

The Influence of Office Technology and Job Performance of Office Professionals as Mediated by Interpersonal Skills

Lowena G. De Ocampo^{1,*}, Lualhati P. Sausa², Jolly S. Balila³, Glenda Joy B. Lopez⁴, Reuel E. Narbarte⁵,
and Ruben T. Carpizo⁶

College of Business, Adventist University, Philippines
Puting Kahoy Silang, Cavite, Philippines

*Corresponding author: LGdeOcampo@aup.edu.ph

Received: 22nd March 2021; Revised: 22nd August 2021; Accepted: 1st Dec 2021

ABSTRACT

Office professionals are integral members of the organization who utilize office technology provided by the organization to produce an outstanding performance. However, office professionals face the challenges on adequacy, knowledge, and skills related to office technology. The paper investigated the relationship of office technology and job performance of office professionals as mediated by interpersonal skills. Data from 320 office professionals were collected through convenience sampling from selected higher education institutions (HEIs) in the Philippines. This descriptive-correlational study utilized a self-constructed and validated questionnaire. The statistical analyses were performed using the SPSS and Smart PLS. Results revealed that technological equipment in the workplace were available and adequate. Furthermore, the office professionals are moderately knowledgeable on how to use the office technology. The extent of interpersonal skills in terms of workplace communication are very good, the respondents' motivation is high, and their teamwork skills is good. Adequacy of office technology and knowledge are significantly related with the subdimensions of interpersonal skills. Office technology and interpersonal skills are positively correlated with the job performance of the respondents. The mediation analysis revealed that the direct and indirect effects of office technology on job performance is significant as mediated by interpersonal skills. These imply that adequacy, availability, knowledge, and usage treated as whole can improve the job performance of office professionals, however, it is partially mediated by the interpersonal skills. Both office technology and interpersonal skills can improve the job performance of office professionals with a medium effect size (f^2) of 0.245. Recommendations are proposed to office professionals and HEIs in general to enhance the knowledge and skills of office professionals and their actual office practices in organizations for organizational productivity and success.

Keywords: Office professionals, office technology, interpersonal skills, job performance.

1. INTRODUCTION

The 21st century is significantly marked by interaction of people with technology. This intermingling has become a way of life, which some claim, has made life easier and convenient. According to Jiang (2018), new generations are uniquely popular for their technology literacy while older generations are undoubtedly affected by the outburst of different technologies. Riley (2015) mentioned that the 21st technology works globally anytime of the day and helps produce more output because of its connectivity to any place and any equipment.

The workplace and office professionals are impacted by the turn-around of new technologies. Several changes have taken place in private and public offices, particularly related to the roles and functions of office professionals. The type of machines and gadgets used to produce,

duplicate, transfer and store information has undergone a great transformation to cope with the fast-growing world of technology. Furthermore, the success of any organization relies much on the office professionals whose role though supportive is critical to the achievement of organizational goals and objectives (Aliata & Hawa, 2014). According to Christensen (2013), the current degree, speed, changes, and advancement of office technology is tremendous. Organizations may have challenges in managing office technology because of the fast technological transformation. Thus, management needs to abide to the continuous technological change for the benefits of employees and for business to succeed in the competitive world of technology. According to Okoye (2016), technology has affected work from the origination of document to production, revision, reproduction, distribution, and storage of documents. In this context, office professionals should embrace new office technological innovations.

Armah (2015) claims that office technology, is crucial to the progress of an organization. Akpomi and Ordus (2014) support the concept, that the effective performance of the office professionals depends upon the office equipment, knowledge, and skills of the incumbent.

Oteng and Seidu (2016) consider that most offices in today's business world—private and public necessitate correct data for speedy decision-making. Office professionals needs support from the organization in order for them to respond and accomplish work that needs immediate actions. Today, office professionals are expecting technological support to face the challenges ahead of them. Organizations exert effort to upgrade and develop a strong technological system for office professionals to become more productive.

Aliata and Hawa (2014) stated that with the office technology, the role of the office professionals becomes vital to the organizational development. They claimed that effective performance of the office professionals of their tasks depends on the office equipment, their knowledge, and skills. The introduction of technologies has lessened the difficult tasks of the office professionals. These range from production, reproduction, storage, and retrieval of documents. With the technology advancement, the use of the computer and software programs simplifies the work of the office professional. These include the use of machines such as printer, fax, pen drive, cell phones, photocopier, telex and internet, telecommunication and many more.

Interpersonal skills greatly impact the performance and success of an individual. It is the central element and necessary characteristics for office professionals to become personally and professionally successful in relating with people in the workplace. Most organizations nowadays are giving more weight and importance on interpersonal skills as requirement for employment than other related skills.

Pfano and Beharry (2016) cited that office professionals should be updated and well-informed of the significance on how to use and operate the office technology. In order to improve the technological skills of office professionals, a regular training program should be organized to enhance their knowledge on modern office technology. Literature signify that office professionals who are skillful, knowledgeable in using and managing office technology tends to be competent in performing their duties and responsibilities.

Harris, (2013) claimed that there are different responses when transformation is being presented in the workplace concerning technology. Some office professionals are open to the challenges of using modern technology but there are those who respond negatively.

Aliata and Hawa (2014) believe that the roles of the office professionals have been turned around by technology. Their role has been shifted from data recorder to professional planner for them to be prepared to meet the demands and challenges of speedy transformation of modern office technology. There are conclusions by experts in the secretarial profession that changes are needed to reshape the office.

This important issues, concerns and challenges, motivated the researcher to conduct this study to determine availability, extent of usage and knowledge of operating the office technologies and its effect on job performance among office professionals as mediated by interpersonal skills.

2. THEORETICAL FRAMEWORK

The study is anchored on the following theories:

Heuristic Conceptual Framework of Individual Work Performance. Koopmans et al. (2011) formulated the heuristic conceptual framework of individual work performance to serve as guide toward understanding the construct on this concept. The framework provides the construct—individual work performance as general factor serving as the important variation in job performance ratings. There are four dimensions in the framework such as: (1) task performance – which refers to the proficiency with which central job tasks are performed; (2) contextual performance – refers to behaviors that support the organizational, social, and psychological environment in which the technical core must function; (3) adaptive performance – refers to an employee’s ability to adapt to changes in a work system or work roles; (4) counterproductive performance – refers to behavior that harms the well-being of the organization.**Interpersonal Skill Theory.** Khan and Ahmad (2012) developed a theoretical model of Leader’s Interpersonal skills and its effectiveness at different levels of management which consists of (1) ability to motivate, (2) ability to communicate, (3) ability to build teams. It was cited that motivation, communication, and team building skills are interrelated and complementary that is why leadership needs to develop these areas (Gilley, McMillan, and Gilley, 2009).

Emerging Theories of Learning and the Role of Technology. According to Doak (2018), there are theories that support with the many changes happening around the globe due to technology innovation:

- **Situated Cognition.** This learning theory supports the idea that learning occurs only when situated within a specific context. It believes that learning takes place in a learning community or community of practice, where the learners take an active role in the learning community. Learning involves a process of interaction between the learners within the community, the tools available within the specific situation and the physical world. Therefore, technology in this learning theory is a piece of the learning environment that helps to bring about cognition.
- **Distributed Cognition.** It is a student-centered approach to learning where the learners participate in a systematically designed learning environment that supports interaction amongst its participants. Distributed cognition describes a construction of knowledge that takes place in a natural environment which is synergistically connected to the cognitive actions taken by the participants in the learning environment. This theory has an important role in technology, where learners interact, help distribute their knowledge and skills and apply their knowledge and skills to new innovation.
- **Socially-Shared Cognition.** The role of technology in this theory is similar to that of the other preceding two theories. Technology plays a part in this theory by being something which helps to share the cognition in the community of learning. In one example a computer and the games the children play on it, are at the heart of the system. The participants make use of the games as the core activities for the learning of new skills. While the games are regular off-the-shelf type of activities for computers, they are changed by a make-believe activity system. In this system there are specific tasks set for the children to accomplish, many of which involve communicating with others in the learning community, either orally or in written format (Brown & Cole, 2000).

3. RESEARCH QUESTIONS

This research determined the relationship of office technology and job performance as mediated by interpersonal skills. Specifically, the study addressed the following questions:

1. How do the respondents perceive the office technology in terms of availability, adequacy, usage, and knowledge?
2. What is the extent of interpersonal skills of the respondents?
3. What is the level of job performance of the respondents?
4. Is there a significant relationship between the following:
 - a. Office technology and interpersonal skills,
 - b. Office technology and job performance,
 - c. Interpersonal skills and job performance?
5. Do interpersonal skills mediate the relationship between office technology and job performance?

4. LITERATURE REVIEW

Azih (2013) mentioned that office professionals perform various office duties in their organization, and their ability to apply some of these office technologies leads to efficiency in the performance of their assigned roles. Tohidi (as cited in Pfano & Beharry, 2016) observed that companies nowadays combine business and technology to become fast, competitive, and profitable. To achieve success, companies should be flexible and adaptable to any change in the business environment to grasp every opportunity to grow and excel in their own field.

Oteng and Seidu (2016) claimed that there are a wide range of office machines and equipment which now enable office professionals to improve their performance. Such machines are electronic typewriters that replaced the manual ones, photocopiers, word processors with multi-purpose facilities, computers and other sophisticated office machines and equipment are now provided by management of organizations. They confirmed that this technological advanced office equipment enhances proficiency and productivity.

According to Ejeka (2018), for office professionals to be prepared in a technological challenging world, they must possess three important aspects in their profile such as: knowledge, skills and attitude.

Availability

Oteng and Seidu (2016) concluded that the availability of office technology undoubtedly affects the efficiency and effectiveness of office professionals in every business organization. He further mentioned that office technology facilitates seamless transmission of information and significantly reduces time spent on performing key responsibilities such as editing, proof-reading, and reproduction of documents. According to Pfano and Beharry (2016), office technologies are now an important aspect of every employee or organization, that is the reason why they make sure it is available in the workplace.

Okoye (2016) claimed that the efficiency and effectiveness of the office professionals in every business organization depends largely on the availability of office technologies as well as the skills and competencies to handle office technologies. The current technology made the office professionals important and functional in the workplace and therefore must possess technological competencies in manipulating technology and communication.

Adequacy

Ojohwoh (2019) claimed that office professionals' job performance, and work performance of office technology is adequate particularly in different computer software such as word processing, spreadsheet, and internet. It was concluded that in hiring, organizations should give preference to those office professionals who are adequately competent in managing office technology. According to Oteng and Seidu (2016), there should be an adequate computer, printer, copier, telephone, and internet in the workplace because it helps improve the skills and knowledge of office professionals and definitely increases job performance. It is believed that job performance of office professionals depends on the adequacy of office technology.

Usage

According to Aliata and Hawa (2014) technological innovation has changed the roles of office professionals, it has made their work easier. Technology is also another factor that impact managers' performance. Pfano and Beharry (2016) mentioned that daily use of office technology is very helpful in improving communication standards, eventually resulting in positive benefits of greater return than the cost. Furthermore, technology is often use by managers and employees because of its mobility. Some technology can help do business anytime and anywhere such us: extending work at home using telephone and sending mails whenever they want to.

Yaghoubi and Sargazi (2014) claimed that the use of electronic devices increases performance. He explained that one of the main reasons for applying office technology in the workplace is to enhance productivity of employees particularly related to the speed and accuracy in their work. They further claimed that applying office technology has a direct benefit, including increased productivity, time saving and labor; and has an indirect benefit which results in long-term profitability and growth.

Knowledge

Office professionals optimum use of office technology rest on their knowledge and skills which definitely affects their output. Their performance is heightened because through their technological knowledge they can easily meet deadlines and their work has minimal errors in processing documents and records management (Oteng and Seidu, 2016). Ejeka (2015) claimed that sound knowledge of Office Technology and Management Skills increase the performance of the secretary for organizational growth and development.

A study by Aliata and Hawa (2014) found out that positive and significant correlations existed between the availability of the equipment and knowledge, as well as knowledge and productivity alongside.

Interpersonal Skills

Interpersonal skills refer to the ease and comfort of communication between individuals and their colleagues, superiors, subordinates, clients, and other stakeholders. It is the ability to motivate others, conflict management, effective communication, and team building. Khan and Ahmad (2012), also mentioned three important interrelated aspects in leadership that needs to be developed namely: motivation, communication and team building skills. It is believed that motivation, communication, and team building skills are helpful tools in facing technology, organizational change, challenges, and success. The ability to motivate is important in accomplishing a particular task. The ability to communicate is important in solving workplace problems, recommendations, and suggestions.

Obakpolo (2015), stressed the importance of developing interpersonal skills should be developed in the workplace because performance of members of any organization depends on the ability to effectively interact with their superiors, subordinates, co-workers, consumers, suppliers, and general public outside. It is an important issue within the organization; as some organizations have people problems rather than business problems. A positive result of proper interpersonal skills is teambuilding—an important factor for harmony in the workplace, and for accomplishing the goals and objectives of the organization.

Communication

Interpersonal communication skills are the ability to work well with people, and involve their acceptance of others, without prejudice. It is the process of transmitting information and common understanding from one person to another. Femi (2014) mentioned that employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource. Communication is the transfer of information from a sender to a receiver, with the message being understood by the receiver. It is imperative that effective interpersonal communication be encouraged to achieve the goals of the organization. Good interpersonal communication skills significantly contribute to organizational effectiveness and success. This is further affirmed by Bisel and Rush (2021) saying that communication is a defining force in the formation of organizations. While communication can be thought of as occurring "within" an organization, it is critical for the formation and maintenance of organizations.

Motivation

Imran (2014) and Chintaloo and Mahadeo (2013) believed that motivated employees easily adopt to the new technology in the office. Employees also performed properly if they are motivated and if proper work environment is provided. There are two types of motivation—extrinsic and intrinsic, which both affect individual performance. Salary, bonuses, organizational culture, involvement of employees, employee management relationship, working hours, and promotion are the main factors that motivate employees.

Khan (2012) and Imran (2014) support the claim that employees' motivation is very important in accomplishing organizational goals. Employees' needs should be met because it helps them form a positive behavior in the workplace. Recognition of work done, providing healthy work environment, and building and supporting a pleasant job design are simple motivators that make employees increase their performance.

Teamwork

Teamwork also relates to social skills. Deming (2015) quotes the New National Bureau of Economic Research's definition of social skills as the ability to work with others. Human interaction in the workplace involves team production with workers playing off of each other's strengths and adapting flexibly to changing circumstances.

Dauda and Akinbade (2011) consider that technological innovation could be managed effectively through the joint force of individuals and the team in the workplace. They have to combine their knowledge and skills in facing the new technological challenges. Organizations should provide enabling work environment that enhances collaboration and team networking to encourage employee initiative to innovate for organizational survival and competitiveness.

Job Performance

Performance as the ability to carry out a responsibility in accordance with laid rules. The rate and degree of performance is determined through evaluation which is the systematic way of estimating the worth, quality, importance and relevance of a program with a view to rating, correcting, improving or changing the system or program. It is frequently expressed that job performance is a function of ability and technology. Performance can be regarded as almost any behavior, which is directed toward task or goal accomplishment.

Koopmans et al. (2011) mentioned four dimensions of heuristic framework of job performance: task performance, contextual performance, adaptive performance and counterproductive work behavior.

Task Performance

Task performance is an important element of individual work performance. It is defined as proficiency or competency which one performs central job tasks. Other descriptions being used are job-specific task proficiency, technical proficiency, or in-role performance (Koopmans et al., 2011).

Contextual Performance

Reilly and Zvi (2014) stated that contextual performance denotes activities that are not task- or goal-specific but that make individuals, team, and organizations more effective and successful. Such activities are cooperating and helping others, voluntarily performing extra-role activities, persevering with enthusiasm and extra determination to complete assignments successfully, defending the organization's goals, adhering to organizational policies even when this is inconvenient, and teamwork. Further descriptions of contextual performance include: (1) contextual performance influences and supports the social and psychological environment of the organization, the environment in which the technical core operates; (2) contextual performance behaviors are discretionary behaviors that are less likely to be prescribed; (3) contextual behaviors are more likely to be a function of other attributes related to personality and motivation and are common across many jobs.

Adaptive Performance

Charbonnier-Viorin and Rousel (2012) defined adaptive performances as the ability of individual to change his or her behavior to meet the demands of a new environment. Potsangbam (2017) further describes adaptive performance in the workplace as the ability to adapt to and comprehend change in the workplace. Adaptive performance can be defined as changing behavior in response to novel and frequently ill-defined problems that arise as a result of changing and uncertain work situations. The idea is applicable to organizations that is involved in a challenging business condition.

Calarco (2016) enumerated eight classifications of adaptive performance such as: (1) handling emergencies or crises; (2) handling work stress; (3) solving problems creatively; (4) dealing with uncertain and unpredictable work situations; (5) learning work tasks, technology, and procedures; (6) demonstrating interpersonal adaptability; (7) demonstrating cultural adaptability; and (8) demonstrating physical adaptability.

Counterproductive Performance

Campbell and Wiernik (2015) stated that counterproductive work behavior is scalable actions and behaviors that employees engage in that detract from organizational goals or well-being. It consists of undesirable behaviors which will result to undesirable consequences for the organization. There are two factors to be considered such as: nonconformity focused to the organization such as, theft and absence; and nonconformity focused to individuals such as, bullying and gossiping. According to Ayodele (2014), counterproductive work behavior has been linked to decrease in performance and cause conflict in the workplace.

5. RESEARCH METHODOLOGY

5.1 Research Design

This study was descriptive-correlational. Mainly, it sought to determine the relationship of office technology and job performance of office professionals in selected autonomous universities in the Philippines as mediated by interpersonal skills. Further, structural equation modelling (SEM) was used to determine the direct and indirect effect of exogenous and endogenous variables considering the mediator variable.

5.2 Population and Sampling Technique

The population of this study involved office professionals from seven autonomous higher education institutions in the Philippines. Convenience sampling was utilized in this study. The researchers included office professionals working in different offices with age bracket from 20 to 62 years old. These are the clerks, secretaries, accountants, executive assistants, and administrative assistant. A total of 320 respondents were included in the study.

5.3 Instrumentation and Data Analysis

The researcher utilized a self-constructed questionnaire for office technology in terms of availability, adequacy, usage, and knowledge, interpersonal skills, and job performance which underwent expert validation and pilot study was conducted to 75 office professionals. The reliability results of the main constructs of this study and the subdimensions were all higher than .70. The study had been approved and endorsed by the Ethics Review Board of the Adventist University of the Philippines before the final data gathering was administered.

The following statistical treatments were utilized: frequency distribution, percentage, mean and standard deviation, Pearson product moment correlation, and Structural Equation Modelling (SEM). The degree of effect size of independent variable on the dependent variable was also determine using the following criteria: None ($f^2 \leq .02$), Small ($.02 < f^2 \leq .15$), Medium ($.15 < f^2 \leq .35$), and Large ($f^2 > .35$)

6. RESULT AND DISCUSSION

6.1 Availability, Adequacy, Usage, and Knowledge of Office Technology in the Organizations

Availability. Availability of office technology has impacted the office environment. Office professionals expectedly accepted and employed advanced office technologies that facilitate easy and efficient performance of tasks. The results revealed that computer/laptop, printer – scanner, telephone, and internet technology were available in the workplace. However, only 15.6% of the

respondents claimed that electric typewriter is available in the workplace of the office professionals. This means that very few offices use electric typewriters. This trend is supported by Pfano and Beharry (2016) that says, office technologies are now an important aspect of every employee or organization, that is the reason why they make it sure to be available in the workplace. Technology is believed to modernize workplace environment (Grant, 2019).

Adequacy

The respondents perceived that both computer/laptop, telephone, printer, and internet were very adequate in the workplace. However, the typewriter was fairly adequate. It was also revealed only 31 (9.7%) of the respondents perceived the adequacy of electric typewriter in the workplace. The overall mean adequacy is 4.49 (SD=.648), which implies that the office technology mentioned above is adequate. Office professionals consider the important role technology plays in carrying out their task; and lack of or inadequate office gadgets hinders office professionals from achieving new expertise and proficiency for their work (Amiaya, 2013). There should be an adequate computer, printer, copier, telephone and internet in the workplace because it helps improve the skills and knowledge of office professionals and definitely increases job performance (Oteng et al. 2016). Office professionals' job performance and work performance of office technology is adequate particularly in different computer software such as word processing, spreadsheet, and internet (Ojohwoh, 2019).

Usage

The overall mean of 4.63 (SD=.57) for technology usage implies that the office professionals always use the aforementioned office technology, except for the typewriter that was sometimes used in the workplace. Holt (2012) claimed that typewriters are still being used because they still exist. They do not interrupt with new technological ways of producing documents; but help the users become more efficient because they can see their mistakes on hard copy. Typewriters are still being used especially for filling up hard copy forms that cannot be done using computers/laptops. Daily use of office technology is very helpful in improving communication standards, eventually resulting in positive benefits of greater return than the cost (Pfano et al. (2016).

Knowledge

The mean knowledge of the respondents is 2.97 (SD=.657). Based on the criteria (1.00-1.49 -Very low, 1.50-2.49 – Low, 2.50-3.49 – Moderate, 3.50-4.49 -High, 4.50 – 5.00 -Very High), the respondents are competent or moderately knowledgeable of the aforementioned office technology. According to Long (2016), technology helps office professionals accomplish work to the best of their abilities to communicate in an efficient way, to obtain information and feedback immediately, and to address concerns and solve problems promptly.

6.2 The Extent of Interpersonal Skills

Interpersonal skill is the term used to refer to how office professionals mingle with different people in the organization. It is an important element in building relationship with coworkers, facilitate work, and achieving the organization's goals and objectives. Effective interpersonal skills can help office professionals succeed in the workplace.

Workplace Communication

The office professionals perceived the workplace communication was very good ($M=5.48$, $SD=.46$). They possess and practice very good workplace communication skills. Singh (2014) mentioned that interpersonal communication is currently given high importance as a requirement for conducting successful job performance in the organizations. Thus, it is necessary that interpersonal communication be handled successfully towards the achievement of organization's goals. Stulz et al. (2015) suggest that it is essential that workers possess the abilities to listen to each other effectively, work together collaboratively, resolve any conflict that occur, and pay attention to each other.

Motivation

The results of the study revealed that the respondents were highly motivated ($M=4.95$ to 5.43) to do their task in the workplace. Respondents said that they mingle with their colleagues, engage in learning activities, and give full attention to colleagues when they are talking to them. They also inspire and motivate others to complete their work. The result is similar with that of the study by Pancasila et al. (2020) and Haryono et al. (2020) that work motivation has a significant positive impact on job performance. Haryono et al. (2020) further added that the crucial aspect of work motivation is the satisfaction of the need for achievement, affiliation, and power. Khan, (2012) and Imran (2014) mentioned that employees' motivation is very much important in accomplishing organizational goals. Employees' needs should be met because doing so helps them develop and exhibit a positive behavior in the workplace. Recognition of work done, providing healthy work environment, and building and supporting a pleasant job design are simple motivators that encourage and increase employee's productive performance.

Teamwork

The teamwork ($M=4.4875$, $SD=.61764$) of office professionals was good. This implies that office professionals are good team players, but this aspect must be given more emphasis for improvement because more work accomplishments will be achieved if office professionals work well with people. The study conducted by Ahmad & Manzoor (2017) confirmed positive significant result of teamwork to job performance. They also added that teamwork is a collaborative effort in which everyone contributes his or her unique talents and perspectives to the overall group's effectiveness. The same goes with the result of the study by Khan and Al Mashikhi (2017) who found out that the primary reason for this was that increased collaboration results in an increase in the number of ideas, which increases their effectiveness when assigned tasks. Deming (2015) maintained that teamwork is the ability to work with others. Human interaction in the workplace involves team production with workers playing-off of each other's and adapting to changing circumstances.

6.3 The Level of Job Performance of the Office Professionals

Task Performance

The result reveals that the respondents were satisfied ($M=4.34$, $SD=.51$) with their job. The result further implies that office professionals cherish their work, commit to perform well and proficiently the main task assigned to them. The result is also supported by Pradhan and Jena (2017), who considered performance as doing task commendably and achieving organizational goals, resulting in success both for workers and the organization.

Contextual Performance

The office professionals were satisfied of their contextual performance (M= 3.93, SD=.438). Reilly et al. (2014) stated that contextual performance involves activities that are not task or goal specific but that make individuals, teams and organizations more effective and successful. Such activities include cooperating and helping others, voluntarily performing extra-role activities, persevering with enthusiasm and extra determination to complete assignments successfully, defending the organization's goals, and adhering to organizational policies even when this is inconvenient, and teamwork. Markus (2019) included coaching associates, fortifying social systems inside an organization, and doing things that are exterior of formal work duties for contextual performance.

Adaptive Performance

The general result of office professionals' adaptive performance was rated satisfactory (M=3.95, SD= .598). This implies that office professionals are adaptable to any challenges ahead of them. Adaptability does not only impact the performance of an individual but also the performance of the organization. Adaptive performance reflects the need to clearly address employees' adaptability. It can facilitate positive outcomes such as enhanced performance capability (Shoss, Witt, & Vera, D. (2012). Further, adaptability is a skill that office professionals must possess to succeed in meeting unpredictable challenges in the 21st century. According to Calarco, (2016) adaptable individual can handle emergencies, work stress, solve problems creatively, deal with uncertain work situations, learn work tasks, technologies and procedures, demonstrate interpersonal, cultural adaptability and physical adaptability.

Counterproductive Performance

Counterproductive performance is a negative indicator of job performance. In this study, the items were negatively stated but recoded to be consistent with the other measures. The respondents in this study have desirable behaviors that improves their performance in the workplace. The overall mean of 3.72 (SD = 1.25) implies a satisfactory performance in counterproductive work behavior since items are reversed to positive. It is noticeable that the standard deviation on this dimension is higher compared to the other indicators of job performance.

Table 1 Overall level of job performance of the office professionals

	Mean	Std. Deviation	Scaled Response	Verbal Interpretation
Task Performance	4.34	0.417	Often	Satisfactory
Contextual Performance	3.93	0.438	Often	Satisfactory
Adaptive Performance	3.95	0.598	Often	Satisfactory
Counter Productive*	3.72	1.25	Often	Satisfactory
Overall Performance	3.98	.680	Often	Satisfactory

*Reverse

6.4 Relationship of Office Technology and Interpersonal Skills on Job Performance

The study examined the relationship between office technology and interpersonal, office technology and job performance, and interpersonal skills and job performance of office professionals by using Pearson product-moment correlation coefficient. Analyses were done to make sure that there is no breach done of the assumptions of linearity, normality, and

homoscedasticity. The degree of the relationship is presented based on Cohen (1988) absolute correlations values where $r=.10$ to $.29$ is small, $r=.30$ to $.49$ is medium, and $r=.50$ to 1.0 is large.

Office Technology and Interpersonal Skills

The result of the study showed that availability is not significantly related to job performance ($r=-.007$, sig = $.907$). Furthermore, there is significant positive relationship between adequacy, usage, knowledge, and interpersonal skills $r=.239$, $p=.000$; $r=.113$, $p=.044$; $r=.279$, $p=.000$, consecutively. The technological gadget adequacy has a low degree of significant relationship on the sub dimensions of interpersonal skills in terms of workplace communication, work related motivation, and teamwork. Indeed, office professionals' technological and interpersonal skills are important competencies they should possess in facing the revolutionary world of change.

Dauda and Akinbade (2011) confirmed that office professionals should combine their knowledge on technology and interpersonal skills in managing effectively the workplace, in order to survive and become competitive in facing the ongoing global innovations. The use of office technology definitely has positive benefits to the individual, group and organization performance for it helps reduce employee workload (Kaur, 2016).

Table 2 Relationship between office technology and interpersonal skills

		Workplace Communication	Work-Related Motivation	Teamwork	Interpersonal Skills
Availability	Pearson	-.039	.054	-.029	-.007
	Sig. (2-tailed)	.486	.337	.611	.907
	N	320	320	320	320
Technological Gadget Adequacy	Pearson	.194**	.203**	.162**	.239**
	Sig. (2-tailed)	.000	.000	.004	.000
	N	320	320	320	320
Technological Gadgets Usage	Pearson	.097	.078	.086	.113*
	Sig. (2-tailed)	.084	.161	.124	.044
	N	320	320	320	320
Gadgets Knowledge	Pearson	.328**	.239**	.112*	.279**
	Sig. (2-tailed)	.000	.000	.046	.000
	N	320	320	320	320

Office Technology and Job Performance

The result in Table 3 showed that there is a positive relationship between office technology and job performance: adequacy $r=.401$ $p=.001$; usage $r=.250$, $p=.000$; knowledge $r=.251$, $p=.000$. Further results showed that the relationship between availability and job performance is negative ($r=-.351$, $p=.000$). All the sub dimensions of office technology and job performance were significantly related except for availability and contextual performance and technological usage and contextual performance. The results implied that job performance increases as technology becomes adequate, being use and office professionals has knowledge on it. However, being available is not a guarantee that the office professional will perform better. The result is confirmed by Azih (2013) that office professionals' ability to apply office technology leads to efficiency in their performance of the various office duties assigned to them in their organization. Oteng and Seidu (2016) further confirmed that office technology enhances proficiency and productivity in the job performance of office professionals.

Table 3 Relationship between office technology and job performance

		Task Performance	Contextual Performance	Adaptive Performance	Counter Productive Work Behavior	Job Performance
Availability	Pearson	-.152**	-.015	-.119*	-.451**	-.351**
	Sig. (2-tailed)	.006	.786	.033	.000	.000
	N	320	320	320	320	320
Technological Gadget Adequacy	Pearson	.347**	.222**	.206**	.343**	.401**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	320	320	320	320	320
Technological Gadgets Usage	Pearson	.177**	.086	.126*	.249**	.250**
	Sig. (2-tailed)	.002	.125	.024	.000	.000
	N	320	320	320	320	320
Gadgets Knowledge	Pearson	.311**	.140*	.161**	.162**	.251**
	Sig. (2-tailed)	.000	.012	.004	.004	.000
	N	320	320	320	320	320

Interpersonal Skills and Job Performance

The results showed that there is a positive relationship between interpersonal skills and job performance: workplace communication $r=-.271$, $p=.000$; work-related motivation $r=.250$, $p=.000$; Teamwork $r=.388$, $p=.000$; $r=.251$, $p=.000$. The overall result between the relationship of interpersonal skills and job performance is positive $r=.402$, $p=.000$. The results implied that interpersonal skills are very important tools in accomplishing a particular task in the workplace. Obakpolo (2015) confirmed that interpersonal skill is important in the workplace because office professionals' performance depends on their ability to effectively interact with others. It was concluded that interpersonal skills have a significant relationship with job performance; the implication is, there is an improved employee performance by increasing the level of interpersonal skills (Syahrudin, 2018).

Table 4 Relationship between interpersonal skills and job performance

		Task Performance	Contextual Performance	Adaptive Performance	Counter Productive Work Behavior	Job Performance
Workplace Communication	Pearson	.331**	.199**	.162**	.164**	.271**
	Sig. (2-tailed)	.000	.000	.004	.003	.000
	N	320	320	320	320	320
Work-Related Motivation	Pearson	.240**	.228**	.210**	.138*	.250**
	Sig. (2-tailed)	.000	.000	.000	.014	.000
	N	320	320	320	320	320
Teamwork	Pearson	.113*	.424**	.390**	.268**	.388**
	Sig. (2-tailed)	.043	.000	.000	.000	.000
	N	320	320	320	320	320

Interpersonal Skills	Pearson	.282**	.384**	.345**	.255**	.402**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	320	320	320	320	320

6.5 Interpersonal Skills as Mediator Between Office Technology and Job Performance

The mediation analysis revealed the standardized coefficient of adequacy on job performance mediated by communication is .068 (t-value =3.13, p= 0.002). Furthermore, the type of mediation of Interpersonal skills in the influence of office technology on job performance is “partial” because the direct effect of office technology on job performance is significant. The result implies that interpersonal skills enhanced the effects of office technology on job performance that is, when office gadgets are more than enough, available, and being used, office workers perform their jobs better.

Similarly, the standardized coefficient of adequacy on job performance mediated by teamwork is .088 with a t-value of 3.124 and a p-value of 0.002 which is significant at alpha=.01. Furthermore, the type of mediation of teamwork in the influence of adequacy on job performance is “partial” because the direct effect of adequacy on job performance is significant. The result implies that teamwork enhanced the effects of adequacy on job performance, that is, when gadgets in the office are sufficient, office workers perform their jobs better. The emerging model is presented in Figure 1.

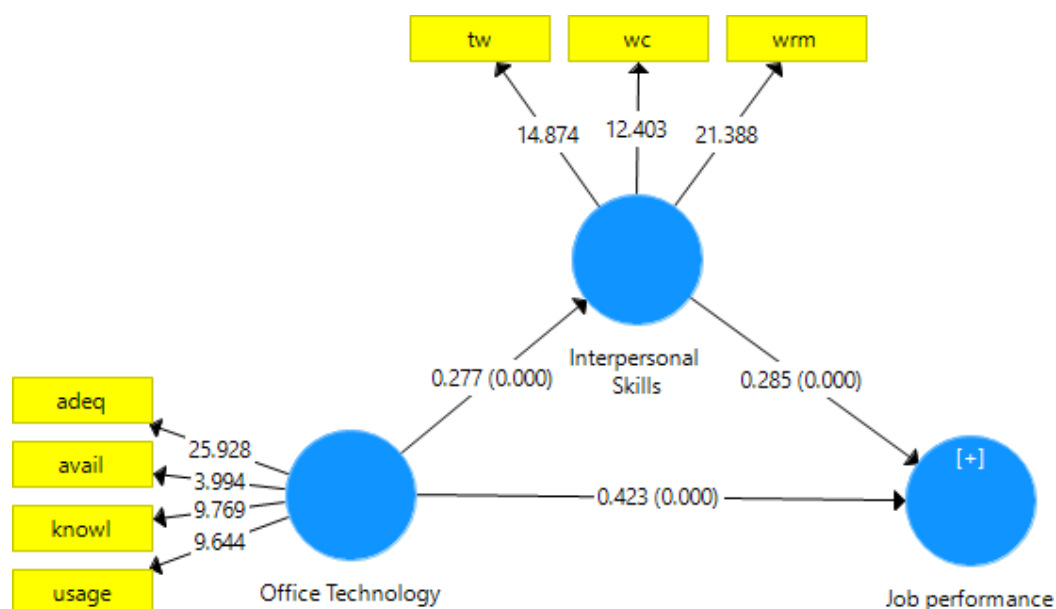


Figure 1. Model of the mediating effect of interpersonal skills on office technology and job performance.

This study has the indirect (.079), direct effects (.423), and total effects (.502). The direct and indirect effects of office technology on job performance is significant as mediated by interpersonal skills. The effects were all positive. These imply that adequacy, availability, knowledge, and usage treated as whole can improve the job performance of office professionals, however, it is partially mediated by the interpersonal skills. Both office technology and interpersonal skills can improve the job performance of office professionals.

Table 5 Mediation Effects

Independent Variable	Mediator Variable	Dependent Variable	Indirect Effects	Direct Effects	Total Effects	Type of Mediation	f-squared	VI
Office Tech	Interpersonal Skill	Job Perform	0.079***	0.423***	0.502***	Partial Mediation	0.245	Medium

Recommendations are proposed to office professionals and HEIs in general to enhance the knowledge and skills of office professionals and their actual office practices in organizations for organizational productivity and success. Training and continuous education are indeed necessary to fortify the knowledge level of the office professionals with regards to the office technology

REFERENCES

- Abbas, J., Muzaffar, A. and Khawar, H. (2014). Impact of Technology on Performance of Employees (A Case Study on Allied Bank Ltd., Pakistan). *World Applied Science Journal* 29(2):271-276, 2014 ISSN 1818-4952 @ IDOSI Publications, 2014. Retrieved Jan 8, 2018 <https://pdfs.semanticscholar.org/67f8/8e21465e4a53de3f926ed8416af7df38535d.pdf>
- Ahmad, I., & Manzoor, S. R. (2017). Effect of Teamwork, Employee Empowerment and Training on Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11). <https://doi.org/10.6007/ijarbss/v7-i11/3472>.
- Akpomi, M., & Ordu, P. (2009). Modern office technology and the secretary's productivity in private business organisations: *African Journal of Business Management*, 3(8), 333. *International Journal of Management Technology (2005) Vol.3, No.1*, pp.69-80. Published by European Centre for Research Training and Development UK. Retrieved from: (www.eajournals.org) SSN 2055-0847, ISSN 2055-0855.
- Aliata, Mumuni I. and Hawa, Sam A. (2014). *Modern Office Technology and the Performance of the Professional Secretary in Contemporary Organizations in Ghana*. Information and Knowledge Management www.iiste.org ISSN 2224-5758 (Paper) ISSN 2224-896X (Online) Vol.3, No.4, 2014. Retrieved April 11, 2017 from <http://www.iiste.org/Journals/index.php/IKM/article/view/10935/11238>.
- Amiaya, Anita O. (2013). Adequacy of Information and Communication Technology Resources for Office Technology and Management Programme in Delta State Polytechnics. *International Journal of Education and Research* Vol. 1 No.11 November 2013, <http://www.ijern.com/journal/November-2013/53.pdf>.
- Armah, E. (2015). The Impact of office information and Communication Technology on the performance of the Professional Secretary at the Ghana Ports and Harbours Authority: Takodari: *IJMSS Vol.03 Issue-01*, (January 2015) ISSN: 2321-1784 Impact Factor- 3.259.
- Ayodele, Kolawole. (2014). Counterproductive Behavior and Job Performance among Secondary School Teachers: School Climate as a Mediator. *Journal of Education and Practice* www.iiste.org ISSN 2222-1735, ISSN 2222-288X (Online) Vol.5, No.8, 2014 198. Retrieved April 9, 2018, [ww.iiste.org/Journals/index.php/JEP/article/viewFile/11657/12000](http://www.iiste.org/Journals/index.php/JEP/article/viewFile/11657/12000).
- Azih, N. (2013). Capacity Building in Modern Office Technology: An Imperative for Effective Secretarial Productivity. *Asian Journal of Business Management*, 5, pp. 193-196.
- Bisel, R. S., & Rush, K. A. (2021, June 28). *Communication in Organizations*. *Oxford Research Encyclopedia of Psychology*. <https://oxfordre.com/psychology/view/10.1093/acrefore/9780190236557.001.0001/acrefore-9780190236557-e-866>.
- Brown, K., & Cole, M. (2000). *Socially Shared Cognition: System Design and the Organization of Collaborative Research*. In D. Jonassen, & L. S. M., Thoretical Foundations of Learning Environment (pp. 197-214). New Jersey: Lawrence Erlbaum Associates, Inc.

- Calarco, Hayley. (2016). *Measuring the Relationship between Adaptive Performance and Job Satisfaction*. Retrieved April 9, 2018, http://jewlscholar.mtsu.edu/bitstream/handle/mtsu/5006/Calarco_mtsu_0170N_10615.pdf?sequence=1.
- Campbell, John and Wiernik, Brenton. (2015). The Modeling and Assessment of Work Performance. *The Annual Review of Organizational Psychology and Organizational Behavior*. Retrieved on April 9, 2018, http://psychology.psiedu.ubbcluj.ro/old/files/docs/Studenti/teza_licenta/2016_iulie/Campbell%202015.pdf.
- Charbonnier-Viorin, A. and Rousel, P. (2012). *Adaptive Performance: A New Scale to Measure Individual Performance in Organizations*. John Wiley & Sons, Ltd. Retrieved April 9, 2018, <https://onlinelibrary.wiley.com/doi/pdf/10.1002/cjas.232>.
- Chintaloo, S & Mahadeo, J. (2013). Effect of Motivation on Employees' Work Performance at Ireland Blyth Limited: Proceedings of 8th Annual London Business Research Conference Imperial College, London, UK, 8 ISBN: 978-1-922069-28-3.
- Christensen, C. (2013). *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press.
- Dauda, Yunus Adeleke and Akingbade, Waidi Adeniyi. (2011). Technological Change and Employee Performance in Selected Manufacturing Industry in Lagos State of Nigeria. *Australian Journal of Business and Management Research*, Vol. 1 No. 5 (32-43), August-2011. Retrieved April 3, 2017 from <http://www.ajbmr.com/articlepdf/ajbmr01n0505.pdf>.
- Dauda, D. Y., & Akingbade, W. A. (2011). Technological Change and Employee Performance in selected manufacturing industry in Lagos state of Nigeria. *Australian Journal of Business and Management Research*, 12.
- Deming, D. (August 2015). *The Growing Importance of Social Skills in the Labor Market: Working Paper 21473*. Retrieved from: <http://www.nber.org/papers/w21473> Massachusetts Avenue Cambridge, MA.
- Doak, Shannon (n.d.). *Emerging Theories of Learning and the Role of Technology*. Retrieved June 11, 2018. <https://sites.google.com/a/boisestate.edu/edtechtheories/Home/emerging-theories-of-learning-and-the-role-of-technology>.
- Ejeka C. A. (2015). Office Automation: A tool for quality assurance in work delivery in Office Technology and Management (OTM). *International Journal of Management Technology: Vol.3*, No.1, pp.69-80, September 201. Published by European Centre for Research Training and Development UK. Retrieved from:(www.eajournals.org) ISSN 2055-0847(Print), ISSN 2055-0855(Online).
- Femi, A. (2014). The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. *IOSR Journal of Humanities And Social Science (IOSR-JHSS) Volume 19*, Issue 8, Ver. II (Aug. 2014). Retrieved on April 6, 2017 from <http://iosrjournals.org/iosr-jhss/papers/Vol19-issue8/Version-2/K019827582.pdf>.
- Gilley, A., McMillan, H. S., & Gilley, J. W. (2009), Organizational change and characteristics of leadership effectiveness, *Journal of Leadership and Organizational Studies*, Vol. 16, No. 1, pp. 38-47. Retrieved on April 5, 2017 from http://ijbssnet.com/journals/Vol_3_No_4_Special_Issue_February_2012/33.pdf.
- Grant. (2019). How Does Technology Affect the Work Environment Today? Chron Small Business. <https://smallbusiness.chron.com/technology-affect-work-environment-today-27299.html>.
- Harris, Cam. (2017). How teamwork and technology are powering the workplace of the future Retrieved July 11, 2018 from <https://www.optus.com.au/enterprise/accelerate/business/how-teamwork-and-technology-are-powering-the-workplace-of-the-future>.
- Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 2107–2112. <https://doi.org/10.5267/j.msl.2020.1.019>.

- Imran, Muhamad. (2014). Impact of Technological Advancement on Employee Performance in Banking Sector. *International Journal of Human Resource Studies* ISSN 2162-3058 2014, Vol. 4, No. 1. Retrieved December 19, 2019 at https://www.researchgate.net/publication/272663819_Impact_of_Technological_Advancement_on_Employee_Performance_in_Banking_Sector.
- Jiang, Jingjin. (2018). Millennials Stand Out for their Technology Use. Pew Research Center. Retrieved April 17, 2019. <https://www.pewresearch.org/fact-tank/2018/05/02/millennials-stand-out-for-their-technology-use-but-older-generations-also-embrace-digital-life/>.
- Khan, Aamir and Ahmad, Wisal Dr. (2012). Leader's Interpersonal Skills and Its Effectiveness at Different Levels of Management. *International Journal of Business and Social Science* Vol. 3 No. 4. Retrieved on April 5, 2017 from http://ijbssnet.com/journals/Vol_3_No_4_Special_Issue_February_2012/33.pdf.
- Khan, S. & Al Mashikhi, L. S. (2017). Impact of teamwork on employee's performance. *International Journal of Education and Social Sciences*, 4 (11). www.ijesssnet.com/uploads/volumes/1598724863.pdf.
- Koopmans, L., Bernaards, C., Hildebrandt, V., Schaufeli, W., de Vet, H., and van der Beek, A. (2011). Conceptual Frameworks of Individual Work Performance. Lippincott Williams & Wilkins. Retrieved April 9, 2018, <http://www.wilmarschaufeli.nl/publications/Schaufeli/358.pdf>.
- Lavigne, Kristi N., Whitaker, Victoria, Jundt, D. K., Shoss, Mindy. (2019). When do job insecure employees adapt to change? *Career Development Int.* 2019. Retrieved December 1, 2019 at https://www.researchgate.net/publication/265732093_Individual_adaptive_performance_in_organizations_A_review.
- Long, N. (2016). How technology affects job performance. Retrieved from <http://smallbusiness.chron.com/technology-affects-job-performance-13463.html>.
- Markus, N. (2019, December 30). Job performance: Why task and contextual performance matter from an Evidence-based Management perspective. *CQ Net - Management skills for everyone!* <https://www.ckju.net/en/dossier/Job-Performance-Evidence-based-Management-Perspective-Why-Task-and-Contextual-Performance-Matters/1258>.
- Obakpolo Patricia. (2015). Improving Interpersonal Relationship in Workplaces <http://www.iosrjournals.org/iosr-jrme/papers/Vol-5%20Issue-6/Version-2/P0562115125.pdf>.
- Ojohwoh, D. Rita. (2019). Supervisors' Appraisal of Adequacy of Office Technology and Management Graduates' Work Performance in Polytechnics in Delta State. *Nigerian Journal of Business Education (NIGJBED)* Volume 6 No.1 October 2019.
- Okoye, Anthonia Chinyere. (2016). Professional Competencies Required of Secretaries in Modern Automated Office in Tertiary Institutions in Anambra State of Nigeria. *Online Journals of Arts, Management and Social Sciences (OJAMSS)*; Vol. 1 No.1, September 2016, pg. 89-97.
- Oteng, Phyllis Asorh and Seidu, Peter Awini. (2016). The Impact of Modern Office Technology on the Secretary's Performance in Some Selected Business Organizations in the Takoradi Metropolis. *ADRRJ Journal of Arts and Social Sciences* ISSN:2343-6891 ISSN-L:2343-6891 Vol. 13, No.12(2), May 2016.
- Pancasila, I., Harnoyo, S., & Sulisty, B. A. (2020). Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387-397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>.
- Pfano, Mashau and Beharry, Andrisha. (2016). The effect of modern office technology on management performance: Durban Westville". Retrieved September 25, 2017: <http://www.iiste.org/Journals/index.php/IKM/article/viewFile/10935/11238>.
- Potsangbam, C. (2017). Adaptive performance in VUCA era- Where is research going? *International Journal of Management*, 8 (6), 99-108. <http://www.iaeme.com/ijm/issues.asp?JType=IJM&VType=8&IType=6>.

- Pradhan, R. K. and Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Emperical Validation. K. J. Somalya Institute of Management Studies and Research. SAGE Publication. Retrieved December 1, 2019 at https://www.researchgate.net/publication/311650540_Employee_Performance_at_Workplace_Conceptual_Model_and_Empirical_Validation.
- Reilly, Richard & Aronson, Zyi. (2014). Managing Contextual Performance. Retrieved on April 9, 2019 https://www.researchgate.net/publication/256043222_Managing_Contextual_Performance.
- Shoss, M. K., Witt, L. A., & Vera, D. (2012). When does adaptive performance lead to higher task performance? *Journal of Organizational Behavior*, 33(7), 910–924. <https://doi.org/10.1002/job.780>.
- Singh, R., & Mohanty, M. (2012). Impact of Training Practices on Employee Productivity: A Comparative Study. *Interscience Management Review*, 2 (no.2), 87-92.
- Stulz, Karin, Shumack, Kellie A., Fulton-Calkins, Patsy. (2015). Administrative Professional Theories and Procedures 7th Edition. Cengage Learning Asia Pte Ltd. Ist Philippine reprint 2015. Retrieved April 4, 2017 from <http://www.theeffectiveadmin.com/articles-for-administrative-assistants/administrative-professionals/>.
- Tohidi, H. (2011). Modelling of Business Services In Service Oriented Enterprises, *Procedia Computer Science*, 3, pp. 1147-1156. Retrieved on June 18, 2018. https://businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/7211/PPM_2016_02cont2_Pfano.pdf.
- Yaghoubi, N. M. and Sargazi, A. A. (2014). Investigating the Effect of Office Automation on Organizational Excellence: *International Journal of Academic Research in Business*.