

# Techno-Stress and Organizational Commitment of Sports Management Staff of National Sport Commission Nigeria

Lawal, Y.I. (Ph.D)

Department of Physical & Health Education  
Bayero University, Kano Nigeria  
E-mail: ilyazid65@yahoo.com  
+2348095558946

## ABSTRACT

The study investigates techno-stress and organizational commitment of sports management professionals of national Sports Commission Nigeria. Survey method was used for the study; the study formulated four research questions which guided in the formulation 70 items questionnaire. The instrument used for collection of collection of data were administered out of which one hundred and twenty nine (139) were duly completed and returned. A descriptive statistic was used to analyze the data and was presented using frequency tables and percentage.  $X^2$  Chi-square was used to test the hypotheses and mean scores were used for decisions on each of the items at 0.05 levels. The findings of the study among others revealed that adoption of new technology (computer) and use for long hour's leads to technological stress and this often affect the commitment of staff at work the study therefore, recommends that there is the need for creation of awareness among the sports professionals to adapt to the new innovation

**Keyword:** Techno-stress, organizational, commitment, management

---

## Aims Research Journal Reference Format:

Lawal, Y.I. (2016): Techno-Stress and Organizational Commitment of Sports Management Staff of National Sport Commission Nigeria. *Advances in Multidisciplinary Research Journal*. Vol 2, No.2 Pp 269-278.

---

## 1. INTRODUCTION

Technology revolution in any organization has not only improved efficiency but also helps to reduce the predicament of tediousness in the workplace. However, its move to information age, with its changes and need for adaptation to technology, has been rapid and stressful for many people. The trends and challenges of technology have brought about increasingly intricate ways of doing transactions in the workplace. The fast changes of the new technology have caused businesses, industries, and government to initiate employees to rationalized and reorganized the continue change. The continuous introduction of technology in the work environment precise an individual value in the form of technology related to techno-stress. The changes have been thrust upon by the new information explosion, generations of information in a variety of forms.

The application of ICT has immensely improved the effectiveness of sports management activities such as coaching, training, personnel record keeping through the use of database, facilities and equipment. Also the continuous development of information technology and its application to sports had change the information requirement and needs of the athletes, players, and coaches. According to Popoola and Olalude (2013) the timely dissemination of information has become significant to its value and this has resulted in the advancement of various mechanisms of providing appropriate and suitable information to sports managers, coaches' and organizing secretaries etc. technological innovations has modernized sports administration and improved efficiency, but at same the technology is rapidly changing, it has cause a lot of employees to suffer from techno-stress.

Techno-stress in sports management was also found to stem out from organizational factor. For instance inadequate staff and insufficient number of printers, terminals, and work stations which cause the sports personnel to share equipments were more likely lead to frustration and avoidance. Consequently, Harper (2000) emphasized that there were two forms of techno-stress affecting sports managers namely the physical and the psychological forms. The psychological form of techno-stress suffered includes feeling drained, information overload, over-identify with technology, under work, and doing routine jobs. In addition, the fear that computers were taking over their roles led to feelings of job insecurity.

There were feelings among sports management professional when their levels of technology competencies differed and resulted in the loss of motivation and team spirit. Spending so much time working with new technology also gave rise to feelings of job role uncertainty. The phenomenon of the computer-related stress or “techno-stress” has attracted considerable attention of sports scientist, exercise physiologists and managers, like techno-phobia, cyber-phobia, computer-phobia, computer anxiety, computer stress, negative computer attitudes, and computer aversion. In the age of technology, computer is the fact of life. Cell phones, email, internet, digital cameras, online banking and transactions, text messaging,, laptops, blackberries; these items and services have only been introduced over the past forty years yet, they have influenced our lives dramatically. Techno-stress is a feeling of anxiety or mental pressure from overexposure or involvement with (computer) technology (Flores, 2012). Even though techno-stress is inevitable in this era of technology revolution, this problem may alleviated by sufficient training, adequate technical support, and participatory involvement. According to Ragu-Nathan, Tarafdar., Ragu-Nathan, & Tu, (2008)., factors that may help lower techno-stress levels are known as techno-stress inhibitors. They claimed that the negative outcomes resulted from the application of information technology can be reduce if the organization provides organizational and technical support, training, and guidance. With these, it will encourage the employers to be more committed to their job.

The switching from one technology to another new technology implies that coaching, officiating and administration and the ability to adapt to the new changes is in consonance with champion (1988) who stated that the information age was all about change, or to be more specific, response to “techno-change”, is not about technical component such as machines, programs, network, or optics but about individual acceptance and adopting it. According to Monat & Lazarus (1991) organizational commitment is an attitude reflecting employees’ loyalty to their organization and is an ongoing process through which organizational participants express the concern for the organization and its continued success and well being. This technology innovation in sports management is viewed to have come to change coaching, officiating and management/administration landscapes environment and different set of performance attributes relative to what already exist.

### 1.1 Statement of the problem

Technological revolution of information communication technology (ICT) has undoubtedly brought along many changes in the workplace today, for example developed world has long been using this technology in sports and have over time ripped the divided of their investment and utilization of this innovation, evidenced in their performance in international competitions while in the developing world like Nigeria this new innovation is not long introduced into sports. Although it has allowed work to be carried out faster and more efficient. Many employees are not comfortable with the implementation of this technology as it involves changes and uncertainty. As a result, they experience additional stress known as techno-stress which may have negatives consequences in the management of sports organization. According to Dunmade, Adegoke, and Agboola (2014) the concept of `techno-stress` has been used in many different ways such as techno-stress refers to the state of mental and physiological arousal, and consequent pressure, observed in employees who are depend on technology in their work (Weil and Rosen, 2000). Some consider techno-stress to be modern disease caused by the inability to cope with new technologies in a healthy manner (Brod, 1984). In this study, techno-stress refers to strain cause by individuals` interaction with ICT. (Brod, 1984; Sharma & Sareen, 2015; Laspinis., 2015; Weil and Rosen, 2000), identified symptoms of techno-stress include the instability to concentrate on a single issue, increased irritability, and the feeling of loss of control.

Also Davismilis (1998) & Walz, (2012) identified a condition whereby a person has to adapt to a new technology especially when there is inadequacy of the equipment support, or the technology itself. Other terms that were synonymous with techno-stress used by other researchers include computer phobia, computer anxiety, computer stress and digital depression (Hogge, 2006; Hudiburge, 1996). The nature of sport organizations has changed dramatically so also the corresponding nature of managing them, which is as a result of evolution in technology which means changes in role definitions, tasks, organizational structure, user expectation and work relations invariably the traditional production work performed by sports managers, organizing secretaries and coaches generation ago is accomplished today by machines, forcing a re-definition of roles or imminent extinction. Sports organizations the world over are among the major users of ICT facilities on a large scale with the intent of increased productivity. However, while the benefits of ICTs adoption, utilization and diffusion are not in doubt; but this has brought a number of demands and challenges such as techno-stress and organizational commitment among staff of NSC. It is in view of all this that the study was conducted to ascertain and determine the stress experienced, level of organizational commitment of staff of NSC and strategies that is put in place. The study answered the following questions.

### **1.2 Research Questions**

To guide this study the following research question were asked:

1. What type of Techno-stress do staff of NSC experienced?
2. What are the causes of techno-stress among staff of NSC influence their organizational commitment?
3. To what extents do techno-stress experiences by staff of NSC affect their organizational commitment?
4. What are the strategies adopted by the staff of NSC in minimizing the effect of techno-stress on the organizational commitment?

### **1.3 Objectives of the study**

The general objective of this study is to find out techno-stress organizational commitment of staff of the national sports commission with the intent of

1. Identifying types of techno-stress experienced by library professionals in relation to their organizational commitment in the libraries within the University complex.
2. To identifying causes of techno-stress among staff of the national sports commission organizational commitment,
3. To determine the extent to which techno-stress experience staffs of the national sport commission their organizational commitment.

### **1.4 Significance of the study**

The beneficiaries of this study are sport staff, coaches involved in using information and communication technologies (ICTs) the study is therefore significant because it will enable the NSC management identify how the embedded technology causes techno-stress and it affects organizational commitment of staff of NCS.

## **2. LITERATURE REVIEW**

On work place stress studies have given considerable attention to the relationship between job stress and organizational commitment (Viljoen and Rothmann, 2009). Workplace stress was found to negatively influence organizational commitment. For example Yaghoubi et al.'s (2009) found higher work stress has negative effect on nursing managements' organizational commitment in educational hospital of Isfahan University of Medical Sciences. Furthermore on the role of work stress in predicting organizational commitment in railways employment also revealed an inverse relationship between work stress and effective, normative, and overall commitment and (Tiwari and Mishra, 2008). Addae and Parboteeah (2008) also found that role conflict and role ambiguity, the two main contributors to work stress, were negatively correlated with affective and normative commitment among public sector employees in St. Lucia.

As far as techno-stress is concerned, Ahmad et al. (2010) hypothesized that there is inverse relationship between techno-stress creators and organizational commitment. This is based on the concept of socio-technical systems which argue that there should be a joint optimization of both technical and social factors in the organization, so that any technical implementation will actually lead of to improve quality of working life. In other words, if the implementation of technology creates stress, it will result in poor quality of working life such as increase turnover, higher absenteeism, and lower commitment.

In addition, a study conducted by Ragu-Nathan et al. (2008) among information and communication technologies (ICT) end users also revealed that the existence of techno-stress creators resulted in a decline in job satisfaction among the end users of ICT. Consequently, the decline in job satisfaction led to a decrease in organizational commitment. Nonetheless, Umar et al. (2013), who attempted to examine the relationship between organizational commitment, stressors and techno-stress among employees in Nigerian small scale enterprises, failed to find any significant relationship between stress and techno-stress constructs with organizational commitment. Small sample size was, however, attributed to the outcome of this study.

Nevertheless, According to Harper (2000), there were two forms of techno-stress affecting staff s the physical form and the psychological form. Complaints of headache, back strain, eye strain, repetitive strain injuries such as carpal tunnel syndrome, and muscular dysfunctions were some of the physical forms of tech-stress. The psychological form of techno-stress suffered by staff includes feeling drained, information overload, over-identify with technology, under work, and doing routine jobs. In addition, the fear that computers were taking over their roles led to feelings of job insecurity. There were feelings among sports management professional when their levels of technology competencies differed and resulted in the loss of motivation and team spirit.

Spending so much time working with new technology also gave rise to feelings of job role uncertainty especially when staff finds themselves their duties being the same every day. The staff of NCS had fear of having their duties being taken over by the use of computer which consequently led to feelings of job insecurity, loss of motivation and team spirit (Dunmade, Adegoke & Agboola, 2014). There are a variety of factors that shape organizational commitment. Such factors include the following: job-related factors; employment opportunities; personal characteristics; positive relationships; organizational structure; and management style (Manetje, 2009).

Organizational commitment is an important job-related outcome at the individual level. The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish organizational commitment (Curry, Wakefield, Price & Mueller, 1996). Other job factors that could have an impact on commitment are the level of responsibility and autonomy. The higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it.

### 3. METHODOLOGY

This study adopted survey research method. Survey research method was chosen because it allowed handling of large amounts data from different varieties of samples; also it is well suited together demographic data that describes the composition of the population. It is an efficient method in systematic collection of data from a broad spectrum of individuals. The population of the study comprised the entire National Sport Commission staffs, Directors, Secretary, Coaches, Officiating official, Sport associating secretaries.

#### 3.1 Instrument for Data Collection

The instrument used for data collection in this study was a questionnaire of 5 points likert type scale and it contains seventy three items group in to four sections. The weighting of the responses are 5, 4, 3, 2 and 1 very low 5 point, low 4 point, high 3 point, very high 2 point and no response 1 point. Face and content validity of the instrument was carried out on the research instruments. To affirm the reliability of the data collected Cronbach Coefficient Alpha formula was used and obtained the reliability coefficient of 0.77. Description statistic was used for analyzing and interpreting data gathered from the questionnaire. Frequency distribution and percentages were employed to present the data easy interpretation. Chi-square X<sup>2</sup> was used to analyze the four research question of the study at 0.05 level of significance; A total of 1811 questionnaire were administered which represent 73.6% of the 246 staffs in the commission but 129 representing 71.3% of the total administered were returned and used for the study.

#### 4. RESULTS

**Research question 1** What type of Techno-stress do staff of NSC experienced? The type of techno-stress experiences by staff of NSC were examined in table 1. The scores in the table were used for the test to determine the significance of the type of techno-stress experiences. Chi square was used to answer the question; the result is summarized in table 1.

**Table 1 Chi square Analysis on significance of type of tech-no stress experiences among staff of NSC**

S/NO	High		Low		Not at all		Total
	Observed	Expected	Observed	Expected	Observed	Expected	
1.	88	60.67	6	17.63	35	50.71	129
2.	64	60.67	14	17.63	51	50.71	129
3.	75	60.67	17	17.63	37	50.71	129
4.	76	60.67	13	17.63	40	50.71	129
5.	81	60.67	17	17.63	31	50.71	129
6.	56	60.67	22	17.63	51	50.71	129
7.	59	60.67	16	17.63	54	50.71	129
8.	54	60.67	18	17.63	57	50.71	129
9.	49	60.67	19	17.63	61	50.71	129
10.	58	60.67	26	17.63	45	50.71	129
11.	58	60.67	23	17.63	48	50.71	129
12.	50	60.67	23	17.63	56	50.71	129
13.	55	60.67	17	17.63	57	50.71	129
14.	68	60.67	12	17.63	49	50.71	129
15.	58	60.67	18	17.63	53	50.71	129
16.	45	60.67	19	17.63	65	50.71	129
17.	47	60.67	19	17.63	63	50.71	129
18.	43	60.67	24	17.63	62	50.71	129
19.	49	60.67	26	17.63	54	50.71	129
20.	69	60.67	14	17.63	46	50.71	129
21.	57	60.67	15	17.63	57	50.71	129
22.	69	60.67	17	17.63	43	50.71	129
23.	67	60.67	12	17.63	50	50.71	129
24.	61	60.67	16	17.63	52	50.71	129
Total	1456		423	17.63	1217		3096
<b>Chi-square = 117.024, DF = 46, P- value = 0.000</b>							

From the result in the table, the type of techno-stress experience by the staff is statistically significant. The observed chi-square of 117.024 obtained at 46 degree of freedom is higher than the critical value of 62.82. The observed level of significance for the test is 0.00 ( $P < 0.05$ ). The result showed clearly the type of techno-stress staff of NSC actually experience in their routine services delivery in the libraries.

**Research question 2** To what extents do techno-stress experiences by staff of NSC affect their organizational commitment

**Table 2 Chi-square on Significant Techno-stress Experiences among NSC staff in Relation to their Organizational Commitment**

S/NO	High		Low		Not at all		Total
	Observed	Expected	Observed	Expected	Observed	Expected	
1.	72	66	9	11.83	48	51.17	129
2.	65	66	13	11.83	51	51.17	129
3.	62	66	12	11.83	55	51.17	129
4.	47	66	19	11.83	63	51.17	129
5.	67	66	10	11.83	52	51.17	129
6.	60	66	13	11.83	56	51.17	129
7.	78	66	12	11.83	39	51.17	129
8.	94	66	10	11.83	25	51.17	129
9.	63	66	11	11.83	55	51.17	129
10.	52	66	12	11.83	65	51.17	129
11.	69	66	9	11.83	51	51.17	129
12.	63	66	12	11.83	54	51.17	129
Total	792		142		614		1548
<b>Chi-square = 54.986, DF = 22, P- value = 0.000</b>							

The result in the table clearly revealed that the causes of the techno-stress examined in the table were significant in relation to the staff experience in their daily routine services delivery. The observed chi-square (54.896) obtained at 20 degree of freedom is higher than the critical value of 31.4 at the same degree of freedom (DF). The observed level of significance in the table is 0.000 ( $P < 0.05$ ). With these observations, it shows that there are no significant causes of techno-stress among NSC staff in relation to their organizational commitment. The result showed that there significant causes of Techno-stress in the libraries within the complex.

**Research question 3** To what extent do techno-stress experiences by staff of NSC affects their Organizational Commitment

**Table 3 Chi-square on Significant Techno-stress Experiences among NSC staff in Relation to their Organizational Commitment**

S/NO	Great extent		Less extent		None		Total
	Observed	Expected	Observed	Expected	Observed	Expected	
1.	62	60	14	12.5	53	56.5	129
2.	58	60	12	12.5	59	56.5	129
3.	71	60	11	12.5	47	56.5	129
4.	54	60	11	12.5	64	56.5	129
5.	54	60	12	12.5	63	56.5	129
6.	61	60	15	12.5	53	56.5	129
Total	720		133		566		1429
<b>Chi-square = 8.332, DF = 10, P- value = 0.596</b>							

The result of the test revealed that the effect of the techno-tress on NSC staff organizational commitment was significant. This is indicated in the table with an observed chi-square value of 8.332 obtained at 10 degree of freedom. The level of significance observed in the test is 0.596 ( $P < 0.05$ ). The research question that techno-stress experiences by NSC staff have no significant effects their organizational commitment, form the observed frequencies in the table, the respondents were of the view that there are techno-stress experience but the effect is not statistically significant on their organizational commitment in the libraries.

**Research question 4** What are the strategies adopted by staff of NSC in minimizing the effects of Techno-stress on the organizational commitment

**Table 4 Chi-square on Significant Techno-stress Experiences among NCS staff in Relation to their Organizational Commitment**

S/NO	Agree		Disagree		Undecided		Total
	Observed	Expected	Observed	Expected	Observed	Expected	
1.	99	89.74	2	6.63	28	32.63	129
2.	81	89.74	8	6.63	40	32.63	129
3.	74	89.74	12	6.63	43	32.63	129
4.	63	89.74	16	6.63	50	32.63	129
5.	71	89.74	10	6.63	48	32.63	129
6.	89	89.74	9	6.63	31	32.63	129
7.	94	89.74	3	6.63	32	32.63	129
8.	88	89.74	19	6.63	22	32.63	129
9.	93	89.74	11	6.63	25	32.63	129
10.	84	89.74	8	6.63	37	32.63	129
11.	98	89.74	2	6.63	29	32.63	129
12.	102	89.74	1	6.63	26	32.63	129
13.	96	89.74	1	6.63	32	32.63	129
14.	95	89.74	5	6.63	29	32.63	129
15.	109	89.74	1	6.63	19	32.63	129
16.	91	89.74	11	6.63	27	32.63	129
17.	90	89.74	3	6.63	36	32.63	129
18.	94	89.74	2	6.63	33	32.63	129
19.	94	89.74	2	6.63	33	32.63	129
Total	1705		126		620		2451
<b>Chi-square = 143.320, DF = 36, P- value = 0.000 (critical = 51.0)</b>							

The result of the test in the table revealed that suggested strategies could be considered significant for minimizing the effects of techno-stress on the organizational commitment of NSC staff. In the table, the observe chi-square for the test is 143.320 obtained at 36 degree of freedom while these observations, there is enough evidence to support the assertion that there is no significant different between NSC staff on strategies for minimizing the effects of techno-stress on the test showed that the support professional differed in their opinion on the strategies for minimizing the effects techno-stress on their organizational commitment.

## 5. Discussion

This study investigated the techno-stress and organizational commitment of NSC staff. Four research questions were used for the investigation in line with the specific objectives were tested: The results revealed that there the type of techno-stress experienced by the staff of NSC were statistically significant which include adverse effect on physical wellbeing like straining of the eyes, backaches, stiff should, neck pain and joint pain among others. At the emotional dimension, there were induced levels of anxiety induced, feelings of indifference resulting in frustration due to inadequacies, feelings of lack of appreciation, depression and exhibition of negative attitude towards the organizational goal. These results in uncooperativeness or unwillingness cooperate with other and social withdrawal. Other attributes of the techno-stress observed were information overload, to find information, analyze, evaluate and apply it in the right context and resources. There were those due to under work or inability to utilize the devices to optimum along with routine jobs which lead to frustrations especially when underemployed or when the work done involves only routine operations among others. The finding here is consistent with Majekodunmi, (2013) who opined that Organizational commitment is an attitude reflecting the employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and wellbeing. The feeding is in line with Laspinas (2015) who reported that it is an incontrovertible fact that technology has become an essential part in the 21<sup>st</sup> century knowledge management. Technological revolution in any organization has not only improved efficiency but also helps to reduce the predicament of tediousness in the workplace.

The causes of techno-stress experience by the staff of National Sport Commission were professional types of stressors experienced by the staff in their services delivery. It was observed that causes of techno-stress among the staff tended to be associated with individual, organization factors included among others use of dated techno-devices, poor provision for sitting with techno devices, poorly designed workstations, poor power supply, the organizational policies and information overload. This finding agrees with the report of Harper (2000) who emphasized that there were two forms of techno-stress affecting sports professional namely the physical and the psychological forms and Quinn (2007) who stated that the source of techno-stress is the pace at which information technology changes. The finding here agree with Isiakpona and Adebayo (2011) who stated that the techno-stress could also arise when the ICT proficiency level of the staff is relatively low. The finding is consistent with Okebaram (2013) who identified causes of techno-stress, to include, inexperience with computer, performance anxiety, lack of training/insufficient training, organizational factors, overwork/insufficient staffing, information overload, fast pace of change, language/jargon intimidation, multiple interfaces among others.

The extent to which the experienced techno-stress affects the organizational commitment of the staff, the result showed though the staff, experiences techno-stress but the effect on their organizational commitment was not statistically significant. From the analysis of the related items for the research question, the staff agreed that the level of such effect is not up to where it could be said to have major effect on the organizational goals. The finding here agree with Greenberg, (2005) who reported that having committed employees is advantageous to organization as they are likely to be absent and are share and make sacrifices for their organizations goals.

The strategies for minimizing the effect of the techno-stress on the organizational commitment of the staff, the result revealed that the staff of NSC significantly in their rating of the strategies. From the analysis of strategies, it was observed that the staff generally agreed that their adoption could minimize the effect on their organizational commitment but they differed on modus operandi rating. This was the basis of the significant difference observe in the test. Some of the strategies rated included those training, oriented, improving the physical, emotional, behavioral and psychological wellbeing through recreational activities, emotional enhancing, teamwork, and job rotation among others. The finding here agrees with Rag-Nathan et al (2008) who reported that some factors that may help techno-stress levels are known as techno-stress inhibitors. The report claimed that the negative outcomes resulted from the application of information technology can be reduced if the organization provides technical support, training along guidance.

**Research question 1** Type of techno-stress experienced by the staff NSC and their significance were investigated. The results revealed that there were significant techno-stress experiences by the staff test that the techno experiences were statistically significant. Attributes of the techno-stress included adverse effect on physical wellbeing like straining of the eyes, headaches, stiff shoulder, neck pain and joint pains among others. At the emotional dimension, there were induced level of anxiety induced, feelings of indifference resulting in frustration due to inadequacies, feelings of lack of appreciation, depression and exhibition of negative attitude towards the organizational goal. These result in uncooperativeness or unwillingness cooperate with others and social withdrawal. Others attributes of techno-stress observe were information overload, to find information, analyze, evaluate and apply it in the right context and resources. There were those due to under work or inability to utilize the devices to optimum along with routine jobs which lead to frustrations especially when underemployed or when the work done involves only routine operation among others. The finding here is consistent with Majekodunmi (2013) who opined that Organizational commitment is an attitude reflecting employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued succeed and wellbeing. The finding is in line with Laspinas (2015) who reported that it is an incontrovertible fact that technology has become an essential part in the 21<sup>st</sup> century knowledge management. Technology revolution in any organization has not only improved efficiency but also reduced the predicament of tediousness in the workplace.

**Research question 2** Techno-stress experienced by the staff NSC, The result revealed that the professional types of stressors experienced by the staff in their services delivery were significant. From the analysis of the research question, it was observed that cause of techno-stress among the staff tended to be associated with individual, organizational and environmental factors. These included personal factors like inexperience with computers and inadequate training on techno-devices while organizational factors included among others use of dated techno-devices, poor provision for sitting with techno-devices, poorly designed workstations, poor power supply, the organizational policies and information overload. This finding agrees with the report of Harper (2000) who emphasized that there were two forms and Quinn (2007) who stated that the source of techno-stress is the pace at which information technology changes. The finding here agree with Isiakpona and Adebayo (2011) who stated that the techno-stress could also arise when the ICT proficiency level of the staff is relatively low.

The finding is consistent with Okebaram (2013) who identified causes of techno-stress, to include, inexperience with computer, performance anxiety, lack of training/insufficient training, organizational factors, overwork/insufficient staffing, information overload, fast pace of change, language/jargon intimidation, multiple interfaces among others.

**Research question 3** What is the extent to which the experienced techno-stress affects the organizational commitment of the staff, experiences techno-stress but the effect on their organizational commitment was not statistically significant. From the analysis of the related items for the research question, the staff agreed that the level of such effect is not up to where it could be said to have major effect on the organizational goals. The finding here agree with Greenberg, (2005) who reported that having committed employees is advantageous to organization as they are likely to be absent and are share and make sacrifices for their organizations goals.

**Research question 4** the strategies for minimizing the effect of the techno-stress on the organizational commitment of the staff. The result revealed that the staff of NSC significantly in their rating of the strategies. From the analysis of strategies, it was observed that the staff generally agreed that their adoption could minimize the effect on their organizational commitment but they differed on modus operandi rating. This was the basis of the significant difference observe in the test. Some of the strategies rated included those training, oriented, improving the physical, emotional, behavioral and psychological wellbeing through recreational activities, emotional enhancing, teamwork, and job rotation among others. The finding here agrees with Rag-Nathan et al (2008) who reported that some factors that may help techno-stress levels are known as techno-stress inhibitors. The report claimed that the negative outcomes resulted from the application of information technology can be reduced if the organization provides technical support, training along guidance.

## 6. SUMMARY OF THE FINDINGS

The major findings from study were

1. The Coaches, Directors, secretaries, supporting staffs and association secretary experience significant techno-stress which adversely affects their physiological, emotional, behavioral, and psychological dispositions and thus affects their commitments to the organizational goals.
2. The causes of most techno-stress among these categories of staff were significant and basically revolve round outdated techno-devices, poor power supply, the organizational policies and information overload coupled with the inherent effects of techno devices usage in the performance of their services delivery.
3. The result on effects of the techno-stress on these categories of staff commitment to the organizational goals was found to be significant because of their behavioral dispositions and therefore their commitment to the organizational goals. However, the effects were not statistically significant on their organizational commitment.
4. Among the strategies suggested for minimizing the effect of the techno-stress on these staff commitment to the organizational goals were effective uses of time management, physical exercise for improving physiological status. The realization that innovation really requires dynamism and that the only thing constant in life is change.

## 7. Conclusion and Recommendations

Conclusively the study provides some insight regarding techno-stress and organizational commitment in NSC as the commission is moving towards becoming a more technology oriented organization it is important that the staff should recognize both the positive and negative outcome of using technology so that the benefits of technology application would not be overwhelmed by its draw backs. The advent of innovation induced by technological advancement in information management, coaches, Directors, supporting staffs and secretaries found themselves exposed to utilizing devices previously considered non applicable. The end result is that the utilization of the accompanied devices have associated affects manifested in physiological, emotional, behavioral and psychological dispositions among the staffs in their services delivery which tended to adversely affect their organizational commitments. Based on the finding of this study the following recommendations were made that: There is a need for training of these staff on the use of techno devices to avoid frustrations in their work and techno-phobia in the utilization of techno devices and improve on organizational commitment of staff; More attention should be given to provision of techno devices, facilities and equipment necessary for their effective utilization to enhance organizational commitment; There is the need for periodic orientation of staff on the use of techno devices and the associated effects so as to reduce the adverse effect on their organizational commitment; Staff of NSC should be educated on the need for attitudinal orientation, physical exercise and the need for team work which associated with the use of techno devices in service delivery.

## REFERENCE

1. Brod, C. (1984). *Techno-stress: The Human Cost of the Computer Revolution*. Reading: Addison Wesley.
2. Champion, S. (1988) "techno-stress: Technology's Toll", *School Library journal*, 48 (51).
3. Davis-Millis, N.; (1998), techno-stress and the organization: A Manager's guide to survival in the information age. A paper presented at the 67<sup>th</sup> annual meeting of the music library Association, 14<sup>th</sup> February, Boston, Massachusetts; Retrieved 16<sup>th</sup> February 2015 from <http://web.mit.edu/ninadm/www/mla.htm>
4. Dunmade, E.O., Adegoke, J.F., & Agboola, A.A (2014) Assessment of Ergonomic Hazards and Techno-stress among the Worker of Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria; *Australian Journal of Business and Management Research*, 4(1):27-34.
5. Flores, P. (2012). "techno-stress" the new workplace challenge? Health and Safety; Retrieved 16<sup>th</sup> February, 2015 from <http://www.hrreview.co.uk/hr-news/healthsafety/techno-stress-the-new-workplace-challenge/34214>
6. Harper, S. (2000), *managing tech-stress in UK Libraries: A realistic guide*. Retrieved 11/1/15 from <http://www.ariadne.ac.uk/issue25/technostress/intro.html>
7. Hogge, B.; (2006) "Brave New World", *new statesmen* 56
8. Hudiburge, R.A. (1996) "Assessing and managing Techno-stress" Retrieved 22<sup>nd</sup> February 2015 from [www.una.edu/psychology/alakslk.html](http://www.una.edu/psychology/alakslk.html)
9. Isiakpona, C. & Adebayo, O. (2011) The Impact of Techno-stress on Librarians: A Survey of Covenant University Library; *The information manager Vol. 11 (1&2): 56-61*
10. Laspinas, M.L (2015) Techno-stress: Trends and Challenges in the 21<sup>st</sup> Century Knowledge Management *European Scientific Journal* 11, (2): 205-217
11. Majekodunmi, T.O. (2013) an assessment of the organization commitment of the Nigeria Port Authority workers; *Journal of African Studies and Development*; 5(7):171-176
12. Monat, A & Lazarus, R.S. (1991), stress and some coping: Some current issues and Controversies, in A. Monat & R.S Lazarus (Eds) *Stress and coping*, New York: Columbia Lenic Press
13. Okebaram, S.M. (2013) Minimizing the effects of Techno-stress in Today's Organization. *International Journal of Emerging Technology and Advanced Engineering* 3(11): 649-658. Retrieved 2<sup>nd</sup> March, 2015 from [www.ijtae.com](http://www.ijtae.com)
14. Olalude, O.F (2013). Work Value, Achievement Motivation and Techno-stress as Determinants of job Burnout among Library Personnel in Automated University Libraries in Nigeria. *Library philosophy and practice (e- journal)*; Paper 919; Retrieved for <http://digitalcommons.unl.edu/libphilprac/919>
15. Quinn, B.A. (2007) *Overcoming techno-stress in Reference Services to Adult Learners*; Retrieved 12<sup>th</sup> February, 2015 from <http://esr.lib.ttu.edu/libfacresearch/19>
16. Ragu-Nathan, T.S., Tarafdar, M., Tagu-Nathan, B.S., & Tu, Q. (2008), the consequences of techno-stress for End Users in Organization: Conceptual Development and Empirical Validation. *Information Systems Research*; 19(4): 417-433.
17. Sharma, D. & Sareen, P.(2015), physical and psychological forms of Techno-stress among Employees working in organization; Retrieved 14<sup>th</sup> May 2015 from [pggc46.ac.in/images/physical%20and%20physiological.pdf](http://pggc46.ac.in/images/physical%20and%20physiological.pdf)
18. Walz, K. (2012), stress related issues due to much technology: Effects on
19. Working professionals; Retrieved 12<sup>th</sup> February, from <http://scholars-achieve.jwu.edu/mbastudent>
20. Weil, M.M. & Rosen, L.D. (2000), Results of our 49-Month of study of business = attitudes Show clerical/support staff managers and executive using more Technology at work and at home and becoming more hesitant toward new
21. Technology; Byte back, LLC and Human-ware, LLC: Retrieved 12<sup>th</sup> February 2015 from <http://www.technostress.com/busstudy2000htm>