

Impact of Technostress on Employee Retention and Employee Turnover: A Study conducted in the Bangladesh Service Sector

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Abstract

The study aims to investigate the effect of Techno Stress (TS) on Turnover Intention (TOI) via Happiness at Work (HAW) and Job Performance (JP) in the Bangladesh service sector in order to support coherence with Locke's range of affect theory. 280 workers who work in Dhaka service sector provided the data. The study tested the proposed model using AMOS, SPSS, and PROCESS MACRO. The findings offered strong backing for the suggested relationships between TS, HAW, JP, and TOI. The findings supported a positive correlation between TS and TOI which passes through intermediates such HAW and JP. Additional study of the topic from a technical stress viewpoint is feasible. Since most current research in this field uses quantitative techniques, qualitative analysis can be used to conduct more studies. The effect of TS on business management and job satisfaction can be studied in the future. The study offers some important information for the Bangladesh service sector that will appropriate actions in understanding the value of technology stress, which may raise intention of turnover & lower job performance & job satisfaction.

Keywords: Techno Stress, Job Performance, Turnover Intention, Employee Retention, Service Sector.

1. Introduction

The term "techno stress" was created to refer to the burden imposed on by utilizing the newest technologies in both personal and professional settings. Because stressful working conditions have an impact on employees' welfare and performance of work as well as their degree of happiness, this form of occupation stress is concern for both employees and businesses [1]. Technological stress among university students has been linked to a number of psychopathological effects, such as increased anxiety, depression, burnout, and suicide, as

according to prior research. Technology stress can be harmful to users in several ways, as well as by decreasing wellbeing and affecting brain abilities. For instance, getting exposed to continuous floods of invasive push notifications can interrupt daily routines, contribute to a nervous breakdown, and decrease concentration [2]. Stressors associated with technology can result to strains and social disadvantages, like burnout, poor wellbeing, weariness, a lack of productivity, and a decline in work engagement. Technophobia, computer phobia, stress, and unfavorable computer-related attitudes all have been linked by researchers to the concept of techno stress. The most reliable and consistent variables causing technology stress are technology overload, invasion, complexity, insecurity, and uncertainty [3].

There has been a plenty of studies already done related to techno stress and all these studies have been focused on Techno stress impacts on various aspects but only a limited number of studies have tried to provide a complete view of technology stress and happiness at work in terms of an assessment of aspects connected to technology stress. This study should be of particular interest to management and HR Professional in the service sector. The structure of this research is as follows: first, constructs like TS, HAW, JP, and TOI are introduced through a review of the literature. It then goes on to propose hypotheses, which are followed by the methodology and results [4].

2. Literature Review

Technological stress impacts both people and companies. Many research examining whether technology stress can affect several sectors, like banking, aviation, and education, show that it negatively influences a variety of organizational variables, such absenteeism, job satisfaction, and motivation [5]. Based on the most recent study, technology stressors can result adverse health impacts, including such poor wellbeing, exhaustion, and a lack of productivity, to strains, a decline in work engagement, and burnout. Technophobia, computer phobia, stress, and unfavorable computer-related attitudes have all been connected by researchers to the concept of techno stress. The most reliable and consistent variables causing technology stress are technological overload, invasion, complexity, insecurity, and ambiguity [6]. A job is good if it is interesting, does not present a significant risk or sources of stress, needs good interactions with colleagues and supervisors, and does not directly impact one's personal and family life. Happiness is made up of mainly 3 parts: First, subjective well-being, notably in terms of good emotions and job-related satisfaction. In addition to self-determination, life purpose, and personal, intellectual, and cognitive development, mental health status also includes other components. The third factor is one's social well-being, which is based in part on the satisfying and nourishing connections that an employer opportunity [7].

The appraisal of a person's propensity to leave their job in the near future is called as turnover intention. The "turnover intention" of an employee refers to the probability that he will quit his present role. Voluntary and involuntary turnover are the two distinct types. It is crucial to differentiate among voluntary and involuntary turnover since this would result in an inaccurate assessment of the relationship because turnover is often related to variables like job satisfaction. Involuntary turnover happens whenever an employee leaves the organization voluntarily [8]. Both the business and the existing staff are greatly affected by the direct expenses involved with recruiting, recruiting, and training new employees. Loss of institutional knowledge, reduced productivity, and staff de-motivation are a few instances of the indirect costs of turnover . Two components that are often used to assess job performance are task performance and contextual performance. The effectiveness of an organization's human resources is mainly whatever defines its survival ability [9]. The actions and behaviours of employees may be positive and drive the organisation closer to its goals, or they may be negative and move the organisation further and further from its goals. An employee's level of commitment, job satisfaction, and ultimately performance can be affected by the job needs of the organisation (such as the utilization of technology). However, literature has also backed up the idea of technostress as eustress. According to empirical studies, technostress has a significant positive impact on work performance [10].

3. Theoretical Background and Hypothesis

The present investigation was carried out employing Locke's range of affect theory as a basis. This theory's core tenet is that the difference between what a person wants from their job and what they really have in it affects the level of satisfaction and happiness. The theory continues by stating that how expectations are met affects how satisfied or dissatisfied a person is.

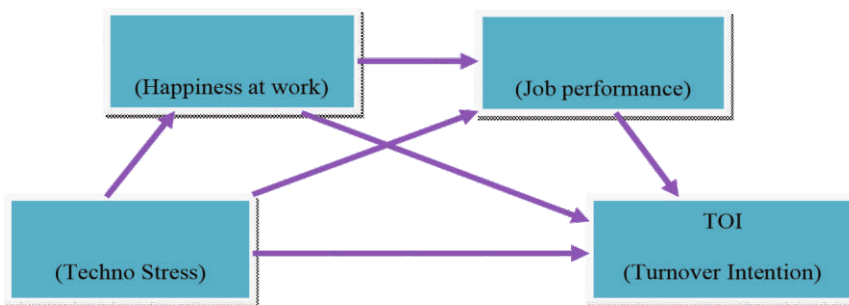


Figure 1: Conceptual model

The anxiety disorder known as technostress, also known to as technology stress, computer anxiety, computer phobia, digital depression, and computer stress, inability to adapt to or cope with the technological world. People who are stress out by technology may exhibit signs like impulsive, mood swings, rage, worry, exhaustion, fatigue and melancholy. Headaches, indigestion, hypertension, and cardiac arrest are a few more negative effects of technology stress on health [11]. Similarly to other role stressors, the physiological stress and psychosomatic consequences of technostress are thought to influence workers' plans to leave their employment. Whenever the requirements of ICTs at work conflict with personal time, technology stress can result in role conflicts. Work turnover may also be deliberate if role stressors create role stress and if technology stress creates role stress [12].

H1: Techno Stress (TS) Positively impacts Turnover Intention (TOI).

High levels of employee happiness and satisfaction are linked with justified returns, which implies that if management takes steps to keep the staff happy and satisfied, they will give everything they have for support the company's success [13]. The literature on human resources and organisational behaviour has identified a variety of factors such pay or quantity of money, prospects for promotion, coworkers, working conditions, communications, personal growth, security, and working settings that affect job satisfaction. Job satisfaction has a direct impact on the level of commitment, performance, and productivity. As well, it enhances employee retention, which reduces the overall cost of recruiting new workers. These findings frequently interrupt the organization's ongoing operations, therefore lowers its excellent performance. Retaining the company's valuable employees is therefore essential [14].

H2: Happiness at Work negatively associated with Turnover Intention

The desire to leave the job has a negative relationship with employee happiness. The organization's turnover rate decreases when employees are satisfied with their jobs, whereas when an employee is refused his rights but is unhappy with his job, the intention of leaving the organization increases. Performance and job satisfaction are negatively associated with the impulse to leave, as according practical [15]. For example work for the organization decreased their desire to leave the business. Performance was a consequence of the initial plans' pessimism. Martin has shown that work satisfaction has a permanent negative effect on the intentions of a sample service to depart [16].

H3: Job Performance negatively associated with Turnover Intention

Job satisfaction has a direct effect on absenteeism, commitment, performance, and productivity levels. Additionally, it improves staff retention, which reduces the expense of hiring additional

employees. The organization's current activities are frequently disturbed by these findings, which decrease its great performance. Therefore, it's critical to keep the firm's valuable employees [17]. Since they are less at home using new technology, those who are genuinely fearful of losing their jobs feel anxiety and frustration. Techno-stressors are technologically related job demands that people are likely to find difficult to complete and have a detrimental impact on their health [18].

H4: Techno Stress negatively associated with Happiness at Work

Research on techno stress has shown that increased levels of techno stress in an organization which leads organizational result in poor job performance [19]. The stress and unhappiness that employees encounter at work can have a negative impact on their performance in addition to organisational cynicism, which causes employees to act in a number of unfavorable ways toward their employers. Studies in the literature have examined the link between organisational cynicism and job performance in addition to the relationship between technical stress and job performance in a wide range of occupational groups [20].

H5: Techno Stress negatively associated with Job Performance.

Employee happiness is affected by a variety of factors, such job satisfaction, perceived social commitment, and employee engagement [21]. Job happiness is expected to rise as a result of job satisfaction because it mixes cognitive and affective components to provide a perspective on job characteristics. It has also been shown that variables such as corporate culture, communication, teamwork, job requirements, and working environment all have an effect on employee satisfaction [22]. Workplace conditions are important so because effort and permanent workers invest into respective work affects their happiness if viewed from a social point of view.

H6: Happiness at work positively associated with job performance

H7: Happiness at Work and Job Performance will successively mediate the relationship between technology stress and intention to leave.

4. METHODOLOGY

This study was carried out with the use of personal and professional networks. A google link was created and shared with the respondents to collect the responses. Researcher obtained 300 responses. Due to missing data total 20 of data/information were castaway. Thus the, 280 responses were taken into account for a thorough analysis. 280 employees who work in Dhaka based service sector supplied the data. The study's constructs, TS, HAW, JP, and TOI was evaluated utilizing standard scales in the paper. The tests made use of the Likert Scale, wherein

1 indicated strongly disagree and 5 denoted strongly agree. To evaluate the proposed model, the study used AMOS, SPSS, and PROCESS MACRO.

5. Data Analysis

Common Method Bias - The present study used the Harman's single factor test in addition to randomization the items to address the problem of CMB those outcome from gathering cross-sectional information. CMB was disregarded because factor loading came out to be just 24.82% for first factor (less than 50%). Results indicated that HTMT values were lower than the suggested cut-off of 0.75, which removing the possibility of CMB.

Reliability & Validity Analysis - Items having loading levels below 0.6 were removed. The computed value of RMSEA was 0.071, just below required threshold of 0.08, and the computed value of 2/df was lower than of 5 (acceptable value limit). The values of PCLOSE (0.000), TLI (0.924), and CFI (0.905) all falling within the specified cut-off ranges as a consequence demonstrated the model's fit. Researcher utilized composite reliability to assess inter-item consistency and took into consideration reliability coefficient values of 0.70 or above. Discriminate validity was supported by AVE (AVE of each scale is greater than the correlation values).

Direct Effects - A significant impact of TS on TOI ($\beta = 0.293$, $p < 0.01$), supported 1st hypothesis of the study. The second one was proved by a significant impact of TS on HAW ($\beta = 0.391$, $p < 0.01$). 3rd one was also proved by a significant impact of TS on JP ($\beta = 0.284$, $p < 0.01$). Fourth one proved by a significant association between HAW and TOI ($\beta = 0.315$, $p < 0.01$). 5th one was proved by a significant relation between HAW and JP ($\beta = 0.327$, $p < 0.01$). Sixth Hypothesis was proved by a significant association between JP and TOI ($\beta = 0.251$, $p < 0.01$).

Table 1. Fit indices of the measurement model

Fit Indices	Chi square/df	CFI	TLI	RMSEA	PCLOSE
Values	2.270	0.905	0.924	0.071	0.000

Source: Authors' Survey

Table 2. Reliability and validity analysis

	CR	AVE	MSV	TS	HAW	JP	TI
TS	0.924	0.732	0.086	0.855			
HAW	0.917	0.782	0.063	-0.337	0.884		
JP	0.937	0.838	0.084	-0.272	0.381	0.915	
TI	0.932	0.794	0.077	0.355	-0.263	-0.289	0.891

Source: Authors' Survey

Note: **Significance at 95% level; TS -Techno Stress; HAW - Happiness at Work; JP - Job Performance; TOI- Turnover Intention.

Table 3. Standard Deviation, Means, Co-relations & Discriminate Validity

Variables	Mean	SD	1	2	3	4
Techno stress	3.21	1.02	(0.85)			
Happiness at work	4.02	1.36	-0.33	(0.88)		
Job performance	3.87	0.78	-0.27	0.38	(0.91)	
Turnover intention	3.42	1.15	0.35	-0.26	-0.28	(0.89)

Note: N = 280; * = $p < 0.05$; ** = $p < 0.01$. The correlations coefficients of all fabricate are below 0.90, which indicate that multi-collinearity is not an issue as multi -collinearity is confirmed by correlation co-efficients of 0.9 or higher).

Table 4. Direct effects

Hypothesis	IV	DV	Effect	S.E.	T statistics	Decision
H1	TS	→ TI	0.293* *	0.042	6.97	Accepted
H2	TS	→ HAW	- 0.391* *	0.076	5.14	Accepted
H3	TS	→ JP	- 0.284* *	0.083	3.42	Accepted

H4	HAW → TI	- 0.188* *	0.049	3.83	Accepted
H5	HAW → JP	0.327* *	0.062	5.27	Accepted
H6	JP → TI	- 0.251* *	0.068	3.69	Accepted

Source: Authors' Survey

Note: **Significance at 95% level; TS-Techno stress; HAW-Happiness at work; JP-Job performance; TI-Turnover intention.

Table 5. Predictor Variable: Indirect effects

Indirect Effect	Effect	Boot SE	Confidence Interval 95%
TS HAW TOI	-.073	0.0141	(0.004, 0.089)
TS → JP → TOI	-0.071	0.0203	(0.007, 0.083)
TS HAW JP → TOI	-0.032	0.0118	(0.013, 0.061)
Total indirect effect	-.174	0.0247	(0.021, 0.098)

6. Theoretical Implications

In the context of HAW and JP with TOI within the industry, this study aims to bring the service sector's attention to this important phenomenon. Theoretical framework explores HAW as an underlying mechanism in this relationship in addition to explaining how TS is linked to the TOI. This study provides a reason for how TS is negatively correlated with TOI in the service sector by identifying HAW as a significant mediator. This study identifies JP as an important boundary condition on the relationship between TS and TOI. Researcher discovered a positive link among TS and TOI, and HAW and JP acting as the mediators. This study also showed that high TOI is a major problem for many organizations that use technology extensively. TS is a widely and used

recently developed term that has not been carefully researched in the service sector or somewhere else. This study has answered to this call by identifying TS as a novel pathway via which it affects the TOI positively. The findings not only support our hypotheses but also indicate that TS is a crucial underlying mechanism through which HAW and JP link to other essential organizational behaviors. Moreover, this results are consistent with the all of whom proposed that organizations need to provide proper training and suggestions need to provide for employees and to retain their competent staff and valuable employees which act as asset for organization.

7. Practical Implications

This study should be of particular interest to management and HR Professional in service sector. First, this research discussions on employees' technostress experience reveals that the technological skills and capabilities of employees should be improved as the work done by technology. Organization should provide support and give training to their employees to facilitate positive technology work and to reduce Techno Stress. Secondly, this study uses happiness at work and job performance which will successively mediate the relationship between technostress and intention to leave. Third, Organization needs to focus on providing a more sustainable technological work and training also with a strong emphasis on reasons of employee retention of their job. It is apparent that Turnover Intention at work place are depend upon Happiness at work and Job Performance which affect negatively and lastly Turnover Intention depends upon Techno Stress which positively impacts it.

8. Limitations and Future Scope

There really are undoubtedly some flaws in this study. This study's cross-sectional experimental design can be regarded as a disadvantage. Cross-cultural and cross-sector research on TS has received very little attention. More research can be done through qualitative analysis, but the present project in this sector is focused mainly on quantitative tools. Furthermore, the researcher's capacity to generalize findings to other countries and industries was limited by the fact that the data was collected from the service sector of Dhaka city of

Bangladesh. That much research is required either internationally and in other sectors in Bangladesh. For instance, future or upcoming studies might well be included. Future studies may focus on the effect of TS on business management and job satisfaction, which may further aid in determining the reasons of current trends. They might also address the topic via qualitative investigation.

9. Conclusion

The theoretical and empirical literature in the IT Sector is strengthened by this study. In the context of HAW and JP with TOI within the industry, our study aims to bring the service sector's attention to this important phenomenon. Our conceptual model explores HAW as an underlying mechanism in this relationship in addition to explaining how TS is linked to the TOI. Although earlier studies have looked into the outcome of TS, little attention has been paid to the underlying causes behind the relationship between the TS and its outcome in the business, based on a review of the literature (H1). Turnover Intention is negatively correlated with job satisfaction and performance at work (H2, H3), which are the study's mediators. Techno Stress negatively associated with Happiness at work and Job Performance (H4, H5), whereas Happiness at work positively associated with Job Performance (H6) and finally the conclusion of the study drawn that Happiness at work and Job Performance will successively mediate the relationship between technology stress and intention to leave.

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