

Techno-Stress Management Strategies; Enhancing Employees Productivity of Tertiary Institutions in Rivers State

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Abstract:-This study examined Techno-stress Management Strategies and its impact on the productivity of Employees intertiary Institutions in Rivers State. The study adopted a survey design in the course of its investigation. The population of the study comprised of 94 Unit Heads and 155 Administrative personnel of the studied tertiary institutions giving a total population of 249. The sample size of 151 was obtained through the use of Krejcie and Morgan sample determination table. Structured questionnaires were administered to elicit responses from the respondents. Data gathered from the respondents were analyzed using spearman rank order correlation coefficient statistics for test of relationships and presented using the Statistical Package for Social Sciences (SPSS 20). The analysis of the data indicated that there are significant relationships among the dimensions of technostress management strategies (reskilling, job rotation, delegation, and work simplification) and the measures of employee productivity (innovation and task accomplishment), which signifies that technostress management strategies and employee productivity are significantly correlated. The regression analysis in the study also indicated that organizational culture significantly moderates the relationship between technostress management strategies and employee productivity. The study therefore recommended that: tertiary institutions in Rivers State should resolve technostress issues using the tested dimensions as a measures to address the burning problems of employees productivity.

Keywords: Technostress, Reskilling, Job Rotation, Delegation and Work simplification

I. INTRODUCTION

Resistance to change is an innate human problem, whether the change is for good or bad. This is because human habits die hard, hence, when people are used to certain practices over a long period, changing to a new and better practices sometimes pose some challenges. This has been the case with the introduction of information and communication technologies in the tertiary institutions in Rivers State and the education sector. The replacement of manual works and heavy paper works, some claim, has thus worsened what we know before as executive stress, by introducing another variation of it called techno-stress [1]. How far has this setback affected the productivity of employees in the tertiary institutions in Rivers State and what are the strategies deployed to help employees cope with technostress? In 21st century institutions, employees are forced under circumstances to work faster and longer in order to meet a plan or deadline which may affect

their well-being emanating from work pressure thereby creating stress. As a result of this, employees suffer both psychological and physical stress induced by techno-overload. Techno-overload also referred to information overload interferes into employees' private life and in most cases the employee can't live a balanced work-life. It is expected that unite heads an administrative staff in organizations delegate work such that in their absence there could be another person to handle such task diligently and professionally through work delegation. Furthermore, circumstantial push on employees' with relation to their training and the policy to keep learning new skills sometimes affects the employees, thereby causing stress to the individual. This happens anytime that there is a new application or software for execution of their day-to-day planning and administrative functions or duties. This gives employees concern since they are always required to update their skills whenever there is introduction of new technologies. It believed that reskilling help one to have the requisite skills needed to perform certain task and assuming greater responsibility with ease. Employees with computer anxiety or technophobia always experience techno-insecurity anytime there is a merger or acquisition of new technology. There is this constant fear of job loss or position relegation due to their inadequacies or not having requisite skills that fit their job description and position. Job simplification plays a pivotal role in this direction and aid employees cope with stress where necessary. In organizations, employee' feel uncertain and unsettled because of the unending and continuous change and innovation in ICT which as a result put pressure on them because of the need for constant upgrade. In view of this, employees suffer from techno-uncertainty which in turn affects their overall productivity. From studies it is certain that rotating employees on the job related job roles and tasks helps the employee to cope with technostress.[2].

II. LITERATURE

Techno-stress is a term comprising (a combination) technology and stress. It implies the psychological disarray experienced by employees in the era of office automation. According to [3] technostress is a modern disease of adaptation caused by inability to adapt with the new computer technologies in a healthy way or manner which is made visible by human attitude to acceptance, rejection or

association with computer. Also, [4] defined techno-stress as any negative effect on human attitude, thought, behaviours and psychology that directly or indirectly result from technology. However, [5] opined that technology is not the issue but human complex nature to new innovations. They therefore viewed technostress as human resistance to change. They pointed out that technostress is the outcome of human negative reaction to the technology without considering that most organizations (institutions) require their employees (staff) to really use these new computer skills and knowledge to improve their products and service delivery to customers. A study by [6] on techno-stress among Indian academicians revealed that the inability to adapt or cope with information technologies in an unperturbed and healthy manner creates techno-stress. [7] indicated that technostress is a non-specific reaction of the human body when exposed to an unfamiliar system like the human system could jeopardize lives if not properly handled. Stress has a considerable effect on the individual and has a direct or indirect effect on the individual's work efficiency and relationship with others [8] also defined stress as a state of mental and physical unevenness, which has a considerable effect on an individual's health, work and quality of life, which ultimately deprives him or her work satisfaction and quality working life. Against this background, techno-stress is the hassle faced by the employees of tertiary institutions as a result of adoption and use of new technologies by the employees of these institutions. The signs and symptoms associated with techno-stress may include a wide range of behavioural and physiological changes that are commonly recognized as part of human condition. These changes present themselves in the form of physical and emotional exhaustion that involve an ill self-concept and attitude as well as less concern or indifference towards others, especially those who are considered as the stressors. Long-term stress may cause psychosomatic illness. While the tertiary institution is not in doubt as among the major industries globally where ICT is a bedrock tool increasing staff productivity, the benefits of ICT use are evident. This study seeks to fill the gap from past studies by exploring the relationship between reskilling, job rotation, delegation, work simplification, and the productivity of employees of tertiary institutions in Rivers State.

Reskilling - Reskilling is the retraining of employees (staff) to meet the requirements to carry out new task or duties of related complexity in a diverse area. Many times it also entails upskilling which is enhancing employees' skills and competencies for a broader or more intricate role within the same or a related work area. Re-skilling builds an environment where employees can pay attention to jobs of the different kind that demands reasoning and creativity which aids an individual grow. The modus operandi may sound intimidating, but this is the only way to survive in this technologically evolving space. Help can be taken from tertiary institutions to help revise curriculums and create opportunities for lifelong learning. At the same time, employees within themselves have to develop that zeal for

learning, take the charge of reskilling oneself rather than relying on some third party. Employees need to combine admirable digital specialist skills with deep practical business knowledge. They should be at ease with short delivery cycles and be able to operate across silos and within cross-functional teams. In today's business, the ability to collect and analyze data to derive insights about a business or about the domain is the differentiating feature that separates organizations at the top of the business from their competition. This is where the concept of 'reskilling' comes into place, where institutions constantly need to update skilling programs for their employees/staff to remain relevant and cutting-edge. [9].

Job rotation - Job rotation is "a process of shifting an employee from job to job" which increases an employee's potential and value to an organisation. Job rotation can be simply defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented, with management determining the need for a specific job to be done. This give employees the opportunity to change from one job position to another of similar work area, allowing them to have a clear knowledge and understanding of the processes involved in different jobs although related to previous task within same work area. Changing from one work role to the other help employees to understand and cope with techno-stress that are therein resulting from these different but related roles. [10]. Job Rotation is therefore where an individual is moved through a schedule of assignments considered to give that individual a breadth of exposure to the entire process. [11] also sees the term job rotation as a scheduled exchange of persons in offices, especially in public offices. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organisation. Job rotation is moving from one job to another. Jobs that are rotated can be very similar or drastically different for example, a person in charge of accounts receivable could change with a person who is in charge of accounts payable. Job rotation comes in many forms and therefore useful in many situations and different ways. It is the systematic movement of an employee from one job to another. Also it allows staffswitch between different jobs over a period of time and this movement is planned to achieve different purposes. Accordingly, [12] stated that it is an organised movement of staff from one job to another and he also added that an individual does not have to leave a job to get a more satisfying job. This can be achieved in the same job by using job rotation, enrichment and restructuring of the work process. Job rotation is a model of training through which already employed staffs leave their jobs to go on further training and unemployed people are brought into their places for work. In job rotation, individuals switch between jobs of similar nature within an organization. Sustaining employee interest in a single job is not easy, which is perhaps why retention poses such a big challenge for businesses, even in a slow economy. Employees outgrow their jobs quickly and it may not be possible for employers to provide enough

diversity within a career path to maintain employee interest in the job. This also help employee cope with technostress, haven gotten the experience on different aspects of the job. Job Rotation provides tailored training for staff of small and medium sized enterprises, whilst providing a replacement worker to cover whilst existing employees are released on training. There are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom.

Delegation

Delegation in a simple term means giving others the authority to act on your behalf, accompanied with responsibility and accountability for results. One major aim of setting up a business organization is to gain competitive advantage and to make profit. Without the employees discharging their assigned responsibilities, the objectives of the organizations may not be achieved effectively and efficiently. Thus, employee productivity is a crucial determinant of organizational goals. [13] in their views opined that, employees who are engaged in their work and committed to their organizations give the organisations critical competitive advantages including higher productivity and lower employee turnover. Thus, it is not surprising that most of today's organizations take steps to make the employee to be committed and knowledgeable by delegating some managerial authority to them. Due to the competitive nature of business activities which could be traced to globalization, the task of carrying the burden of the business activities cannot be done by the business owner(s) or managers alone. Therefore, there is need for some responsibilities to be shifted or assigned to the employees which will reduced the workload and pressure of the business owner(s) or managers. According to [14] the main reason for delegation of authority is to make sure that no one in an organization should perform all the tasks alone. Delegation of authority is a necessary subject for organizations. Delegation of authority has impact on an organization, on the manager and on the employees. They opined the impact of delegation of authority on organization helps in achieving competitive advantage, increase in production as well as effectiveness in task completion. In the same vein, they stated that delegation of authority has lessened the functional burdens of the manager and it has built cooperation and trust between the manager and the employees which led to employees satisfaction. Thus, it reduces physical and intellectual efforts exerted by manager and other employees; on the level of an employee, they stated that delegation of authority works on achieving functional empowerment, constructing alternative and administrative leadership, making employees feel self-confidence and motivation for excellence in performance; and on the level of customer, delegation of authority meets the needs of customers rapidly, delivering or providing the service will not be delayed due to delegation of authority. Past studies such as [15] have demonstrated that application of delegation of

authority will help employee effectiveness to be enhanced, managers will be able to maintain their job position and preserve the process of facilitating business affairs, employees' loyalty, and achieving performance efficiency. It also serves as a way to help manager in alleviating the burden of running the affairs of the business. [16] established that greater delegation will result to the following factors: Competence of the employee, sharing of managers' task objectives by the employee, longstanding and positive relationship of the manager with the employee, and the status of the lower-level persons. Managers who choose to do everything hamper their own productivity; limit their employee performance and any contribution they do make as managers is often accompanied by frustration and excessive personal effort.

Work Simplification

Work simplification is simply the organized application of universal intelligence to eliminate waste of any kind, such as time, energy, space and thoughts through simpler or better ways of doing work. Business analysts are specialist in the use and application of work simplification techniques. The business analyst's role involves ensuring the proper use and application of these techniques and working closely with the team to develop, test and install the improvements made. "Waste Elimination" connotes getting results, and not merely talking about it. Desired results come from better methods only when they are enthusiastically employed by the people (employees) concerned. Work simplification never overlooks the importance of the acceptance of the new method by the people who will use it. The first and most important step in any work simplification process is getting these individuals involved into the act. Participation built on understanding stimulates interest, initiative, imagination and results in enthusiastic cooperation. Work simplification recognizes that no one knows the details of a job better than the person doing the job. But, if we can help those people keep an open mind, think objectively about the work and systematically apply some of the simple tools and techniques of analysis, they will do a better job and will be a better team member as well as achieving set goals of the organization.

Approach to Work Simplification: The basic approach to achieving our objectives of doing a better job, with less effort and time at the lowest possible cost is to (i) *Eliminate the unnecessary parts of a process*, (ii) combine and rearrange the rest of the process, simplify the necessary part of the process. [17].

III. METHODS

The study used survey design to cover the different clusters of the target population. The study population is 249 staff consisting of Heads of Units and administrative staff of the targeted tertiary institutions in Rivers State. The workers are made of both male and female and they are from different age grade. The staff are both task-oriented and relation-

oriented. The researcher identified only a portion of the population known as accessible population. The complex nature of decision making in the tertiary institutions make the study focuses more centred on Heads of Units and Administrative Staff. The study unit consists of the Unit Heads and administrative staff of the tertiary institutions under study. The study derived 151 respondents out of the total population using the Krejcie and Morgan table to determine the sample from a population of 249. The reason is based on knowledge, experience; these staff are in a better position to provide the needed information for the study. A total of 151 copies of designed questionnaire was distributed to respondents to elicit valid information on the subject under study. Other than the descriptive methods, the tests for hypotheses were carried out using the Spearman correlation coefficient at a 95% confidence interval implying a 0.05 chance for error and significance level for the bivariate hypotheses; while in testing the multivariate hypothesis (control variable) the linear regression correlation technique is adopted. There are eight bivariate hypotheses and one multivariate hypothesis, which are tested in the study using the stated correlation inferential statistical tools. In a bid to determine the existence and trend of this relationship, this study used the scatter graph as presented in the Figure1 below to demonstrate technostress management strategies as a predictor variable is plotted on the X axis whereas employee Productivity as the criterion variable is on the Y axis.

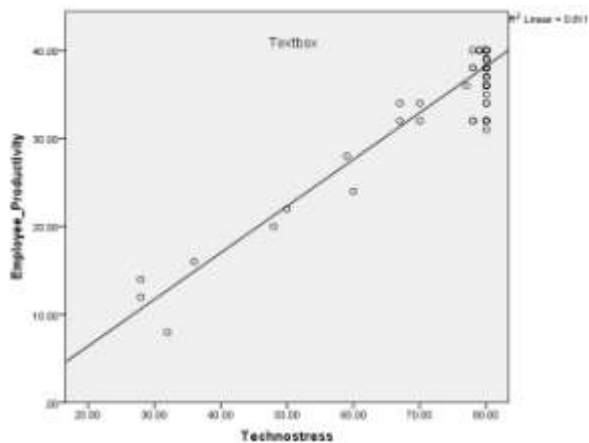


Figure 1: scatter plot showing influence of technostress management strategies on employee productivity

Figure 1 shows a strong relationship between technostress management strategies (independent variable) and employee productivity (dependent variable). The scatter plot graph shows at R^2 linear value of (0.811) depicting a strong viable and positive relationship between the two constructs. The implication is that an increase in technostress management strategies simultaneously brings about an increase in the level of employee productivity.

Presentation of Results on Tests of Hypotheses

Using the Spearman Rank Order Correlation Coefficient statistic as presented the study showcased with SPSS 20

version, the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicated levels of significance (* or **) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient r value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table 1: Correlations for Reskilling and Employee productivity

		Reskill ig	Innov ation	Task accompli shmt	
Spearman's rho	Reskilling	Correlation Coefficient	1.000	.399**	.368**
		Sig. (2-tailed)	.	.000	.000
		N	151	151	151
	Innovation	Correlation Coefficient	.399**	1.000	.903**
		Sig. (2-tailed)	.000	.	.000
		N	151	151	151
	Task Accomplishment	Correlation Coefficient	.368**	.903**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	151	151	151
** Correlation is significant at the 0.01 level (2-tailed).					
Source: Research Data, 2019 (SPSS output, version 20)					

Table 1: illustrates the test for the two previously postulated bivariate hypothetical statements.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between reskilling and innovation. The correlation coefficient 0.399 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between reskilling and innovation in tertiary institutions in Rivers state. From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between reskilling and task accomplishment. The correlation coefficient of 0.368 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a weak correlation indicating also a relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between reskilling and task accomplishment in tertiary institutions in Rivers State.

Table 2: Correlation Matrix for Delegation and employee productivity

			Delegation	Innovation	Task Accomplishment
Spearman's rho	Delegation	Correlation Coefficient	1.000	.483**	.468**
		Sig. (2-tailed)	.	.000	.000
		N	151	151	151
	Innovation	Correlation Coefficient	.483**	1.000	.903**
		Sig. (2-tailed)	.000	.	.000
		N	151	151	151
	Task accomplishment	Correlation Coefficient	.468**	.903**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	151	151	151

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2019 (SPSS output, version 20)

Table 2 illustrates the test for the two previously postulated bivariate hypothetical statements.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between delegation and innovation. The *correlation coefficient* 0.483 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation indicative of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between delegation and innovation. From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between delegation and task accomplishment. The *correlation coefficient* of 0.468 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between delegation and task accomplishment in tertiary institutions.

Table 3: Correlations for Job rotation and employee productivity

			Job rotation	Innovation	Task Accomplishment
Spearman's rho	Job rotation	Correlation Coefficient	1.000	.468**	.450**
		Sig. (2-tailed)	.	.000	.000
		N	151	151	151
	Innovation	Correlation	.468**	1.000	.903**

			Work Simplification	Innovation	Task Accomplishment
Spearman's rho	Work Simplification	Correlation Coefficient	1.000	.483**	.468**
		Sig. (2-tailed)	.	.000	.000
		N	151	151	151
	Innovation	Correlation Coefficient	.483**	1.000	.903**
		Sig. (2-tailed)	.000	.	.000
		N	151	151	151
Task Accomplishment	Correlation Coefficient	.468**	.903**	1.000	
	Sig. (2-tailed)	.000	.000	.	
	N	151	151	151	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2019 (SPSS output, version 20)

Table 3 illustrates the test for the two previously postulated bivariate hypothetical statements.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between job rotation and innovation. The *correlation coefficient* 0.483 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation which indicates also a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and innovation in tertiary institutions in Rivers state. From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between job rotation and task accomplishment. The *correlation coefficient* of 0.450 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and task accomplishment in tertiary institutions in Rivers state.

Table 4: Correlations for Work simplification and Employee Productivity

			Work Simplification	Innovation	Task Accomplishment
Spearman's rho	Work Simplification	Correlation Coefficient	1.000	.483**	.468**
		Sig. (2-tailed)	.	.000	.000
		N	151	151	151
	Innovation	Correlation Coefficient	.483**	1.000	.903**
		Sig. (2-tailed)	.000	.	.000
		N	151	151	151
	Task Accomplishment	Correlation Coefficient	.468**	.903**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	151	151	151

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2019 (SPSS output, version 20)

From the result in the table 4 above, the correlation coefficient (rho) shows that there is a significant and positive relationship between work simplification and innovation. The *correlation*

coefficient 0.483 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work simplification and innovation in tertiary institutions in Rivers state. From the result in the table above, the correlation coefficient (ρ) shows that there is a significant and positive relationship between work simplification and task accomplishment. The correlation coefficient of 0.468 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work simplification and task accomplishment in tertiary institutions in Rivers state.

Multivariate Analysis

The partial correlation technique was used in testing the moderating relationship of organizational culture on technostress and employee productivity.

Table 5: Partial Correlation testing Organizational Culture on Technostress and Employee Productivity

Control Variables			Tecnostress	Employee Productivity	Organizational Culture
-none. ^a	Technostress	Correlation	1.000	.901	.862
		Significance (2-tailed)	.	.000	.000
		Df	0	149	149
	Employee Productivity	Correlation	.901	1.000	.958
		Significance (2-tailed)	.000	.	.000
		Df	149	0	149
	Organizational Culture	Correlation	.862	.958	1.000
		Significance (2-tailed)	.000	.000	.
		Df	149	149	0
Organizational Culture	Tecnostress	Correlation	1.000	.517	
		Significance (2-tailed)	.	.000	
		Df	0	148	
	Employee Productivity	Correlation	.517	1.000	
		Significance (2-tailed)	.000	.	
		Df	148	0	
a. Cells contain zero-order (Pearson) correlations.					

Source: Research Data, 2019 (SPSS output, version 20)

In table 5 above, the zero-order partial correlation between technostress management strategies and employees' productivity shows the correlation coefficient where organizational culture is not moderating the relationship; and this is, indeed, both high (0.935) and statistically significant ($p\text{-value} (=0.000) < 0.05$). The partial correlation controlling for organizational productivity, however is (0.901) and statistically significant ($p\text{-value} (= 0.000) < 0.05$). The observed positive "relationship" between technostress management strategies and employees' productivity is due to underlying relationships between each of those variables and organizational culture.

Looking at the zero correlation, we find that both technostress management strategies and employees' productivity are highly positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.517 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: organizational culture significantly moderates the influence of technostress management strategies on employees' productivity in tertiary institutions in Rivers state.

IV. DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between technostress management strategies and employees' productivity of tertiary institutions in Rivers state as well as the moderating role of organizational culture. The findings revealed a positive and significant relationship between technostress management strategies and employees' productivity using the Pearson Product Moment Correlation tool at a 95% confidence interval. This finding reinforces findings of previous studies which studied the Technostress: technological and its implications, the literature reviewed indicated that there is a significant relationship between technostress management strategies and employees' productivity in tertiary institutions in Rivers state. The research model proposes that certain technology characteristics like usability (usefulness, complexity, and reliability), intrusiveness (presenteeism, anonymity), and dynamism (pace of change) are related to stressors (work overload, role ambiguity, invasion of privacy, work-home conflict, and job insecurity, and if properly managed would bring about employee productivity. This application is essential to put in place adequate protection and prevention measures, such as increased training of employees on the harmful effect of Technostress and implementation and how to manage it efficiently through strategies such as reskilling, delegation, job rotation, and work simplification.

The test of hypotheses one and two, table (1) shows that there is a strong positive relationship between reskilling and each of the measures of employees' productivity in the sample of tertiary institutions in Rivers. This implies that by reskilling employees, which include retraining and knowledge transitions, the productivities of employees in the tertiary

institutions would increase tremendously. This encourages employees' to adapt in the changes in technologies which would improve their management of health and safety as it concerns technologies. They develop creative and innovative ideas that might improve the systems and processes. Reskilling employees' enables innovations, and creativity which helps in organizational task accomplishment.

Using an interactive questions and answer sessions to gather data by the researchers, most of the interviewees agreed that they had successful careers', but even some of them pointed out that it was possible to find that ones skills were no longer in demand and that with increasing age it became more difficult to overcome a career setback, and policy should be made in the followings as it concerns workers reskilling: encourage individuals to engage in mid-career learning and development, give individuals the right to independent careers guidance after working for twenty years, encourage workplaces and education institutions to consider how best they can effectively support older workers' learning, development and work transitions, identify appropriate learning strategies and pedagogic practices that will assist the development and maintenance of older workers' capacities for working, learning, development and transitions. Today, many organizations face different challenges on all fronts as far as dealing with a dynamic environment is concerned. Clients demand more specialized skill-sets while the workforce is constantly changing and growing. The concept of "re-skilling" has, therefore, become central to sustaining business momentum to ensure that clients are provided with the right talent to find the most innovative solutions as well as increased productivity, and to keep employees engaged and up-to-date in terms of their skill-sets. It is therefore pertinent for the organizations to imbibe the culture of reskilling of their workforce because it acquaints the employee of measure to cope with technostress.

The tests of hypothesis revealed that there is a positive significant relationship between delegation and employees' productivity in tertiary institutions in Rivers state. Previous research has pointed to the importance of delegation in every organization is one person can never carry out a fulfilled task accomplishment. The management of today is shared with the help of democratic leadership and sound management, which is open, flexible, and transparent and allow for the participation of school structures. Managers should be aware that for them to delegate properly there is a dire need for thorough training. Overall delegation should be done because it is an in- dispensable aspect of management.

The result of the test of hypotheses shows that there is a positive and significant relationship between job rotation and each of the measures of employee's productivity in the sample of the study. This implies that when an organization rotates the job performance of its employees, it increases the knowledge of employees and close chances of performance lost in organizational performance as employees would have multi-skills to cover up in the performance of jobs.

The benefits of job rotation experienced by the reporting departments and UFSL are consistent with those identified in the literature review. The risks and barriers identified by the departmental survey were from currently utilizing job rotation. These barriers primarily consisted of the socio-economic impact of the rotation on the staff affected. She also explained that a well-planned and well-adopted job rotation program can help to equip employees with the various skills needed to work effectively in the information age. In other words, job rotation programs provide inexperienced staff with on-the-job training and widened existing staff knowledge thereby, offering staff an opportunity to promote their skills and become valuable assets to the organisation.

The test of hypotheses shows that there is a positive and significant relationship between work simplification and each of the measures of employees' productivity in the study. This study finding corroborates the empirical findings of Díazand Alfonso(2006) who are of the view that Work simplification, an industrial engineering technique, may be used as an organizational development technique to improve the interrelationship between the individual and the job, to change employee behaviors and attitudes, to provide opportunities for other organizational changes and to re-humanize rather than dehumanize individual employees. The went ahead to add that in order to achieve large-scale organizational change through work simplification, all companies, must have high-skilled industrial engineers (change agents), and the organizational climate must be amenable to change. Work simplification never overlooks the importance of the acceptance of the new method by the people who will use it, and that the first and most important step in any work simplification process is getting those individuals involved into the act. Participation built on understanding stimulates interest, initiative, imagination and results in enthusiastic cooperation.

The partial correlation coefficient result shown in table (5) indicated that the organizational culture in tertiary institution significantly moderate the relationship between techno-stress management strategies and employees' productivity of tertiary institutions. This implies that an organization's culture defines the nature of the entire organization, as such, an organization that has good culture in place; would impact positively in managing stress resulting from technology. Conversely, any organizational culture that does not have good techno-stress management strategies, employee productivity will be discouraged. An organizational culture can moderate the relationship between techno-stress management strategies and the level of its employees' productivity. An organization's culture promotes techno-stress management strategies such that the organization will experience high health and safety measures in using technologies, and leads to higher productivity of employees.

V. CONCLUSIONS

This study's conclusions are in line with the findings gathered from the result of the investigation. It offers specific

highlights and summations of the evidence generated from the analysis. The study therefore concludes that: Reskilling is significantly associated with employee productivity of tertiary institutions. This implies that when tertiary institution reskill employees, it helps them manage techno-stress employee, thereby leading to innovation and task accomplishment. Job rotation is significantly associated with employee productivity of tertiary institution. This happens because rotating employee within the institution with related job roles help them cope with multitasking within a tertiary institution which is its bedrock, and when there is more task of similar magnitude, it would bring about having wider knowledge of the job role leading to effective management of techno-stress in course of handling similar task or role.

Furthermore, delegation is significantly associated with employee productivity of tertiary institution in Rivers State. This implies that delegating duties to subordinate reduce the workload of employee in tertiary institution leads to effective and efficient performance employee of tertiary institutions Rivers State. Work simplification is also significantly associated with employee productivity of tertiary institutions in Rivers State. This indicates that work simplification, which is reflected through activities such methods and approach used in executing a task or assignment, give employee the understanding and aid them cope with techno-stress thereby enhancing productivity of employees of tertiary institution in Rivers State. Organizational culture significantly moderates the techno-stress management strategies and employee productivity of tertiary institutions in Rivers State. This implies that the culture that exists therein in a tertiary institution would weaken or strengthen the influence of techno-stress management strategies of a tertiary institution in Rivers State. the results of this study affirm the earlier theoretical inclinations as regards techno-stress management strategies that can help employee cope with techno-stress in tertiary institutions. Activities related to techno-overload, techno complexity, techno-insecurity, and techno uncertainty would lead to techno-stress thereby reducing employee productivity (innovation and task accomplishment) in tertiary institutions. The facts also offers insight into the implications of organizational culture as a tool to drive home techno-stress management strategies of a tertiary institution, and providing motivational techniques that would bring about a reduction in the effects of techno-stress on employees, which would lead to enhancing the innovative abilities and task accomplishment of employees in tertiary institutions in Rivers State.

VI. RECOMMENDATIONS

The recommendations of this study emanate as a result of the conclusions drawn. Its applicability is further premised on the empirical evidence afforded by the findings of the study. Therefore, based on the foregoing, the study recommends that: [i] Reskilling as a strategy that enhance the capability of employees' should be encouraged in tertiary institutions in Rivers State. Higher institutions in Rivers State should imbibe the culture of reskilling, most times it also entails upskilling

which is enhancing employees' skills and competencies for a broader or more complex role within the same or a related work. It helps employee manage and cope with techno-stress in the workplace. [ii] Job rotation is "a process of changing an employee from job to job" which increases an employee's potential and value to an organization. This give employees the opportunity to change from one job position to another of similar work area, allowing them to have a clear knowledge and understanding of the processes involved in different jobs although related to previous task within same work area. The knowledge gained helps them to manage techno-stress which in turn enhances their productivity on the job in tertiary institutions in Rivers State. Heads of units and administrative staff should endeavour to delegate work to qualified staff to reduce the workload as well as complexity emanating from the use of technology (techno-stress). This will drive home efficiency and increased productivity of employee of tertiary institutions in Rivers state. Work methods and techniques should be simplified. This will also aid in reducing the stress induced by the complex nature or bottlenecks of the work process in tertiary institutions in Rivers State. [iii] There should be a robust stress management programme integrated into the organization's culture which will be reviewed from time to time to ensure compliance, thereby promoting acceptability of the proper use of ICT and inhibit the stress level as a result of the use of these technologies. Tertiary institutions should address these issues, develop coping strategies to help employees deal with stress, implement effective training programs and top management support as its top priority, help employees deal with stress better.

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