

Chapter 2

Self-Managed Practices to Mitigate Technostress

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ABSTRACT

Technostress describes the negative psychological effects that individuals experience with the use of technology. This chapter, which aims to contribute to the book “Practices, Challenges, and Deterrents in Workplace Wellbeing”, examines the phenomenon of technostress. Organizational, personal, social strategies and methods to mitigate negative effects or results of technostress are presented based on literature review method. Besides some suggestions about usage of technology to mitigate technostress are formed.

1. INTRODUCTION

It is reported that businesses have achieved efficiency and efficiency in many processes with their technological transformation. Along with the effective use of computers, developments in IT-related software and hardware technologies have revolutionized the way the work done in the organizations, the responsibilities of the employees, the communication among employees, and the methods of access to information (Atasanoff and Venable, 2017). While these developments in IT have contributed to many areas, especially productivity and effectiveness issues, for businesses, they have also led to the emergence of a phenomenon called technostress. In studies conducted by clinical psychologist Craig Brod, technostress has been

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used to describe the negative psychological effects of interaction with and use of intensive technology (Brod, 1984). It is claimed that individuals experience stress, anxiety and health problems while meeting expectations in their interaction with IT (Tarafdar et al., 2007). It is also known that the physical, psychological and emotional problems experienced by individuals who use technology intensively cause stress, and when stress becomes chronic, it leads to burnout syndrome (Yener et al., 2020). The concept of technostress describes the stress experienced by individuals in the process of coping with the complex, intense, uncertain structure of IT (Tarafdar et al., 2015). Although employees in a business with certain qualifications, the speed of development of technology is usually higher than the speed at which employees develop themselves. For example, in the early 1990s, computers were used to monitor and control the production or commercial processes, and later on, communication technologies expanded the usage areas of IT with the use of the internet. Tools such as social media tools, which have been developed with the effective use of the Internet, have started to be used in creating product feedback, tracking consumer behavior or marketing processes. Every innovation IT requires new learning for employees. While employees need to constantly renew themselves in order to adapt to the changing environment and developing technology, many employees cannot adapt to this situation. It is reported that employees experience stress arising from different concerns in the process of adapting to changing conditions and developing technology (Ayyagari et al., 2011). It is claimed that the phenomenon of technostress is based on the difficulties experienced by individuals in the process of managing or adapting to technology in the workplace (Salanova et al., 2011). Perceptions such as techno-insecurity, techno-overload, techno-uncertainty, techno-complexity and techno-invasion are also defined as technostressors (Ragu-Nathan et al., 2008). The technostressors described by Ragu-Nathan stem from individuals' inability to manage, adapt, and control their changing and evolving IT in the modern workplace. During this process, individuals may not distinguish between their work and private life due to intense IT interaction. Individuals feel the effect of their CT, which they use in workplace, after workhours in their family life, and cannot set limits between work and family life. It is known that expectations from employees outside of working hours continues, especially with the increase in the use of smartphones and tablets. It can be seen as a violation of individuals' personal area to perform a work-related task with a message from the workplace while spending time with their family, or by a colleague or manager reaching them on a smartphone or tablet. This can create the perception of techno-invasion. In addition, changing and developing technology can create a confusion in individuals. This perception is called techno-complexity. Employees may often feel that they can not adapt to changing technology and feels to lose their jobs. Techno-insecurity can be experienced during this feeling. On the other hand, it is also known that the workload of employees is less before using IT in

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