

A CONCEPTUAL PAPER ON THE EFFECTS OF TECHNOSTRESS ON JOB PERFORMANCE AMONG TEACHERS WITH MODERATING ROLE OF TOXIC LEADERSHIP

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Abstract: *Almost every job sector in this world is depending on Information, Communication and Technology (ICT) including the academic sector. Similarly, the process of teaching, learning, research and administration using ICT are heavily utilized in the academic institution. Technology nowadays is continuously augmented in teaching and learning to enrich the learners. Despite of ICT having many advantages, it can also create Technostress among teachers when overused, lack of competency or fast-changing of ICT. Hence, technostress can significantly affect their job performance if not properly regulated. This study intends to highlight the gap or the grey area of Technostress on job performance with the moderating role of toxic leadership and boss phubbing among school teachers. The findings of this study show the proposed framework derived from past studies and anchored the framework through Transactional Theory of Stress. Additionally, the findings also highlighted the gap left by the recent research and presented relationships among the constructs. This research is hopeful to contribute to the body of knowledge in exploring more on the effects of technostress on the job performance among the school teachers. Moreover, this research can give more insight to relevant ministry in regulating and mitigating the potential effect of technostress.*

Keywords: *Technostress, toxic leadership, boss phubbing, job performance, ICT*

Introduction

Although Malaysia's rural and urban ICT infrastructure is unevenly developed, the government still taking proactive actions in improving ICT infrastructure to be the best among the best in the world. Malaysia's government recognized ICT as an effective tool in developing rural areas. In addition, Malaysia has improved ICT development by establishing the National

Information and Technology Agenda (NITA) and Universal Services Provider (USP) with the objective to promote ICT culture among communities in all areas. Three ICT projects have been developed to increase ICT usage and literacy in rural areas such as Medan Info Desa, Pusat Internet Desa and National Broadband. Malaysia is among the fastest in the ASEAN region in the development of ICT (Ismail & Masud, 2020). Ministry of International Trade and Industry (MITI) involving other agencies and ministries in 2016 has launched e-commerce and give rise to 80% of the small and medium-sized enterprises (SMEs). The development of e-commerce also needs good internet connectivity and speed. Malaysia has a good internet infrastructure with a connection speed of 8.9 Mbps that surpasses the world average speed which is 7.2 Mbps (Hanaysha, 2016). Technology has changed very fast in the past three decades ago. Technology-related tools (e. g smartphones, computer) has become an important component of our daily and working activities. Some organizations or roles positions rely so much on Information Communication and Technology (ICT) and it also becomes an important part for them to complete their tasks (Snow et al., 2021). When the usage exceeded their limit or beyond their knowledge and competency, ICT can create anxiety, tension and stress to users. This phenomenon is known as Technostress, where someone is unable to cope or adapt to new ICT changes in a healthy way (Johnson, 2021).

In 2020, about 306.4 billion emails were sent and received per day for business and consumer emails. The number was estimated to increase by more than 376.4 billion by year-end 2025 (Ismail & Masud, 2020). This shows that high intensity of information is gained every day to most of us and it is not impossible at the same time arises the issues of Technostress to some people or employees. Figure 1 shows the number of sent and received e-mails per day worldwide from 2017 to 2025.

Open and distance learning (ODL) implementation has become a pressing requirement as the entire world, especially Malaysia, suffers with the Covid-19 pandemic. During this global health crisis, teachers' working conditions have drastically changed. Globally, the COVID-19 has resulted in drastic shifts in the education system as a result. The majority of schools and universities in Malaysia are forced to shutting down educational institutions and employ virtual teaching and learning methods in order to ensure that the teaching syllabus is given as effectively as possible and learning sessions are not postponed. The use of an online teaching style has had a considerable impact on both the professional and personal lives of teachers, resulting in physical and mental tiredness. Teachers need to play an important role in implementing digital into the process of learning and teaching. Not only has technology integration impacted teachers' perspectives and knowledge, but also their time, workload, attitudes toward technology and pedagogy. Today's teachers are expected to properly integrate technology into their classroom teaching, despite the fact that they are continuously pressured for time to stay current on new technology and pedagogical breakthroughs. As a result, teachers are subjected to chronic technostress, as they do not always possess the necessary abilities for adopting new and updated technologies. Although the use of technology in education is encouraged, studies have revealed a lot of obstacles to overcome, such as a lack of training, inadequate infrastructure, and a lack of support from technology specialists (Abd et al., 2021)(Christian et al., 2020)(Mushtaque et al., 2021).

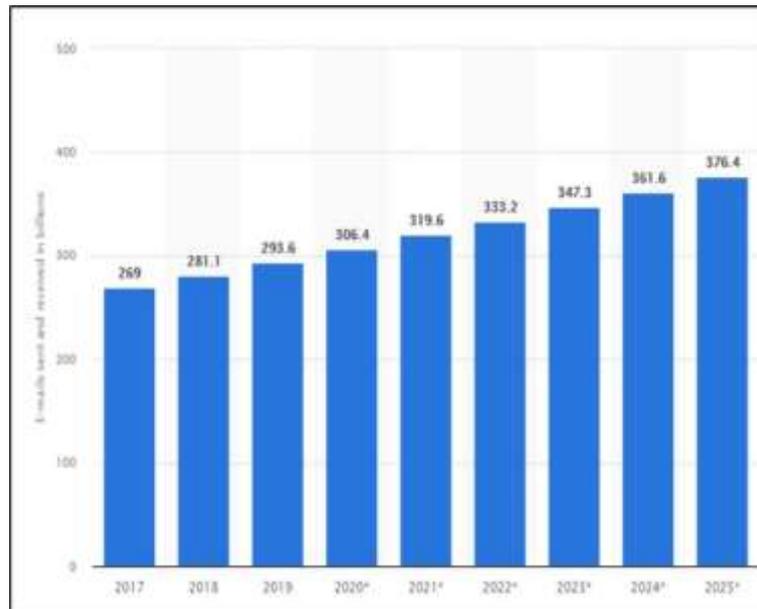


Figure 1: Number of sent and received e-mails per day worldwide from 2017 to 2025.

Source: (Ismail & Masud, 2020).

The development of ICT especially in the educational sector has increased Technostress among teachers in Malaysia. Thus, the Technostress study also has been conducted on the teacher itself. Previous research has been conducted by (Hanaysha, 2016) on 173 school teachers from six selected schools at Shah Alam, Malaysia with the objective to examine the relationship between five Technostress creators to organizational commitment. The result shows that Techno-uncertainty and Techno-insecurity really affected organizational commitment among school teachers while Techno-overload, Techno-complexity and Techno-invasion did not affect at all to teacher's organizational commitment. This shows that Technostress is experienced by teachers. Besides, according to the National Union of the Teaching Profession (NUTP) teachers feel stress related to ICT usage because they need to do irrelevant job tasks rather than interact with students. Students attendances applications such as 'e-kedatangan' websites that need to completely fill in by every teacher before 10 am every day make they are forced to make unnecessary duties instead of teaching. Other than that, applications such as e-disiplin also make them stressed and waste their time to fill in data into the applications system (Ariffin, 2021).

Literature Review

Technostress

Technostress in the workplace can be defined as an individual's maladjustment or adaptation difficulty when working with continually changing technology or technology that he or she is unable to deal with or get used to. Technostress also includes individuals who struggle with shifting physical, social and cognitive needs. Anxiety, weariness, unhappiness and overwork have all been linked to technological stress, which has a detrimental impact on productivity (Tarafdar et al., 2007). (Ragu-Nathan et al., 2008) identified five characteristics of technostress: techno-overload (increased workload caused by ICTs), techno-invasion (effect on personal life), techno complexity (inability and confusion learning to use ICTs), techno-insecurity (job insecurity caused by ICTs), and techno-uncertainty (related to new ICT developments).

Techno-Invasion: Techno-invasion also is a term that refers to circumstances in which workers are approachable anywhere at any time, the border among both personal and work-related problems is blurred, and employees feel a constant need to be "connected." As a result of ICTs, employees will have less time with their families, required to stay in touch with the task even while on vacation, required to sacrifice their vacation and weekend time to keep up to date on new ICTs, and will feel that their personal lives are being invaded as a result of ICTs, all of which will contribute to the feeling of technological invasion (Tarafdar et al., 2007).

Techno-Complexity: A condition in which users of information and communication technology (ICT) believe their abilities are insufficient due to the complexity of technology usage. As a result, people are compelled to put a lot of effort into learning and comprehending numerous facets of technology. Techno-complexity also occurs when employees lack sufficient knowledge of new ICTs to perform their jobs satisfactory manner, lack sufficient time to study and upgrade their ICT skills, take an extended period of time to comprehend and then use new ICTs, frequently find them too complex to understand and use, and find that fresh members to their company know further about ICTs than they already do (Tarafdar et al., 2007).

Techno-Insecurity: A circumstance in which users of information and communication technologies (ICT) feel threatened. They believed that they would lose their jobs as a result of technological advancements or as a result of other individuals who were technologically superior to them. Employees may experience techno-insecurity if they perceive a constant threat to their job security as a result of new ICTs, perceive a constant need to update their ICT skills to avoid being replaced, perceive a constant threat from co-workers with newer ICT skills, do not share knowledge with their co-workers for fear of being replaced, and perceive less sharing of knowledge among co-workers (Tarafdar et al., 2007).

Techno-Uncertainty: Techno-uncertainty is a state of mind in which users of information and communication technologies (ICT) feel confused and disturbed since technology is always evolving. Employees will feel techno-uncertainty if there are regular new advances in the ICTs they use in their organization, frequent changes in their company's ICT software, constant changes in their company's ICT hardware, and frequent upgrades in their company's ICT infrastructures (Tarafdar et al., 2007). Techno-uncertainty also refers to continuing changes in information systems that cause workers to be unsure because they are constantly obliged to adapt, learn, and educate themselves about Information systems (IS) (Ragu-Nathan et al., 2008).

Toxic Leadership

“Toxic leadership is a negative style of leadership in which a leader participates in systematic and harmful behaviors that affect individuals and the company directly or indirectly. The prevalence of self-driven motivation, as well as neglect of employees' well-being and the presence of a bad personality that impacts an organization's culture, are all indicators of a toxic leader (Labrague et al., 2020). Bullying, envy, micromanagement, unjust treatment, narcissism, immoral practices, autocratic behavior, distrust of others, aggressiveness, intimidation, manipulation, and incompetence are all signs of a toxic leadership style. Other signs of toxic leadership include manipulating others to achieve personal aims and objectives, purposely withholding vital information, demeaning employees' efforts and accomplishments, and giving inaccurate and manipulative assessments of employees' talents and work performance (Labrague et al., 2020). Five dimensions of toxic leadership from (Schmidt, 2008) will be tested as the moderating variables in this study such as self-promotion, abusive supervision, unpredictability, narcissism and authoritarian leadership. Working under a toxic boss has been

linked to negative impacts on employees and the business, which are typically much more than just financial expenses, according to studies from other industries. Toxic leadership behavior at work is linked to negative job outcomes such as lower job satisfaction, lower job engagement, resignation from work, poor job performance, lower attendance, decreased job motivation, low employee morale, and negligent behavior such as turnover intention and absenteeism for individual employees (Labrague et al., 2021).

Boss Phubbing

The boss phubbing (BPhubbing) refers to an employee's impression that their manager's use of a smartphone distracts them from their conversation. While the employee and the manager are in the same room, the manager is taking care of his phone. The rise of smartphones makes it hard to overlook the phubbing between managers and employees in an era where many aspects such as communication and communication take place over the phone, such as in the workplace (Yurtseven & Duman, 2021). Internet addiction, fear of missing out, and self-control were found to indicate smartphone addiction, which in turn predicted phubbing behavior. In the presence of others, regular usage of a smartphone decreases the number of eye contact between the persons involved. This absence of eye contact makes it difficult to feel emotionally connected. In the presence of employees, a supervisor who is frequently distracted by the smartphone sends a clear signal that the affected employees are not a top priority. Furthermore, a substantial body of research has concluded that using a smartphone while engaging with others is “rude and socially unacceptable” (Roberts & David, 2020).

Job Performance

Job performance refers to actions that are relevant to the official role requirements of workers (Chughtai, 2008). Job performance also refers to actions that are demanded by employers to employees in their official roles. Employees' work performance was evaluated by their immediate supervisors on the criterion of how well they performed the duties specified in their job requirements (Rasheed et al., 2015). Job performance can be described as behaviors that are specified and required by an employee's job description and are thus mandated, evaluated, and rewarded by the employer. These rules and procedures make work behavior predictable, allowing basic organizational tasks to be planned and controlled and organizational goals to be met. Employee skill in performing their work tasks and duties appears to be a significant individual source of diversity in job performance (Janssen et al., 2004).

Methodology

Conceptual Paper Criteria

A conceptual paper criterion is adhered according to the suggestion made by (Gilson & Goldberg, 2015). Among the criteria needed were providing integrated framework, proposing new relationships among constructs, developing arguments for associations and also broaden the scope of thinking.

Measuring Instruments

The tested scales used in this study were adapted from validated scales of previous studies. Suitable modifications will be made to fit the new context of the current study. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Technostress

Based on the literature review, the five factors for technostress creators were named techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. Specifically, the measurements for the technostress scale at work were adapted from (Tarafdar et al., 2007) and this scale still remains to be used by nowadays researchers. The scale consists of five factors and 25 items.

Toxic Leadership

As referring from the literature review, toxic leadership is a moderating role in the relationship between Technostress and Job performances relationship. This scale will be adapted from the questionnaire from toxic leadership (Schmidt, 2014). Toxic leadership will be measured using 5 factors with 15 items. (Schmidt, 2014) identified five major dimensions of toxic leadership: self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership

Boss Phubbing

Boss phubbing (Bphubbing) is determined as one of the factors that will affect job performance. The scale is adapted from (Ragu-Nathan et al., 2008). The items consist of 9 items.

Job Performance

Lastly, the test scale for the job performance for this study will be adapted from (Janssen et al., 2004) that still be used in a recent study by another researcher with different independent variables from their study. The scale contains 4 items.

Measurement Model

To test the proposed research model, this study used PLS-SEM to examine the relationship. PLS-SEM is a component-based structural equation modelling (SEM) technique which is similar to regression but which simultaneously models structural paths and measurement paths. It places fewer restrictions on matters such as measurement scales, sample size and data distributions, and is suitable for use in exploratory research.

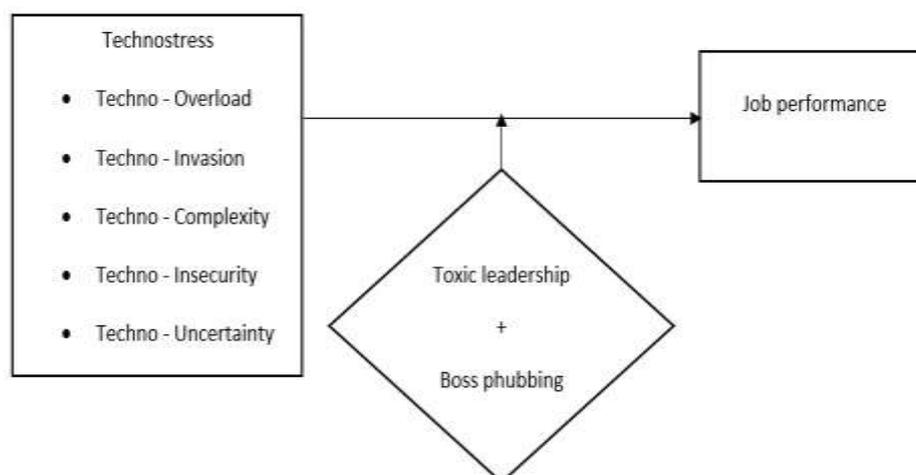


Figure 2: Proposed theoretical model. (Source: Author)

There has been an upsurge in the number of studies on technostress in recent years. Previous researchers have examined the effect of technostress on job satisfaction and burnout (Schurgers, 2020). However, there has been a void in research examining the relationship between technostress and individual performance up to this point. Specifically, how does technostress affect job performance (Hanaysha, 2016) (Sarabadani et al., 2018). Although this concept of technostress was originally introduced decades ago and is widely seen as a negative aspect of ICT, it remains a largely unexplored field in comparison to the advantages associated with ICTs (Pullins et al., 2020). Although, previous research also has examined Technostress level on job performance but previous researchers are using different moderating and mediating variables such as research by (Schurgers, 2020) use influences as a moderating variable, while a study by (Al-Ansari & Alshare, 2019) using job satisfaction and organizational commitment. Besides (Ali-Hassan et al., 2015) is using social capital as the mediating variables while (Cao & Yu, 2019) had used technology work conflict and strain support from administrators, then, (Owusu-Ansah et al., 2016) use end-user training and participation and (Tarafdar et al., 2007) test the moderating variables of proactive personality.

Furthermore, (Al-Ansari & Alshare, 2019), (Owusu-Ansah et al., 2016), (Schurgers, 2020), (Tagurum et al., 2017), (Tiwari, 2020) and (Ali-Hassan et al., 2015) raise an issue of Technostress on job performance. However, the outcome of the previous study by them has shown mixed results for the relationships between Technostress and job performance. For instance, a study by (Ali-Hassan et al., 2015) has shown the positive impact of Technostress on job performance. While studies by (Al-Ansari & Alshare, 2019), (Owusu-Ansah et al., 2016), (Schurgers, 2020), (Tagurum et al., 2017) and (Tiwari, 2020) have found a negative relationship between Technostress and job performances.

Therefore, additional research is necessary to test the relationship between Technostress and job performance with the different dimensions of moderating variables. This research examines the moderating variables between Technostress and job performance with the dimensions of toxic leadership and boss phubbing. There is an urgent need to study and examine the dimensions of toxic leadership with job performance as recommended by the recent studies (Kayani & Alasan, 2021), (Labrague et al., 2021), (Labrague et al., 2020), (Snow et al., 2021). Additionally, the recommendation is the same to boss phubbing (Courtright & Caplan, 2021), (Roberts & David, 2020).

Conclusion

Technology is moving at an outstanding speed. Through this rapid stream of technological advancement, we are hopeful that it can ease many important component of our daily and working activities. However, this stream has caused a ripple and distress of many along the way due to capacity to adapt with it. Some are experiencing technostress at alarming point. Although this concept of technostress was originally introduced in 1984 and is widely seen as a negative aspect of ICT, it remains a largely unexplored field in comparison to the advantages associated with ICTs until today. Additionally, based on the discussion earlier, it is evidently shown that there is a paucity of research especially among the variables of interest involved. Although Technostress is the most-used self-report instrument to measure stress levels and factors that contributed to stress especially related to the usage of ICT, there are still potential areas to be explored through the lens of leadership and boss phubbing. Therefore, the findings of this research is hopeful to contribute in filling the gap.

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