



This Journal is available in Telkom University Online Journals.

Jurnal Manajemen Indonesia

Journal homepage: journals.telkomuniversity.ac.id/ijm



Effect of Technology Towards Performance Through Work Stress in Land Agency Riau Island

A. Rangga Ikrar Gombang Olenka¹, B. Chablullah Wibisono², C. Muammar Khaddafi³

¹ HRM Doctoral Program Student at Batam University, Indonesia

² Sharia Economics Professor of the Faculty of Economics, Batam University Indonesia

³ Lecturer of the Faculty of Economics, Batam University Indonesia

Abstract

Many factors are believed to affect job performance, such as technology, organizational support, individual characteristics, and individual adaptability. But what if those factors are mediated by another factor, like work stress? This study used the quantitative Method with Analysis Tool using AMOS version 24. The population in this study were all state civil servants in the Regional Office of the National Land Agency and the Land office in Riau Islands Province, totaling 266 people. The sampling technique by using Slovin got 160 people. The results showed that Technology negatively influences work stress, Organizational support positively influences work stress, no significant influence of individual characteristics toward work stress, Individual adaptability positively work stress, Work stress has a significant positive direct influence on employee performance, Technology shows a significant positive direct influence on performance, there is no significant direct influence between organizational support and performance, Individual characteristics have a significant negative direct influence on performance, there is no significant direct influence between individual adaptability and employee performance. For mediating testing, work stress does not mediate the influence of technology on employee performance or individual characteristics on employee performance; rather, it fully mediates the influence of organizational support on performance and individual adaptability on employee performance. Square Multiple Correlation for Work Stress = 100% and Performance = 68,3%. This research indicates that work stress at a certain level will greatly improve various aspects of employee performance and give new insight into the positive impact of work stress.

Keywords—Organizational Support; Individual Characteristics; Individual Adaptability; Work Stress and Performance

Abstrak

Banyak faktor yang diyakini mempengaruhi prestasi kerja seperti Teknologi, Dukungan Organisasi, Karakteristik Individu, Kemampuan Beradaptasi Individu. Namun bagaimana jika faktor tersebut dimediasi oleh faktor lain, seperti stres kerja?. Penelitian ini menggunakan Metode kuantitatif dengan Alat Analisis menggunakan AMOS versi 24. Populasi dalam penelitian ini adalah seluruh pegawai negeri sipil di Kantor Wilayah Badan Pertanahan Nasional dan Kantor Pertanahan Provinsi Kepulauan Riau yang berjumlah 266 orang dan teknik pengambilan sampel dengan menggunakan Slovin dan mendapat 160 orang. Hasil penelitian menunjukkan bahwa Teknologi berpengaruh negatif terhadap stres kerja, Dukungan organisasi berpengaruh positif terhadap stres kerja, karakteristik individu tidak berpengaruh signifikan terhadap stres kerja, Kemampuan beradaptasi individu berpengaruh positif terhadap stres kerja, Stres kerja berpengaruh langsung positif signifikan terhadap kinerja karyawan, Teknologi berpengaruh positif signifikan pengaruh langsung terhadap kinerja, tidak terdapat pengaruh langsung yang signifikan antara dukungan organisasi terhadap kinerja, Karakteristik individu mempunyai pengaruh langsung negatif yang signifikan terhadap kinerja, tidak terdapat pengaruh langsung yang signifikan antara kemampuan beradaptasi individu terhadap kinerja pegawai. Untuk pengujian mediasi, stres kerja tidak memediasi pengaruh teknologi terhadap kinerja karyawan atau karakteristik individu terhadap kinerja karyawan; melainkan sepenuhnya memediasi pengaruh dukungan organisasi terhadap kinerja dan kemampuan beradaptasi

Article info

Received (16/07/2024)

Revised (28/07/2024)

Accepted (28/08/2024)

Corresponding_rakaikrargombangolenka@gmail.com

DOI: 10.25124/jmi.v24i2.7808

Copyright@2024. Published by School of Economics and Business – Telkom University

individu terhadap kinerja karyawan. Korelasi Berganda Kuadrat untuk Stres Kerja = 100% dan Kinerja = 68,3%. Penelitian ini menunjukkan bahwa stres kerja pada tingkat tertentu akan sangat meningkatkan berbagai aspek kinerja karyawan dan memberikan wawasan baru mengenai dampak positif stres kerja..

Kata kunci— Dukungan Organisasi; Karakteristik Individu; Kemampuan Beradaptasi Individu; Stres dan Kinerja Kerja

I. INTRODUCTION

The Riau Islands Province Regional Office of the National Land Agency (BPN) has a very important role in managing land and spatial affairs in the region. As part of the effort to achieve the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency's Strategic Plan (Renstra) 2020-2024 and the Regional Office of BPN Riau Islands Province's Renstra 2020-2024, the office is faced with various challenges both from within and outside the organization. Success in achieving the Renstra requires collaboration and optimal performance from all Riau Islands Province BPN Regional Office levels, which must be reflected in performance achievements that support the Ministry's national priority agenda.

The main focus of the work agenda of the Riau Islands Provincial BPN Regional Office in 2022 is not only limited to accelerating land registration in the region but also on community empowerment to achieve equitable and economic growth. To achieve these goals, it is important to optimize the implementation of government affairs in the land sector by prioritizing the acceleration of land registration through various programs such as Complete Systematic Land Registration (PTSL), handling land disputes, optimizing land tenure, ownership, use, and utilization, as well as efforts to accelerate land acquisition and land redistribution.

As the only work unit that carries out the duties and functions of the Ministry of Agrarian Affairs and Spatial Planning/BPN in the region, the Riau Islands Province BPN Regional Office is governed by Presidential Regulations and Ministerial Regulations related to organizational structure and work procedures. In carrying out its duties, this office must adhere to the principles of coordination, integration, and synchronization within and between government agencies at the central and regional levels. In addition, the tasks must be carried out with the principles of good governance, including the principles of transparency, accountability, effectiveness, and efficiency.

In the context of the Industrial Revolution 4.0, the State Civil Apparatus (ASN) within the Riau Islands Province BPN Regional Office needs to be able to adapt to technological changes and meet established organizational targets. This is in line with the national goals stated in the 2020-2024 National Medium-Term Development Plan and the Ministry and Regional Office Strategic Plans. One of the strategies to realize a modern service office is to implement electronic land services, which are expected to provide faster, easier, more flexible, and quality services.

Although the application of technology provides various conveniences in work, the use of technology applications and systems in the organization also poses its own challenges. One of the challenges is the lack of understanding and training regarding the features and benefits of the applications used. In addition, some applications may be less user-friendly and have not fully accommodated the needs of the business process as a whole. Therefore, efforts are needed to improve technological literacy among ASNs and ensure that the applications used can be properly optimized.

In addition to technological challenges, differences in individual characteristics among ASNs can also be an obstacle in managing human resources. With different backgrounds and characters, conflict management and increasing motivation are important to consider. In the context of accelerating land registration throughout the Riau Islands Province, employees of the Riau Islands Province BPN Regional Office have a key role in ensuring the achievement of these targets. The challenges faced by the Riau Islands Province BPN Regional Office highlight the importance of effective human resource management, adaptation to technological change, and strengthening organizational support systems. Only by effectively addressing these challenges can the office make a significant contribution to land and space services and play an active role in regional development and improving the welfare of the people of Riau Islands Province.

Previous research shows that technological change can affect individual performance. Some researchers, such as Imran et al. (2014) and Ratna and Kaur (2016), found that technology positively impacts employee performance. However, research by Borlio et al. (2020) shows that the relationship between technology and performance has certain weaknesses. Thus, there is a need to fill the research gap regarding the relationship between technological change and performance. Organizations are based on their most important asset, the

employees. Organizational support strongly correlates with employee performance (Metlo et al., 2022; Khan et al., 2021). However, some studies show different results, such as those conducted by Sunarsih & Andriyansah (2020) and Ihtian (2014), who found that organizational support can have a negative impact on performance. Therefore, further research needs to be done to understand the relationship between organizational support and performance.

This study aims to fill the knowledge gap by considering additional variables such as individual characteristics and individual adaptability and considering work stress as an intervening variable. Through this research, we aim to understand how technology, organizational support, individual characteristics, and individual adaptability contribute to employee performance in the Regional Office of the National Land Agency of Riau Islands Province.

Formulation of the Problem

- a) How is the direct influence between technology and work stress on employees of the Riau Islands Province BPN Regional Office?
- b) How is the direct influence between organizational support and work stress of employees of the Riau Islands Province BPN Regional Office?
- c) How is the direct influence between individual characteristics and work stress of employees of the Riau Islands Province BPN Regional Office?
- d) How is the direct influence between individual adaptability on employee performance of the Riau Islands Province BPN Regional Office?
- e) How is the direct influence between work stress on the performance of employees of the Riau Islands Province BPN Regional Office?
- f) How is the direct influence between technology on the performance of employees of the Riau Islands Province BPN Regional Office?
- g) How is the direct influence between organizational support on the performance of employees of the Riau Islands Province BPN Regional Office?
- h) How is the direct influence between individual characteristics on the performance of employees of the Riau Islands Province BPN Regional Office?
- i) How is the direct influence between individual adaptability on the performance of employees of the Riau Islands Province BPN Regional Office?
- j) How is the indirect effect between technology on performance through work stress of employees of the Riau Islands Province BPN Regional Office?
- k) How is the indirect effect between organizational support on performance through work stress of employees of the Riau Islands Province BPN Regional Office?
- l) How is the indirect effect between individual characteristics on performance through work stress of employees of the Riau Islands Province BPN Regional Office?
- m) How is the indirect effect of individual adaptability on performance through work stress of Riau Islands Province BPN Regional Office employees?

II. LITERATURE REVIEW

Performance Theory

As expressed by Campbell & Wiernik (2015), individual performance results from actions relevant to organizational goals. In this context, factors such as cognitive ability, personality, and situational factors such as reward systems and management influence performance (Campbell & Wiernik, 2015; Robbins, 2003). Recent research highlights performance dimensions, including adaptive, task, contextual, and counterproductive behaviors (Sonnetag et al., 2010). Adaptive performance, for example, includes an individual's ability to cope with uncertainty and changes in the work environment (Sonnetag et al., 2010; Campbell & Wiernik, 2015).

Variables such as family issues, personality, and technology also affect performance (Robbins, 2003; Koopmans et al., 2012). Organizational factors, such as task demands and organizational structure, also play a role (Robbins, 2003). There are efforts to understand predictors of performance through multidisciplinary research (Koopmans et al., 2012). Individual performance is the main focus in management, as it contributes to organizational goals (Elger, 1962). Through this understanding, organizations can identify factors that influence performance and take steps to improve it. Thus, research on individual performance has great practical implications for optimizing organizational productivity and effectiveness.

Technology Theory

Grübler (2015) states that technology is a combination of hardware, software, and knowledge that continues to change and develop over time. Imran et al. (2014) highlighted the importance of technological change in

improving performance for the company and the nation. The use of technology has been shown to positively impact job satisfaction, life balance, and employee performance (Ratna & Kaur, 2016). Borlio et al. (2020) identified factors that influence technology use, such as access to information, participation in online activities, and use of social media. The Technology Acceptance Model (TAM) introduced by Davis (1989) is a useful tool for analyzing user acceptance of technology. According to Davis, technology implementation has the potential to improve performance substantially but is often hampered by user disapproval (Davis, 2015).

Research using the TAM model can help understand user attitudes towards technology, considering factors such as perceived ease of use and benefits (Fatmawati, 2015). As a development of the Theory of Reasoned Action (TRA), TAM is broader in scope and has proven effective in explaining user behavior related to technology adoption (Davis, 1989). Thus, a better understanding of technology acceptance by users can assist organizations in designing more effective and successful technology implementation strategies.

Organizational Support Theory

Afzali et al. (2014) explain that organizational support is how employees feel treated and attention by the organization, which is influenced by their views on how the organization values their contributions and welfare. Positive organizational support can have a positive impact, such as increasing commitment to the organization, improving performance, and reducing the tendency to skip work. This creates a social exchange in which employees feel the need to perform better in return for the support received from the organization.

According to Sulistyan et al. (2021), individual performance in organizations can be influenced by several factors, including the level of organizational support. Organizational support can also help reduce employee work stress. Metlo et al. (2022) added that organizational support and performance have a close relationship, where support provided by managers to subordinates can increase employee commitment and performance. Eisenberger et al. (1986) define organizational support as employees' beliefs about how much the organization values their contributions, and factors such as organizational rewards and the way the organization responds to employee performance influence this perception.

Weny et al. (2021) concluded that organizational support generally positively impacts employees, including improving their performance and attachment to the organization. Employees who feel supported tend to be more committed, perform better, and be more loyal to their organizations. Therefore, organizations need to pay attention to how they support employees to create a productive and sustainable work environment.

Individual Adaptability Theory

Razmerita et al. (2021) explain that adaptation is the acquisition of new practices, both at the individual and organizational levels, in response to constantly changing and dynamic situations. Adaptation is key in building resilience and dealing with change. The concept of adaptation has been widely used in organizational and management studies, where adaptive behavior is considered a prerequisite for effective job performance and career development. According to Tai et al. (2012), the level of individual adaptation can be measured by looking at how often the individual spends time in a foreign country, which shows the individual's ability to adapt and accept new things.

Murphy (2015) defines individual adaptability as a dimension of performance and describes the adaptation variable as an individual's ability to generate solutions to new problems. This approach emphasizes individual ability to adapt as an individual difference variable that predicts performance rather than as a comprehensive outcome. Motowidlo and Kell (2013) propose a similar approach, who define adaptability as a set of independent abilities that drive behavioral responses to environmental change. Adaptability is seen as an important predictor of performance and can be used for employee selection and training.

Ployhart & Bliese (2015) state that individual adaptability includes the ability, skills, disposition, willingness, and/or motivation to change or adapt different task, social, and environmental features. Individual adaptability is a construct of individual differences that influence how one interprets and responds to different situations. This suggests that individual adaptability does not only occur as a response to change but also as a proactive effort to match oneself to the environment before or after change occurs.

Individual Characteristic Theory

Tai et al. (2012) explain that individual characteristics include various aspects such as gender, age, education, and experience that distinguish individuals. Mathieson and Wall (1982) also say that the decision-making process by individuals is influenced by characteristics such as age, which affects their attitudes, needs, and motivations. According to Podsakoff and McKenzie, individual characteristics are strongly related to performance, meaning that individual characteristics significantly influence employee performance. Four types of individual

characteristics include biographical, ability, personality, and learning. Komariyah & Komarudin (2019) also emphasize that individual characteristics are very diverse, including in terms of age, gender, education level, marital status, length of service, and position in the organization. These can be used as aspects and indicators to improve performance.

Syam & Aisya (2021) define individual characteristics as distinctive traits following a particular personality, including gender, education level, age, tenure, marital status, number of dependents, and position. Individual characteristics influence individual perceptions and actions in various contexts, including in the world of work. Thus, individual characteristics are important to consider in the context of human resource management, as each individual has different views, goals, needs, and abilities. These differences are reflected in individual performance at work and affect interactions between individuals as well as the overall success of the organization.

Work Stress Theory

According to Ornek & Esin (2020), work stress is all reactions that occur in individuals and cause changes in cognitive, physical, psychological, and emotional structures due to a perceived high workload. Work stress can produce physical, psychological, biological, and behavioral symptoms, such as high blood pressure, rapid pulse, headache, and muscle tension. If stress continues for a long time, it can cause serious physical and mental health problems and threaten the health and safety of workers. Working conditions and individual characteristics are the main factors associated with work stress.

Shukla & Srivastava (2016) state that work stress is experienced by people due to their work in organizations. Work stress is defined as a harmful physical and emotional response that occurs when role requirements (work) do not match the employee's abilities, resources, and needs. Nowadays, where globalization, information revolution, and speed are characterized by intensified competition and increasing demands for flexibility and adjustability, organizations have made strong decisions such as outsourcing, downsizing, and merging to adapt to new situations. Job stress is created in organizations due to changes in the global economy.

Nanda et al. (2020) explain that stress is a state of physical and psychological distress where environmental demands exceed the individual's ability to respond. The environment includes physical and social aspects and can give rise to dimensions and indicators of job stress, such as task demands, role demands, organizational structure, and leadership attitudes. Pierce (2014) identifies stress as an individual's response to life's challenges, which can improve performance in some cases but can be harmful to health if it lasts for a long time or is excessively pressured. Individuals' experiences of stress can vary, and it is important to remember that each individual has a different tolerance to stress.

Conceptual Framework

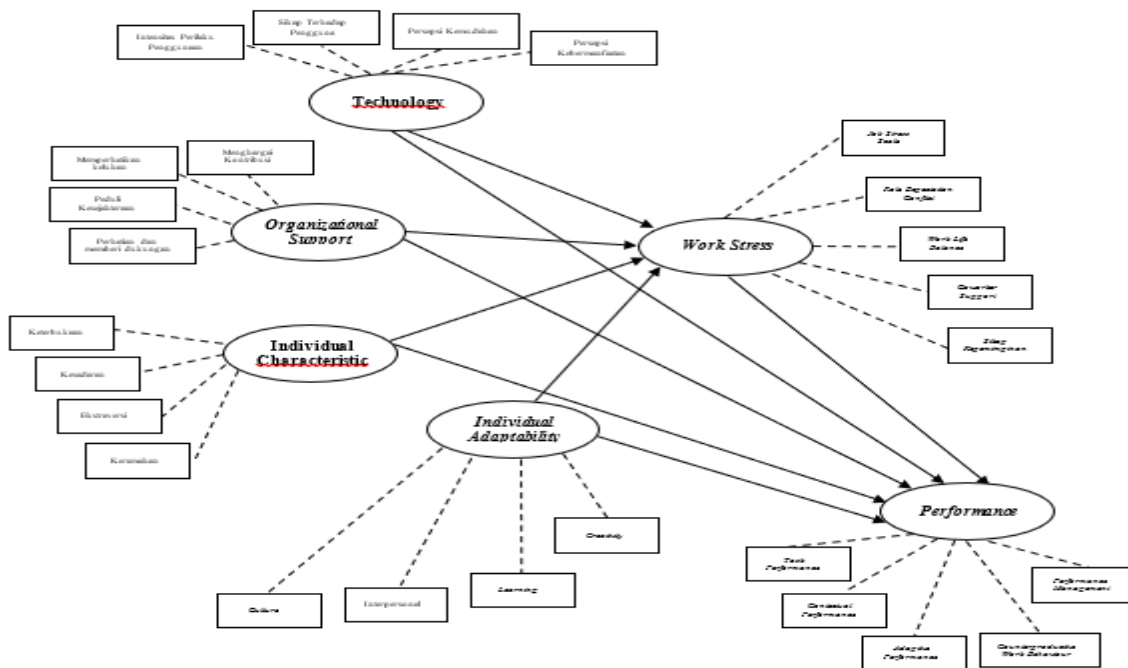


Figure 1. Research Model

Hypothesis

- a) There is a direct effect between technology and work stress of employees of the Riau Islands Province BPN Regional Office
- b) There is a direct effect between organizational support and work stress of employees of the Riau Islands Province BPN Regional Office.
- c) There is a direct effect between individual characteristics and work stress of employees of the Riau Islands Province BPN Regional Office.
- d) There is a direct effect between individual adaptability and employee performance of the Riau Islands Provincial BPN Regional Office.
- e) There is a direct effect between work stress on the performance of employees of the Riau Islands Province BPN Regional Office.
- f) There is a direct effect between technology on the performance of employees of the Riau Islands Province BPN Regional Office.
- g) There is a direct effect between organizational support on the performance of employees of the Riau Islands Province BPN Regional Office.
- h) There is a direct effect between individual characteristics on the performance of employees of the Riau Islands Province BPN Regional Office.
- i) There is a direct effect between individual adaptability on the performance of employees of the Riau Islands Provincial BPN Regional Office.
- j) There is an indirect effect between technology and performance through work stress of employees of the Riau Islands Province BPN Regional Office.
- k) There is an indirect effect between organizational support on performance through work stress of employees of the Riau Islands Province BPN Regional Office.
- l) There is an indirect effect between individual characteristics on performance through work stress of employees of the Riau Islands Province BPN Regional Office.
- m) There is an indirect effect between individual adaptability on performance through work stress of employees of the Riau Islands Provincial BPN Regional Office.

III. RESEARCH METHODOLOGY

Quantitative Research Method

This research seeks to study the relationship between variables, including relational research. This research seeks to find the relationship between technological variables, organizational support, individual characteristics, individual adaptability, performance, and work stress as an intervening variable. Under theories and concepts, as well as comparisons to the results of previous studies, research hypotheses can be prepared. A questionnaire was also used to obtain primary data in this study, so it can be said that this research is a type of survey research. The survey was conducted at the State Civil Apparatus within the Regional Office of the National Land Agency of Riau Islands Province, which is an actor in a government organization. The data that has been collected is then analyzed, both descriptively and testing the relationship between variables with the Structural Equation Modeling (SEM) approach. The results of the data analysis are then discussed again by comparing theories and concepts as well as conditions in the field according to the analysis results. Furthermore, findings will be obtained as a result of the research and to answer research problems.

Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2021). The population in this study were all state civil servants in the Regional Office of the National Land Agency and the Land office in Riau Islands Province, totaling 266 people.

Sample

The sample is part of the number and characteristics possessed by the population selected for specific research purposes. According to Sugiyono (2021), the use of samples helps researchers overcome limitations such as funds, time, and energy and is a subgroup that represents the population being studied. Bhardwaj (2019) also describes a sample as a subset of individuals or a large population group selected for specific research purposes. Taherdoost (2016: 20) explains that sampling is carried out from the population under study, which is useful for making conclusions about a population or generalizing existing theories.

In determining the research sample, the two main things that need to be considered are sample size and sampling technique. The sample size is determined based on the Slovin formula by taking into account the population and a certain level of confidence. In this example, using the Slovin formula with a population of 266 and a confidence level of 0.05 results in a minimum sample size of 160, as described by Relating to sample size, followed by the use of purposive random sampling method as a sampling technique. With this method, it is expected that the research results can approach the real value and minimize errors or deviations from the population.

Data Analysis Method

Structural equation modeling was used to analyze the data. The AMOS * version 24 (Adi, 2019) program is used for structural analysis:

- 1) Construction of a Theoretical Model
- 2) Drawing up process maps (path diagrams)
- 3) Produce a set of structural equations from a flowchart
- 4) Models were formulated by the careful selection of input matrices and the application of estimate strategies.
- 5) Check for potential issues with the ID
- 6) See how well the criteria for appropriateness stack up.
- 7) Modelling and its adaptation

IV. RESULT/FINDING

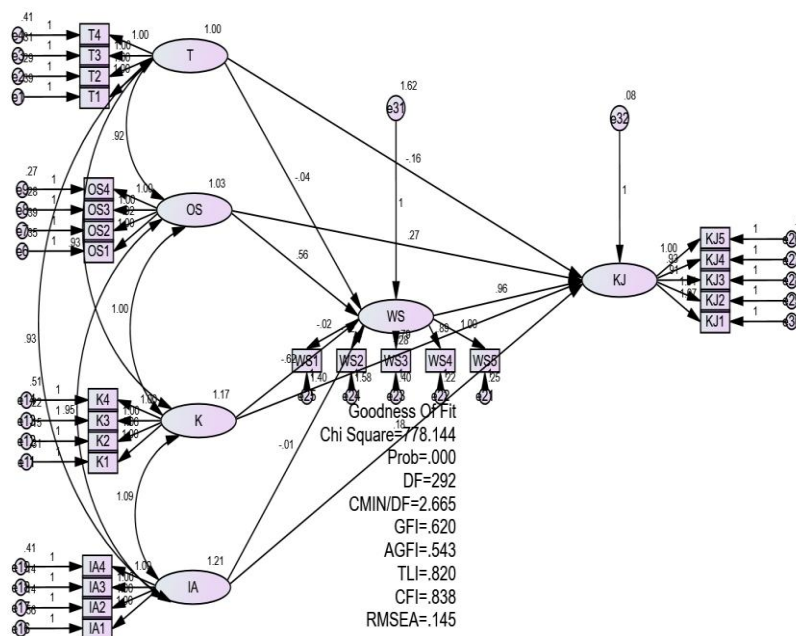


Figure 2 Full Model

Table 1. Regression Weights: (Group number 1 - Default model)

			Estimate	SE.	CR.	P	Label
WS	<---	T	-0,076	0,03	-2,515	0,012	par_1
WS	<---	OS	0,729	0,065	11,281	***	par_2
WS	<---	IA	0,128	0,027	4,718	***	par_3
WS	<---	K	-0,027	0,02	-1,366	0,172	par_3
KJ	<---	T	0,376	0,071	5,327	***	par_4
KJ	<---	WS	0,856	0,189	4,53	***	par_5
KJ	<---	OS	-0,067	0,118	-0,566	0,571	par_6

KJ	<---	K	-0,096	0,049	-1,976	0,048	par_7
KJ	<---	IA	0,109	0,069	1,575	0,115	par_8

Table 2. Sobel Test for Indirect Effect of Intervening Variable

	Path	Sobel Test	P-Value
		t-Statistik	
T <--- KJ	WS	-0,0774	1,2937
OS <--- KJ	WS	4,1996	0,00002674
IA <--- KJ	WS	3,2748	0,00105729
K <--- KJ	WS	2,2159	0,19575185

Table 3. Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
WS	1,042
KJ	,683

Table 4. Analysis of Goodness of Fit

The Goodness of Fit Index	Cut Of Value	Model Result	Information
Chi-Square	778.114	Expected to be small	Marginal Fit
probability	≥ 0.05	0.000	Not Fit
CMIN/ DF	≤ 2.00	2.665	Marginal Fit
RMSEA	≤ 0.08	0.145	Not Fit
GFI	≥ 0.90	0.620	Marginal Fit
AGFI	≥ 0.90	0.543	Marginal Fit
TLI	≥ 0.93	0.820	Marginal Fit
CFI	≥ 0.93	0.838	Marginal Fit

V. DISCUSSION

a) The results of the analysis of the effect of technology on work stress of employees of the Riau Islands Province BPN Regional Office (T>>WS) are seen to have $\beta = -0.076$ and p-value <0.05, namely 0.012 <0.05. This result shows a significant negative relationship of direct influence between technology and employee work stress. The value of $\beta = -0.076$ indicates that there is an opposite relationship between technology and work stress variables where if technology, which has indicators of Perceived Usefulness, Perceived Ease, Attitude Toward Users, and Intensity of Use Behavior, is increased, Work stress, which has indicators of Job Stress Scale, Role Expectation Conflict, Work-Life Balance, Coworker Support, Employee Leadership Attitude will decrease.

b) The results of the analysis of the effect of organizational support on work stress from employees of the Riau Islands Province BPN Regional Office (OS>>WS) are seen to have $\beta = 0.729$ and p-value <0.05, namely 0.000 <0.05. This result shows that there is a positive relationship of direct influence significance between organizational support and employee work stress. The value of $\beta = 0.729$ also indicates that organizational support with indicators of appreciating contributions, paying attention to complaints, caring about welfare, and caring about job satisfaction, is increased, then work stress which has indicators of job stress scale, role expectation conflict, work-life balance, coworker support, employee leadership attitudes will increase.

c) The results of the analysis of the effect of Individual characteristics on work stress of employees of the Riau Islands Province BPN Regional Office (K>>WS) are seen to have $\beta = -0.027$ and p-value <0.05, namely 0.172 >0.05. This result shows that there is no direct influence between individual characteristics and employee work stress, which means there is no significant negative influence. The value of -0.027 also indicates that individual characteristics with indicators of Openness, Awareness, Extraversion, and Friendliness are increased

than Work stress which has indicators of job stress scale, role expectation conflict, work-life balance, coworker support, employee leadership attitude, will decrease.

d) The results of the analysis of the effect of individual adaptability on work stress from employees of the Riau Islands Province BPN Regional Office (IA>>WS) are seen to have $\beta = 0.128$ and p-value <0.05 , namely $0.000 <0.05$. These results show that there is a significant positive influence between individual adaptability and employee work stress. The coefficient value $\beta = 0.128$ is positive, indicating that Individual Adaptability, which has indicators of Culture, Interpersonal, Learning, and Creativity, is increased, Work stress which has indicators of Job Stress Scale, Role Expectation Conflict, Work-Life Balance, Coworker Support, Employee Leadership Attitude will increase.

e) The results of the analysis of the effect of Work stress on the performance of employees of the Riau Islands Province BPN Regional Office (WS>>KJ) are seen to have $\beta = 0.856$ and p-value <0.05 , namely $0.000 <0.05$. So it can be seen that there is a significant positive influence between work stress and employee performance. The value of $\beta = 0.128$ also indicates that work stress with indicators of Job Stress Scale, Role Expectation Conflict, Work-Life Balance, Coworker Support, and Leadership Attitude has increased, then performance with indicators of Task Performance, Contextual employees will also increase.

f) The results of the analysis of the effect of technology on the performance of employees of the Riau Islands Province BPN Regional Office (T>>KJ) are seen to have $\beta = 0.376$ and p-value <0.05 , namely $0.000 <0.05$. So, it can be seen that technology has a significant positive influence on employee performance. The value of $\beta = 0.376$ shows that technology with indicators of perceived usefulness, perceived ease of use, attitude towards users, and intensity of use behavior is increased, the performance with its indicators on employees will also increase

g) The results of the analysis of the effect of Organizational Support on the performance of employees of the Riau Islands Province BPN Regional Office (OS>>KJ) are seen to have $\beta = -0.067$ and p-value <0.05 , namely $0.571 >0.05$. So, it can be seen that there is no direct influence between Organizational Support and employee performance because this result shows that there is no significant negative effect. The value of $\beta = -0.067$ also indicates that if Organizational Support has indicators of Valuing contributions, Paying attention to complaints, Caring about welfare, and Caring about job satisfaction is increased, the performance with Task Performance and contextual employees will decrease insignificantly.

h) The results of the analysis of the effect of individual characteristics on the performance of employees of the Riau Islands Province BPN Regional Office (K>>KJ) are seen to have $\beta = -0.096$ and p-value <0.05 , namely $0.048 <0.05$. So, it can be seen that there is a direct influence between individual characteristics and employee performance because these results show that there is a significant negative effect. This also indicates that if the individual characteristics and their indicators are increased, the performance and their indicators in the Riau Islands Province BPN Regional Office employees will decrease significantly.

i) The results of the analysis of the effect of Individual Adaptability on the performance of employees of the Riau Islands Province BPN Regional Office (IA>>KJ) are seen to have $\beta = -0.109$ and p-value <0.05 , namely $0.115 >0.05$. So, it can be seen that there is no direct influence between Individual Adaptability and employee performance, and there is no significant negative effect. This result indicates that individual adaptability, which has indicators of culture, interpersonal, learning, and creativity, is increased compared to performance with indicators of task performance, and contextual employees will decrease insignificantly.

j) The results of the analysis of the effect of technology (T) on work stress (WS) are significant (P-value = 0.012), the effect of Work Stress on performance is significant (P-value = 0.000), while the indirect effect of Technology on Performance is not significant (P-value = -1.2937). Thus, it can be stated that work stress does not act as a mediator in the influence of technology on the performance of employees of the Riau Islands Province BPN Regional Office.

k) The results of the analysis of the effect of Organizational Support (OS) on Work Stress are significant (P-value = 0.000), the effect of Work Stress on performance is significant (P-value = 0.000), while the indirect effect of Organizational Support (OS) on Performance is significant (P-value = 0.00002674). Thus, it can be stated that Work Stress is a full mediation of the influence of the role of Organizational Support (OS) on the performance of employees of the Riau Islands Province BPN Regional Office.

l) The results of the analysis of the effect of Individual Adaptability (IA) on Work Stress are significant (P-value = 0.000), the effect of Work Stress on performance is significant (P-value = 0.000), while the indirect effect of Organizational Support (OS) on Performance is significant (P-value = 0.00105729). Thus, it can be stated that Work Stress is a full mediation of the influence of the role of Individual Adaptability (IA) on the performance of the Riau Islands Province BPN Regional Office employees.

m) The results of the analysis of the effect of Individual Characteristics (K) on Work Stress are not significant (P-value = 0.172), the effect of Work Stress on performance is significant (P-value = 0.000), while the indirect effect of Individual Characteristics (K) on Performance is not significant (P-value = 0.19575185). Thus, it can be stated that Work Stress does not act as a mediator in the influence of the role of Individual Characteristics (K) on the performance of employees of the Riau Islands Province BPN Regional Office.

VI. CONCLUSION AND RECOMMENDATION

1. The existence of technology can reduce employee stress at work.
2. Organizational support has the potential to cause their stress to increase.
3. Individual characteristics play an important role in reducing stress levels, although not significant.
4. Employees who have good Individual adaptability tend to have high-stress levels due to perceived responsibility demands.
5. Work stress plays an important role in improving employee performance if the work stress is in an acceptable stage.
6. Employees who understand technology well will be able to increase their productivity and performance.
7. Organizational support provided by the company at certain times can reduce employee performance because the existence of this support will also give them higher responsibilities.
8. Employees need to adapt their individual characteristics more so that their performance in the company does not decrease.
9. Employees' individual adaptability does not have much impact on their performance results.
10. The effect of technology on performance is not triggered by work stress.
11. Work stress greatly affects the role of Organizational Support on employee performance.
12. The influence of the role of Individual Adaptability on employee performance is fully mediated by work stress.
13. The influence of Individual characteristics is not mediated by work stress.

REFERENCES

- Afzali, A., Amir Arash, M., & Loghman, H.-S. (2014). Pitcher's Thistle (*Cirsium pitcheri*) in Ontario: Ontario Recovery Strategy Series. 3651(55), 623–629.
- Bhardwaj P. (2019). Types of sampling in research. *J Pract Cardiovasc Sci* 2019;5:157-63
- Borlio, J., Gajo, A., Siacor, R., Latoreno, A. L., & Van Buladaco, M. (2020). Exploring the Relationship between the Effect of Technology and Employee Performance: The Case of Maryknoll College of Panabo, INC June 2020. *International Journal of Research and Innovation in Social Science*, IV(Vi), 2454–6186.
- Campbell, J. P., & Wiernik, B. M. (2015). The Modeling and Assessment of Work Performance. <https://doi.org/10.1146/annurev-orgpsych-032414-111427>
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly: Management Information Systems*, 13(3), 319–339. <https://doi.org/10.2307/249008>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507
- Fatmawati, Endang. 2015, Penerapan Tam Untuk Menganalisis Penerimaan Terhadap Sistem Informasi Perpustakaan
- Ihtian, Harin. (2014). Pengaruh Persepsi Dukungan Organisasi dan Pemberdayaan Psikologi Terhadap Kinerja Yang dimediasi Organizational Citizenship Behavior di Badan Pusat Statistik Provinsi Daerah Istimewa Yogyakarta. *JBTI Vol V, No. 1, Februari 2014*, 138 – 149
- Imran, M., Maqbool, N., & Shafique, H. (2014). Impact of Technological Advancement on Employee Performance in Banking Sector. *International Journal of Human Resource Studies*, 4(1), 57. <https://doi.org/10.5296/ijhrs.v4i1.5229>

- Khan, A., Shah, S. M. A., Hussain, N., Abro, S., & Mahar, S. A. (2021). The Impact of Organizational Commitment and Job Embeddedness on Employee Turnover Intention in the Hotel Industry of Pakistan: The Mediating Impact of Job Satisfaction. *International Journal of Innovation, Creativity and Change*, 15(05), 165-178
- Metlo, M. Y., Janweri, S. A., Brohi, M. A., Memon, I. A., & Kehar, A. (2022). An Empirical Study to Evaluate the Influence of Organizational Support and Job Commitment on Job Performance: An Evidence from Pakistan. *Journal of Entrepreneurship, Management, and Innovation*, 4(1), 58–70. <https://doi.org/10.52633/jemi.v4i1.177>
- Nanda, A., Soelton, M., Luiza, S., & Saratian, E. T. P. (2020). The Effect of Psychological Work Environment and Work Loads on Turnover Interest, Work Stress as an Intervening Variable. *120(Icmeb 2019)*, 225–231. <https://doi.org/10.2991/aebmr.k.200205.040>
- Ornek, O. K., & Esin, M. N. (2020). Effects of a work-related stress model based mental health promotion program on job stress, stress reactions and coping profiles of women workers: a control groups study. *BMC Public Health*, 20(1), 1–14. <https://doi.org/10.1186/s12889-020-09769-0>
- Pierce, C. M. (2014). Stress in the workplace. *Black Families in Crisis: The Middle Class*, 1079797, 27–34. <https://doi.org/10.4324/9781315803791>
- Ratna, R & Kaur T. (2016). The impact of information technology on job-related factors like health and safety, job satisfaction, performance, productivity, and work-life balance. *Journal of Business & Financial Affairs*, 05. <https://doi.org/10.4172/2167-0234.1000171>
- Razmerita, L., Peroznejad, A., Pantelli, N., & Kärreman, D. (2021). Adapting to the Enforced Remote Work in the Covid-19 Pandemic. *July*, 629–642. <https://doi.org/10.18690/978-961-286-485-9.44>
- Shukla, A., & Srivastava, R. (2016). Development of a short questionnaire to measure an extended set of role expectation conflict, coworker support, and work-life balance: The new job stress scale. *Cogent Business and Management*, 3(1). <https://doi.org/10.1080/23311975.2015.1134034>
- Sonnentag, S., & Volmer, Judith Volmer. (2010). *Job Performance*. 1, 427–447.
- Sulistyan, R., Paramita, R., Setyobakti, M., Rizal, N., & Lukiana, N. (2021, January 27). Perceived Organizational Support on Employee Performance: The Mediating Effect of Job Stress. <https://doi.org/10.4108/eai.30-11-2020.2303710>
- Syam, S. M., & Aisya, S. (2021). I INTERNATIONAL JOURNAL OF The Effect of Employee Characteristics on Customer Satisfaction of Islamic Banks Services in Indonesia The Effect of Employee Characteristics on Customer Satisfaction on Islamic Banks Services. 4(11), 1638–1649. <https://doi.org/10.47191/ijmra/v4-i11-24>
- Taherdoost, H. (2016). Sampling Methods in Research Methodology ; How to Choose a Sampling Technique for Research r. *International Journal of Academic Research in Management (IJARM)*, 5(2), 18–27
- Tai, C., Chen, L., Chang, C., & Hong, J. (2012). The impact of individual characteristics, personality traits, perceived risk on young people’s intention to participate in overseas working holiday. 57, 388–395. <https://doi.org/10.1016/j.sbspro.2012.09.1202>
- Weny, Siahaan, R. F. B., Anggraini, D., & Sulaiman, F. (2021). The Effect of Perceived Organizational Support on Employee Performance. *Enrichment: Journal of Management*, 12(1), 321–32
- Alister Mathieson and Geoffrey Wall. (1982). *Tourism: Economic, Physical and. Social Impact*. New York. Longman Scientific and Technical
- Komariyah, I., & Komarudin, K. (2019). Improving the Performance of Facilitator through Individual Characteristic and Motivation in Development of Empowerment Teacher and Education Personnel (P4TK) Bandung – Indonesia. 306(Isseh 2018), 38–43.
- Motowidlo, S. J., & Kell, H. J. (2013). Job performance. *Handbook of Psychology. Industrial and Organizational Psychology*, 12, 82-103.
- Ployhart, R. E., & Bliese, P. D. (2015). Understanding Adaptability : A Prerequisite for Effective Performance within Complex

- Robbins, S.P. (2003). *Organizational behavior* (10th ed.). New Jersey: PrenticeHall International, Inc
- Sugiyono. (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Sunarsih, N., & Andriyansah. (2020). Improvement of employee performance through perceived organizational support, organizational justice, and organizational commitment. *Test Engineering and Management*, 82(1–2), 8027–8034
- Murphy, S. L. (2015). Individual adaptability as a predictor of job performance. <https://digitalcommons.latech.edu/dissertations/209>.