THE IMPACT OF TECHNOLOGICAL CHANGE MANAGEMENT ON THE EMPLOYEE'S PERFORMANCE OF NGOS IN GAZIANTEP*

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TEKNOLOJİK DEĞİŞİM YÖNETİMİ’NİN GAZİANTEP’TE STK’LAR ÇALIŞANLARININ PERFORMANSI ÜZERİNDEKİ ETKİSİ


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Abstract

Technological change has a major impact on organizational performance. There is a close link between technological change, human resources management, and the performance of the organization. It has been found that technological change has a positive and negative impact on the performance and attitude of workers at work. This work explores how the relationship with employees could be used to manage technological change. It will also identify an efficient method of using technological innovations to improve the performance of NGOs. Two concepts were formulated to determine the relationship between technological change and the competencies of employees, and between technological change and employee performance. It is necessary to examine the extent to which employees and management can deal with new systems, carry out regular surveys and gather the opinions of employees to find out what they need to cope with the new technologies. In addition, it is important that employees and managers feel the comfortable accepting change with the help of training and other well-informed sources.

Keyword: Technological Change, Employee Performance, Manufacturing Industry, Performance of NGOs in Gaziantep.

Öz


Anahtar kelimeler: Teknolojik değişim, Çalışan performansı, İmalat Sanayii, Gaziantep’teki STK’ların Performansı.

EXTENDED ABSTRACT

Background:

The performance improvement has become increasingly critical for NGOs so that in the last two decades there has only been the attention and research-enhancing and search of several people. As over the past 10 to 15 years, many countries have seen a variety of initiatives aimed at introducing strategic management of

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change to improve the performance of NGOs. An organization's performance depends on its ability to adapt to the changes in its environment and the expectations of its customers. The demands of the government, the staff, and the staff of the institutions are constantly changing, depending on the changes in their operational environment, and therefore the organization must adapt its activities to the changes to improve its performance (Hodge and Johnson, 2007).

**Research Purpose:**

- A framework for investigating the reasons for resistance to change and technology in the performance of employees of NGOs.
- This research has identified opportunities for improvement and strategies to overcome resilience to technological changes in the performance of NGO employees.
- Recommendations have been drawn up to sustain the performance of NGO employees.
- This test will deliver a better considerate of the resilience to technological changes and the performance of employees of NGOs.

**Methodology:**

The data have been accrued in line with the primary and secondary methods. The records from secondary sources turned into acquired from annual surveys of volunteers, workforce training, magazines, articles, newspapers, and websites. The primary facts turned into acquired from the interview guide. The evaluation of the facts content material turned into performed primarily based totally on the evaluation of the significance and effect of the facts, the records, and the documentation of the respondents the usage of qualitative and quantitative methods (Yesil & Kaya, 2013: 428-437).

**Findings:**

After careful consideration, learning has expanded the later conclusions that technology has the power to change the nature of employees’ working conditions, including workload, work environment, and interpersonal relationships, thereby having a significant impact on workers’ performance and satisfaction at work, an exceptional predictor of work-related behavior.

**1. INTRODUCTION**

Several civil society organizations in Gaziantep have introduced several strategic factors for change management to improve their performance. These practices include strong leadership teams with strong visionary leadership from above, well-motivated, qualified, dedicated, and flexible employees, and an optimal organizational structure. This comes on top of a clearly defined mission, goal setting, and vision, as well as a solid financial foundation. Nevertheless, civil society organizations in Gaziantep have reached their targets below 20% below 50% of the target.

Several studies conducted on this topic, for example, Ali (2011) conducted a study on the impact of sustainable financing of NGOs in Gaziantep and found that management is essential among them, Weerawardena, (2008: 34) in his study examined why organizations use their competitive advantage, which leads to higher financial performance and ensures the survival and growth of the organization and Koigi (2002: 5) argues in their study that to achieve their goals, organizations must formulate and implement strategies within the framework of strategic change management to achieve their goals.

Although previous studies have referred to the strategy-oriented methods of change management; however, there is a large gap between for-profit companies and nonprofits in the sense that the desire for excellence does not have a similar focus on resources and importance to the extent that there are threats to the continuity of the company and greater vulnerability. The aim of the study was therefore to close the knowledge gap. The question that was answered was how the strategic management of change affects the performance of civil society organizations in Gaziantep? The study focused on the overall objective of identifying the impact of strategic change management on the performance of NGOs in Gaziantep.
Organizations have experienced a revolution in the submission and application of complex information technologies. In the hope of gaining the greatest value of innovation, the organizations have adapted their management structures, their workflows, and their culture (Orlikowski 2000: 404). However, the rapid improvement of the technology unintentionally shortens the assumed service life of many computer systems. The organizations build and rebuild their existing IT systems in response to market-changing developments. The consequences of these initiatives are often rather substandard. The world has more technology than ever before, with technological changes increasing at a rapid pace. The combination of data processing, communication, and software progress allows companies to gain a competitive advantage, improve performance and develop new companies in different areas. The use of information technologies will move from a supporting role to a more strategic role in organizations (Lucas et al., 2002: 1236).

2. STATEMENT OF THE PROBLEMS

NGOs in Gaziantep (Turkey) are facing great difficulties in improving their performance in coping with strategic changes, in particular, due to irregular events in the organization, the rapid spread of new technologies, leadership changes, cross-border initiatives, services, and new products, which is causing unforeseeable problems for the NGOs operating in the slums. In addition to these, it is necessary to have many interests related to stakeholders, which earlier, the increase in the world presence, overloaded with information, not have the necessary information on the way of results and the actions of managers in an environment that is not favorable the common problem among NGOs, which is their performance (Khatoon & Farooq, 2015: 347).

NGOs strive to protect and raise people's awareness of the rights of disadvantaged and excluded sectors of society. They plan and design initiatives that have a positive impact on society. In addition to the government's efforts, NGOs play an essential role in the overall growth and development of the country. India has an enormous presence of NGOs, each dealing with different issues or problems that prevail in society (Rebeka & Indradevi, 2015: 72).

3. LITERATURE REVIEW

Change defined according to the intermediate dictionary as changing something or doing it differently than what it is the change that "an idea or a new behavior of the organization, that the structural change rebuilds resources and results for the stakeholders in the organization (Sikh, 2011: 13).

Performance of NGOs Employee

According to Armstrong (2006: 6), performance in an organization should always consider the inputs by analyzing behaviors and outputs and focusing on the results. An organization is successful once it covers the skill levels and performance, as well as the goals of the organization's strategy. However, the factors that influence performance, performance management processes, and performance measurement will vary depending on the organization, depending on the author and special. The performance of NGOs is described as an organization's ability to acquire and use its scarce resources and valuables as quickly as possible in the search for its operational goals (Hayward, 2006: 36).

Performance refers to the degree of success and completion of the task of the individual, reflects the way to achieve it, or how the individual makes the demands of the work, and there is often confusion and overlap between performance and effort, the effort refers to the energy used, but the performance is measured based on the results achieved by the individual.
Technology of Change and Resistance to Change

The term technological change mentions the overall procedure of the invention, innovation, and dissemination of technologies or procedures. According to Singh (2020) the introduction of new-fangled technologies in all sectors is essential to reduce costs and to compete with national and domestic markets. Johnstone and Michel (2008) believe that technological change is a very imperative initiator, enabling people to do innovative things that were not made it ever before or less effectively.

Another group of analysts (Verdolini et al., 2012: 23) expressed the view that technological change was beneficial to all sectors of society, claiming that these changes were inherently evolutionary rather than revolutionary, creating more employment opportunities than the opportunities they created. According to Tidd & Bessant (2020: 26), the introduction of new technologies with new strategies and approaches enables a company to achieve efficient results. The results of enterprises depend to a large extent on the rate of technological change; This exchange rate can have different effects on the organization in terms of production and performance.

Considering Trist et al. (2013) innovation or technological change has an important impact on organizational performance. There is a close link between technological change, human resources management, and the performance of the organization. It is said that technological changes can improve a company's competitive advantage and increase the overall performance of organizations. Information system researchers considered technological change to be an irrational process, and the effective understanding and management of resistance are therefore important factors in the success of the system Dent & Goldberg (1999: 47).

-If the change is made without the participation of the employee.
-Situations in which change involves many interpretations.
-When employees feel strong forces that deter them from change.
-When employees are put under enormous pressure to make changes or changes, rather than directing them so that they constantly adapt to change, and
-If the change is for personal reasons rather than for the benefit of the organization (Dent & Goldberg, 1999: 33).

Thus, from the point of view of many researchers called for more research to better understand the complex problems associated with technological change and the application of new technologies. Foster (1986) believes that technological changes can also bring about changes in job satisfaction, stress, working conditions, productivity, and efficiency in the company.

However, these fears can be alleviated by managing the public sector by training staff at different stages and different levels. Metha (2006) believes that information technology should be assessed concerning ten important factors influencing technological change. These factors include scalability, extensibility, reliability, adaptability, flexibility, maintenance, performance, simplicity, top-down compatibility and features, or ease of use. Hitt et al., (1997: 767), has therefore indicated that the idea of resisting change can sometimes be good, as technological innovation or change have a huge impact on organizational performance. However, technological change can be an initiator that allows people to do innovative things. It is also important to see that resistance to change is to be expected when changes take place without involving employees.

Technological Advancement and Employees Performance

Technological progress is the process of combining and reorganizing knowledge to generate new ideas. The development of technology has an impact on the performance of companies. Technological progress is due to internal progress and internal progress comes from the ability of employees. There is therefore a close link between technological progress and worker performance.
Technologies can only lead to productivity or performance gains if they are combined with other resources that are efficient or efficient through human resources and that the technology is used productively and ethically (Dauda & Akingbade, 2011: 46). This breakthrough makes employees more efficient and efficient (Lawless & Anderson, 1996: 1217).

Technological progress can also improve the performance of enterprises. Employees can acquire new knowledge more quickly and continue to advance in the fields of skills and competencies through training. Employee motivation has a direct impact on technological progress (Hennessey & Amabile, 1998: 3). The return on investment of employees is closely linked to technological progress. Technological progress can be managed efficiently by employees. Resource-based theory suggests that a company's resources are of enormous importance to the development of the company and that human capital is a key source of a company. The role of this resource depends on the capacity and enthusiasm of the employees and efficient human resources management (Mumford, 2000: 312). Technological progress has a huge impact on employee performance. Technological progress is an important factor influencing performance enhancement. Most studies have repeatedly shown a positive relationship between technological progress and a company's performance and have concluded that technological progress is important for employee performance (Foster, 1986: 17).

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**Training and Technological Advancement**

Training must be available in all organizations; The training corrects the deficiencies known as the time of identity carding and enables employees to meet the challenges of progress as well. Training motivates not only employees but also works as a catalyst to perform new tasks in the workplace. Employee training allows employees to take advantage of the new skills. The employee of the company with the greatest knowledge of development is an important resource of the company and new knowledge and skills for the development of new technologies. The training can improve the knowledge of the employee, the skills of progress. This progress involves the development of new ideas and the implementation of ideas to solve a new important problem. The
results of the training enable employees to gain new knowledge and improve their skills more quickly. In addition, people with extensive experience and knowledge can make further technological advances (Mumford, 2000: 365). Organizations can improve the skills and efficiency of their employees through training and development. Research shows that the investments in employees in decision-making decisions, teamwork, and in the results of a problem-solving show that the company's earnings level is increasing.

In some organizations, research shows that training is positively correlated with employee production. Training is not a short-term process. It is a non-stop process and systematic. The organizations have carried out analyses of the employees and also evaluate the needs of the company. Thereafter, the specified training program is adjusted according to this analysis. The organization adapts this training method with the staff and the fulfillment of the goals of the organization (Singh & Mohanty, 2012: 74). Training is not only beneficial for employees to improve their professional skills and competencies, but it is also important for organizations to achieve their goals. A skillful human resource cannot be copied.

The organizations organize training programs to improve the skills of employees required for work. One of the main reasons why organizations are to produce securities and profits for their shareholders is by facilitating the provision of unique and high-quality products and services to their clients. To achieve competitive advantages, organizations must manage and develop highly skilled workers. To this end, the organizations organize different types of training programs for their employees.

The training programs not only correspond to the desires of companies to achieve their goals but also correspond to the own desires of individuals in the form of money, promotion, and known in the eyes of the manager (Sultana et al., 2012: 646). Due to the global environment, companies and businesses are facing various problems that they have never had before. There is a need for more work skills, which are crucial to achieving the goals of the organizations. Companies need to adopt these changes and equip them with the latest technologies and develop their capabilities for the use of the latest technologies. Technological advances to the type of work and the task of work as well as the employees who need new knowledge and skills to do the new task effectively. Training is an effective strategy to provide employees with the new knowledge and skills needed to work efficiently. Recent studies show that, the organization is faced with two factors, one being the workforce of old age, the second which is introduced into new technologies, so training is very important for the introduction of new technologies, such as web-based operation, computer-controlled intelligent systems, and other work technologies (Sultana et al., 2012: 646).

Motivation and Technological Advancement

Motivation is defined as a change in behavior; it is not attributed to stable individual differences. The average motivation is typical of a person who is willing to focus on a particular behavioral group. The motivation of workers with a direct impact on technological progress. Employees need organizational incentives to improve the process of progress. Incentives or workers may be divided into material and non-material incentives; the material incentive is mainly an economic gain, and the non-material incentive is mainly social acceptance. The material and immaterial incentives can meet the different needs of workers in the field of technological progress. (Sultana et al., 2012: 646).

Motivation is an inner feeling that comes from within. When employees are motivated to do their job, they are motivated to do more work. If someone is not self-motivated, they can be fired or are unlikely to be promoted. That is why it is necessary to offer employees such a workplace so that they feel motivated and better. Research shows that motivated employees play a crucial role in the success of organizations. Motivation is an important factor that describes performance. It is a
driving force that is contained by individuals. It is about the behavior of individuals and individuals to achieve something that meets their needs (Saeed & Asghar, 2012: 12177).

And this improves the efficiency of employees and leads to the goals of the organization. The motives are the key to human behavior. It plays an important role in the performance and other activities and as such the manager needs to know what motivation is and how to subordinate people can be motivated towards performance (Ali et al., 2012: 126). The work is not carried out properly as long as the employees are not motivated and they are given an appropriate working environment.

The most imperative factors that motivate the employee to work harder and improve their performance are pay/bonuses, organizational culture, employee participation, employee relationship, flexible working hours, promotion (Chintalloo & Mahadeo, 2013: 9). When employees motivate that changes the introduction of new technology and as well as new jobs.

**Motivation and Performance of Employees**

There is much evidence that ensuring that people are valued and their contribution is important and recognized is the best basis for dedicated and motivated workers who make additional efforts. If employees understand that their achievements and efforts are recognized and rewarded, they will be better.

Our goal is to facilitate a change in pay and change the way people are led by motivating employees to succeed and create more clarity about their goals. Better performance and higher standards are key factors that contribute to the success of an organization and help us ensure that we have the best people in the right roles and that they are motivated to stay. In this literature, motivation is the variable that can influence the performance of the organization's employees. Here we have another variable that is motivation and we need to check its impact on employee performance when the increased motivation or low motivation increases or decreases the performance of the employee in the organization. Impact of motivation on employee performance This is the goal of this research. There are also other variables in which each of them has a huge impact on the performance of employees in the particular organization in which they work, as well as technology, motivation, management behavior, and work environment. To influence the motivation of employees, it is very important to reach the organization as individuals who predetermine the goals (Ali et al., 2012: 126).

To achieve unmet and specific needs, this internal impulse motivates employees to train the positive behavior in the organization, which has a quite positive effect on the working environment. The recognition of employees in their efforts and their work during their work, giving them a healthy working environment and their needs by developing a pleasant work design with this low support on behalf of the organizations allows them to effectively achieve their goals. In this way, performance is increased by motivation. The emphasis on the performance of the organization and the motivation of the employees was to work on a thorough study of recent times. Organizations are more concerned about how they motivate their employees to perform their tasks and vision. In the public and private sectors, organizations are increasingly aware of the workforce, motivation, and increased productivity (Hitt et al., 1997: 767).

Workers are a leadership policy aimed at improving the efficiency of management and associations. The motivational forces react quickly and give instructions for their efforts to achieve the goals and objectives of the organizations. Motivation develops a successful organization as employees are constantly looking for an improved and provoked approach to doing a job.

The staff will do their best, even in severe cases, this is one of the most stable and fattest challenges of the staff that they can become one. (USA, 2013) Many of the biggest challenges for the organization have been the knowledge of the accumulation of knowledge, practice in the past is a good way to dry up efficient management practices. Employees are enthusiastic about the organization, due to the knowledge of the competitive advantage that individuals have given them.
within their organization. People think that when the organization has the knowledge to deliver sources of competitive advantage, it also results from individuals in the competitive advantage of an organization. From the employee's point of view, companies try to share with them that they want to gain financial positions and incentives and the progress they have made. Learning to motivate employees is one of the biggest challenges for managers. Although it's not directly about inspiring others, it's important to know how to influence people's motivation to do with employees to determine their well-being and the overall goals of the organization (Ali et al., 2012: 126).

**Training and Performance of Employees**

Training help to close the gap between employees and managers. It allows employees to participate in decision-making and deliver active results in decision-making. The coordination of the employee with the au pair, the subordinates, and their superior officers is increased after the training. These steps create a better picture compared to think tanks working to maximize the value of the organization. Even more important for the organization is that the performance of employees increases after training. Organizations working all over the world. These organizations are more concerned about their employees. These organizations launch different types of training programs to value their employees.

Global organizations train their employees in the field of work. The training not only develops the mental abilities of the employees but also after the training of the employees, they can physically benefit from it, such as active participation in decision-making, it can free them from mental disorders. Employee performance is also related to employees' commitment to the organization. High commitment leads to high performance and low commitment leads to low performance. So simply, when employees are so engaged in the organization, we will determine if the employee's performance is good. The training improves the commitment of employees to the organization. Commitment can be defined as employees working for the organization for a long period. The training improves the skills of employees working in the organization to improve social benefits and the pay of employees. Researchers and researchers concede that training is more committed to the organization, but the desired training product is only in this situation if the employees also accept this training program (Elnaga & Imran, 2013: 137).

This means that the training will only be effective once cooperation between the two sides has taken place. Employees enter the training program with great expectations if these expectations are not met; this is the result of the low commitment of the employees and the high shift. Because with little commitment, when they have the opportunity, they prefer to leave the organization (BRUM, 2007). Training has a greater impact on employee performance, but training is not only a unique factor that influences employee performance, but also employee performance. Other factors are the skills of the employees, the knowledge of the employees, the motivation, and the reward. Trained employees are more efficient in group work because they are well known from the expectations of other employees. The employees who regularly participate in training programs easily accept changes to the organization.

Every time the organization launches innovative programs, it turns against employees who do not participate in regular training programs. Trained employees help the organization to reduce the cost of training the other employees. Because when an employee is fully trained, he will be able to train other untrained employees in the organization. The training helps the employees to fulfill various tasks of the organization and vice versa. Training is a systematic behavioral approach that allows employees to change their behavior under the norms and values of the organization (Jagro & Komba, 2012: 114). The training is used to close the gap between the current performance and the desired performance after the training. The training can be carried out through various methods such as coaching and mentoring, peer cooperation. These teamwork’s encourage employees to work more for the organization. The training is not only useful for the employees but also valuable for the
organization. It develops a competitive advantage for the organization in the market. Training develops in the self-efficiency of the employee, which is useful for higher performance (Elnaga & Imran, 2013: 137).

4. THE ROLE OF TECHNOLOGICAL CHANGE ON EMPLOYEE’S PERFORMANCE

Many organizations sometimes face challenges that force them to adapt or change (Burnes, 2004). In particular, development organizations must regularly go through change processes when they have to cope with new-fangled development scenarios or simply as part of their expansion or restructuring processes. The increasing pressure of the market forces companies to make drastic organizational changes to remain competitive.

The overall performance of NGOs is affected by the individual and group performance of their staff. The industry is now facing major challenges to prevent the loss of employees to competitors. These challenges have therefore led to the need to change direction to promote new technologies while finding innovative ways to retain talent. The study will contribute to the development of the theory by providing information on best practices for managing change in NGOs. The study will identify the ideas for best practices to adopt to manage change. The study also acts as a study as a guide in the development of frameworks for critical factors that influence the management of strategic change. Such frameworks are available for the construction of future theories and empirical evidence (Zeki et al., 2012: 13).

In the modern world, technological change and technological progress will further accelerate the future. Technological progress is changing organizational and political policy. In any organization, most challenges are generated by competition, technology progress, increased employee efficiency and rapid growth, new leadership, and management. Most studies have shown that the attitude and behavior of employees must be developed for successful organizational performance.

Technological progress that improves employee performance, facilitates work, improves communication, increases efficiency, and increases efficiency in work management. The introduction of cutting-edge technology has changed the way the work is carried out. Technological progress improves the performance of the employee, as well as less the work of the employee and the time of completion of the task (Elnaga & Imran, 2013: 137).

Technology increases human performance when people or employees use technology for the benefit of the organization and use it with ethical values. A person cannot easily adopt technology, but a group of people can easily adopt the technology. The workload of workers is reduced by technological progress. The number of employees they have to complete a task is also reduced. Companies don't need many more employees to get a job completed. Human effort is also reduced by technological progress. A single employee can do his work without obstacles. Human resources management uses the advanced equipment of the technologies to check and evaluate the departure or the way employees work.

Technologies can only lead to productivity gains or improved performance if they are combined with other resources that are efficiently combined by human resources and use the technology productively and ethically (Dauda & Akingbade, 2011: 41).

Technological advances make employees more efficient and the company more efficient (Lawless & Anderson, 1996: 1190). Technological progress can also improve the performance of enterprises.

Technological progress has a huge impact on employee performance. Technological progress is an important factor influencing performance enhancement. Most studies have repeatedly shown a positive relationship between technological progress and a company's performance and have concluded that technological progress is important for employee performance (Foster, 1986: 16).
The research will be useful for future researchers, students, and academics to understand the impact and significance of the various changes in performance management. Explores how this study will uncover new insights and expand existing knowledge. The study will be convenient for the researcher to distinguish what challenges change has to overcome and what practices prerequisite to be approved to address the challenges of change inside the organization. This is a appreciated value for the literature obtainable in the implementation of initiatives to manage change, especially in the public sector, at the NGO Gaziantep (Hitt et al., 1997: 767).

The results of the study should benefit the management of non-governmental organizations and their impact on the performance of the staff of the Gaziantep NGO to achieve the efficient performance of their staff by adopting new approaches to managing change. The study will also be useful for leaders and executives of organizations by effectively using leadership styles in relevant situations. This would help to reduce social accidents, waste, and internal conflicts in the working environment.

5. CONCLUSION

The study shows that employee performance is influenced by technological progress. Essentially, three main variables for technological progress, motivation, and training are taken as independent variables for verifying employee performance. In the first phase, technological progress is considered an independent variable, and motivation and education are considered dependent variables. It has been found that technological progress has a significant impact on both motivational variables and training. Motivation and training are considered independent variables, and workers’ performance is considered a dependent variable, and it was found that motivation has a significant impact on employee performance, but in addition to concerns about employee training, training has no significant impact on employee performance.

After examining the previous study, the study conclude that, technological progress is considered an independent variable and that employee performance is considered a dependent variable, showing that technological progress has a significant impact on employee performance, which means that the technology tends to be further, developed improves the performance of the employees.

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