



2023, 12 (4), 2323-2343 | Research Article

## Organizational Stress and Performance From the Perspective of Technological Developments

Cumali KILIÇ<sup>1</sup>

### Abstract

Developments in communication and information technology have an immense impact on all facets of life. These changes have led to an increase in the causes of stress that people are encountering today and this situation inevitably affects individuals physically and psychologically negatively. The concept of stress is likely the most important of these negative impacts that affect individuals in a wide range. Stress, which has evolved as a result of technological developments in recent years, has an array impact on both organizations and individuals. The technological change and adaptation process that organizations are undergoing can have a negative effect on employees, and stress brought on by technology can affect employees' performance. In this research, the dimensioning of the stress levels of the employees and the effect of this situation on the employee performance are discussed from the perspective of globalization and technological developments. The survey technique used in qualitative research methods was preferred in order to collect information from the research participants in line with the study purposes. In this context, the research sample consisted of employees working in different roles and positions in an enterprise operating in the private sector. In the light of the findings discussed within the scope of the research, it has been determined that organizational stress affects employee performance in many ways in terms of individual and organizational aspects, and there is a significant (psychological and mental, organizational role, organizational structure and business environment) relationship between them. However, it should be noted that in the research, there were also findings in which organizational stress did not have a significant effect on performance (relational and social, external environment and job qualification).

**Keywords:** Stress, Organizational Stress, Technostress, Employee Performance, Globalization, Technological Developments.

Kılıç, C. (2023). Organizational Stress and Performance From the Perspective of Technological Developments . Journal of the Human and Social Science Researches , 12 (4) , 2323-2343 . <https://doi.org/10.15869/itobiad.1308151>

|   |            |
|---|------------|
| Date of Submission  | 31.05.2023 |
| Date of Acceptance  | 03.10.2023 |
| Date of Publication   | 31.10.2023 |
| *This is an open access article under the CC BY-NC license. |            |

<sup>1</sup> Asst. Prof., Mardin Artuklu University, Faculty of Economics and Administrative Sciences, Mardin, Türkiye, cumalikilic@artuklu.edu.tr, ORCID:0000-0003-1564-1938



## Teknolojik Gelişmeler Perspektifinden Örgütsel Stres ve Performans

Cumali KILIÇ<sup>2</sup>

### Öz

Bilgi ve iletişim teknolojisinde yaşanan gelişmeler hayatın her alanında önemli bir etkiye sahiptir. Günümüzde bireylerin maruz kaldıkları stres kaynakları da bu gelişmelere bağlı olarak artmaktadır ve bu durum kaçınılmaz olarak bireyleri fiziksel ve psikolojik olarak olumsuz yönde etkilemektedir. Çalışanlar, örgütlerin içerisinde bulunduğu teknolojik dönüşüm ve adaptasyon sürecinden olumsuz etkilenebilmekte, teknoloji kaynaklı stres çalışanların performansları üzerinde etkili olabilmektedir. Bu çalışmada da, çalışanların stres düzeylerinin boyutlandırılarak incelenmesi ve bu durumun çalışan performansına etkisi küreselleşme ve teknolojik gelişmeler perspektifinden ele alınmıştır. Araştırma katılımcıları ile çalışma amaçları doğrultusunda bilgi toplamak amacıyla niteliksel araştırma yöntemlerinde kullanılan olan anket tekniği tercih edilmiştir. Bu kapsamda, araştırma örneklemini özel sektörde faaliyette bulunan bir işletmede farklı rol ve pozisyonlarda görev yapan çalışanlardan oluşmuştur. Araştırma kapsamında ele edilen bulgular ışığında örgütsel stresin çalışan performansını bireysel ve örgütsel açıdan birçok yönden etkilediği (psikolojik ve zihinsel, örgütsel rol, örgüt yapısı ve iş çevresi açısından) ve aralarında anlamlı bir ilişkinin olduğu saptanmıştır. Ancak çalışmada, örgütsel stresin performans üzerinde anlamlı bir etkisinin saptanmadığı (ilişkisel ve sosyal, örgüt dışı çevre ve yetkinlik açısından) bulgulara da ulaşıldığını belirtmek gerekmektedir.

**Anahtar Kelimeler:** Stres, Örgütsel Stres, Teknostres, Çalışan Performansı, Küreselleşme, Teknolojik Gelişmeler.

Kılıç, C. (2023). Teknolojik Gelişmeler Perspektifinden Örgütsel Stres ve Performans . İnsan ve Toplum Bilimleri Araştırmaları Dergisi , 12 (4) , 2323-2343 . <https://doi.org/10.15869/itobiad.1308151>

|   |            |
|---|------------|
| Geliş Tarihi  | 31.05.2023 |
| Kabul Tarihi  | 03.10.2023 |
| Yayın Tarihi  | 31.10.2023 |
| *Bu CC BY-NC lisansı altında açık erişimli bir makaledir. |            |

<sup>2</sup> Dr. Öğr. Üyesi, Mardin Artuklu Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Mardin, Türkiye, cumalikilic@artuklu.edu.tr, ORCID:0000-0003-1564-1938

## Introduction

The ability of organizations to adapt to inescapable changes is crucial to their success in the continuously changing environment brought on by globalization and technological developments. The managers' ability to continuously monitor advance technologies and apply them to their organizations will determine how long those companies survive. With today's increasingly competitive organizational environments, new technological developments that are occurring more often in organizational processes have necessitated a reevaluation of some concepts and produced newer grounds for dialectical discussion. The stressors that workers are exposed to alter as a result of evolving technologies. To continue operating and adapt to the more intensely competitive environment, organizations must continuously monitor the evolving organizational stress sources.

Considering how noteworthy the concept of stress is, it has been thoroughly analyzed and researched. To examine the concept of stress, the stress causes that evolved as a result of globalization and technological developments, and the impact of this condition on employee performance, a questionnaire was used in this research. In this case, a sample of private sector organization were used to investigate the stress brought on by technology advancements and how this condition affected employee performance.

The main aims of the research are to contribute to the literature and to increase the level of awareness of countries, governments, organizations and individuals about the relationship between stress and performance in the changing world of the future. Because individuals involved and interested parties are eager to learn more about how the stressors brought on by technological advancements impact employee performance. Inferences were drawn in this context to help organizations adapt to changing production conditions and to provide illumination on some of the unanswered questions. In this regard, the research's findings are presented and compared to those found in the literature.

Since considering the literature about the subject, it was seen that the subject has been handled in many different samples and techniques before. The relationship between the concept of stress and performance is a topic that dates back to the past years and has been discussed more comprehensively. However, the relationship between technostress and employee performance is a relatively new issue that has gained importance in recent years. Therefore, the application area of the concept is more limited, new and distinct. Nevertheless, it has been discussed in many studies in local and international literature (Küçükdursun et al., 2022; Alvarez-Risco et al., 2021; Magistra et al., 2021; Upadhyaya and Vrinda, 2021; Kumar et al., 2017; Tagurum et al., 2017; Tarafdar et al., 2015; Funminiye et al., 2014). However, the highlight of this study, unlike others, is the sample used. In this context, no research has been found that addresses the situation of agriculture employees, who are faced with high levels of stress due to technological developments, in terms of technostress and performance. In addition, this study reveals the stress factors by considering them in a wide variety of dimensions and so, the study differs from other studies in the literature.

While putting forth this research, there seem to be five sections. Thus, an overview of the research was provided in the first section, the introduction. The variables covered in

the research are theoretically examined in a theoretical framework in the next section. The research's methodology and results are presented in chapter 3. Then, the literature was used to interpret the results from the fourth chapter and finally, the conclusion and recommendations part, which is the last section of the research contains the overall findings.

### **Conceptual Framework and Literature Review**

Globalization and technological developments have had a substantial impact on people's working life recently (Sun et al., 2022, p.3). Today's global environment affects both organizations and individuals, which contributes to the stress. To prevent, mitigate, or eradicate the harmful effects of stress and organizational stress, which are inescapable and unavoidable concepts, organizations must establish and implement stress prevention efforts (Aydın, 2004, p.49). Considering that stress may be considered as a factor in every aspect of life, its absolute abolition would lead to the cessation of existence. Therefore, just as people and organizations should learn to live with stress and its effects, they should also learn to manage that stress by keeping it under control. In order to manage stress, it is important to understand what this concept implies, its sources and effects, and what can be done to alleviate or mitigate them (Atilla and Kılıç, 2018, p.1353; Gümüştekin and Öztemiz, 2005, p.271). Because the concept of stress is a condition that affects both people and organizations (Eryılmaz, 2009, p.21), it is known as the social and psychological plague of our day (Korkmaz and Ceylan, 2012, p.314).

Organizations are trying to increase their productivity by using various instruments to achieve sustainable competitiveness (Ceylan and Ulutürk, 2006, p.49). At the basis of this effort, the individual and organizational performance factor takes place at every stage of the strategic management process. One of the most important variables of this problematic is the "human" factor, which is the main actor of the performance. In these conditions, it is not possible to think of people without stress. If the factors that create stress are of a nature that the individual cannot control, it becomes difficult for the individual to adapt to the environment (Kılıç and Sakallı, 2013, p.210). Changing organizational and environmental conditions, together with the irresistible effect of globalization and technological developments, cause stress and stress-related problems, which are called the diseases of our age (Hart et al., 2021, p.1; Tozkoparan, 2021, p.1899-1900; Balaban, 2000, p.188).

Therefore, the introduction of new technologies changes how organizations conduct their operations and define their jobs (Erer, 2021, p.81). Organizational learning and adaptation procedures are required because workers cannot perform at the desired level with their present knowledge and experience due to changing business methods (Türen et al., 2015, p.2). Because a deviation from the ideal conditions that the system cannot simply rectify or adapt emerges the concept of stress (Welford, 1973, p.567).

Stress, which has become one of the concepts that people encounter most in their daily and business life, can be briefly defined as "the pressure and tension that an individual feels on" in its most basic and simple form (Sandlund and Norlander, 2000, p.142). Every change that affects an individual's life can be a direct or indirect source of stress (Doğan and Eser, 2013, p.29). Stress, a concept that has been used more frequently in recent years, is a situation that has made its presence felt since the first day of human beings, even though it has led to an increase in research in this field (Tekingündüz et al., 2015, p.42; Ercan and Şar, 2004, p.218). While it is not known exactly where the starting

point is, it is thought that the origin of the concept comes from the Latin "estricitia" (Güçlü, 2001, p.92).

The stress experienced by employees in the business environment is defined as work stress or organizational stress (Bayramoğlu et al., 2020, p.116; Turunç and Çelik, 2010, p.186). In addition to work and organizational factors such as the structure of the institution, working conditions and interpersonal relations, home and family problems also have an effect on work stress (Kılıç and Sakallı, 2013, p.210; İştahar, 2012, p.2). In this context, organizational stress can also be defined as the tension that arises as a result of situations such as work and interaction with the environment (Tekin and Deniz, 2019, p.71). However, the source of the research question in this study is that the stress factors that employees are exposed to emerge with the effect of globalization and technological developments. In this context, the concept of technostress emerges.

Technostress is a relatively new concept in the discipline of information systems and refers to the negative impact of technology use directly or indirectly on individuals' attitudes, thoughts, behaviors and even biological systems (Kopuz and Aydın, 2020, p.249; La Torre et al., 2019, p.13; Agogo and Hess, 2015, p.2). The concept was first introduced by the American psychologist Brod (1984). In the research, the concept is basically called an adaptive disease caused by the inability of individuals to meet new technologies in a healthy way (Abilleira et al., 2021, p.1) and expresses the negative effects that the individual has experienced related to technology (Akman and Durgun, 2022, p.488).

As our social and organizational lives become more and more dependent on various technologies, it has become necessary to examine the unintended negative consequences of technology use (Agogo and Hess, 2015, p.2). Because the emergence of modern technologies obliges individuals to adapt to modern technologies, this situation creates pressures on individuals (Gül, 2022, p.2748-2749). Rapidly changing and developing technologies can cause changes in the work environment and negatively affect the competencies of employees. In addition, having to use these new technologies intensively can be perceived as a threat in the individual and in this case, it can cause stress (Kıncı and Özgür, 2022, p.1109; Şen, 2022, p.178).

When it comes to the concept of performance, although it tends to be used in the same sense as success in daily use, it actually refers to the effort made to reach the goals (Tutar and Altınöz, 2010, p.201). The accomplishment of goals by individuals or groups and the results in terms of organizational effectiveness should be understood when it pertains to employee performance on the organization's behalf (Magistra et al., 2021, p.76; Tekingündüz et al., 2015, p.45; Gümüştekin and Öztemiz, 2005, p.280). In this respect, the concept is most commonly defined as "the job description of behaviors and actions related to the goals of the organization" (Campbell, 1990). The performance put forward by the employees in organizations is of great importance in improving organizational activity and organizational success, because the criterion of employee performance is evaluated by the contribution of the individual to the organizational goals (Tekin and Deniz, 2019, p.71; Atilla and Kılıç, 2018, p.1353).

Employees must perform the task assigned to them in accordance with their characteristics and abilities. In order to be able to talk about the performance of an employee in an organization, it is necessary for the person to face a defined job, this job should be suitable for the characteristics and abilities of the employee, and there should

be a standard that indicates the degree of performance of the employee's job (Gümüştekin and Öztemiz, 2005, p.281). Taking into account that some causes of stress can also lead to the dynamism and growth required for success (Balaban, 2000, p.192), the problems that a person will experience at the point of fulfilling his/her duties and responsibilities will be a source of stress. Because organizations need high-performance employees to achieve their goals and gain competitive advantage (Rageb et al., 2013, p.37).

It is not possible to completely eliminate the stress factor because stress is a concept intertwined with life itself. It is obvious that performance anxiety commonly affects individuals positively and negatively (Çözvelioğlu, 2022, p.54-56; Hart et al., 2021; Baydağ and Başoğlu, 2018, p.2208; Agogo and Hess, 2015; Tarafdar et al., 2015). Most of the time, the negative effects of stress factors on individuals and organizations cannot be reduced and become inevitable (Westman, 1990, p.153). However, these negative outcomes can be managed and their relationship with organizational performance can be regulated by practices such as training individuals on stress coping techniques. In this context, the relationship between organizational stress and performance has been discussed by many researchers with different samples and different research techniques.

When the literature on the subject is examined, it has been seen that, organizational stress affects employees in terms of psychological and mental aspects, role conflict, organizational structure and business environment. However, no significant relationship was found between stress and performance in terms of the external environment and job qualification and relational and social aspects dimension. In the literature there are studies in which no significant or insignificant relationship found between stress and performance (Maipita et al., 2023, p.53; Olasanmi, 2016, p.799; Awadh et al., 2015; Odoh et al., 2013, p.100). Also, there are many studies in the literature that deal with the effect of stress sources on performance (Pradoto et al., 2022, p.345; Bayramoğlu et al., 2020, p.115; Güllü and Yıldız, 2019, p.146; Haşit and Yaşar, 2015, p.12; Kotteswari and Sharief, 2014, p.23; Korkmaz and Ceylan, 2012, p.313; Erdoğan et al., 2009, p.459; Westman and Eden, 1996, p.171). On the other hand, there are many studies dealing with the relationship between technostress and performance (Küçükdursun et al., 2022, p.17; Alvarez-Risco et al., 2021; Magistra et al., 2021, p.75; Upadhyaya and Vrinda, 2021, p.1647; Kumar et al., 2017, p.403; Tagurum et al., 2017, p.312; Tarafdar et al., 2015; Funminiyi et al., 2014, p.27). Although these studies have applications in different samples, cultures and sectors, they are similar in terms of the results obtained and the common points of the result are that technostress negatively affects employee performance.

But, some studies in the literature differ from others. For example, in studies conducted by Karabay (2015, p.128) and Korkmaz and Ceylan (2012, p.313), it was determined that individuals' exposure to negative stress caused by physiological and psychological factors also affects their non-organizational life and performance. This situation can be given as an example of the psychological and social dimension of organizational stress. Also, in the research by Jex and Elacqua (2014, p.188), it was stated that the sources that cause the most tension in individuals and affect their work performance are "role conflict, excessive workload and responsibility, work-family conflict". This situation can be given as an example of the organizational role dimension of organizational stress. Similar results were obtained in the studies conducted by Hurbean et al. (2022, p.1) and

Tarafdar et al. (2014, p.51). Several researches (Çolak, 2017, p.810; Kılıç and Atilla, 2017; AbuAlRub, 2004, p.73-74) state that stress, which is kept at a certain level and managed, can be beneficial but can be harmful when it is at a high level. By comparing them with the research findings, the studies mentioned in the literature on this subject were provided in the discussion section of this research. But before that, the concerns of how the research findings were obtained at and how curiosity was assessed within the parameters of the research were addressed in the next part of the study.

## **Methodology**

The research methodology being used explain the research questions is covered in this section.

## **Purpose of the Research and Hypotheses**

The main purpose of this research is to examine the stress levels that employees are exposed to with the effect of globalization and technological developments and to investigate the effect of this situation on employee performance. Employees, who are already faced with many stress factors in their organizational life, have met with a different source of stress called technostress in recent years, with the effect of globalization and technological developments. However, it is not yet known exactly in which ways technology-induced stress affects employees, how it effect them individually and organizationally, and how changing conditions will shape organizational performance. Today, this situation is wondered by researchers and is discussed in many ways. In this research, inferences and suggestions were made in order to clarify some of the question marks mentioned here. In this respect, the study presents the results discussed with the literature findings and makes guiding suggestions about the policies that can be applied to those who are interested in the subject.

Before talking about the hypotheses created within the scope of the research, it is necessary to clarify the point on which these hypotheses are based. The hypotheses established within the scope of the research serve to investigate the relationship between the dimensions of organizational stress and employee performance. In this context, first of all, the dimensions of organizational stress should be mentioned.

The "psychological and mental" dimension, which is the first dimension of organizational stress, expresses the psychological and mental stress of employees (Ahuja et al., 2022). In other words, it can also be named as the psychological and mental reflection of the stress factors that individuals are exposed to, and perhaps it can be considered as one of the most important dimensions among the consequences of stress. Because one of the most crucial factors for both individuals and organizations is mental and psychological health. A mental and psychological disorder may hinder the individual's ability to work healthily and efficiently. The hypothesis established to probe this situation is as follows.

H1: There is a statistically significant relationship between psychological and mental dimension of stress and performance.

The second dimension called "relational and social" is also of great importance in terms of performance. If the individual, who is a social being, fails to cope with the effects and consequences of the negative stress a person is exposed to and cannot manage this

process, can witness the reflections of this situation both in their daily life and in his/her working life (Baltaş and Baltaş 2013, p.31). Due to today's working conditions, human beings lead a life in which they are in constant interaction with other individuals in relational and social terms. Moreover, this is also in the nature of human beings and they are a social being (Akbağ and Sayiner, 2021, p.760). Apart from exceptional examples, individuals interact with other people both in their organizational and social life. In this context, it is important to consider the relationship of the person with other individuals and the hypothesis formed in this direction is as follows.

H2: There is a statistically significant relationship between relational and social dimension of stress and performance.

The third dimension of the research is related to the organizational role. Problems such as role conflict, role ambiguity, and role overload are among the most common sources of stress in the literature and social workers are most affected by in organizational life (Uğur and Erol, 2015, p.989). In this context, it is important to address the issue of organizational role. The hypothesis that deals with the relationship between organizational role and performance is as follows.

H3: There is a statistically significant relationship between organizational role dimension of stress and performance.

Unlike the sources of stress that arise due to reasons common to organizations, there may also be stressful situations that occur only in a particular organization or that arise only from that sector or job (Ertekin, 1993, p.146). Such situations may vary according to the structure of each organization and organizational environment. Within the scope of the research, the fourth dimension of organizational stress examines this situation and provides an opportunity to evaluate the structure of the organization in which the employee is involved and the work environment. So, hypothesis 4 was formed in this context.

H4: There is a statistically significant relationship between organizational structure and business environment dimension of stress and performance.

Today, it has become an important success criterion for organizations to adapt rapidly to technological changes in order to survive in a competitive environment (Küçükdursun et al., 2022, p.17). If the impact of the competitive environment and the causes of stress cannot be controlled, individuals and organizations may have difficulty in adapting to these environments and cannot realize their plans and programs as they consider, they may have to make changes under the influence of the external environment. This situation paves the way for them to experience excessive and negative stress and can cause many problems (Serinkan et al., 2012, p.21). Therefore establishing a positive working relation between the workforce and the organization is always crucial (Wulantika et al., 2023, p.6). Hypothesis 5 was created to address this situation.

H5: There is a statistically significant relationship between the external environment and job qualification dimension of stress and performance.

Hypotheses above were formed in order to evaluate the relationship between the dimensions of organizational stress, which is the independent variable, and the



performance, which is the dependent variable, in order to achieve the purpose determined within the scope of the research.

### Sample and Data Collection

The research was organized according to descriptive method and relational survey model. Data were collected without making any changes in the current characteristics of the individuals in the target sample, and their views on the current situation were tried to be taken. The descriptive method is a research approach that aims to describe a past or present situation as it is. The event that is the subject of the research is tried to be defined as it is, within the current terms and conditions. No attempt is made to change or influence the event. The important point here is to observe and try to determine what is aimed to known (İslamoğlu and Alnıaçık, 2016, p.40-41). Relational screening models, on the other hand, are research models that aim to determine the existence and/or degree of co-variance between two or more variables (Gürbüz and Şahin, 2017, p.105-108; Karasar, 2004, p.77-81).

The universe of the research consists of employees working in a private organization which operates in agriculture industry and located in Mardin province of Türkiye. Out of 148 (N) employees in the research universe,

$$n = \frac{N \cdot t^2 \cdot p \cdot q}{d^2(N-1) + t^2 \cdot p \cdot q}$$

a sample was drawn and this number was calculated as a minimum of 107 (n) result of the calculations made with the formula (Kocacık and Çağlayandereli, 2009, p.31). But, 126 of the distributed questionnaires were included in the research as questionnaires that were returned and found valid. This number of questionnaires is above the number needed for the implementation of the study.

The data required for the research were obtained as a result of the questionnaire applied to the individuals. During the brief in-person interviews with the employees, a short briefing was made about the research, then questionnaires were given and then collected. The survey results obtained in this way were transferred to the computer. Later, it was analyzed and reported with the help of SPSS 20.0 program. For the interpretation of arithmetic means; "Likert" type five-point rating scale used in the research was used. On this scale, 5 was rated as "Strongly Agree" and 1 as "Strongly Disagree". In order to determine the compliance of the meetings with the ethical principles legislation, a report of compliance with ethical principles and human rights was obtained with the decision of the E-79906804-020-96770 of the Ethics Committee of Mardin Artuklu University (Mardin / Türkiye).

### Instruments

The purpose of the research is to quantify the level of stress that people experience as a result of their interactions with various elements, including the organization they are currently employed by, their working environment, their coworkers, the organization's internal and external environment, their organizational role, management levels and

---

\* N: Number of individuals in the universe, p (0.5): The incidence of the investigated event, q (0.5): Frequency of absence of the investigated event, t (1.96): Table value at a certain level of significance, d (0.05): Accepted sampling error according to the incidence of the event, n: Minimum number of sample units.

units. The research also investigated at how this circumstance affected organizational performance. In order to measure this situation, a questionnaire was applied to the research participants. In order to determine organizational stress and its dimensions during the survey, the "technostress scale" which considers 14 questions and developed by Tarafdar et al., (2007), simplified by Alam (2016) and adapted into Turkish by Türen et al., (2015) was used. In order to measure performance, the "work performance scale" which considers 4 questions and developed by Kirkman and Rosen (1999) was used in accordance with its original form.

Both scales were adapted to be suitable for the purposes of this research. Because of this, validity and reliability analyzes of both scales were performed for the accuracy and health of the research results. As a result of the analyzes made in this direction, the Cronbach's Alpha coefficient for the job stress scale was calculated as 0.912 and for the employee performance scale was calculated as 0.886. In addition, the coefficient for the overall scale of the research, which emerged as a result of applying the combination of both scales as a single form and at the same time, was calculated as 0.910. The fact that the relevant values are greater than 0.700 is considered sufficient for the scales to be considered reliable (Kalaycı, 2010). As can be seen in the table below, Cronbach's Alpha coefficient values of all scales applied within the scope of the research are greater than 0.700. This leads us to the conclusion that the scales are reliable.

**Table 1:** Reliability Analysis of the Scales Used in the Research

|             | Cronbach's Alpha |
|-------------|------------------|
| Stress      | 0.912            |
| Performance | 0.886            |
| Overall     | 0.910            |

While testing the problems of the research, "Factor Analysis" and "Correlation Analysis" were applied in order to determine whether there is a significant relationship between the organizational stress dimensions and employee performance. Correlation analysis is the analysis used to determine the relationship between the two metric variables examined (İslamoğlu and Alnıçık, 2016, p.40-41). Factor analysis (FA), on the other hand, can be explained as a multivariate statistical analysis that aims to reveal and discover a small number of but conceptually meaningful new variables (factors, dimensions) by bringing together a large number of interrelated variables (Çemrek, 2018, p.419-420). In order for these analyzes to be performed, the data must conform to the normal distribution. As can be seen in Table 2, as a result of the normality tests, both tests were significant (Gürbüz and Şahin, 2017, p.338-340) and it was concluded that the data conformed to the normal distribution.

**Table 2:** Normality Tests

|             | Kolmogorov-Smirnov | Shapiro-Wilk |
|-------------|--------------------|--------------|
| Stress      | 0.200              | 0,112        |
| Performance | 0.200              | 0,139        |
| Overall     | 0.200              | 0,180        |

In order to apply the necessary analyzes and to check whether the distribution is normal, the values required as a result of the normality analysis of the scales used are as above. All these values show that the data used in the research showed a normal distribution and do not constitute an obstacle for the application of factor analysis.

## Findings

What the statistical analyzes used as a result of the research tell us about the relations between variables can be seen in the table below. In the table, there are indications that the relationship between the sub-dimensions of organizational stress and performance is significant or not. Before proceeding to the evaluation of these indicators, it should be reminded that the sub-dimensions of organizational stress are discussed from the perspective of globalization and technological developments and the research questions are updated in this context. Because this is important in terms of interpreting the relations between the variables.

**Table 3:** Stress–Performance Relationship

| Variables   | Psychological and Mental | Relational and Social | Organizational Role | Organizational Structure and Business Environment | External Environment and Job Qualification |       |
|-------------|--------------------------|-----------------------|---------------------|---|--|-------|
| Coef        | -0.251                   | -0.249                | -0.270              | -0.281  | -0.294                                     |       |
| Performance | p                        | 0.042                 | 0.088               | 0.045   | 0.032                                      | 0.068 |

In this research, it was determined that there is a significant relationship between the “psychological and mental” dimension of organizational stress and employee performance ( $r=-0.251$  and  $p=0.042$ ) because the correlation coefficient is statistically significant since the “p” value is less than 0.05. In this context, hypothesis 1, which is the first of the hypotheses created within the scope of the research, was accepted. But, As can be seen above, the evaluation of this dimension becomes more important since the significance value is right at the border. This situation can be considered and evaluated as another research topic. Because the significance level is very close to the point that creates a difference. This may lead us to think that the psychological and mental performance of employees is not affected much. In this respect, it may be suggested that this dimension be considered as another research topic.

For the second hypothesis of the research, no significant relationship was found between the “relational and social” dimension of the stress and performance ( $r=-0.249$  and  $p=0.088$ ). Since the “p” value, which deals with the relationship between the mentioned dimension and performance, is more than 0.05, the correlation coefficient is not statistically significant and hypothesis 2 is rejected.

A statistically significant relationship was found between the third dimension of the research, which contributed to the research in terms of “organizational role” and employee performance ( $r=-0.270$   $p=0.045$ ). Thus, hypothesis 3 was accepted. In cases where the role of the individual, which determines the duties and responsibilities and

draws the organizational boundaries, is not clearly defined, when the individual is not given the right role, uncertainty and disagreements about the role may arise between the subordinates and the superior. As a result of this situation, sources of stress related to the organizational role and the problems they bring may arise (Durna, 2004, p.193-194). So, in this research, it was concluded that the stress sources related to the organizational roles of the employees affect their performance. The significance level for this dimension produced a result just at the border, as in hypothesis 1. This situation can also be considered as another research topic which also mentioned as the results section of this research.

For the fourth hypothesis of the research, the relationship between "organizational structure and business environment" and employee performance was discussed. As a result, it's concluded that there was a significant relationship between this dimension and employee performance ( $r=-0.281$  and  $p=0.032$ ) because the correlation coefficient was statistically significant since the relevant "p" value was less than 0.05 and hypothesis 4 was accepted.

Individuals are not employed in accordance with their basic skills and abilities or that they are not compatible with the qualifications of the job they do can create organizational stress. However, although these situations are effective, they do not have an effect on the performance of the employees in terms of this research and its results. It was determined that there was no significant relationship between the "external environment and job qualification" dimension, which constitutes the fifth and final dimension of the research in terms of organizational stress, and employee performance ( $r=-0.294$  and  $p=0.068$ ). In this context, the correlation coefficient is not statistically significant and hypothesis 5 is rejected.

As is evident, according to the findings obtained within the scope of the research, statistically significant and insignificant results were obtained between the dimensions of organizational stress and employee performance. When the general structure and results of studies on organizational stress and its relationship with employee performance are examined, it has been observed that these concepts are applied to different working groups in different sectors and institutions, and the studies on the subject in Türkiye have been increasing in recent years. Stress factors or sources that have an effect on individuals as a result of the groups in which the applications were made and the results of the studies, and the similarities or differences between the findings obtained in terms of the effect of this situation on employee performance and this research were also discussed within the scope of the research. The obtained results and inferences are important in terms of whether the research is compatible with other sectors and occupational groups, whether the results are similar or not, and the results of the research can be compared with other studies in the literature that deal with the same concepts. In this context, the results of the findings obtained are discussed in the next part with the light of the other findings in literature.

## Discussions

The findings obtained as a result of the research show that the relationship between stress and performance is a relationship that can lead to different results when considered from different aspects. When the literature review and the findings of the research are compared, the results show similarities with the literature and differ in some. Within the scope of this research, organizational stress affects employees in terms

of psychological and mental aspects, role conflict, organizational structure and business environment. However, no significant relationship was found between stress and performance in terms of the external environment and job qualification and relational and social aspects dimension. In the literature there are studies in which no significant or insignificant relationship found between stress and performance (Maipita et al., 2023, p.53; Olasanmi, 2016, p.799; Awadh et al., 2015; Odoh et al., 2013, p.100). In this context, the results of the research are similar to some of the studies in the literature in terms of dimensions in which no significant relationships is discernible.

There are many studies in the literature that deal with the effect of stress sources on performance (Pradoto et al., 2022, p.345; Bayramoğlu et al., 2020, p.115; Güllü and Yıldız, 2019, p.146; Haşit and Yaşar, 2015, p.12; Kotteswari and Sharief, 2014, p.23; Korkmaz and Ceylan, 2012, p.313; Erdoğan et al., 2009, p.459; Westman and Eden, 1996, p.171). On the other hand, there are many studies dealing with the relationship between technostress and performance (Küçükdursun et al., 2022, p.17; Alvarez-Risco et al., 2021; Magistra et al., 2021, p.75; Upadhyaya and Vrinda, 2021, p.1647; Kumar et al., 2017, p.403; Tagurum et al., 2017, p.312; Tarafdar et al., 2015; Funminiyi et al., 2014, p.27). Although these studies have applications in different samples, cultures and sectors, they are similar in terms of the results obtained and the common points of the result are that technostress negatively affects employee performance. Considering the results of this research, similar to the studies above, it was determined that there is a significant negative relationship between stress and performance in terms of some dimensions of organizational stress.

Some studies in the literature differ from others. For example, in studies conducted by Karabay (2015, p.128) and Korkmaz and Ceylan (2012, p.313), it was determined that individuals' exposure to negative stress caused by physiological and psychological factors also affects their non-organizational life and performance. This situation can be given as an example of the psychological and social dimension of organizational stress. As a result of this research, a similar conclusion was reached with this situation. In the research by Jex and Elacqua (2014, p.188), it was stated that the sources that cause the most tension in individuals and affect their work performance are "role conflict, excessive workload and responsibility, work-family conflict". This situation can be given as an example of the organizational role dimension of organizational stress. Similar results were obtained in the studies conducted by Hurbean et al. (2022, p.1) and Tarafdar et al. (2014, p.51). Likewise, the findings obtained as a result of this research supports this situation. Because, when the relationship between organizational role and performance, which constitutes the third hypothesis of the research, is considered, a statistically significant relationship was found.

Several researches (Çolak, 2017, p.810; Kılıç and Atilla, 2017; AbuAlRub, 2004, p.73-74) state that stress, which is kept at a certain level and managed, can be beneficial but can be harmful when it is at a high level. Considering the results of this research, it was concluded that stress affects performance in some aspects and not in some. In this case, it can be said that the efficiency of the studies put forward in order to keep or manage the stress at a certain level throughout the organization selected as the research sample should be questioned. Or, if stress management strategies are being implemented late, it might be claimed that their effects have not yet been completely noticed. Another point that should be emphasized here is that the stress arising from technological developments is discussed in this research. This situation may affect the effect of stress

according to the level of use of technology in the organization or the reflection of stress factors arising from this situation. Fully automated and high-tech units are under higher stress, whereas units that operate in the opposite way are under less stress.

As could be observed, the research's findings differ from previous research in the literature in some ways while also conforming with them in some. This condition can be seen as normal considering that our planet is a very huge globe and has many distinct cultures. Because the characteristics of the culture in which each sample is applied, also directly or indirectly affect the individuals in that society. In this case, it is a result of the normal flow of life that the studies put forward will have similarities and differences. Moreover, the fact that countries are at different levels in technological development can also be a source of variability in terms of feeling the effects of technostress. While technostress resources are more in societies and organizations that are more integrated with technology, it is obvious that the opposite situation is in question in less integrated societies. In this context, in the next part of the research, a general evaluation has been made, which is the last link of the chain that has been processed step by step until this part.

### **Conclusions**

In this research, which was carried out in a sample of employees operating in a private organization sample, the relationship between organizational stress and performance was discussed from the perspective of globalization and technological developments. Considering the relationship between the sub-dimensions of stress sources created as a result of the research, 3 dimensions (psychological and mental, organizational role, organizational structure and business environment) have an effect on employee performance, and 2 dimensions (relational and social, external environment and job qualification) are not.

Considering the results of the research, it is seen that employees are affected by the stress factors arising from technological developments and this situation is reflected in their performance in some aspects. For example, it has been determined that employees perceive a source of stress psychologically and mentally. It is thought that the fear of losing one's job with the effect of technological developments, the fear that the machines will replace him, the uneasiness and tension caused by the rapidly developing nature of technology can be counted among the reasons behind this situation. Also the organizational role and the organizational structure and business environment dimensions have an impact on employee performance. The reason behind this situation may be similar to the situation seen in the previous clearing. Because, it is expected that technological developments will affect employees in terms of organizational role and business environment. This result is also supported by researches in the literature as it can be seen the discussion part of the study. Also, as mentioned in the findings section of the study, it is important that the significance levels for hypothesis 1 and hypothesis 3 produce a result that is exactly at the border. This can be presented as a suggestion for further studies and researchers related to this topic can take this study further to investigate the underlying reasons for this situation.

On the other hand, employees don't feel relational and social tensions about organizational structures, which have changed with the effect of technological developments highlight this instance. As a matter of fact, the external environment and job qualification, which is another organizational stress dimension, also supports this

situation. Considering that the stress factors arising from globalization and technological developments mostly occur in the external environment, a remarkable situation emerges. Because, it was determined that the outside of the organization environment and the qualification of the job dimension of the employees in the research sample did not reflect on their performance. Although there are studies in the literature in which there are no significant relationships between technostress and employee performance, this situation can be considered as a situation that should be addressed as a separate research question. In fact, a qualitative research can be carried out by conducting semi-structured interviews in order to discuss the opinions of the employees on this subject in more detail.

In summary, within the scope of this research, the views of the participants discussed the relationship between organizational stress and employee performance from the perspective of globalization and technological developments. While some of the participants' opinions agreed with the literature, others provided contradictory results. To generalize the results to the nation or the world, selecting an organization in a single province as the population and sample imposes limitations. It will be helpful to conduct future research with a larger or wider sample in order to acquire more generalized results. Another research subject that might be explored is the capability to examine research participants through in light of demographic characteristics.

|                       |   |
|-----------------------|---|
| Peer-Review           | Double anonymized - Two External  |
| Ethical Statement     | <p>* This article is the revised and developed version of the unpublished conference presentation entitled "The Relationship between Organizational Stress and Performance from the Perspective of Globalization and Technological Developments", orally delivered at the 2nd International Congress on Economics and Administrative Sciences" in January, 19-20, 2023, at Bingöl University, Türkiye.</p> <p><i>It is declared that scientific and ethical principles have been followed while carrying out and writing this study and that all the sources used have been properly cited.</i></p> <p>* (Mardin Artuklu University Rectorate, Ethics Committee Decision was taken with the decision dated 23.05.2023, numbered E- 79906804-020-96770 of the Presidency of the Publication Ethics Committee.)</p> |
| Plagiarism Checks     | Yes - Ithenticate   |
| Conflicts of Interest | The author(s) has no conflict of interest to declare.   |
| Complaints            | <a href="mailto:itobiad@itobiad.com">itobiad@itobiad.com</a>  |
| Grant Support         | The author(s) acknowledge that they received no external funding in support of this research.   |

|                    |   |
|--------------------|---|
| Değerlendirme      | İki Dış Hakem / Çift Taraflı Körleme  |
| Etik Beyan         | <p>* Bu makale, 2. Uluslararası İktisadi ve İdari Bilimler Kongresi 19-20 Ocak 2023, Bingöl Üniversitesi, Türkiye Sempozyumu'nda sözlü olarak sunulan ancak tam metni yayımlanmayan "Küreselleşme ve Teknolojik Gelişmeler Perspektifinden Örgütsel Stres ve Performans İlişkisi" adlı tebliğin içeriği geliştirilerek ve kısmen değiştirilerek üretilmiş hâlidir.</p> <p><i>Bu çalışmanın hazırlanma sürecinde bilimsel ve etik ilkelere uyulduğu ve yararlanılan tüm çalışmaların kaynakçada belirtildiği beyan olunur.</i></p> <p>*(Mardin Artuklu Üniversitesi Rektörlüğü, Yayın Etiği Kurulu Başkanlığının 23.05.2023 Tarih , E- 79906804-020-96770 Nolu kararı ile Etik Kurul Kararı alınmıştır.)</p> |
| Benzerlik Taraması | Yapıldı – Ithenticate   |
| Etik Bildirim      | <a href="mailto:itobiad@itobiad.com">itobiad@itobiad.com</a>  |
| Çıkar Çatışması    | Çıkar çatışması beyan edilmemiştir.   |
| Finansman          | Bu araştırmayı desteklemek için dış fon kullanılmamıştır.   |

## References / Kaynakça

- Abilleira, M. P., Rodicio-Garcia, M. L., Rios-de Deus, M. P., & Mosquera-Gonzalez, M. J. (2021). Technostress in Spanish university teachers during the COVID-19 pandemic. *Frontiers in psychology*, 12, 617650, 1-11.
- AbuAlRub, R. F. (2004). Job stress, job performance, and social support among hospital nurses. *Journal of nursing scholarship*, 36(1), 73-78.
- Agogo, D., & Hess, T. J. (2015). Technostress and technology induced state anxiety: Scale development and implications. In *Thirty Sixth International Conference on Information Systems*, Fort Worth, Texas, USA (p. 1-11).
- Ahuja, V., Nair, L. V., Das, S., & Sandhu, S. (2022). Psychological stress among anesthesia residents during COVID-19 pandemic and how to mitigate them. *Journal of Anaesthesiology, Clinical Pharmacology*, 38(Suppl 1), S3.
- Akbağ, M., & Sayiner, B. (2021). Dijital teknolojinin yansımaları: Ebeveyn teknoloferansı ve sosyotelizmi. *Humanistic Perspective*, 3(3), 753-778.
- Akman, E., & Durgun, B. (2022). Öğretmenlerin meslekî motivasyon ve teknostres düzeylerinin incelenmesi. *Fırat Üniversitesi Sosyal Bilimler Dergisi*, 32(2), 487-500.
- Alam, M. A. (2016). Techno-stress and productivity: Survey evidence from the aviation industry. *Journal of Air Transport Management*, 50, 62-70.
- Alvarez-Risco, A., Del-Aguila-Arcntales, S., Yanez, J. A., Rosen, M. A., & Mejia, C. R. (2021). Influence of technostress on academic performance of university medicine students in Peru during the COVID-19 pandemic. *Sustainability*, 13, 8949, 1-13.
- Atilla, G., & Kılıç, C. (2018). Organizational cynicism and employee performance relationship: Mardin Artuklu University academicians example. *Journal of Social and Humanities Sciences Research (Jshsr)*, 5(23), 1352-1358.
- Awadh, I. M., Gichinga, L., & Ahmed, A. H. (2015). Effects of work place stress on employee performance in the county governments in Kenya: A case study of kilifi county government, *International Journal of Scientific and Research Publications*, 5(10), 1-8.
- Aydın, Ş. (2004). Örgütsel stres yönetimi. Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 6(3), 49-74.
- Balaban, J. (2000). Temel Eğitimde öğretmenlerin stres kaynakları ve başa çıkma teknikleri. *Pamukkale Üniversitesi Eğitim Fakültesi Dergisi*, 7(7), 188-195.
- Baltaş, Z., & Baltaş, A. (2013). *Stres ve başa çıkma yolları*, İstanbul: Remzi Kitabevi.
- Baydağ, C., & Başoğlu, M. B. (2018). Müzik eğitimi perspektifinde performans kaygısına genel bir bakış. *Journal of Social and Humanities Sciences Research (Jshsr)*, 5(25), 2204-2212.
- Bayramoğlu, G., Uysal, E., & Karkı, A. (2020). Öğretmenlerin algıladıkları örgütsel stresin iş performansı üzerindeki etkisinde duygusal bağlılığın aracılık rolü. *Journal of Organizational Behavior Review*, 2(2), 115-137.
- Brod, C. (1984). *Technostress: The human cost of the computer revolution*. Reading, Massachusetts: Addison-Wesley Publishing Company.



Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In: *Handbook of Industrial and Organizational Psychology* (p. 687-732). Dunnette M.D. & Hough L.M. (Ed.). Palo Alto, California, Consulting Psychologists Press.

Ceylan, A., & Ulutürk, Y. H. (2006). Rol belirsizliği, rol çatışması, iş tatmini ve performans arasındaki ilişkiler. *Doğuş Üniversitesi Dergisi*, 7(1), 48-58.

Çemrek, F. (2018). Investigation of the satisfaction of the individuals of the community transportation: The case of Eskisehir province. *Alphanumeric Journal*, 6(2), 417-426.

Çolak, M. (2017). Başarı odaklı kurumlardaki örgütsel stresin örgütsel yaratıcılık üzerine etkileri. *İnsan ve Toplum Bilimleri Araştırmaları Dergisi*, 6(2), 799-812.

Çözvelioğlu, B. (2022). Covid-19 korkusunun iş performansı ile ilişkisi: Fizyoterapistler üzerinde bir araştırma. *Atlas Sosyal Bilimler Dergisi*, 1(10), 41-63.

Doğan, B., & Eser, M. (2013). Üniversite öğrencilerinin stresle başa çıkma yöntemleri: Nazilli myo örneği. *Electronic Journal of Vocational Colleges - UMYOS Özel Sayı*, 3(4), 29-39.

Durna, U. (2004). Stres, A ve B tipi kişilik yapısı ve bunlar arasındaki ilişki üzerine bir araştırma. *Yönetim ve Ekonomi*, 11(1), 191-206.

Erdoğan, T., Ünsar, A. S., & Süt, N. (2009). Stresin çalışanlar üzerindeki etkileri: Bir araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(2), 447-461.

Ercan, A. A., & Şar, S. (2004). Edremit körfez bölgesindeki eczane eczacılarının stres kaynakları. *Ankara Üniversitesi Eczacılık Fakültesi Dergisi*, 33(4), 217-242.

Erer, B. (2021). Teknolojinin karanlık yüzü: Teknostres. *Management and Political Sciences Review*, 3(1), 80-90.

Ertekin, Y. (1993). Örgüt ve stres üzerine düşünceler. *Amme İdaresi Dergisi*, 26(1), 145-157.

Eryılmaz, A. (2009). Ergenlik döneminde stres ve başa çıkma. *Van Yüzüncü Yıl Üniversitesi Eğitim Fakültesi Dergisi*, 6(2), 20-37.

Funminiyi, J., Akinlolu, A., & Agboola, P. (2014). Assessment of ergonomic hazards and techno-stress among the workers of Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria. *Australian Journal of Business and Management Research*, 4(1), 27-34.

Güçlü, N. (2001). Stres yönetimi. *Gazi Üniversitesi Gazi Eğitim Fakültesi Dergisi*, 21(1), 91-109.

Gül, N. (2022). Teknostresin tükenmişlik üzerindeki etkisinde bilinçli farkındalığın aracılık rolü: Banka çalışanları üzerine bir araştırma. *Alanya Akademik Bakış*, 6(3), 2747-2762.

Güllü, S., & Yıldız, S. M. (2019). Stres kaynaklarının futbol hakemlerinin performansına etkisinin incelenmesi. *Sportmetre Beden Eğitimi ve Spor Bilimleri Dergisi*, 17(1), 146-155.

Gümüştekin, G. E., & Öztemiz, A. B. (2004). Örgütsel stres yönetimi ve uçucu personel üzerinde bir uygulama. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 23, 61-85.

Gümüştekin, G. E., & Öztemiz, A. B. (2005). Örgütlerde stresin verimlilik ve performansla etkileşimi. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(1), 271-288.

Gürbüz, S., & Şahin, F. (2017). *Sosyal bilimlerde araştırma yöntemleri (Dördüncü Baskı)*. Ankara: Seçkin Yayıncılık.

Hart, A., Bowman, D., & Mallett, S. (2021). Time for good care and job quality: Managing stress among older workers in the aged care sector. *Journal of Aging & Social Policy*, 1-18.

Haşit, G., & Yaşar, O. (2015). Çalışan kadınlarda örgütsel stres kaynakları: Bir kamu kurumu örneği. *Sakarya İktisat Dergisi*, 4(4), 1-30.

Hurban, L., Dospinescu, O., Munteanu, V., & Danaiaata, D. (2022). Effects of instant messaging related technostress on work performance and well-being. *Electronics*, 11(16), 2535, 1-21.

İslamoğlu, A. H., & Alniaçık, Ü. (2014). *Sosyal bilimlerde araştırma yöntemleri (5. Baskı)*. İstanbul: Beta Yayınevi.

İştar, E. (2012). Stres ve verimlilik ilişkisi. *Akademik Bakış Dergisi*, 33(1), 1-21.

Jex, S. M., & Elacqua, T. C. (1999). Time management as a moderator of relations between stressors and employee strain. *Work & Stress*, 13(2), 182-191.

Kalaycı, Ş. (2010). SPSS uygulamalı çok değişkenli istatistik teknikleri (Vol. 5). Ankara, Asil Yayın Dağıtım.

Karabay, M. E. (2015). Sağlık personelinin iş stresi, iş- aile çatışması ve iş-aile-hayat tatminlerine yönelik algılarının işten ayrılma niyeti üzerindeki etkilerinin belirlenmesi üzerine bir araştırma. *Yönetim Bilimleri Dergisi*, 13(26), 113-134.

Karasar, N. (2004). *Bilimsel araştırma yöntemi*. Ankara, Nobel Yayın Dağıtım.

Kılıç, C., & Atilla, G. (2017). Hekim ve hemşirelerde stres ve stresle başa çıkma yöntemleri: Denizli ili örneği. *Social Sciences Studies Journal*, 3(8), 1675-1687.

Kılıç, R., & Sakallı, S.Ö. (2013). Örgütlerde stres kaynaklarının çalışanların iş-aile çatışması üzerine etkisi. *Uşak Üniversitesi Sosyal Bilimler Dergisi*, 6(3), 208-237.

Kıncı, C., & Özgür, H. (2022). Öğretmenlerin teknostres düzeylerinin çeşitli değişkenlere göre değerlendirilmesi: Edirne ili örneği. *Trakya Eğitim Dergisi*, 12(2), 1106-1132.

Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.

Kocacık, F., & Çağlayandereli, M. (2009). Ailede kadına yönelik şiddet: Denizli ili örneği. *Uluslararası İnsan Bilimleri Dergisi*, 6(2), 24-43.

Kopuz, K., & Aydın, G. (2020). Sağlık çalışanlarında teknostres: Bir özel hastane örneği. *Ekonomi İşletme ve Maliye Araştırmaları Dergisi*, 2(3), 249-264.

Korkmaz, M., & Ceylan, B. (2012). Örgütsel stres yönetimi ve stresin İstanbul büyükşehir belediyesi çalışanlarının iş performansı üzerine etkisinin uygulamalı olarak incelenmesi. *Adıyaman Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 5(10), 313-344.

Kotteeswari, M., & Sharief, S. T. (2014). Job stress and its impact on employees performance a study with reference to employees working in Bpos. *International Journal of Business and Administration Research Review*, 2(4), 18-25.

Kumar, P., Singh, P. P., & Bhuchar, V. (2017). A study of techno stress in relation to job satisfaction, job performance and mental health among IT professionals. *International Journal of Education and Management Studies*, 7(3), 403-407.

Küçükdursun, B., Özkan, T. S., Şahin, S., Doğan, B., & Bozkurt, Ö. (2022). Çalışanların teknolojik stres algılarının bireysel iş performansına etkisinin incelenmesi: Düzce ili tekstil sektörü üzerine bir araştırma. *Uluslararası İşletme Bilimi ve Uygulamaları Dergisi*, 2(1), 17-34.

La Torre, G., Esposito, A., Sciarra, I., & Chiappetta, M. (2019). Definition, symptoms and risk of techno-stress: A systematic review. *International archives of occupational and environmental health*, 92(1), 13-35.

Magistra, S. N., Santosa, S., & Indriayu, M. (2021). Effect of self-efficacy and technostress on teacher performance through organizational commitments. *Dinamika Pendidikan*, 16(1), 75-82.

Maipita, I., Dongoran, F. R., Syah, D. H., & Sagala, G. H. (2023). TPACK, organizational support, and technostress in explaining teacher performance during fully online learning. *Journal of Information Technology Education: Research*, 22, 41-70.

Odoh, L., Odigbo, B., & Onwumere, J. U. J. (2013). Effect of techno-stress on the performance of accountants and other managers in Nigerian banking and brewery industries. *European Journal of Business and Management*, 5(14), 100-108.

Olasanmi, O. O. (2016). Technostress and performance of auditing firms in Nigeria. *Open Journal of Business and Management*, 4, 799-819.

Pradoto, H., Haryono, S., & Wahyuningsih, S. H. (2022). The role of work stress, organizational climate, and improving employee performance in implementation of work from home. *Work*, (Preprint), 1-11.

Rageb, M. A., Abd-El-Salam, E. M., El-Samadicy, A., & Farid, S. (2014). Organizational commitment, job satisfaction and job performance as a mediator between role stressors and turnover intentions a study from an Egyptian cultural perspective. *International Journal of Business and Economic Development*, 1(1), 34-54.

Sandlund, E. S., & Norlander, T. (2000). The effects of Tai Chi Chuan relaxation and exercise on stress responses and well-being: an overview of research. *International Journal of Stress Management*, 7(2), 139-149.

Serinkan, C., Kaymakçı, K., Alişan, U., & Avcık, C. (2012). Kamu sektöründe örgütsel stres ve kariyer: Denizli'de yapılan bir araştırma. *Organizasyon ve Yönetim Bilimleri Dergisi*, 4(1), 21-32.

Sun, J., Sarfraz, M., Ivascu, L., Iqbal, K., & Mansoor, A. (2022). How did work-related depression, anxiety, and stress hamper healthcare employee performance during COVID-19? The mediating role of job burnout and mental health. *International Journal of Environmental Research and Public Health*, 19(16), 10359.

Şen, C. (2022). Dijitalleşmenin karanlık yüzü: Teknostres, In: *Dijital çağda yönetim üzerine güncel konular ve araştırmalar*, Ceyhan, S. & Ada, S. (Ed.). Ankara, Nobel Bilimsel Eserler.

Tagurum, Y. O., Okonoda, K. M., Miner, C. A., Bello, D. A., & Tagurum, D. J. (2017). Effect of technostress on job performance and coping strategies among academic staff of a tertiary institution in north-central Nigeria. *International Journal of Biomedical Research*, 8(6), 312-319.

Tarafdar, M., Tu, Q., Ragu-Nathan, B. S., & Ragu-Nathan, T. S. (2007). The impact of technostress on role stress and productivity. *Journal of management information systems*, 24(1), 301-328.

Tarafdar, M., Pullins, E. B., & Ragu-Nathan, T. S. (2014). Examining impacts of technostress on the professional salesperson's behavioural performance. *Journal of Personal Selling & Sales Management*, 34(1), 51-69.

Tarafdar, M., Pullins, E. B., & Ragu-Nathan, T. S. (2015). Technostress: Negative effect on performance and possible mitigations. *Information Systems Journal*, 25(2), 103-132.

Tekin, B., & Deniz, B. (2019). Muhasebe meslek mensuplarının iş stresi, iş performansı ve iş tatmini düzeyleri üzerinde kontrol odağı etkili bir faktör mü?. *Journal of Accounting & Finance*, (84), 65-94.

Tekingündüz, S., Top, M., & Seçkin, M. (2015). İş Tatmini, performans, iş stresi ve işten ayrılma niyeti arasındaki ilişkilerin incelenmesi: Hastane örneği. *Verimlilik Dergisi*, (4), 39-64.

Tozkoparan, G. (2021). Örgütsel stresin çalışanların yaşam doyumu ve bireysel performans algısına etkileri üzerine bir araştırma. *İnsan ve Toplum Bilimleri Araştırmaları Dergisi*, 10(2), 1881-1910.

Turunç, Ö., & Çelik, M. (2010). Çalışanların algıladıkları örgütsel destek ve iş stresinin örgütsel özdeşleşme ve iş performansına etkisi. *Yönetim ve Ekonomi Dergisi*, 17(2), 183-206.

Tutar, H., & Altınöz, M. (2010). Örgütsel iklimin iş gören performansı üzerine etkisi: Ostim imalat işletmeleri üzerine bir araştırma. *Ankara Üniversitesi Siyasal Bilgiler Fakültesi Dergisi*, 65(2), 195-218.

Türen, U., Erdem, H., & Kalkın, G. (2015). İş yerinde tekno-stres ölçeği: Havacılık ve bankacılık sektöründe bir araştırma. *Çalışma İlişkileri Dergisi*, 6(1), 1-19.

Uğur, A., & Erol, Z. (2015). Sosyal çalışmacıların çalışma hayatında karşılaştıkları stres faktörlerine yönelik kavramsal bir değerlendirme ve stres yönetimi müdahale programları. *Uluslararası Sosyal Araştırmalar Dergisi*, 8(39), 987-997.

Upadhyaya, P., & Vrinda. (2021). Impact of technostress on academic productivity of university students. *Education and Information Technologies*, 26(2), 1647-1664.

Welford, A. T. (1973). Stress and performance. *Ergonomics*, 16(5), 567-580.

Westman, M. (1990) The relationship between stress and performance: The moderating effect of hardiness, *Human Performance*, 3(3), 141-155.

Westman, M., & Eden, D. (1996). The inverted-U relationship between stress and performance: A field study. *Work & Stress*, 10(2), 165-173.

Wulantika, L., Ayusari, R. M., & Wittine, Z. (2023). Workload, social support and burnout on employee performance. *Journal of Eastern European and Central Asian Research (JEECAR)*, 10(1), 1-8.