

# Facts Finding: How Technology Orientation and Work Wellbeing Escalating Job Performance

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**Abstract.** In the era of the technology and information revolution that is happening today, the use of technology is very significant in daily work settings, especially in the commercial industry. This is reinforced by the character of millennial workers who are very familiar with the technology where this research was conducted. Work well being is also an important variable that makes a worker give his best performance. Work wellbeing and technology orientation were simultaneously tested for their effect on job performance. In the hypothesis, this study states that work wellbeing and technology orientation variables will increase job performance, especially in the setting of this research, millennials.

**Keywords :** technology orientation, work wellbeing, job performance, millennials

## INTRODUCTION

In the era of the technology and information revolution that is happening today, the use of technology is very significant in daily work settings, especially in the commercial industry. The use of technology and artificial intelligence helps the completion of work more optimally. Both time and resource efficiency and effectiveness. For workers before the millennial generation, the use of technology in the workplace requires adjustment and upgrading of skills. But for the millennial generation, the use of technology and the information revolution is quite familiar. They were born in this revolution.

This is reinforced by the character of millennial workers who are very familiar with the technology where this research was conducted. The millennial generation's internet literated skills are proven by use at all levels of everyday life. The COVID-19 pandemic has further confirmed that the use of technology for millennials is a necessity. So that the availability of technology resources is the main thing for millennials. All daily activities from studying, working and shopping for daily needs are met through technological facilitation.

Work well being is also an important variable that makes a worker give his best performance. In a manufacturing job setting, technology plays an important role. Not only in the production process starting from design, but also in the control process for finished goods. In the field of service work, technology also plays an important role in facilitating the services provided to consumers.

## Literatur review

### a. *Job Performance*

Good employee performance is needed by industry and organizations. Employee performance also contributes to self-confidence and pride in themselves and even gets recognition from their social environment. Good performance is a prerequisite for future career development (VanScotter, Motowidlo, & Cross, 2000). Currently, performance is one of the most important things to learn. According to Colquitt, LePine, and Wesson (2017) individual performance measurement is divided into two main focuses, first, objective measurement of work productivity (such as absenteeism, sales levels, and the results of calculations on a number of quantitatively measured activities), second, through subjective assessment of the amount and quality of work from the point of view of the employee himself, his co-workers, or the supervisor in question.

Campbell (1990) which was later updated by Campbell and Wiernik (2015) defines performance as behavior or activities carried out by individuals (employees) that are relevant to organizational goals. There are three important things to note from this definition, namely: performance as a behavior itself and not a result of behavior; performance includes only behaviors that are relevant to organizational goals; performance is a multi-dimensional latent construct.

Furthermore, Motowidlo, Borman and Schmit (1997) describe the performance construct more simply in two dimensions, namely task performance and contextual performance. Task performance is defined as behavior, either directly or indirectly, contributing to the core goals of the organization. Meanwhile, contextual performance is defined as behavior that supports the organizational, social, and psychological environment that is in line with the organization's core goals. This construct is among the most cited in the literature, including by Greenslade and Jimmieson (2007), Maxham, Netemeyer, and Lichtenstein (2008), and Wang, Law, and Chen (2008).

More recently, Spanuth and Wald (2017) and Shipton et al. (2016) based on Amabile and Kramer (2011) developing innovative (innovative behavior) or creativity behavior as another dimension that needs to be taken into account in the construction of performance (Job Performance). This dimension is defined as the extent to which employees generate, promote, and retain new ideas that are useful to the organization.

Koopman et al. (2013) explained that there are at least three reasons why it is necessary to add dimensions of adaptive performance and innovative performance in measuring Job Performance, namely: (1) changes and rapid technological developments make the ability to adapt to environmental changes increasingly important; (2) conceptually, adaptive performance and innovative performance are basically different from contextual performance and performance; (3) there is empirical support for the separation of adaptive and innovative performance from task and contextual performance.

Job performance is the behavior of employees, as individuals, that are relevant to and support the goals of the organization. Job Performance measurement is reflected in four dimensions, namely: task performance (TP), contextual performance (CP), adaptive performance (AP), and innovative performance (IP).

### b. *Technology Orientation*

Technology orientation refers to an organization's openness to new product ideas and its tendency to adopt new technologies during product/service development (Hurley and Hult, 1998; González-Cruz & Devece, 2018). The products and services offered must be in accordance with customer needs or be able to anticipate future needs. Customers have a tendency to use products and services that provide the best added value. Competition will allow the best product to be superior.

The company's competitive advantage can also be achieved through the company's leadership in its tendency to adopt new technologies (Kocak et al., 2017; González-Cruz & Devece, 2018). Lee, 2016). The speed of this coordination affects the speed with which new products are developed (Morgan et al., 2016), the speed and accuracy in responding to customer

expectations (González-Cruz & Devece, 2018) makes it easier for customers to access the products/services offered and vice versa (Ha et al. , 2014).

The constructs used to measure Technology Orientation in this study are the company's tendency to develop new products using technology, technology adoption and trends in R&D (Kocak et al., 2017). The constructs used in this study refer to the research conducted by Mahrous and Genedy in 2018.

Definition:

Technology Orientation can also be defined as an organization's openness to new ideas and its tendency to adopt new technologies during product development (Tsou et al., 2014; Mahrous & Genedy, 2018).

**c. *Work Wellbeing***

Scientific research on well-being has been driven by two main philosophical perspectives, namely the view of hedonism or happiness, and the view of eudaimonism or self-actualization (Woyciekoski, Stenert, & Hutz, 2012). These two perspectives have formed two leading concepts of well-being, namely Subjective Well-being (Diener, 1984; Diener et al., 1999; Diener & Tay, 2015; Caprara et al., 2012; Diener & Tov, 2012) and Psychological Well-being (Ryff, 2014; Ryff & Keyes, 1995).

Diener, Oishi, and Lucas (2003) explain generally well-being is associated with happiness (happiness) or life satisfaction (life satisfaction). Generally, researchers emphasize the practice and ideal psychological functions but vary depending on each perspective (Deci & Ryan, 2008).

The hedonic view defines well-being as related to pleasant and unpleasant experiences (Giacomoni, 2004), and emphasizes the aspect of subjectivity (Diener & Chan, 2011; Diener et al., 2010). A well-being condition (Subjective Well-being) is characterized by positive affect and high life satisfaction and low negative affect (Deci & Ryan, 2008). On the other hand, the eudaemonist view defines well-being as more than just happiness. This view focuses on psychological well-being (Psychological Well-being, PWB), understanding happiness as an important part of well-being, but not only that, but needs to be complemented by other self-fulfilment indicators (Albuquerque & Troccoli 2004; Ryff, 1989; 2014). Therefore, well-being is not only associated with a momentary subjective condition but also includes the development of self-potential and the efforts made to achieve a good life (Diener & Chan, 2011; Keyes & Simoes, 2012).

Well-being becomes important in relation to performance, mainly explained by the broaden and build theory of positive emotions (Fredrickson, 2009). This theory is often called the positivity theory which explains how positive emotions will build thought-action repertoires and then will stimulate personal resources, both in the form of physical and mental resources to social and psychological resources. Positivity (positive thinking patterns and positive circumstances) will generate an open mindset and curiosity. This stimulates individuals to explore the environment, realize new possibilities, and enjoy new challenges more creatively. People who experience positive emotions and affection (including joy, interest, contentment, love, and pride) will show a different mindset, be flexible, creative, integrative, open to information, and efficient. In addition, they also show an increased preference for variety and accept a wider range of behavior patterns.

## **METHOD**

This study uses a quantitative data approach, namely the measurement of a variable to obtain data in numerical form which is calculated through statistical analysis and the results will be interpreted (Gravetter & Forzano, 2012). In this study, researchers used simple linear regression as a statistical test to see the role of the independent variable in predicting the dependent variable. Simple linear regression is a statistical process in finding a linear equation that produces the most accurate predictive value for the criterion variable using one predictor variable (Gravetter & Forzano, 2012).

This study uses a quantitative approach involving three variables, technology orientation, work wellbeing, and job performance. The characteristics of the respondents in this study are millennials. This study uses a non-probability sampling technique, which is a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample (Gravetter and Forzano, 2012). Thus, with this technique, each individual does not get the same opportunity to be a research sample, where the researcher has set criteria to be used as a sample. Then, the type of non-probability sampling used is convenience sampling, namely the selection of samples that involves selecting individuals based on availability and willingness to respond (Gravetter and Forzano, 2012). After determining the sampling technique and sampling, then the researcher determines the number of samples in this study.

## RESULT

The results of the multiple linear regression data analysis above show that the work well-being variable has an estimate value of 0.221 with a p-value of 0.22, where the p-value is greater than 0.05. This shows that there is no significant effect of the work well-being variable on job performance.

The second result shows that tech oriented has an estimated value of 0.95 with a p-value of 0.00. These results indicate that 94% of the job performance variables can be explained (influenced) significantly by the tech oriented variable.

Taken together, the variable work well-being with tech oriented gets a multiple r-squared value of 0.518. This means that as much as 52% of job performance variables can be explained (influenced) by the work well-being variable with tech oriented significantly (p-value < 0.05).

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