

Bachelor's Thesis
for the Attainment of the Degree
at the TUM School of Management
of the Technische Universität München and
at the Facultad de ADE of the
Universidad Politécnica de Valencia



UNIVERSITAT
POLITÈCNICA
DE VALÈNCIA



Employees reaction to digitalized performance management

Examiner: Prof. Dr. Claudia Peus
Chair of Research and Science Management

Person in Support: Dipl.-Psych. Ulf Steinberg (TUM)
Hanna Skorczynska Sznajder (UPV)

Course of Study or degree: B. Sc. Management and Technology (TUM)
Admón. y Dirección de Empresas (UPV)

Academic year: 2018 - 2019

Author: Paula Rallo Aznar

ERT: Facultad de ADE, UPV

Submitted on: 26.09.2019

INDEX

Abstract	3
1. Introduction	4
2. Theoretical framework	6
2.1. Theories and concepts applicable to the study	6
2.2. Previous studies on the field	10
2.2.1. Performance management and assessment	10
2.2.2. Digitalized performance management and workers' reactions	11
2.2.3. Impact of technology on jobs	12
2.2.4. Motivation, age and electronic performance monitoring processes	13
2.2.5. Collaborative economy	14
2.3. Questions of the study	14
3. Methodology	15
4. Results and discussion	18
4.1. Digitalized performance management	19
4.2. Motivation, age and new technologies	21
4.3. Collaborative economy	24
4.4. Answers to the questions of the study	25
5. Practical implications and conclusions	26
5.1. Practical implications	26
5.2. Conclusions of the study	26
6. References	28
7. Appendix	32

Abstract

This paper aims to analyse a practical problem: the perception of home delivery companies' employees on the implementation of digital technologies in the performance management processes of their jobs. The research question of the study asks which is the perception process of workers on the digitalized performance management systems applied to their jobs. With regards to the research design that is used in this study, a qualitative multiple case study based on interviews to a selected sample has been used. The results of the study have found that, generally, these workers perceive both advantages and disadvantages in the digitalized performance management of their jobs, such as the quickness of the processes and the derived lack of motivation, respectively. Furthermore, they also perceive an influence of age in several factors of their workplaces, such as performance. The conclusions of this study suggest that digital performance management used by this kind of companies still has room for improvement, and should try to tackle the suggestions and concerns of their workers, with the ultimate goal of improving performance.

Key words: performance management; performance analysis; digitalized performance management; workers' perceptions.

1. Introduction

This paper aims to analyse a practical problem: the perception processes of home delivery companies' employees on the implementation of these technologies in the performance management systems of their jobs.

The initial position of the study starts with the definitions of relevant concepts such as performance management and evaluation, information technology, digitalized performance management, and collaborative economy.

Performance management has been defined as the process that creates the context for performance and measures it, and precedes performance measurement and provides meaning to it (Lebas, 1995). Authors such as Capuano (2004), stated that the consolidation of the strategies of companies depend on the use of performance management as a tool.

On another hand, information technology has considerably affected the field of performance management, and it has been assumed to have caused a major impact on firm performance (Straub, Rai & Klein, 2004).

In fact, one of the aspects of performance management, performance evaluation has shown a substantial improvement in the performance of the workers itself by utilizing more advanced technology systems such as the use of algorithms. Moreover, its use allows to optimise traditional processes through the elaboration of results analysis (Lee, Kusbit, Metsky & Dabbish, 2015).

Within this context, it is possible to identify digitalized performance management as the performance management area in which processes have been modified by the application of these technologies. Among others, this has been studied by Curchod, et al. (2019), who analysed the use of the algorithms during the evaluations of customers in the online work environments.

The sample used in the thesis will be companies of collaborative economy. Collaborative economy was defined by Felson & Spaeth (1978) as the set of “events in which one or more persons consume economic goods or services in the process of engaging in joint activities with one or more others”. It is a phenomenon related to the shared and collaborative consumption which is gaining importance due to the Internet era (Blek, 2014).

There has been considerable research on the topic of reactions of workers to the impact of the application of these new technologies since this is a very interesting issue. Among them, Lee et al. (2015) conducted the most relevant one in my opinion. In their paper, these authors studied the case of Uber and Lyft, in which they investigated both its operation and the analysis of its workers’ environment perception. They concluded that, since these workers undergo continuous changes and are affected by transformations that arise in their jobs throughout their working life, special attention should be taken to these processes. This article is the most recent found sample of a relevant advance on the topic covered in this thesis.

However, to my knowledge, I have not found cases in which the perceptions about the work environment of the home delivery company workers are analysed, so I believe that this is a question that remains unanswered. In addition, considering the great impact of technology on this field and its significance (Straub et al. 2004), I believe that this study is relevant to the context of the research.

Therefore, considering the content of the existing literature, and the relevance of this field of study, I have formulated the following research question: which is the perception process of workers on the digitalized performance management systems applied to their jobs?

I think this research question is considerably relevant because it will help to understand the perception process of the workers in general, and the satisfaction related to this method of performance analysis in particular. Furthermore, it will also provide more details on the motivation or demotivation caused by this optimization process.

This setting will also allow to take into consideration the age factor. It is believed that younger workers will find it easier to adapt to technological measures and situations that require a better physical condition, than in the case of older workers.

2. Theoretical framework

2.1. Theories and concepts applicable to the study

There are several theoretical frameworks that have been used in this paper as the basis for the study. These models refer to the approach on digitalized performance management, and more specifically its assessment, the power asymmetries, the model of collaborative economy and the motivation of workers through assessments.

Furthermore, there are a number of concepts and definitions that are crucial for the understanding of this study. It is important to complement the theoretical framework by studying in depth the definitions of the concept of performance management, in order to identify and highlight all the key features of this concept for its further study.

Regarding performance management, apart from the definition already mentioned from Lebas (1995), it is also very relevant to emphasise the distinction made from Otley (1999) regarding performance assessment, who considered it a complex and difficult issue to define by companies, which helps to control and measure the behaviour of the factors that make it up. This author also indicated that control systems provide relevant information about the performance of a company's assets, and, thus, are able to develop viable operating models for companies.

Therefore, the first theoretical framework used in this study is the one related to digitalized performance assessment instruments (Lee, Kusbit, Metsky & Dabbish (2015).

It has been stated that the subjective measure approach is the conventional most commonly used workload assessment method that represents the criteria against which other measures are evaluated (Hart and Staveland, 1988).

However, it has also been indicated that in recent years, firms are embracing initiatives to adopt new digital technologies, which involve changes in key business operations and affect organisational structures and management practices such as staff performance analysis (Fitzgerald, Kruschwitz, Bonnet & Welch, 2014). Therefore, it seems that the best approach to support companies in the process of change and organisational development and assessment of their workers is to reinforce the use of digital technologies.

In this context, research has dedicated considerable attention to various digital technologies that have been used to manage and assess the performance of workers pertaining to different business contexts (Hodgson, 2014). More specifically, the use of software algorithms to manage and evaluate work has been of particular interest (McClelland, 2012). Their main focus has been to understand the human responses to these evaluation processes that used to be performed by humans (Davidson & Kesterbaum, 2014).

Another theoretical framework relevant for this study is the one related to power asymmetries in online work settings as presented by Curchod, Patriotta, Cohen & Neysen (2019). These authors proposed that there are two levels of power asymmetries: the transactional level between sellers and customers, and the governance level between sellers and the company. Furthermore, they found different mechanisms underlying power asymmetries that are directly influenced by the use of online customer evaluations and assessments.

Finally, the business sector of this study is the collaborative economy. This is a broad trend that impacts every sector of society, business, and government and it has been considered as the next phase of social business. It is driven by three market forces: societal, economic and technological in its attempts of disrupting existing institutions. In fact, this implies a transition from a social media-driven era to the collaborative economy era, in which customers are increasingly empowered. While social media impacted business functions, the collaborative economy impacts the bottom line (Owyang, Tran, Silva, 2013).

The model of collaborative economy value chain is depicted in Figure 1.

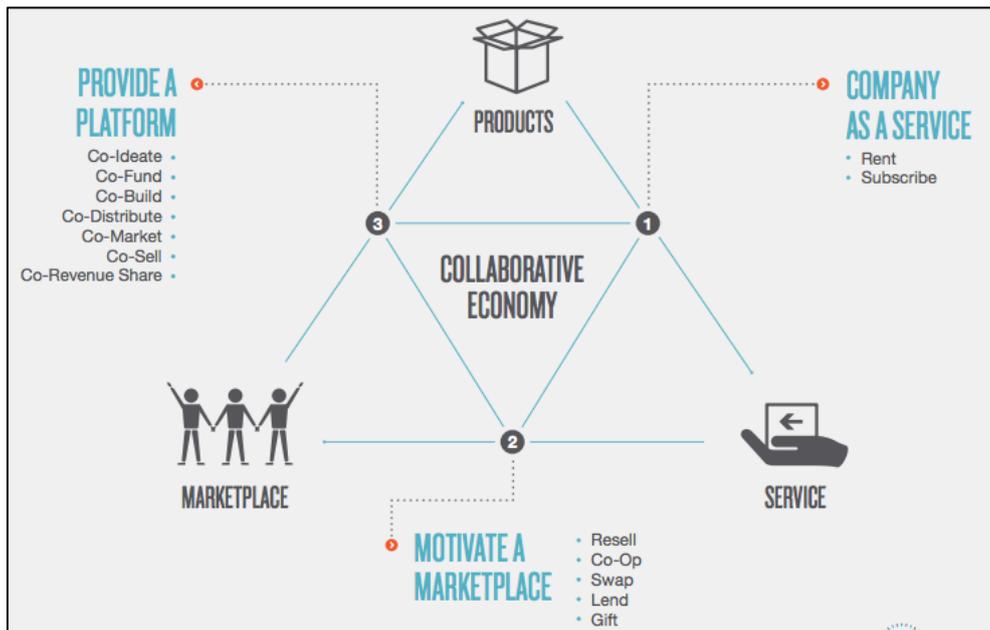


Figure 1. The collaborative economy value chain (Owyang, Tran & Silva, 2013, p. 10).

The relevant definitions of the concepts used in this study are summarised in Table 1.

Table 1. Concepts and definitions used in this study.

Concept	Definition	Author
Algorithmic management	Software algorithms that assume managerial functions and surrounding institutional devices that support algorithms in practice	Lee, Kusbit, Metsky & Dabbish (2015, p. 1603)
Collaborative economy	An economy built on distributed networks of connected individuals and communities versus centralized institutions, transforming how we can produce, consume, finance, and learn	Gyimóthy & Dredge (2017, p. 15-30)
Performance management	The continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization	(Aguinis, 2013, p. 2)
Digitalized performance management	Digitalized performance management has been considered as the use of new technologies for the performance management process.	(Dourish, 2003).
Motivation	An individual's degree of willingness to exert and maintain an effort towards organisational goals	Dieleman, Cuong, & Martineau (2003, p. 2)
Electronic performance appraisal	Electronic systems used to manage performance and provide feedback, which can be limited to storing performance information electronically, or have more advanced features to provide feedback and allow ongoing updates over time from managers and employees	Levy, Tseng, Rosen & Lueke (2017, p. 189).
Power asymmetries	Means of evaluation mechanisms that regulate individuals' behaviours and ensure their compliance with predefined standards	Curchod, Patriotta, Cohen & Neysen (2019, p. 3)
Digital Natives	As a group, they've only known a world that offers constant access to information and are known as "Digital Natives."	Levy, Tseng, Rosen & Lueke (2017, p. 188)
Job satisfaction	The degree to which a worker experiences positive affection towards his or her job.	Ayim Gyekye (2005, p. 292)
Surge pricing	When demand outstrips supply, dynamic pricing algorithms increase prices to help the market reach equilibrium	Lee, Kusbit, Metsky & Dabbish (2015, p. 1604)

2.2. Previous studies on the field

This section of the work will be divided in several sub-sections that will cover the state of the art regarding the subject of study as per the literature review undertaken. The results of the different studies will also be included.

2.2.1. Performance management and assessment

Authors such as Levy, Tseng, Rosen & Lueke (2017) have indicated that performance management is a process that is constantly and necessarily changing in order to be in continuous alignment with the company's intended objectives.

This concept of continuous and necessary change is implemented by all companies no matter of their size and business sector (Stewart & Martínez, 2002). In fact, these authors studied how Wal-Mart realised that their business model should evolve, since traditional systems were insufficient and inadequate for the demands of the market in which they were competing with other companies. Stewart & Martínez (2002) reported how in order to succeed, Wal-Mart adapted its supply chain to new technologies to meet demand and thus were able to strengthen the system dedicated to the consumer.

There are more examples like the previous one, in other business sectors that also seek the automation and digitalization of their services in order to perform more efficiently. Companies in the hotel, catering and transport sectors, among others, also had to face new challenges to adapt these processes to the new technologies in order to improve the service and attention provided to consumers (Vanov, Webster & Berezina, 2017).

Otley (1999) already emphasised the importance of the close relationships between performance management and the general objectives of the business for the success of this process of adaptation, and the need of focusing on the satisfaction of the people (customers and staff).

The commitment of the company in increasing the performance of the employees has been identified as a crucial aspect when implementing the performance management and analysis processes in a business (Gruman & Saks, 2011).

In fact, according to Lawler (2008), the focus on the human capital of the company can be presented as a competitive advantage, since these individuals are important pieces in the work process, and companies should focus on the prioritization of their welfare in order to control the effectiveness of the processes applied. Furthermore, authors such as Barney (1991), have stated that human resources are a main advantage when they create value for the firm and provide skills that the company requires, such as the fact that they are rare, difficult to imitate and that, on certain occasions, cannot be replaced by new technologies.

Despite finding data that indicates that the vast majority of companies use some form of measurement systems of their activities, many of these processes are often not properly designed. Restructuring a company's model is frequent, but often the interpretation of the data is ambiguous or difficult to execute by those who are responsible of this process (Lebas, 1995).

2.2.2. Digitalized performance management and workers' reactions

Digitalized performance management has been considered as the use of new technologies for the performance management process (Dourish, 2003). This author stated that the adaptation of workers to this process is crucial to develop interactive procedures which are fundamental for a successful use and adaptation.

More specifically, Lee et al. (2015) also indicated that the use of algorithms in this process helps to improve and optimize the performance assessment and is changing the way in which companies in many sectors work. This new system of employee supervision offers a global vision of the evaluation procedures (Curchod et al., 2019)

In this study, the research of Lee et al. (2015, p. 1611) is followed, who investigated “the impact of technology in the workplace” with the intention of supporting “human workers to work with intelligent machines not only in an effective, but also a satisfying and meaningful way”.

In a follow up research, Rosenblat & Stark (2016) empirically studied the experiences of Uber drivers. They concluded that the information and power asymmetries produced by

the Uber application are fundamental to its ability to structure control over its workers, and that the rhetorical invocations of digital technology and algorithms are used to structure asymmetric corporate relationships to labour, which favour the former.

The analysis of the workers' views on the use of technology for performance management and analysis is an interesting subject of study due to the impact of the application of these new technologies to different management processes and to the fact that these workers undergo continuous changes and are affected by transformations that arise in their jobs throughout their working life (Lee et al., 2015).

2.2.3. Impact of technology on jobs

Interestingly enough, it has been stated that the use by companies of new technologies to assist in performance management and evaluation in the work place could “cause unanticipated consequences and gradually undermine human relationships” (Pritchard, Vines, Briggs, Thomas & Olivier, 2014, p. 3617).

In fact, difficulties could arise during the application process of these new technologies (Bellotti & Edwards, 2001). These authors identified specific human aspects, such as the response to certain unexpected situations, which may not have been considered in the set-up of these technologies and that should be taken into account when conducting the assessments of the processes performed by the workers.

As Curchod, et al. (2019) mentioned, based on the research of Orlikowski and Scott (2008, 2015) an increasing number of algorithms are being created with the ability assess social relations at work. But considering that they are being pre-programmed by the person in charge of evaluating the worker (Latour, 1990).

However, another relevant aspect that needs to be mentioned is that, when assessing the performance of workers, it is important to identify and determine the individual performance of each worker. In this way, if payment or other methods based on certain given parameters are used, it will be easier to understand the influence of each one of them. The workers will evaluate these methods according to how much they provide an

incentive to them. Therefore, this process is also related to the motivation of the workers and the service given to the clients (Smith & Rupp, 2004).

2.2.4. Motivation, age and electronic performance monitoring processes

Motivation is, thus, a crucial factor to be considered in this process of performance management and evaluation. Regardless of the degree of technology used by the company, motivation will always play a fundamental role in determining how the workers perform the tasks in an appropriate and correct manner. Following the thesis of Manzoor (2012), it is possible to manage the motivation of the workers if the company is able to design the adequate and necessary strategies to increase their performance.

One important area of research is the relationship between motivation at work and age of the individual because it influences and affects both the direction and continuity of workers in the job (Peeters, van Emmerik, Kooij, de Lange, Jansen, P & Dijkers, 2008). The results of the studies conducted by Peeters et al. (2008) showed that most of the factors that establish a relationship between motivation and age have a negative impact on the motivation to continue working as the worker becomes older. As Sterns & Doverspike (1989) suggested the influence of the age of workers to carry out their tasks leads to numerous changes depending on the skills they perform, and, as a worker age, they experience changes in his abilities.

In another context of study within this area, Hutchens (1988) found a relationship between job opportunities and the age of the individual with a decrease in job opportunities when the age increases. This author also concluded that in jobs that require resistance or physical strength, workers with more advanced ages may be disadvantaged compared to young workers, who are more predisposed to perform them. However, regarding young workers (under 30 years old), some authors have stated that the relation between age and job performance was consistent and modestly positive (McEvoy & Cascio, 1989).

Regarding the use of electronic performance monitoring (EPM) by the employer as part of performance management processes, Scholarios & Taylor (2014) demonstrated that it can adversely affect older workers. Results of their study showed that the use of EPM by managers to guide punitive performance management for sickness absence and perceived

reduced capability identified older workers as a vulnerable group, with manager decisions shown to be based on age stereotypes. They argued that increasingly pervasive use of digitized performance monitoring may intensify age discrimination in performance management.

2.2.5. Collaborative economy

There is a relation between the concepts of collaborative economy and digitalization. In fact, authors such as Vaughan & Daverio (2016) have stated that the collaborative economy is being implanted in society as a consequence of the evolution and application of digitalization since these new technologies will facilitate interactions between companies and individuals, as well as their sustainable growth. Furthermore, this type of economy model allows companies to continuously change their structure in order to adapt its business model to current demands (Owyang, Tran & Silva, 2013).

Collaborative economy consumption is on the rise (Dredge & Gyimóthy, 2015) due to the fact that our generation is believed to be witnessing early indicators of an important shift (Owyang, Tran & Silva, 2013).

Food delivery businesses, among others from different sectors, have been identified as examples of the companies which have experienced exponential growth during recent years. Companies like Deliveroo, as a model of local restaurant delivery, allow individuals to access their services from their homes (Vaughan & Daverio, 2016).

2.3. Questions of the study

Based on the literature review conducted in the previous paragraphs, this study will propose the following questions:

Question 1: How is the perception process of workers on the digitalized performance management systems of their jobs?

Question 2: How does age influence workers' performance with digitalized performance management?

3. Methodology

The sample of participants in this study is composed by employees from home delivery companies. The companies from this research setting are known for having applied digital performance management systems to its processes. The main characteristics of the sample size were as follows. In total 10 employees participated in the study. There were 4 females and 6 males. Their mean age was 24,4 years (SD \pm 6,81). The mean number of years in their current job was 1,69 years (SD \pm 2,66). The mean number of years of professional experience was 4,4 years (SD \pm 5,66). As per their level of education, three had a university degree, four had secondary studies, two had primary studies and one had no education.

The main characteristics of the sample of this study are summarised in Table 2.

This paper is based on a multiple case study approach. This qualitative research design is appropriate when investigating new settings and the questions deal with variables that require an answer to the research question. This study method design provides a tool to gain a deeper understanding of a specific phenomenon (Zach, 2006).

The operationalisation and measurement of variables follows the narrative research design principles. Indeed, it has been considered that the case study method is a form of research very relevant in the field of management (Chetty, 1996). This study has collected open-ended, emerging data in order to develop themes from these data. It has also it focused on a given phenomenon that occurs in a certain context and studies the setting of participants. The intention has been to obtain a meaning of the phenomenon from the views of the sample components. By collecting the stories of the participants, this study examines the issues related to the research question (Cresswell & Creswell, 2017).

A semi-structured interview was used to provide the data for this study, which is the usual procedure when using a multiple case study approach (Breugst, Patzelt, & Rathgeber, 2014). The participants in this study have been interviewed at some length in order to find out their personal experiences on the situation and the issue related to their perceptions.

The interview guideline for this study has been created following the literature review and adapting some of the suggestions, proposals and findings of authors such as Lee et al. (2015). Specifically, these authors suggested questions such as the following: Do human workers cooperate with algorithmically-assigned work? How much are people motivated or demotivated by algorithmic optimization? How effective is algorithmic, data-driven evaluation and how do workers feel about it?

The interview use covered general background details from the sample, and questions related to their views on performance management analysis, digitalized performance analysis and its relation to motivation and age.

The interview guideline is included in the appendix of this study.

Table 2. Main characteristics of the sample of this study.

NR	AGE	GENDER	YEARS OF EXPERIENCE	TIME WORKING FOR THE COMPANY	PROFILE (bike/motorbike/car)	DEDICATION (full/part time)	EDUCATION / BACKGROUND
1	21	Male	3	9 months	Bike	Full time	Primary education
2	23	Male	3	2 years	Bike	Full time	Business, BA
3	19	Female	1	2 months (0,17 years)	Bike	Full time	Law, BA (in progress)
4	20	Female	1	5 months (0,42 years)	Bike	Part time	Computing, BSc (in progress)
5	19	Male	1	1 year	Bike	Part time	Secondary education
6	30	Male	5	8 months (0,67 years)	Bike	Part time	Secondary education
7	41	Male	20	6 weeks (0,13 years)	Car	Full time	Primary education
8	27	Male	4	5 months (0,42 years)	Motorbike	Full time	Former athlete
9	21	Female	2	1 year	Bike	Full time	Secondary education
10	23	Female	4	2 years	Bike	Full time	Secondary education

4. Results and discussion

The findings of this study highlight both challenges and opportunities that companies can take into consideration when implementing digitalized performance management strategies.

These findings will be used to elaborate on the different processes that can be used in order to apply the evaluation of performance in such a way that will contribute to the satisfaction and well-being of the workers. In addition, I will interpret and assess the results, focusing on the most important points of the study.

The following model has been built based on the data obtained from the interviewees, and depicts the most significant traits of it (Fig. 2).

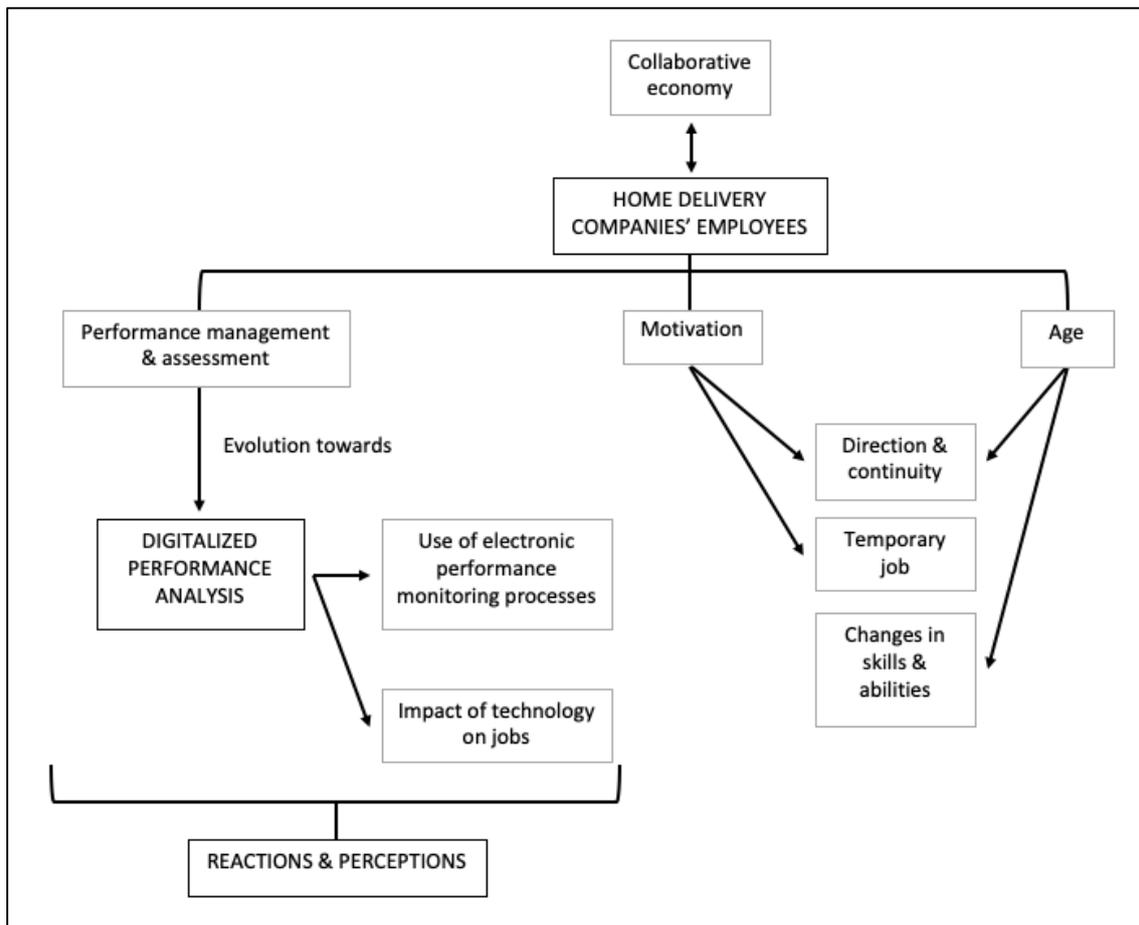


Figure 2. Model of the reactions and perceptions of home delivery companies' employees.

4.1. Digitalized performance management

Regarding the digitalized analysis of the workers performance, they were asked about the assessment related with the impact of technology when delivering the products. Only a 10% of the interviewees exclusively mentioned advantages of this analysis, whereas the remaining 90% referred both to positive and negative aspects about it.

As per the positive views of the interviewees, they agreed in the fact that it was an important tool that facilitated their work due to the speed and information about the order, such as the location of the customer or any of its data. As interviewee 6 said, the tool implied “an almost automatic process,” and “it is all quite intuitive when you are assigned an order” (interviewee 6, question 5). In addition, interviewee 7 also supported that the distribution was simple due to the step by step process in each order.

Regarding the negative aspects, interviewee 2 can be remarked, who explained that it was necessary to take into account that these technologies affect their salary and any setback could condition it. Furthermore, interviewee 5 provided with some comments on this topic, such as the fact that “if there is an error during the course of the order, it is very difficult for me to rectify through the application” (interviewee 5, question 5). In addition, other remarkable notes were added about the codes used by the application. Interviewee 7 said that, when calculating delivery routes, the possibility of identifying traffic is not always taken into account. This delayed their work and it meant less orderings throughout the day.

As per workers’ experiences regarding technology playing an important role in their jobs, interviewees explained several situations such as the one mentioned by interviewee 3. She mentioned that, thanks to the application, a restaurant was able to contact her and return an order she had forgotten. Interviewee 4 also explains how, through the application and its codes, the margin of error in not accepted deliveries was reduced. In addition, interviewee 10 gives significant importance to how the application recalculated routes, and said that the application was adapting to her preferences, as the path of a route changes (interviewee 10, question 6).

The perception that the interviewees had about their performance management and their evaluation varied depending on their previous work. Every interviewee found advantages, and some also found disadvantages.

As per the first group, advantages such as speed and relevant information to the work they do. A comment which reflected this fact was the one of interviewee 4, who said that “it is a faster way to collate the data of each worker without the need for a slower and more personal evaluation of each one” (interviewee 4, question 4). In addition, interviewee 3 also remarked the fact that this process helped to reduce the margin of error when placing orders, and that workers appreciated that.

Regarding the 6 interviewees who also had some negative opinions regarding digitalized performance system. For example, interviewee 2 mentioned that he found the system “a bit difficult to get used to it” (interviewee 2, question 3). Furthermore, the lack of experience and the fact that workers found at some point the system to be “too objective, without taking into account certain circumstances” were also mentioned by some interviewees (interviewee 2, question 3). Furthermore, another interviewee mentioned that the used system was “too dynamic” and that he had to pay a lot of attention to the application (interviewee 6, question 4).

They were also asked to compare these processes with the traditional performance evaluation systems. Interviewee 5 explained that “many slow tasks of the traditional process have been optimized and automated, and that improves every operation” (interviewee 5, question 4). In this regard, some interviewees explained their previous evaluation systems, so that it was possible to understand the comparison of these two systems. One of the interviewees explained how they evaluated her in her work as an auditor with an internship contract. In this case, there was a person in charge of reviewing her performance each day. She said that she perceived “that this type of evaluation was much slower and more tiring for everyone in the office” (interviewed 9, question 5).

There is a relationship between the perception of the interviewees on digitalized performance management and the definition provided by Dourish (2003). It should also be remarked that the process that relates the successful adaptation is used by all respondents, when they refer to the constant use of the application. Furthermore, with

respect to the fundamental role of technology provided by this author, respondents reported examples where they supported these theories.

In addition, it is relevant to provide the data collected on the use of algorithms in this type of companies. In this regard, 10% interviewed completely agree with Lee et al. (2015) and their theory about process optimization.

On the other hand, the remaining 90% describe some positive aspects that match, but they also spoke of negative aspects about the effectiveness of the impact of technology on jobs.

Coinciding also with this, Belloti & Edwards (2001) that stated that complications may appear during the process of integration of these technologies, so they are related to the negative aspects of these 90% of respondents.

In relation to the study of Lee et al (2015), in which they talked about the analysis of this impact and the changes produced. The interviewees also contributed this vision, and explained possible transformations suffered in relation to their previous work due to the new operation of the company.

4.2. Motivation, age and new technologies

With regards to the motivation of the workers, 50% of the interviewees said that they were poorly motivated and did not feel valued, 40% claimed that they were sufficiently motivated at their job and the remaining 10% expressed a mixture of those views.

Regardless of the reasons that each one of the interviewees gave related to the motivation, everyone detailed that they perceived their work as temporary and always with the intention of changing it in the future.

Within that 50% of unsatisfied employees, interviewee 3 stated that since it was “a fairly automatic job” regarding the delivery procedure, it was not too motivating, and identified as its main objective to earn some money, since she considered her work as temporary (interviewee 3, question 7). Furthermore, interviewee 2 spoke about the difficulty of

being motivated at work “with so little possibility of professional growth” (interviewee 2, question 7). These workers generally did not feel valued by their companies, which directly affects performance, according to interviewee 8, who said that “since we do not feel valued, we do not try our best” (interviewee 8, question 8).

Finally, interviewee 4 related motivation to the age factor, mentioning that “those who have been working on this for more years [...] are less motivated than those who have just started working.” (Interviewee 4, question 10).

On the other hand, among the 40% of motivated workers, the view of interviewee 1 clearly defined the things that motivate him at work, such as the flexible schedule, the salary he receives, the fact of being his own boss and how he enjoys doing his job.

As per the age aspect, the sample contained several profiles of workers with different ages, who were between 18 and 41 years old. The question about the perceived average age is related to the performance of the workers, and the great majority places the perceived average age between 30 and 35 years old. Interviewee 7, a 41-year-old interviewee, said that the issue of age does not affect his performance and that anybody can adapt to it.

On the other hand, all the other interviewees stated that it is a job that requires a good physical condition. Interviewee 6 stated that to be prepared enough, they had to do stretching so that mishaps do not take place during deliveries.

Regarding the use of technology, interviewee 1, who was 21 years old, expressed the opinion that “our generation is used to this type of smart devices that makes us adapt much faster when there is a change” (interviewee 1, question 10). Interviewee 2 backed this, mentioning that it was harder for older workers to adapt to this way of working, which was supported by an older worker, who said that he had to develop “techniques to replace my slow use of the application” (interviewee 7, question 10).

Finally, a 100% of the interviewees perceived that age has some kind of relationship with performance. Only 1 interviewee thought that these concepts have a positive relation. On

the other hand, 2 mentioned the opposite, mentioning the existence of an inverse relation, and 7 of them mentioned aspects of both.

First, some interviewees mentioned that being older makes them more experienced and improves their performance, such as by choosing the best delivery routes, meeting employees or managers, and even being able to control the different applications based on their interests. For example, interviewee 2 said, about his older companion and the advantages he has in his day to day that "they are a clear competitive advantage over the rest of the workers" (interviewee 2, question 10).

According to the different ages and profiles of the interviewees, different types of vehicles were chosen. Bicycles are the most common one among the interviewees, since 8 of 10 used it, whereas motorcycles and cars were only used by 1 worker each. A strategic choice of the vehicle could counteract the negative effect age could have when working in this sector, according to interviewees. Interviewee 5 stated that "the main differences" between workers of different ages "are physical" (interviewee 5, question 10), also stating that workers chose the type of vehicle based on their abilities, in order to try to eliminate those differences.

Generally, those who chose a bicycle did so for economic, mobility or physical reasons. On the other hand, those who chose to use a motorcycle or a car, did so due to physical deficiencies or the additional income that this could imply.

Regarding the existing relation between motivation and performance, all the interviewees agreed with what Manzoor's (2012) theory suggested on the close relation between motivation and performance. However, there were different points of view among them. 50% of the interviewees reported being poorly motivated and that this affected their performance. Another 40% of the interviewees said they were motivated in the company, agreed to take into account aspects that the worker gave importance, and therefore improved their performance.

The results of the perceptions that relate the ages of the interviewees with their motivation at work match with the conclusions presented by Peeters et al. (2008), who ensured that motivation influences the performance workers have during the delivery processes.

The answers of the interviewees match the theories of Sterns & Doverspike (1989), who suggested that the influence of age affects and changes the skills and abilities that workers have during their performance.

The majority of interviewees agreed with the theory provided by Hutchens (1988) who concluded regarding jobs that need a good physical condition, that older workers may have some disadvantages. Despite this, the fact that workers could strategically use the type of vehicle for their jobs, as some interviewers mention, could help them solve their physical deficiencies or disadvantages, could adjust what Hutchens (1988) mentioned about this topic.

Furthermore, all respondents had a specific opinion on the relationship between job performance and age. It was found that just 1 of the respondents agreed with the theory of McEvoy & Cascio (1989) on the direct relationship between these two concepts, whereas, on the contrary, 2 of them stated that this relationship is inverse. The remaining 7 interviewees identified characteristics of both relations. Hence, there is not a clear support to the theory in this case, according to the sample's results.

Another aspect to consider is the relationship with the use of digitized performance monitoring. As it can be seen in the theory presented by Scholarios & Taylor (2014), some respondents agree in the fact that it may negatively affect older workers.

4.3. Collaborative Economy

Taking into account what was mentioned in the interviews, 20% related the concept of collaborative economy with performance development, the remaining 80% do not talk about this concept. The two interviewees mention it in the question of differences and similarities between performance systems.

Interviewee 3 talked about the relations between the premises and the company. As she said that “more and more collaborations with partners makes the system establish more relationships and at the same time improve” (interviewee 3, question 5). However, interviewee 5 provided a more negative view, stating that increasing the number of restaurants is more difficult to arrive in time to deliver orders.

Considering to the concept of collaborative economy, 20% of the interviewees agreed with its relationship with digitalization, as reflected in paper of Vaughan & Daverio (2016). This relation has been mentioned by them when referring to the collaborators that allow these companies to grow through the interactions between them, and the adaptation to the business model to new demands, as stated in the study of Owyang, Tran & Silva (2013).

On the other hand, the remaining 80% have not been able to relate this concept to the theories raised.

4.4. Answers to the questions of the study

In the following lines, the questions previously proposed in the theory section will be answered, considering the results of the study.

How is the perception process of workers on the digitalized performance management systems of their jobs?

As per the perception process of digitalized performance management, interviewees talked about having experienced different stages in which they perceived disadvantages, which were mainly identified at the first moments of the job, and advantages, derived from a familiarization with these technologies. On the whole, it was found that being completely for or against these systems was not something common at all among workers, regardless of their age or professional background.

How does age influence workers' performance with digitalized performance management?

According to the interviewees' views, a proper physical condition is needed in order to perform well in these jobs. Furthermore, they all perceived that there was a relation between age and performance, but different opinions on this aspect were found. Both advantages and disadvantages of older and younger profiles were remarked. Therefore, the age factor does influence workers' performance, both in a positive and a negative way, taking into account the interviewees' opinions.

5. Practical implications and conclusions

5.1. Practical implications

This study's results imply several practical implications. One of the most significant findings to extract from this paper is that home delivery companies should try to take into account their worker's suggestions and concerns. Furthermore, those companies could also try to combine both digitalized and traditional performance management strategies, in order to obtain a process which included the advantages of both versions, as long as this is possible.

5.2. Conclusions of the study

After analysing the results and comparing them to the theoretical framework, this paper concludes that, even though workers are generally aware of the advantages of the digitalized performance management processes, they found some disadvantages mainly at the beginning of its use, and they were also worried about the apparent lack of motivation and other issues derived of its application. Furthermore, a connexion between age and performance seems to have been found, considering the interviewees' views on this topic, despite the fact that both advantages and disadvantages on this aspect were found.

Nevertheless, this paper is limited by some characteristics of its own nature. These limitations are the following: first, the randomness of the sample, since the interviewed workers were randomly selected from the street for their posterior interview, and secondly, the limited number of workers that were actually interviewed. In addition, the fact that some views on specific aspects studied in this paper were somehow perceived as outliers, due to how extreme they were.

Finally, to conclude, I hope that this paper helps future researchers to study in depth how the implications that employees' perceptions on these processes may have caused an impact, if any, on the companies' use of digitalized performance management. In addition, a possible guideline for a future research could imply a paper which studied

whether there was any relation between workers' perceptions on this field in this sector, versus other sectors experiencing similar, or even the same, modernization processes.

Following the suggestion from Rosenblat & Stark (2016) this study points to the need for greater attention to the role of digital disintermediation in shaping role relations and communications between employers and workers. Furthermore, considering the results, a study on how the different vehicles used in these jobs influence on workers' performance could help to improve the general knowledge on this sector, as well as on the performance of the employees.

6. References

- Aguinis, H. (2013). Performance management. New Jersey, NJ: Pearson Education, Inc.
- Ayim Gyekye, S. (2005). Workers' perceptions of workplace safety and job satisfaction. *International Journal of Occupational Safety and Ergonomics*, 11(3), 291-302.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17: 99-120.
- Bellotti, V., & Edwards, K. (2001). Intelligibility and accountability: human considerations in context-aware systems. *Human-Computer Interaction*, 16(2-4), 193-212.
- Belk, R. (2014). You are what you can access: Sharing and collaborative consumption online. *Journal of business research*, 67(8), 1595-1600.
- Breugst, N., Patzelt, H., & Rathgeber, P. (2014). How should we divide the pie? Equity distribution and its impact on entrepreneurial teams, *Journal of Business Venturing*, (in press).
- Capuano, A. M. (2004). Evaluación de desempeño. Desempeño por competencias. *Invenio: Revista de investigación académica*, (13), 139-150.
- Chetty, S. (1996). The case study method for research in small-and medium-sized firms. *International small business journal*, 15(1), 73-85.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Curchod, C., Patriotta, G., Cohen, L., & Neysen, N. (2019). Working for an Algorithm: Power Asymmetries and Agency in Online Work Settings. *Administrative Science Quarterly*, 0001839219867024.
- Davidson, A. & Kestenbaum D. (2014). The Future of Work Looks Like a UPS Truck. NPR, available at: <https://www.npr.org/sections/money/2014/05/02/308640135/episode-536-the-future-of-work-looks-like-a-ups-truck>
- Dieleman, M., Cuong, P. V., & Martineau, T. (2003). Identifying factors for job motivation of rural health workers in North Viet Nam. *Human resources for health*, 1(1), 10.

- Dourish, P. (2003). The appropriation of interactive technologies: Some lessons from placeless documents. *Computer Supported Cooperative Work (CSCW)*, 12(4), 465-490.
- Dredge, D., & Gyimóthy, S. (2015). The collaborative economy and tourism: Critical perspectives, questionable claims and silenced voices. *Tourism recreation research*, 40(3), 286-302.
- Felson, M., & Spaeth, J. L. (1978). Community structure and collaborative consumption: A routine activity approach. *American behavioral scientist*, 21(4), 614-624.
- Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (2014). Embracing digital technology: A new strategic imperative. *MIT sloan management review*, 55(2), 1.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human resource management review*, 21(2), 123-136.
- Gyimóthy, S., & Dredge, D. (2017). Definitions and mapping the landscape in the collaborative economy. In *Collaborative economy and tourism* (pp. 15-30). Springer, Cham.
- Hart, S. G., & Staveland, L. E. (1988). Development of NASA-TLX (Task Load Index): Results of empirical and theoretical research. In *Advances in psychology* (Vol. 52, pp. 139-183). North-Holland.
- Hodson, H (2014). The AI Boss that Deploys Hong Kong's Subway Engineers. *New Scientist*, available at: <https://www.newscientist.com/article/mg22329764-000-the-ai-boss-that-deploys-hong-kongs-subway-engineers/>
- Hutchens, R. M. (1988). Do job opportunities decline with age? *ILR Review*, 42(1), 89-99.
- Lawler, E. E. (2008). Make human capital a source of competitive advantage. *Marshall School of Business Working Paper No. MOR*, 16-09.
- Lebas, M. J. (1995). Performance measurement and performance management. *International journal of production economics*, 41(1-3), 23-35.
- Latour, B. (1990). Technology is society made durable. *The Sociological Review*, 38(1_suppl), 103-131.
- Lee, M. K., Kusbit, D., Metsky, E., & Dabbish, L. (2015, April). Working with machines: The impact of algorithmic and data-driven management on human workers. In *Proceedings of the 33rd Annual ACM Conference on Human Factors in Computing Systems* (pp. 1603-1612). ACM.

- Levy, P. E., Tseng, S. T., Rosen, C. C., & Lueke, S. B. (2017). Performance management: a marriage between practice and science—just say “I do”. In *Research in personnel and human resources management* (pp. 155-213). Emerald Publishing Limited.
- Manzoor, Q. A. (2012). Impact of employees’ motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.
- McEvoy, G. M., & Cascio, W. F. (1989). Cumulative evidence of the relationship between employee age and job performance. *Journal of applied psychology*, 74(1), 11.
- McClelland, M. (2012). I Was a Warehouse Wage Slave. Mothers Jones, available at: <https://www.motherjones.com/politics/2012/02/mac-mcclelland-free-online-shipping-warehouses-labor/>
- Orlikowski, W., & Scott, S. V. (2015). The algorithm and the crowd: Considering the materiality of service innovation, *MIS Quarterly*, (39: 1) pp. 201-216.
- Otley, D. (1999). Performance management: a framework for management control systems research. *Management accounting research*, 10(4), 363-382.
- Owyang, J., Tran, C., & Silva, C. (2013). *The collaborative economy*. Altimeter, United States.
- Parise, S., Kiesler, S., Sproull, L., & Waters, K. (1999). Cooperating with life-like interface agents. *Computers in Human Behavior*, 15(2), 123-142.
- Peeters, M., van Emmerik, H., Kooij, D., de Lange, A., Jansen, P., & Dijkers, J. (2008). Older workers' motivation to continue to work: five meanings of age. *Journal of managerial psychology*, vol. 23 No. 4, pp. 364-394.
- Pritchard, G., Vines, J., Briggs, P., Thomas, L., & Olivier, P. (2014, April). Digitally driven: how location based services impact the work practices of London bus drivers. In *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems* (pp. 3617-3626). ACM.
- Rosenblat, A., & Stark, L. (2016). Algorithmic labor and information asymmetries: A case study of Uber’s drivers. *International Journal of Communication*, 10, 27.
- Scholarios, D., & Taylor, P. (2014). ‘Decommissioned vessels’—performance management and older workers in technologically-intensive service work. *Technological Forecasting and Social Change*, 89, 333-342.
- Smith, A. D., & Rupp, W. T. (2004). Knowledge workers' perceptions of performance ratings. *Journal of Workplace Learning*, 16(3), 146-166.

- Sterns, H.L. and Doverspike, D. (1989), "Aging and the retraining and learning process in organizations", in Goldstein, I. and Katze, R. (Eds), *Training and Development in Work Organizations*, Jossey-Bass, San Francisco, CA, pp. 299-332.
- Stewart, H., & Martinez, S. (2002). Innovation by food companies key to growth and profitability. *Food Review/National Food Review*, 25(1482-2017-3458), 28-32.
- Straub, D., Rai, A., & Klein, R. (2004). Measuring firm performance at the network level: A nomology of the business impact of digital supply networks. *Journal of Management Information Systems*, 21(1), 83-114.
- Vaughan, R., & Daverio, R. (2016). *Assessing the size and presence of the collaborative economy in Europe*. Publications Office of the European Union.
- Vanov, S. H., Webster, C., & Berezina, K. (2017). Adoption of robots and service automation by tourism and hospitality companies. *Revista Turismo & Desenvolvimento*, 27(28), 1501-1517.
- Zach, L. (2006). Using a multiple-case studies design to investigate the information-seeking behavior of arts administrators. *Library trends*, 55(1), 4-21.

7. Appendix

INITIAL INTERVIEW TRANSCRIPT

Presentation:

“My name is Paula Rallo Aznar, and I am doing this interview to obtain data for my bachelor thesis’ study. The interview is being recorded exclusively for academic reasons.” It will be recorded in Spanish but the transcript will be in English

1. Background

- How old are you and which is your level of education?
- For how long have you been working for this company?
- Have you worked for another company of this sector?

2. Performance management and analysis

- Which are your views on the digitalized performance management system of the company you work for?
- If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

3. Digitalized performance analysis

- How would you assess the impact of technology when delivering those products?
- Could you give any examples in which technology has played an important role?

4. Motivation

- How would you describe your degree of motivation at work? Please develop your answer as much as possible.
- What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

5. Age

- Which is the average age you think your co-workers have?

- Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?
- Does your performance and/or performance management depend on the vehicle you use for your work?

TRANSCRIPTS OF THE INTERVIEWS

INTERVIEW 1.

1. How old are you and which is your level of education?

I'm 21 years old, I've been working in different jobs for 3 years. I have a primary education, I finished the school 3 years ago and I wanted to start working as soon as possible. I did not think about doing a training course or a career, because I was hired very quickly in a restaurant and did not want to miss the opportunity.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working for this company during a short time, 9 months. I am working full time since I do not have another job at the moment and I can dedicate myself to squeeze the hours of the day with this work. I started working in this company to test the experience since they had recommended it to me. I used to work for a restaurant that also made home deliveries, but only made orders from that place.

3. Which are your views on the digitalized performance management system of the company you work for?

From my point of view, this way of managing my performance and having everything digitalized makes it a fairer system than the one that I was used to in my other job. They fully value the results of my turn, and they do not make exceptions, or favour deals depending on the dealer.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Yes, I have worked in another company but I was different from this one. Here everything is digitalized, in the app all my movements are collected throughout the working hours. The application is aware of the orders I place, the waiting time in the establishment, my speed and location at the time of delivery.

This tool helps calculating my salary, and managing the ratings I received for me to be assigned more or less orders. It also takes into account the assessment of the customer, that reach into the app immediately after giving the order, which did not happen when working in the local with traditional deals.

I find similarities in the type of orders that I place now and in those that I made before, since I continue making food distribution.

5. How would you assess the impact of technology when delivering the products?

Thanks to the codes, the app provides me the information I need to place an order. With those codes, I arrive at the restaurants and I know how to identify my order to prepare it correctly. Thanks to that the identification of the delivery is much faster and more efficient for both parties. Also, it provides me with information about the location of my destination, as well as providing the information to the client, in case there is any misfortune and I need to contact him or have any priority when requesting delivery.

6. Could you give any examples in which technology has played an important role?

In general, the technology we use, plays an important role in each delivery, as I said it is able to guide us to the location, and it gives us the data that we should know about that order. I'm not sure if I could to give you a specific example, but what I can say is that the system of sending alerts is the one that allows me to be aware of

the order and makes it easier for me to be aware of it. When they assigned me an order, it is notified through the app, so as to be more productive during my hour of work.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

The truth is that right now I am very motivated with this work. Having such a flexible schedule without meeting a requirement of hours makes the work easier for us. I love being my own boss and not having anyone checking my daily work. I am responsible and willing to get more hours if I really need them. The truth is that I have the salary that I want at the moment, so I'm not worried about things that are related with money. I live the everyday of the company and enjoy what I do.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

The perception that I have in relation to whether they value me as a worker is related to what I have said before, I think that if they give us so much freedom it is because the degree of confidence in the workers is very large and that is a fundamental point in a job. The goals are well marked, and I know what they are expecting from me and the work I have to do. Since this type of job is a new concept, it does not have the same image as if it was a more traditional company and the terms of “control” that they had could be confusing with not valuing employees, which I take into account.

9. Which is the average age you think your co-workers have?

The truth is that I have no idea, can it be that around 30? Or maybe 40 years? I think there is neither an ideal age to work on this, everyone could do it if they can handle it. In the end, we all do the same job, and whoever lacks age or physical, is able to replace them with other things. I don't judge anyone for being older than me, many veterans always try to help to the youngest ones. People my age, still see their colleagues as competition.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

Since I have been working for less than a year, there are many things to which I still have to adapt more. I think I do my job well, as I said before, I am very motivated, but if I compare myself with an older person, who has more experience, I know that he will know more about the company's operation, despite my desire to do the job well. Despite that I do not believe that it is in any type of disadvantage because I learn fast, our generation is accustomed to this type of smart devices that makes us adapt much faster when there is any change. New technologies are a great tool and since we were born we are used to doing many things with them, we are connected all day to both networks and the telephone, so we know how to use it as a work tool and not just something sporadic.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I think there is a relation between both. In my case, I go with a bicycle because I am able to make all orders without problems and I have a very good physical condition so I could endure all the deliveries. I know that many consider another option depending on their capacity of endurance, which is the case of many workers with more advanced ages.

INTERVIEW 2.

1. How old are you and which is your level of education?

I have studied a business degree, I am 23 years old, and until now I had combined my studies to continue working in the company. Once I have finished my university training, it has been much easier for me to focus on this work for a period of time, since I see it as something temporary. I am working the maximum hours during the day in order to obtain higher income until I find a job with a higher remuneration.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I've been working in the company for 2 years. I started in this company for the first time, since I had never worked before in any company in the same sector, but yes in different sectors, and at the moment I feel comfortable in this company.

3. Which are your views on the digitalized performance management system of the company you work for?

The truth is that I did not work in this way and it was a bit difficult for me to get used to it, but it is true that it allows me to learn and get constant feedback from those responsible for the application, sometimes too objective, without taking into account certain circumstances, but provides relevant information for the job.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

I have not worked in another company related to this sector, but I do notice differences when evaluating the performance of my tasks. Before, the system that I was used to, in the previous company, was more traditional, it was not all so digitalized. I received a fixed salary at the agreed month, which did not depend on any variable and did not

evaluate me through an application, so I did not have any type of uncertainty every day.

5. How would you assess the impact of technology when delivering the products?

The application makes my job easier it tells me the fastest route, the locations with the most orders, the time it takes for each of them. The overall impact is positive in the sense that we place more orders in less time than if we had to go looking for them, however, it also has a negative part, and that is that so much technology can play a trick on you and our salary depends 100% on it.

6. Could you give any examples in which technology has played an important role?

As I spent so much time in the company, I developed my tricks to be able to obtain the maximum number of orders during working hours. I am in charge of connecting the application when I am in areas where there is a high demand for orders, as it usually indicates in the application depending on the volume and the day. In this way, I filter the orders that I can make quickly in that area and I take care not to leave those sources of deliveries, and so I continue assigning them. It is a key element that I use as a competitive advantage in my work, which I manage strategically.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

My degree of motivation is not very high, being honest. I am here because I need to earn money until I find another job, but my long-term goal is not to stay in this company. I have studied a degree in Business and I want to exercise it, but how to find work is complicated, this here for now. I do not have a feeling of daily improvement since I never stop looking for other options, I also think it is difficult to have them in this type of work with so little possibility of professional growth.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

My feeling from the first day is that you don't have the opinion of the worker, we have sometimes had problems during the distribution and we have called the coordinator / manager and he has never given us his help. I think he is absent and does not take his job seriously. I feel that autonomy often confuses staff and they are not able to worry about whether those who are working are well, are comfortable or need something. I feel more a number than a worker.

9. Which is the average age you think your co-workers have?

Along my two years working I have seen workers of all ages pass by, there was a super nice gentleman who did not look at all how old he was. If I remember correctly I was 42 and physically better than many that I know. I would say that the average age will be about 32 or 35 years. In the end, everything is mental and if you think you can do it, there is nothing to stop you.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

After finishing my degree, I have had more time to dedicate to this work so I look at small details related to this question. Many times, I arrive at stores to pick up an order and we agree more workers, when we have to wait we always talk and discuss how the day or the work shift goes. Relatively recently I agree with an older gentleman, 40, charming. He has been working on this for almost 4 years and begins to know the waiters, chefs of all the restaurants he goes to, clearly this has to do with the experience, but they always serve the order before, they treat him better than the rest, they always give you something warm from the establishment in winter. They are small details, but that are appreciated while you are going through a bad turn or it is very cold, for example. I think those things are a clear competitive advantage over other workers.

In relation to new technologies, I think they will always be a little slower with that, it is harder for them to adapt when there is a change in the app or when there is a new

incorporation because they do not get to understand how the application works and how it affects them at work

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I started working just to be able to pay my expenses and to have a more or less constant income, at the moment I did not want to invest in a motorcycle because it was expensive and I can make orders with the bike without problems. It helps you improve your performance many times for the time you invest in each order, it is faster and you get less tired. Maybe, for other profiles, it fits, but for now I am happy with the bike since I have managed to keep my number of daily orders.

INTERVIEW 3.

1. How old are you and which is your level of education?

I am 19 years old, I am still studying a degree in law at the university, but I am trained to be able to take this type of employment in my day to day. I have relatively little, but the flexible schedule gives me the opportunity to organize my free hours for work and thus obtain extra income that is phenomenal for me.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working around 2 months. I am a student and I needed the job, I started here on the recommendation of some friends. I worked ordering in a restaurant, but I did not deliver them.

3. Which are your views on the digitalized performance management system of the company you work for?

I think that the digitalized performance management system of this company allows employees to be informed of how we do our work without being controlled by another operator day by day, I think they allow us to reduce the margin of error during the process and help us improve with each order. Also, having increasingly more and more collaborations with partners makes that the system establishes more relationships and at the same time that improves it, so I love when I see in the app new restaurants in the app where the clients place orders.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Before, I worked in a restaurant and was in charge of checking that the orders were organized to be delivered by the delivery man. We did it in the conventional way, the

customer phoned the premises, I had to take the order data and the location for the delivery man. It was all manual, quite slow and with the possibility of error. One of the biggest differences I find could be that. Now I am on the other side and I have to place the orders based on what the application tells me, and it is much easier to coordinate the process thanks to it.

5. How would you assess the impact of technology when delivering the products?

When we deliver the order the information that the app gives us is super important to do our job well, we could say that without that we are lost. So, I appreciate that the information is fast and makes my job easier as soon as possible. Anyway, lately they must be renewing something of the system and it is not working as it should. I am a long time every time I receive a delivery and recalculation of the route often forces me to stop during the process. I hope it only happens these days, because I waste a lot of time trying to get it right.

6. Could you give any examples in which technology has played an important role?

Yes! I have it clear. As I have not been long, I am still understanding it little by little, but once, I almost delivered only part of an order, since in the restaurant they forgot to put it in the bag. When I was arriving at the location that had been assigned to me, the application quickly sent me an alert from the restaurant and gave me time to go back and forth immediately! I don't want to imagine the customer's comment if I arrive with only part of what they are waiting for! I would have lost many recommendations for a mistake that did not depend on me.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

I would say that I am not very motivated, because it is a fairly automatic work, it does not have much option for error, so it is easy to do your functions, but I also do not have a great interest in continuing what I am doing. I have always liked to earn my money and I do it whenever I can combine it with my studies. Many times, the bad rolls with the other workers who are more serious than you, take away your desire.

That something temporary, it is true that I want to do my best, but I do not lose the north thinking that it is something that I will not be in my whole life

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I think that to feel valued it is very important that they show interest in what you are doing. At the moment, I have not received any call or even mail from the coordinator of my city asking or worrying about my adaptability. Being all so computerized it is possible that these things are lost and that personal connection with the workers is practically non-existent. It is true that my expectations have never been very high, but if I expected a little more from the company. Anyway, being so many workers with so many different profiles, the company has taken that strategic position that may facilitate the procedures when working with the app, it is the only thing that occurs to me to be able to explain many of the behaviours.

9. Which is the average age you think your co-workers have?

For the short time that I have been working I notice that almost all of us are students or young people who want to get extra money. It is true that I ever see someone older than me, but I have not been able to talk to anyone to know their ages and meet them. I would say that the average would be about 25, but I already tell you that I do not have it entirely clear.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

At the moment, I do not consider that there are big differences between us. I understand that they may know better routes or have the hot spots with the highest demand during some shifts, but I think that at the end of the day we are younger we are more fit and more energetic to continue to place orders, and as usual, what from a more adult age may be more tired and eliminate many of the orders assigned to them.

In relation to the above, I also add that with respect to new technologies it is proved many times during the orders that we better understand the app and that we immediately get underway, many times if I agree with any I have to tell you how to exit an order and accept the following, because many get involved or get stuck in diffused messages that are not important, in the end all that reinforces the fellowship between us that is needed.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I've been working for a very short time, so I don't think about anything other than the bicycle because I can't afford it. To any motor vehicle you have to add the expenses derived from each journey, so at the end of the day, even if you are able to place more orders than the other companions, you must subtract the gasoline and take into account the kilometres you do to the vehicle. In my case, I am young, I have no problem riding a bicycle, you get very tired at first, but then it is a good daily exercise.

INTERVIEW 4.

1. How old are you and which is your level of education?

Hi, I'm 20 years old, I'm studying a degree in computer science at the university and I started working here to test the experience since in my career we studied part of the behaviour of computer codes in apps and wanted to know more about the process living it from within. I learn a lot about technologies, which I love more and more.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been here since April, so about 5 months. I also work at another company in the computer sector, by agreement of the university and more focused on my career, from this I get more income, but only part-time work.

3. Which are your views on the digitalized performance management system of the company you work for?

In my opinion, the way this type of companies evaluate workers, allows to take into account numerous variables that cannot be done with the traditional method. It is a faster way to collate the data of each worker without having to make a slower and personal evaluation of each one.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Working doing internships in a different company allows me to assess the different evaluation methods of each one.

One of the main differences I see is when automating processes such as payment or route location. You are controlled at all times, but, on the other hand, you are free to manage schedules / tasks or orders.

5. How would you assess the impact of technology when delivering the products?

Taking into account the knowledge I had about these computer systems, I find that it is an app that is working according to its functions, but I think it is a bit limited. Other personal variables of the worker should be taken into account, and this would help to improve the profiles of the distributors. In this way, many times we would not be affected by its system of delivering the products. Despite this, I am very much in favour of all these measures that facilitate the distribution, and that help to have the valuable data in the system without having to give part in each order.

6. Could you give any examples in which technology has played an important role?

Starting from the base that studied the behaviours that make up the application, I try to "play" with it to understand the profiles it creates and the segmentation used for each order and location. The app has a GPS geolocation that is able to detect the nearest worker to optimize gasoline resources and thus reduce the environmental impact.

I think that if I had to choose an example I would opt for risk prevention. They have a percentage of failed orders and they try to reduce it every time, you realize that they not only assign one worker per area, but you are always more to cope the demand. Once I was late in answering the request alarm that was assigned to me because I was replacing my backpack at once. I realized that same request passed to a colleague who was close to me. I do not know if it is frequent, but I was surprised how quickly the app acted so as the client did not run out of his corresponding order. Soon after that was assigned again.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

I could answer this question from two points of view. The first, in relation to my career, motivates me a lot to learn things related to computer science and what I am

studying about these new devices. In the future, I would like to develop a similar app to replace the problems and inconveniences that I see in this one, so I am in a continuous learning that increases my daily motivation. On the other hand, I don't want to dedicate myself to this in the future, I want to start from within the company to learn from it, but I would like to be within the administration or process management. This translates into little personal motivation as a worker of her, since I have very present because I am here.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I think that the training of the people who work for these companies is not valued, it is not biased in any way, in the end we are all equal and there is no prospect of promotion or improvement for those who present more skills. Anyway, I think it is easier and more comfortable not to be training people and worrying about them daily because they know that many of these workers are for small periods or very soon they will go to better paid jobs or even to the competition. It is one of the weak points of this operation, I think the figure of the trainer is forgotten a bit.

9. Which is the average age you think your co-workers have?

I would say that it is around 30-32 years, I have seen a lot of experienced worker who shows that he has been here longer than the rest because of how he acts in the premises or at the time of deliveries. I guess there will be everything, I know many of my age, but I have also agreed older than me.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

I think that in general we perform the same functions in the same way, it may be, that those who have been working on this for more years, and therefore are older, are less

motivated than those who have just started working. I notice that we have more energy and adapt to everything without complaints. From what I've been seeing, they are more reluctant to change and always have problems. Recently, I agreed with two employees of the company and they only talked about how everything worked before, that now we are many more, the laws that do not protect us ... they were talking almost 30 minutes. I agree in some points, but young people who have been relatively little time here, we continue to deliver packages, we do not stop to think about all those things.

Let's see, I keep in mind that the people we are referring to are about 10 or 15 years older than me. I don't think they have big problems with technologies, since most of them have knowledge of them in general and they all manage well since they couldn't do this job. If it is true that they use the app just and necessary, I see that none dares to try or are interested in knowing more about them, I may be very focused on discovering a lot about these tools, but I see that they are Very uninterested in them. I think they could benefit more from their possibilities at work as veterans, considering that they are usually designed to be very simple and manageable, so they are devices adapted to all profiles, they should not have problems with anything.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

Given that I am aware that I will not be here for a long time and I want to learn as much as possible without investing too much, I did not contemplate that option. Yes, it is true that at first it was very heavy to get to everything, the distances are very long and it is very tired to pedal. Then I realized that thanks to taking the bike it was easier for me to get into some streets, go on the sidewalk, leave the orders. In this way, you lose very little time and your orders are delivered faster, therefore, you get better results.

INTERVIEW 5.

1. How old are you and which is your level of education?

I am 19 years old, I study a training degree recently. I wanted to complement my basic studies with something that will motivate me more than a university career, which you need to spend more time. I am looking to work in more places to be able to pay my expenses, so for now with this work I get to pay what I need, but I am open to new options.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working in this company for 1 year or so. It is the first job I have as a home delivery agent, although in my spare time I still look for other offers that attract me more.

3. Which are your views on the digitalized performance management system of the company you work for?

I think that in general it is a very valuable way to obtain data through the app, it centralizes the information that those responsible need without losing all contact with the worker. In my opinion, many slow tasks of the traditional process have been optimized and automated, and that improves every operation.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

It is my first job with a delivery man, and I am amazed at the amount of information and technology we have in the application.

The main differences I find regarding the more conventional measures are related to the orders. The automation of this process is shocking. However, during incidents it

is difficult to solve it through an application. During the conventional process, you can talk to the person in charge when some setback occurs and it is easier to have direct communication. And considering that the amount of restaurants where we go to pick up orders is increasing every month, it makes it harder to get everywhere fast.

5. How would you assess the impact of technology when delivering the products?

Taking into account what I said before, when you really work for these types of companies, you realize how valuable is the information that these new technologies give you. For my liking, there is too much code and much computerization at the time of delivery. On the one hand, it facilitates the process if everything goes well, but if there is an error during the course of the order, it is very difficult for me to rectify through the application. I always try to find a contact number to call someone responsible, because I think the app is not so developed for all possible setbacks, but they only provide us with an email to maintain contact.

6. Could you give any examples in which technology has played an important role?

Once, it was very funny, because I was assigned an order in an area of the centre, and the platform indicated that it was the client's birthday, which he had indicated in his System preferences and registered in the app. So, when I arrived at the establishment, I talked with the person in charge to see if they could put any details, and they immediately put a mini chocolate muffin in the bag with their order. The client saw him, thanked him very much, made a very good comment that the truth is that I benefit at the time of the charge. He was very excited to take care of those little details and to look for those little details. Without that information, many of the consumer's preferences would not be known, and in the end, they impact our work.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

The motivation that I have as a worker of this company is nil, as I mentioned before I am in continuous search of other jobs to be able to pay part of my training studies.

I am happy with it, but not motivated. You have to be very aware of what you are going to do and keep in mind the maximum you can earn in a job like this. It's hard to live well with something so temporary. But hey, it's the way of life that I have right now. I begin to get used to it, but there are many things that remain unconvinced and I have not just done them.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I have to say that I don't care much if they value me or not. I want to do the work to earn extra money, as I said it is not something that motivates me, but it is something I do out of necessity. Nor do I think it would be good if they were controlling us all the time, since one of the reasons why many of us chose these types of jobs is because we are looking for a lot of freedom, that they let us work as we see fit and not imposing or overwhelming them with their questionnaires or personal evaluations.

9. Which is the average age you think your co-workers have?

I think we are all around 25-30 years, I would not know how to give you such a specific age, but in general it is composed of energetic people, with good muscle tone to support the paths. I have never met 50-year-old workers, who could have, but it never happened to me.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

I think the main differences are physical, many choose their vehicles in order to replace the fatigue days, which usually have them regularly. Everyone in general has a good physical condition, but you cannot deny the wear and tear of going from one place to another and depend entirely on your body.

Once, on my first day, I was trying to get stuck to the workers I saw on the street in case I had a problem, ask. I had to wear my backpack badly, and one of them stopped

me, I had to be 35 years old or so, and he taught me a trick so he wouldn't get stuck in your back after 2 or 3 orders. At the time it seemed silly, but when you have been on the road for a long time, you realize that it helps a lot for the back. Now I really appreciate it. Those are the things they know because they have been much longer and have gained experience with everything. I envy that, but well, little by little you learn from your journeys alone.

I suppose that in relation to technologies it would take them a bit more to adapt, in general. But with the facilities and help offered to many, they can place orders without problems.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

The truth is that on certain occasions it does depend or at least there is a relationship between the type of vehicle and the performance of your day. On winter nights, with cold or rain it is appreciated to go faster or be hotter in a vehicle better than the bicycle. It is true that having a better vehicle has its drawbacks too, the overhead costs are higher and they are always at your expense if something happens to them, nobody assures you of help. I think that at the time of questioning the type of vehicle you must put everything on a scale and see how much it compensates you, many of those I know, do it out of physical necessity, that then there is a reason of force majeure.

INTERVIEW 6.

1. How old are you and which is your level of education?

I am 30 years old, I studied a higher degree of physical education, since then I have been working in gyms and food stores for athletes. I love doing sports, and this type of work motivates me since I keep my physical condition while still working, it's like a home gym and charging!

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working for 8 months in this company, in addition to one of the competition. I work in two companies in the sector. I try to combine the hours of one and the other to be able to obtain the maximum possible salary during the week.

3. Which are your views on the digitalized performance management system of the company you work for?

I believe in relation to my views on the digitalized performance management system carried out by this new company, it makes it easier for us to maintain a general control, for example, of the hours of each one, the distribution of zones or orders, to detect problems during the path, but I also think that we lack a figure of "boss" or responsible, should not leave many issues in charge only of the application. In summary, we could say that sometimes a "human element in the process" is needed.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Working in a gym or in a store is very different from the way you work here. It was very difficult for me to adapt to them during the first months, since unlike the work I was doing, this is too dynamic, you must be constantly aware of the application and you must learn to manage everything from it. When you finish an order, you already

have to be coordinating the route for the next one, you should not waste time because that affects your salary and the qualifications you generate in the app, just like if you are wrong of location or deliver it cold.

5. How would you assess the impact of technology when delivering the products?

I have to say that I was a bit worried due to these such radical changes. But I am delighted with the facilities of the app at the time of delivery. It's all quite intuitive when you are assigned an order. It is an almost automatic process, and we only have to enter the premises, provide the corresponding information and then follow the marked route. For now, I have not had an error caused by the app, it is usually consumers or us who are wrong, so little by little I am getting used to working like this, I do not know what I would do now in the work before, with the whole process so traditional

6. Could you give any examples in which technology has played an important role?

One of my first times delivering, I still did not fully control the application so I was gradually looking at everything rigorously. Once, I had to deliver an order very close to where I was, so I followed the steps that marked the application, I prepared the order very quickly, and arrived at the meeting point in less than 15 minutes. Once I rang the bell, the client came out and told me that he no longer wanted the order and that he will take it to me, said that he had cancelled it and did not want to pay for it. Luckily, that the application records each movement of the two parties and in the system was registered, since I was able to prove that I had really requested that order.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

The work is quite hard, and we are not motivated enough with the salary to try to improve every day. I always seek to make the largest number of orders in the least possible time, and go home as soon as my turn ends. I think it is a general feeling, and with all the legislative problems that are appearing now, none wants to be on the

street much, there are many companies against our operation and they let us know. That way it is difficult to be comfortable in a job.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I think that with all the problems we are experiencing now in these types of companies, the worker should be supported more. In the end, for these companies to function properly, workers must be motivated and happy to do their job as well as possible. We should feel supported at all times, and many times I feel lonely, as if doing this job alone and not dependent on anything else. The values of these companies are being lost and with that those who work there. In the end, those who will be harmed could be the company, since the workers can leave with full freedom and without giving explanations to anyone.

9. Which is the average age you think your co-workers have?

I think the average age should be around 35 years, I think it is a good age to continue with this type of work, but at the same time it is also a physical wear, so you must be well prepared. I am close to that mean I can assure you that you have to take it seriously and even do stretching before starting if there are complications. I still remember the first few weeks, that I couldn't even move from how unusual I was to exercise so much. Now everything is much simpler and when you work often you take the goals and physical impulse that your body needs.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

For the average age I said before, I am very close to it, but the truth is that having a body so used to working in gyms the routine in this work does not become difficult, but I do not want to imagine someone who never has had this kind of life. They have to take the exercise seriously, because you can really hurt yourself and more if you are up to mine in this type of work. Any bad movement can cause you real problems.

On the other hand, I think it helps them to meet the people responsible for our system. In this way, they get assigned orders that are closer and reject those that require more km. They also receive a bonus for taking more years, so at the end of the day we can perfectly enter the same even having made more orders than them, I also understand, they have to protect them in some way. As I must be of the so-called "seniors" in this job, I can speak in the first person on this issue because it affects me directly. The app being a work tool I do not use it for anything else, I always do the same, following the delivery process, I do not dedicate myself to look at anything else. I know that my classmates even talk about a chat and different sections with options within it, but I prefer not to overdo it with something that can have a negative impact on me.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

After having the scare in the accident, I consider switching to a motorcycle, I am rethinking the pros that are there to choose this option, and for now everything is advantages. Yes, it is true that I love to play sports and I enjoy it very much, but to think that the same thing can happen to me again makes me coward during the journeys, I slow down delivering orders because the cars do not respect us. I would do it mainly for safety, but I find other advantages such as comfort, speed that translates into better performance during the delivery shift.

INTERVIEW 7.

1. How old are you and which is your level of education?

I am 41 years old, long since I did something related to studies, I finished basic school studies and I took out my car license to start as a taxi driver in a nearby city, but finally I went to a warehouse to work. About 4 years ago I started as a driver of a well-known company, since I had always wanted to work on that and now in this new concept of home delivery. Do not stop trying new things!

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working for this company for 6 weeks, before I worked for another from a different sector, but I decided to start in the world of delivery for convenience to my personal situation. In the other company I worked for 4 years, so I know well how these innovative companies work. Before that I worked in a warehouse organizing the stock of a company, it was a little dynamic and very monotonous work, so I decided to change jobs completely.

3. Which are your views on the digitalized performance management system of the company you work for?

The digitalized performance management system carried out by the company is a tool that is part of our training as employees and the management of the tasks we have to perform. The views about its developed technology is often a bit contradictory. I am aware that it avoids many complications and it is a very useful way since it speeds up many procedures, but it is also difficult to do them and handle them with ease for some of the employees.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Referring to what I have said before, I can compare the way of evaluating performance since I have experienced very different situations. In a warehouse, work is very monotonous every day. We have a salary that we charge at the end of the month and it does not depend on the stock we place or what we are able to load. We must sign on a sheet every day at the time of entry and exit and one of those in charge of rounds to verify that these data were correct. In this work, on the contrary, I see that as the main difference, the application begins to register my movements at the moment that I register my location and my schedule, once in the system, calculates the incentives that I have depending on the high demand in hours you work, the kilometres you travel, as well as reductions if setbacks occur. Despite this, my most recent previous work was dedicated to a different sector, but with the same functioning, so I am used to that evaluation time at the moment.

5. How would you assess the impact of technology when delivering the products?

I have to say that, at my age, I don't want to say that I'm old, but I am older than many of my colleagues, technology gets stuck a little. I am aware that it is easier to deliver the order when you have everything step by step and you must go looking for it, but it is also true that going along the route that the application marks me to deliver the order often distracts me. I have little possibility of changing it when there is a traffic jam since I am not going in a vehicle that can go on the sidewalks. It goes a little slow in those situations and I make many turns at the end to deliver a single order. All that translates into gasoline and more kilometres, so I try to memorize the locations and try to go where it best suits me, although it is not always the route that marks me.

6. Could you give any examples in which technology has played an important role?

I would not know how to choose a specific moment that would work, since I have lived deals with some curious history every very little. I think that, in relation to technology, I focus on one that happened to me a few months ago. It matched a party well known for this area, and all the streets were closed, apart from that, I agreed

with a huge demonstration, which made it impossible for me to go anywhere. I wanted to die! He was standing on the bus platform, aware that time was running, but he could not pass anywhere. As we are located with each order, a traffic warning, I suppose, had to inform about my location, and immediately an informative message was sent to the customer apologizing for the delay, but warning of the date we were in and the possibilities that This will happen. The truth is that I felt relieved, and continued the march as soon as I could.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

If I look back, I have spent most of my life in these types of jobs, except for one. It is a job that helps cover the expenses we have, but it never gives you a life of high quality. I do not want to say that we do not earn money, but there is so much uncertainty that you are always aware of what can happen. To get more incentives you must do the worst hours and in the end that also takes its toll. Motivation is not a trait that defines this type of jobs, it is difficult not to get bored and in the end, you always do the same, you go from one place to another without any extra motivation. Perhaps, they should reward more those of us who have been doing this for longer. My family does not want me to dedicate myself to this, I tell you that now it is very difficult to dedicate myself to something else, but if you will find something, who knows? I might rethink to work on something that brings me or motivates me a little more.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I think that at my age I have seen few gestures in which I felt important in the process. You learn to live with it, and you must understand what company you work for. I think we should care because sometimes you see signs of small aid for delivery people. Perhaps, as I said before, they should support us more from those we had from the beginning at the foot of the canyon. Now there are so many “newbies” that it is very difficult to stand out or to look at your effort year after year.

9. Which is the average age you think your co-workers have?

This question is funny to me. I guess I must be one of the "oldest" you have interviewed. Let's see, I think the average depends on who you ask. I have many colleagues of my age who have been working at the same time as me, we are called "old-time veterans", the one who is a little younger is 38 years old, so I would say that the average should be around 37 years- 38 years. I think it is a work that also prioritizes the experience and despite the fact that there are more and more young people, it cannot be a job for everyone, which must be coupled, of course, but for those who want and are willing, without problems can do it.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

I don't know the type of people you interview, but possibly I am the oldest. I have to say that throughout the years that I have been here I have been learning things that I would have said before that would be impossible and in the end, you get used to everything. I do not know the orders that do the rest, but I try to stop when the body asks me and I have done a good average. I think I have developed a route technique that allows me to optimize time and helps me make more daily orders without wearing out so much. We also receive a small extra for being part of the group of experienced of the company, and although it is small, something does.

With technology, I am slower than the rest, I am aware. Because as I try to change the routes or go looking where it tells me, I touch things in the application and then it is more difficult for me to put everything back in its place. What is true is that I have learned to handle the app as I wish, as a personal strategy. I turn it off and on when I believe that everything is recalculated, I place many times in restaurants that I know are in high demand and I wait until I entered the app for an order from that place, and like those some more ... I have developed techniques to replace my slow use of the application.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I use my car since I started working, with my age I can't imagine taking a bicycle like many of my colleagues. I know it is a problem when it comes to the location of the order, but I always manage to leave it for a moment to stop and get off. On the other hand, the gas and the km I do to the car are inconvenient, but the company takes it into account and pays us money depending on the kilometres we make. I also believe that having a car translates into more incentives, in the end I end up giving those orders that are located further away, that translates into more km and therefore more money per order. At the end of the day I place fewer orders, but they pay me more for them. Without neglecting comfort and then the one that I find myself in a position to continue with the cast, I also see that it is very important to be at ease and not to have a bad time during your routes, I put on my music and try to enjoy.

INTERVIEW 8.

1. How old are you and which is your level of education?

I am 27 years old and I have dedicated myself to athletics all my life, so I do not have recognized studies as such. My sports career ended a few years ago due to an injury that prevented me from competing at that level. In this work, I try to deal with that with the help of transportation. I wanted to start with this type of work since I like not having a boss and manage my time as I can without needing to give explanations.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I used to work for a family food store, I also worked in home delivery, but I was unable to pay the bills with the salary I was carrying. I started in this company 5 months ago and my long-term intention is to continue.

3. Which are your views on the digitalized performance management system of the company you work for?

Talking about the digitalized performance management system of this company, it brings together pros and cons, in my case. Yes, it is true that it generates confidence regarding the operation, we know that there is a powerful organization behind it and that it is capable of coordinating everything without leaving anyone with no possibility of receiving their salary, which is quite reassuring. It also motivates the staff, having a system that generates points depending on the number of orders that are made, generates healthy competitiveness among workers when it comes to acquiring more hours and more orders. On the contrary, I think that the whole process may be too informative, taking into account the amount of variables that we encounter with each delivery.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

My work in the other restaurant was relatively similar, the tasks I had to do were practically the same. Yes, it is true that the way to evaluate my performance had small differences, being a family place I was in constant contact with the owner, who was in charge of preparing the orders, if he had any setback with the food he delivered, he would call him and we solved quickly, but it didn't affect my salary. In this company, there are variables that condition my final remuneration, we also have points that are directly related to the orders and these in turn with my salary. If I decrease my work hours one day of the week, these points decrease, therefore, it affects my final amount. You cannot manage it with anyone, since it is the application itself that calculates it, and it is the parameters with which it is configured.

5. How would you assess the impact of technology when delivering the products?

The impact of technology during the delivery process is quite important for me, it is a great tool in the process. On the other hand, taking into account my personal situation of the injury, I go slower than the rest and it is what is reflected in the app during the route, but it is not taken into account. I miss a little understanding and that it doesn't affect me because of this, since I have the same right as my colleagues to place orders.

Despite this, it makes operation fast and does not cause problems.

6. Could you give any examples in which technology has played an important role?

One of my last nights delivering, a car entered the lane without looking and we had a slight accident but it gave me a big scare. The order fell to the ground and clearly the blow was broken, I was not in a position to follow the path since I wanted to go to the emergency room to look at a wound that looked bad. Very quickly, when I was less stunned by the coup, I notified the app so that my client could know what was happening with his order. Later I learned that one of my classmates was assigned again because it didn't take long to report my incident.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

My passion has always been sport, that is what really motivates me and makes me feel good, after the injury I cannot practice as much as before, so I will never get to dedicate myself to what I liked most. I take this job as part of my daily exercises, it is like a kind of rehabilitation, but lighter, so in a way I can say that I dedicate my work time to also do sports. Given that, yes, it motivates me to be better every day but it is true that we are not rewarded as much as to want to improve yourself. There are not many differences between one worker and another, and as the application distributes orders not only depends on our results, there are more parameters at stake.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

Well, I think they give more importance to innovation, but that is a new concept and it is we who must adapt. As we do not feel valued, we do not try our best. It is a rebound effect that affects all parts. We are happy and everyone has their reason to work here, but just as we do not expect a strong connection with the company, they have a normal operation if excessive outstanding workers. They want to monopolize the cities, they do not seek a very high performance, they simply find a worker of their company in every important point of the city and ensure that they ask for it for their application. This is how they work.

9. Which is the average age you think your co-workers have?

I suppose that the average of this type of work will be around 30 years, many factors must be taken into account and you must be prepared for it. In this city, it is all relatively easy because the distances are not very long, but in other cities it must be really complicated to keep up with each other.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

I think that my case is a little different from the rest, since as I do not have the ideal physical condition, and I think I should have the same type of performance as an older worker. Little by little I am improving, but I still have. It is also true that the type of transport we use helps a lot. Anyway, whenever we have a meeting about an incident with the other colleagues, I try to put myself next to those who have more experience and are older, they always advise me on the streets to go, those not at certain times of the night, if they are going to cut a street, and even advise me on what orders to refuse. In the end, we all learn from everyone, and that is appreciated.

As they help me, I tell them how to silence some notifications, how to change the location so that the app does not realize that you have not yet reached that point. tricks that I have been learning based on boring hours Waiting for orders.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I use a motorcycle for my injury, it is the only way to be able to do this job without having to take days off to rest. For now, it is the option that fits me and is the best one. I think it makes me replace my physical deficiencies and I can make the process faster and more dynamic.

INTERVIEW 9.

1. How old are you and which is your level of education?

I am 21 years old and I am studying a higher degree of companies, where I did internships and I was thinking about dedicating myself to something related, but for the moment I am trying to save money to pay for more training and focus on what I would really like to dedicate myself to. This helps me manage my time and money for tomorrow focusing on something else, it is flexible and I have fun knowing the city in a different way.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have been working in this company for 1 year. I used to work in a totally different sector, which is that of auditing, in which I spent 8 months working, but I finished my internship contract with the company and had to look for something else.

3. Which are your views on the digitalized performance management system of the company you work for?

The digitalized performance management system of the company for which I work helps optimize the time we have of each delivery through the routes, improves the productivity of each worker since it saves you from looking for the orders yourself, and directly awards them to you. The work environment is not always good, due to the number of workers there, since that is not taken into account and we must distribute the orders more and more among more people. On the other hand, I am personally happy because I learn from my mistakes in each delivery and allow me to coordinate better and better.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

The audit sector is totally different from what I do now, so the comparisons are not comparable. The parameters and variables are not the same, since performance is measured by setting objectives and achieving them. Depending on the objectives we ended with success we ended up with a salary or another. I must also add that it was an agreement of practices, so it was all a bit agreed before starting. I knew what I should do during the months I should be in the company. Remuneration was already established, and we did not use technology as the main tool. We simply had the computers to check the account information and know if everything was perfectly square. I had a manager in my section, who was in charge of reviewing my work every day, in this way I was learning and they knew if I did the tasks correctly.

5. How would you assess the impact of technology when delivering the products?

The impact of technology is enormous, we cannot deny that, thanks to this, the work of today's deliveryman has given a huge change compared to the traditional one. In my case, as everything is so measured, sometimes I have problems during the orders. According to the parameters that are inside the app, we are awarded orders based on the workers in that area, regardless of seniority or other factors. If one day we are 5 and there are 10 orders, we have two each, if on the contrary we are 10 workers with 10 orders, one is distributed to each one, so it is increasingly difficult to generate revenues during those hours. It is one of the negative factors during the delivery process, it is also true that it is compensated with the repetitiveness with which it allows you to operate until it is delivered. I perceive that this type of evaluation was much slower and more tiring for everyone in the office.

6. Could you give any examples in which technology has played an important role?

Once I placed a huge order, so big that it didn't fit in the backpack we carry behind to deliver all the orders. I was so heavy that it destabilized me and I was unable to make a straight line without wobbling. I do not know if the app realized that I was stopping many times, and it was recorded that it was not due to traffic lights or other traffic

related factor, that a message came out about the load, and if it weighed more than 9 Kilos, we are not authorized to distribute them. In fact, the place weighed and weighed 11.5 kg so I sent a message to the client apologizing but that it was impossible for me to take it. The order stayed there so I could pick it up, and it didn't affect my salary.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

The truth is that I had never imagined that this work would motivate me. I try to meet daily goals and improve myself every day. I know that it is not a company that cares entirely for the adaptation of its employees, but being a very competitive person I always seek to increase my productivity by delivering orders. I am happy for now and I want to aspire to more learning from consumer feedbacks. It is also a way to improve as a worker who will serve me in any future employment.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

As I mentioned before, no matter how many people we are, orders will always be distributed with respect to that number. This is a little how I feel, I think they don't regulate it in any way and they don't care if one day they leave 10 or 20 workers start. I think they are very wrong thinking that they can find workers whenever they want, they don't worry about keeping the staff that are currently on the street because they know that if they leave they will come new. I know of many colleagues who try to claim this to those responsible, but there are few answers and there are no changes in this regard. Anyway, you have to take it as if at the end of the day you work for yourself, and not for a company, because that feeling of community is being lost.

9. Which is the average age you think your co-workers have?

I've seen everything, very young people and people older than mine. I guess about 38 years could be the average. As this work is so changing, there may be a lot of young people working today who have taken it as a job only for summer, but in winter you

only see the usual ones. In the end, they are the ones who have spent more time and know more, I think they should all be around 30/35 years old because in the end if you get into this world you know the wear and tear, those who are that age is because they entered more Young people, you know how it works, and continue with it.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

The differences I notice mainly are focused on the general attitude of all of them. Many are tired, it is a work that also wears out mentally and claims for improvements in jobs and that managers protect employees. I understand it because many have been working for many years and believe they deserve more recognition or be more protected from the law. I think there is everything, they have lived very good times where there were few workers and earned more and now they see more competition around them and they are all more nervous. It must have its positive side and its negative side, but until you take more time you don't realize of all of it.

To be honest, I did not know how to respond with certainty, many workers complain about the updates of the app and its new options, I do not understand this too much, since they are small differences that do not affect the operation of anything, no, I do not really get why it means so much. It may be that the age factor is related to its burden on new technologies.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

The truth is that I have no idea, because I have not tried it. I would like to try it and tell you if I really improve my performance or the difference is very minimal. I also think it depends on the person. I have a friend who works on this and a wheel broke and decided to walk and prepare a marathon that I had in a few months. And she has decided that her performance is better and is more profitable than going in another vehicle. I guess it depends on the person and with what each worker is comfortable

in that period of time, in summer you may not consider it because of the heat, but in winter or the opposite.

INTERVIEW 10

1. How old are you and which is your level of education?

I am 23 years old, and I came from other city and I wanted to adapt my life in here. I started university but I was not capable of finishing the first year, since I did not like what I chose. Now I am looking for new experiences, meeting new people, travelling. By means of this job, I get to know new places, restaurants and little companies which I did not know before. By now, this is a good way of earning quick money, since they pay us every two weeks, and I can often rest.

2. For how long have you been working for this company? Have you worked for another company of this sector?

I have worked for two years in this company and I have four years of work experience, in which I was not in contact with this sector, so I have had to adapt at during this periods of time to the particularities that I found.

Everything here is quite different, we have a fairly fast pace since it is a very dynamic job. Despite this, I am very happy working here.

3. Which are your views on the digitalized performance management system of the company you work for?

This way of working of the company in relation to digitalization allows those who evaluate them, and us, to have a more strategic vision of the data set. Manage the diversity of profiles so that all areas are covered, and provide us with detailed and disaggregated information with our performance. On the other hand, I find lacks and I don't always agree with what is established at the end of the day.

4. If you have worked for other companies, have you noticed any differences or similarities related to the performance management system? Could you give any examples?

Since I have not worked on anything similar to the work I have now, I could not explain the differences in detail. Anyway, being all so computerized there are some things that still seem a bit unfair, that affect our salary and are not our fault. For example, customer comments, which are taken into account and can harm us when there is a bad score or a negative comment.

I always try to find a way for the order to arrive on time without any problem, but sometimes there are things that cannot be foreseen and at that time, we deserve the benefit of the doubt before we take points or orders for it.

5. How would you assess the impact of technology when delivering the products?

For me it is very simple thanks to the amount of technology we have, it is much more comfortable and saves me a lot of work. I am in charge of discovering new routes, and new places with amazing foods that I recommend to all my friends. I don't get involved thanks to the help he gives to the workers, I don't have to be aware of anything, he tells me the codes, the route and the location, I do my job very well thanks to these improvements.

6. Could you give any examples in which technology has played an important role?

I have to be clear that a super good example in this case is the routes you choose. As my profile is mainly of a bike, I can take routes through busiest routes and areas where a motor vehicle cannot enter. Therefore, I take advantage of this small advantage and make the most of the maps of areas around me. When the app marks me a route, I always try to stop in areas with grass, less travelled, without traffic lights, and then recalculate to guide me to my final destination. This I think benefits me in every way, because it is able to adapt to my career preferences, often avoiding traffic, traffic jams, or certain road works. This helps me to be able to place more orders in less time.

7. How would you describe your degree of motivation at work? Please develop your answer as much as possible.

My level of motivation is high because I look for reasons for it to be. It is not pleasant to spend cold in winter, suffocating heat in summer and go from one place to another distributing. The company sometimes tries to motivate us with some extra money depending on the day or hours regarding the demand, but they are not always worth it. I try to focus on the positive side, I have met very diverse people and incredible restaurants. It also helps me to know more about the city and always try to remind me to do my job as well as possible.

8. What is your perception on the company valuing you as a worker? Please develop your answer as much as possible.

I think they value us, but not in the conventional way. I think they want their main feature to be the autonomy and general flexibility of the worker. That freedom they give us is their way of valuing us, they know that if we manage time and money as we want it will generate a feeling of satisfaction towards the company. I also think that another way to prove it is the salary, which is delivered to us every two weeks, a way of guaranteeing payments every little time, and once again they encourage the free management of each one. Many of us may not be accustomed to this type of follow-up, but to a greater or lesser extent they do provide a sense of purpose and objectives for each one. It is also difficult to adapt to the number of dealers that are currently in the company and I think it is also the easiest way to carry it that they have found.

9. Which is the average age you think your co-workers have?

The truth is that I'm going to say an age but I don't have much idea where the average will be. Guess we 25 years / 30 years? I try to imagine this work in a person with 50 years, and although experience prevails in many aspects, I also think it is difficult to have a quality of life and go with the bike from one side to another.

10. Could you think of any similarity or difference between your performance and the one from older and younger workers? If so, please provide some examples. What about the use of the applied technology?

The truth is that I try to help everyone I meet, just as they help me. As I said before I have met very different people and all of different ages. Sometimes I even have coffee while I wait for my order to be ready with many of my colleagues. I love how they tell me new places and advise me where I should go to enjoy the journey. Not long ago, one of the dealers with whom I agree, which should be around 42 years old, advised me a beautiful park that was hidden between two streets. That is what really makes me enjoy and I leave aside the negative things that this job has.

I think that in the end we all adapt to technological improvements and I don't think it affects any of them to a large extent, some may not love the idea and prefer to communicate with people calling instead of the app, but this is also Understandable on many occasions.

11. Does your performance and/or performance management depend on the vehicle you use for your work?

I love cycling, I am a very energetic person who wants to exercise and enjoy what he does. I think that many times I would advance delivering the orders, especially those days of unbearable rain, but there are days that it is so spectacular to enjoy the routes, that I would not change it for anything. From my point of view, it is much easier to drive a bike, which can go on roads, parks, sidewalks and does not bother. A larger vehicle may already have an accident with someone, we are going very fast and it is something that can happen, so I would not try it for now.

