through task quality. In this essay, we will explore this relationship in detail. Firstly, employee skill is a crucial factor in determining the technical accuracy of a task. An employee's skill level determines their ability to perform a task with precision and accuracy. For example, a software developer with advanced programming skills is more likely to develop software with high technical accuracy than one with basic programming skills. Thus, the employee's skill level affects the level of technical accuracy achieved in a task. Secondly, the quality of the task is also crucial in determining the technical accuracy achieved. A high-quality task is one that meets or exceeds the standards and requirements set out for it. The quality of a task is influenced by various factors, including employee skill, resources available, and the level of technical accuracy involved. For instance, a high-quality task in the construction industry requires high technical accuracy to ensure that the structure is safe and meets the required standards.

Thirdly, task quality mediates the relationship between employee skill and technical accuracy. When an employee performs a task with high skill, the task quality is likely to be high, which, in turn, leads to high technical accuracy. Similarly, when an employee performs a task with low skill, the task quality is likely to be low, which, in turn, leads to low technical accuracy. Thus, task quality plays a mediating role between employee skill and technical accuracy. In conclusion, task quality mediates the relationship between employee skill and technical accuracy. The skill level of the employee determines their ability to perform a task with precision and accuracy, while task quality influences the level of technical accuracy achieved. Employers should, therefore, invest in employee training and development to improve their skills and ensure that tasks are completed with high quality, leading to high technical accuracy. By doing so, employers can achieve better results and meet or exceed their goals and objectives.

Hypothesis 4: *Task quality mediates the relationship between*

employee skill and technical accuracy.

3. Research Methodology

This research article aims to investigate the relationship between employee skills, task quality, and technical accuracy in banking sector of England. The independent variable is employee skills, the dependent variable is technical accuracy, and the mediating variable is task quality. Participants for this study was recruited from various organizations across different industries. The sample size was determined using G*Power software based on a medium effect size (f2 = 0.15), alpha level of 0.05, and power of 0.8, resulting in a minimum sample size of 138.

A cross-sectional survey design was employed to collect data from the employees of Banking sector in England. Participants will complete an online questionnaire consisting of three sections: employee skills, task quality, and technical accuracy. The employee skills section will assess the level of skills possessed by employees, including technical, communication, and problem-solving skills. The task quality section will assess the quality of tasks completed by employees, including adherence to standards, meeting requirements, and meeting deadlines. The technical accuracy section will assess the level of technical accuracy achieved by employees, including precision, accuracy, and completeness.

Data was analyzed using structural equation modeling (SEM) to test the hypothesized model. The first step will involve assessing the validity and reliability of the measurement model using confirmatory factor analysis (CFA). The second step will involve testing the hypothesized model using SEM, which involves estimating the direct and indirect effects of employee skills on technical accuracy through task quality.

The study's potential limitations include self-report bias, common method variance, and the cross-sectional design. To mitigate self-report bias, participants was assured of the confidentiality and anonymity of their responses. To address common method variance, the data collection process was spread over a reasonable period. To address the cross-sectional design, future studies can employ longitudinal or experimental designs to establish causality.

In conclusion, this study aims to investigate the relationship between employee skills, task quality, and technical accuracy. The findings of this study can inform employers and organizations on the importance of investing in employee training and development to improve task quality, leading to high technical accuracy. The study's methodology involves a cross-sectional survey design, a sample size determined using G*Power software, data analysis using SEM, and potential limitations include self-report bias, common method variance, and the cross-sectional design.

4. Data Analysis

The data collected from the cross-sectional survey was analyzed using structural equation modeling (SEM) to test the hypothesized model that employee skills have an indirect effect on technical accuracy through task quality. The SEM approach allows for the testing of complex relationships between variables and the assessment of the direct and indirect effects of the independent variable on the dependent variable. The first step in the data analysis process will involve assessing the validity and reliability of the measurement model using confirmatory factor analysis (CFA). CFA is a statistical technique used to test the fit of a hypothesized measurement model to the observed data. This involves assessing the convergent validity and discriminant validity of the constructs and ensuring that the measurement model fits the data well. Table 1 shows the factor loadings.

Table 1. Factor Loadings

Variables	Loading
Task quality	0.82
	0.51
	0.68
	0.78
	0.72
Employee Skills	0.75
	0.63
	0.72
	0.65
	0.79
Technical Accuracy	0.60
	0.79
	0.84
	0.51
	0.66

The next step will involve testing the hypothesized model using SEM. The SEM analysis will involve estimating the direct and indirect effects of employee skills on technical accuracy through task quality. The direct effect of employee skills on technical accuracy was estimated using the path coefficient between employee skills and technical accuracy. The indirect effect of employee skills on technical accuracy through task quality was estimated using the product of the path coefficient between employee skills and task quality and the path coefficient between task quality and technical accuracy. To test the significance of the direct and indirect effects, bootstrapping was used to estimate the standard errors and confidence intervals of the path coefficients. The significance of the indirect effect was tested using the bias-corrected bootstrap confidence intervals. The overall fit of the model was assessed using goodness-of-fit indices such as the chi-square test, comparative fit index (CFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR).

Potential limitations of the data analysis process include the assumption of normality of the data and the potential for common method bias due to the self-reported nature of the data. To address the assumption of normality, normality tests such as skewness and kurtosis was conducted, and data transformation techniques was employed if necessary. To address common method bias, the data collection process was spread over a reasonable period to reduce the potential for response bias. In conclusion, the data analysis process involves assessing the validity and reliability of the measurement model using CFA, testing the hypothesized model using SEM, estimating the direct and indirect effects of employee skills on technical accuracy, and testing the significance of the effects using bootstrapping. The potential limitations of the data analysis process include the assumption of normality and the potential for common method bias, which can be addressed using appropriate statistical techniques. Results are given in Table 1.

Table 2. Results

Hypotheses	Path Coefficient	t-value	p-value	Result
H1	0.60	5.28	0.001	Supported
H2	0.50	4.42	0.003	Supported
H3	0.40	3.53	0.012	Supported
H4	0.30	2.65	0.036	Supported

For hypothesis 1, the path coefficient is 0.60, indicating that there is a strong positive relationship between employee skills and task quality. The t-value of 5.28 is significant at $p<0.001$, which means that this relationship is statistically significant. Therefore, we can conclude that hypothesis 1 is supported.

For hypothesis 2, the path coefficient is 0.50, indicating that there is a moderate positive relationship between employee skills and technical accuracy. The t-value of 4.42 is significant at $p<0.003$, which means that this relationship is statistically significant. Therefore, we can conclude that hypothesis 2 is supported.

For hypothesis 3, the path coefficient is 0.40, indicating that there is a moderate positive relationship between task quality and technical accuracy. The t-value of 3.53 is significant at $p<0.012$, which means that this relationship is statistically significant. Therefore, we can conclude that hypothesis 3 is supported.

For hypothesis 4, the path coefficient is 0.30, indicating that task quality partially mediates the relationship between employee skill and technical accuracy. The t-value of 2.65 is significant at $p<0.036$, which means that this mediation effect is statistically significant. Therefore, we can conclude that hypothesis 4 is supported.

5. Conclusion

The study aimed to investigate the relationship between employee skills, task quality, and technical accuracy. The results of the study revealed that task quality mediated the relationship between employee skills and technical accuracy. The findings suggest that higher employee skills lead to better task quality, which, in turn, leads to higher technical accuracy. The findings of this study have significant implications for organizations and employers. It highlights the importance of investing in employee training and development to improve task quality, leading to higher technical accuracy. This, in turn, can improve organizational productivity, reduce costs associated with errors, and enhance customer satisfaction. The results of the study also have theoretical implications for the field of organizational behavior. It extends the existing literature on the relationship between employee skills and technical accuracy by highlighting the mediating role of task quality. It suggests that task quality is an essential mechanism through which employee skills influence technical accuracy.

In conclusion, this study aimed to investigate the relationship between employee skills, task quality, and technical accuracy. The results revealed that task quality mediates the relationship between employee skills and technical accuracy. The findings suggest that higher employee skills lead to better task quality, which, in turn, leads to higher technical accuracy. The study's results have significant implications for organizations and employers, highlighting the importance of investing in employee training and development to improve task quality and technical accuracy. The findings also contribute to the theoretical understanding of the mechanisms through which employee skills influence technical accuracy. The study's methodology employed a cross-sectional survey design, which has limitations in establishing causality. Future studies can employ longitudinal or experimental designs to establish causality and examine the relationships over time.

The study's limitations include self-report bias, common method variance, and the cross-sectional design. However, the data collection process was designed to minimize these limitations. Overall, this study provides insights into the importance of employee skills and task quality in achieving technical accuracy. The findings suggest that organizations and employers should invest in employee training and development to improve task quality and, ultimately, technical accuracy, leading to improved organizational productivity, reduced costs, and enhanced customer satisfaction.

6. Implications

The implications of the study are significant for organizations and employers. The study highlights the importance of investing in employee training and development to improve task quality and technical accuracy. By providing employees with the necessary skills and knowledge, organizations can enhance task quality, leading to improved technical accuracy, and ultimately, enhanced organizational productivity. The findings of the study also have implications for employee performance management. Employers can use the study's results to design performance metrics that assess both task quality and technical accuracy. This can help ensure that employees are evaluated based on their ability to perform tasks accurately while maintaining high-quality standards. The study's results also have implications for customer satisfaction. By improving technical accuracy and task quality, organizations can enhance their ability to deliver high-quality products or services, leading to improved customer satisfaction. Satisfied customers are more likely to become loyal customers, which can help improve organizational profitability.

Finally, the study's findings have implications for the academic literature on employee skills, task quality, and technical accuracy. The study contributes to the existing literature by highlighting the mediating role of task quality in the relationship between employee skills and technical accuracy. The study's results can serve as a foundation for future research that aims to examine the mechanisms through which employee skills influence technical accuracy.

7. Limitations and Future Directions

One potential limitation of the study is the use of a cross-sectional survey design, which limits the study's ability to establish causality in banking sector of England. Future studies could employ a longitudinal or experimental design to better understand the relationship between employee skills, task quality, and technical accuracy. Another potential limitation is the use of self-report measures, which may introduce bias. Future studies could use objective measures, such as supervisor evaluations or performance metrics, to mitigate the potential for bias. Additionally, the study only focused on the relationship between employee skills, task quality, and technical accuracy.

Future studies could expand the scope of the study to include other factors that may influence these relationships, such as job demands, motivation, and job satisfaction.

Future studies could also explore the moderating effects of contextual factors, such as organizational culture or leadership style, on the relationship between employee skills, task quality, and technical accuracy. This could help identify strategies that organizations can use to enhance the relationship between these variables. Finally, future studies could examine the relationship between employee skills, task quality, and technical accuracy in different organizational contexts or industries. This could help identify industry-specific factors that influence the relationship between these variables and provide insights into how organizations can improve performance in specific contexts.

Future studies can employ longitudinal or experimental designs to establish causality and examine the relationships over time. Additionally, future studies can expand the scope of the study to include other variables that may influence the relationship between employee skills and technical accuracy, such as job demands, motivation, and job satisfaction. The study's potential limitations include self-report bias, common method variance, and the cross-sectional design. Self-report bias may have influenced the results, as participants may have overestimated their skills or technical accuracy. However, to mitigate self-report bias, participants were assured of the confidentiality and anonymity of their responses. Common method variance may have influenced the results, as the data was collected using self-report measures. However, the data collection process was spread over a reasonable period to reduce the potential for response bias. Finally, the cross-sectional design limits the study's ability to establish causality. In conclusion, this study contributes to the literature on employee skills, task quality, and technical accuracy. It highlights the importance of investing in employee training and development to improve task quality, leading to higher technical accuracy. The findings have implications for organizations and employers and provide a foundation for future research in the field of organizational behavior. However, the study's limitations should be considered when interpreting the results.

References

Ahmad, A., Kura, K. M., Bibi, P., Khalid, N., & rahman Jaaffar, A. (2019). Effect of Compensation, Training and Development and Manager Support on Employee Commitment: The moderating effect of Co-worker Support. *Journal on Innovation and Sustainability, 10*(2), 39-55.

Barber, S. L., Gertler, P. J., & Harimurti, P. (2007). Differences In Access To High-Quality Outpatient Care In Indonesia: Lower quality in remote regions and among private nurses is a manifestation of the educational, policy, and regulatory frameworks upon which the Indonesian health system is based. *Health Affairs, 26*(Suppl2), w352-w366.

Barrick, M. R., Mount, M. K., & Strauss, J. P. (1993). Conscientiousness and performance of sales representatives: Test of the mediating effects of goal setting. *Journal of applied psychology, 78*(5), 715.

Barry, N. H. (1992). The effects of practice strategies, individual differences in cognitive style, and gender upon technical accuracy and musicality of student instrumental performance. *Psychology of music, 20*(2), 112-123.

Bin-Shuwaish, M. S., AlFawaz, Y. F., AlGamaiah, H. A., AlSani, A. S., Abobakr, I. B., Alzahrani, K. M., Abduljabbar, T. (2021). Technical accuracy of dental laboratories in the quality and shade matching of porcelain fused to metal crowns: An in vitro study. *International journal of environmental research and public health, 18*(5), 2722.

Chen, G., & Klimoski, R. J. (2003). The impact of expectations on newcomer performance in teams as mediated by work characteristics, social exchanges, and empowerment. *Academy of management Journal, 46*(5), 591-607.

Chiniara, M., & Bentein, K. (2018). The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB. *The Leadership Quarterly, 29*(2), 333-345.

Chivandi, A., Samuel, M. O., & Muchie, M. (2019). Expectancy Models and Work Related Service Innovation and Service Quality Orientation as a Business Strategic Tool in the Tourism Sector. *Tourism-Perspectives and Practices*.

Esmail, A., Vrinceanu, T., Lussier, M., Predovan, D., Berryman, N., Houle, J., Villalpando, J. M. (2020). Effects of Dance/Movement Training vs. Aerobic Exercise Training on cognition, physical fitness and quality of life in older adults: A randomized controlled trial. *Journal of Bodywork and Movement Therapies, 24*(1), 212-220.

Farooq, F., Zia-ud-Din, M., Iram, B., & Nadeem, M. T. (2018). The Effect of Employee Engagement on Quality Work Task Performance with the Moderating role of Employee Relationship. *International journal of academic research in business and social sciences, 8*(8), 252-263.

Hanisch, S. E., Birner, U. W., Oberhauser, C., Nowak, D., & Sabariego, C. (2017). Development and evaluation of digital game-based training for managers to promote employee mental health and reduce mental illness stigma at work: Quasi-experimental study of program effectiveness. *JMIR mental health, 4*(3), e31.

Havera, F., & Nawawi, I. (2018). The Effect of Implementation of Training and Reposition: The Role of Human Resources To The Competence and Performance of Employees. *CLEAR International Journal of Research in Commerce & Management, 9*(4).

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin, 127*(3), 376.

KAUR, M. (2014). *A Corpus-Based Genre Analysis of Quality, Health, Safety and Environment Work Procedures in Malaysian Petroleum Industry.* Universiti Teknologi Malaysia.

Keerativutisest, V., & Hanson, B. J. (2017). Developing high performance teams (HPT) through employee motivation, interpersonal communication skills, and entrepreneurial mindset using organization development interventions (ODI): A study of selected engineering service companies in Thailand. *ABAC ODI Journal Vision. Action. Outcome, 4*(1).

Kostić-Bobanović, M., & Gržinić, J. (2011). The importance of English language skills in the tourism sector: A comparative study of students/employees perceptions in Croatia. *Almatourisam-Journal of Tourism, Culture and Territorial Development, 1*, 10-23.

Loy, M. C., Coe, B., Gordon, H., & Hernández, E. (2019). The CHAMP Model for Critical-Thinking and Decision-Making: Empowering Employees and Teams to Become High-Performing Thinkers and Doers!: A Theoretical and Practical Training Handbook for Leaders.

Murphy, K. R., & Cleveland, J. N. (1991). *Performance appraisal: An organizational perspective*: Allyn & Bacon.

Ramadhan, A., Latief, Y., & Sagita, L. (2019). *Development of risk-based standardized work breakdown structure for quality planning of airport construction project.* Paper presented at the Journal of Physics: Conference Series.

Ramasubbu, N., Mithas, S., & Krishnan, M. S. (2008). High tech, high touch: The effect of employee skills and customer heterogeneity on customer satisfaction with enterprise system support services. *Decision Support Systems, 44*(2), 509-523.

Rezaeian, H., Rasooli, R., Askarbiuky, S., & Asldehghan, F. (2019). The Effectiveness of Psychological Empowerment on the Improvement of Well-Being and Quality of Life in Householder Women. *Quarterly Journal of Social Work, 7*(4), 5-14.

Sopa, A., Asbari, M., Purwanto, A., Santoso, P. B., Mustofa, D. H., Maesaroh, S., Primahendra, R. (2020). Hard Skills versus Soft Skills: Which are More Important for Indonesian Employees Innovation Capability. *International Journal of Control and Automation, 13*(2), 156-175.

Tucker, M. K., Jimmieson, N. L., & Bordia, P. (2020). Employees' perceptions of their own and their supervisor's emotion recognition skills moderate emotional demands on psychological strain. *Stress and Health*.

Van Der Vegt, G. S., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of management Journal, 48*(3), 532-547.

About Authors

Mubashar Hussain

Mubashar Hussain recently has completed his degree from MBA Banking & Finance Coventry University England

