

10 Years of Research on Technostress Creators and Inhibitors: Synthesis and Critique

Completed Research

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Abstract

Organizations implement new technologies frequently to achieve competitive advantage. Constant change, however, requires employees to adapt to new business requirements. This could become a source of environmental pressure, creating stress among employees and, subsequently, leading to negative outcomes for organizations. Technostress refers to an individuals' incapability to cope with IT in a healthy manner. Extant research has uncovered factors that create technostress and studied mechanisms to alleviate the negative outcomes of this phenomenon. The current study reviews literature on technostress creators and inhibitors since 2008, and critically analyzes the current state of knowledge about their effects. Our review of findings from 23 relevant studies highlights opportunities for researchers to examine the separate and differential effects of individual technostress creators and inhibitors. More research in this area may help practitioners develop context-specific programs to tackle that specific dimensions of technostress creators and the specific benefits of technostress inhibitors.

Keywords

Technostress, technostress creators, technostress inhibitors, literature review

Introduction

To keep pace with dynamic markets and create new sources of competitive advantage, organizations implement new information technologies (IT) frequently. For employees, this means constantly adapting to changing business needs and demands, in order to accomplish work tasks. This creates pressure (for training, for availability outside of work, and for other changes), which has the potential to create stress (Ragu-Nathan et al. 2008; Wang et al. 2008). Stress associated with IT use has negative consequences, such as reduced commitment to the organization, increased turnover intention (Ahmad et al. 2014; Maier et al. 2015), ultimately leading to wasted investment in IT and unrealized benefits (Rangarajan et al. 2005).

Stress related to IT use (known as technostress) has been investigated since the mid-1980s (Brod 1984) and many researchers have tried to address its associated problems (Brod, 1984; Arnetz et al., 1997). One of the most prominent research studies (Ragu-Nathan et al. 2008) addressed the effect of technostress creators on outcomes such as job satisfaction and organizational commitment. That work also examined mitigation mechanisms to tackle technostress. Since then, numerous papers have investigated the effects of technostress creators and inhibitors on behavioral and psychological outcomes. These papers are marked by both consistency (e.g., the relationship between technostress creators and performance) and

inconsistencies (e.g., the relationship between technostress creators and productivity). Hence, the current study reviews literature on technostress creators and inhibitors since 2008, and critically analyzes the current state of knowledge about their effects. Specifically, we pose the following questions:

1. What technostress creators and psychological and behavioral outcomes are witnessed in technostress research?
2. Which technostress inhibitors can mitigate the negative psychological and behavioral outcomes?

We begin by outlining the research methodology and explain how we gathered papers to do our review. Then, we define the key technostress concepts and the theoretical foundation that guides our research. Next, we critically review the literature and report the results. Finally, we provide future research directions.

Research Methodology

Our review methodology follows the guidelines presented by Webster et al. (2002). Because we focus on the model and constructs introduced by Ragu-Nathan and his colleagues in 2008, we limit our review to research papers published in the last 10 years. We did not take the seminal paper by (Tarafdar et al, 2007) as our baseline because it considers only the effects of technostress creators and productivity as the outcome while the paper by (Ragu-Nathan et al, 2008) introduced a more comprehensive model including technostress inhibitors, job satisfaction, organizational commitment and organizational continuance.

We conducted a keyword search on Google Scholar which includes most of the databases of information systems. We used key words such as “technostress creators”, “technostress inhibitors”, “technostress mitigation” and “negative outcomes of technostress”. We also searched for relevant papers in common databases such as INFORMS, Science Direct and EBSCO. In addition, we reviewed all of the articles in the basket of eight journals¹ to identify any papers that were not picked up in our keyword searches. Our initial searches resulted in 31 papers. We reviewed the title and abstract of all papers and excluded papers that were neither about the effects of technostress creators nor technostress inhibitors. This resulted in eighteen papers for review. Having read the initial papers, and to ensure we did not miss any other relevant papers from journals and leading conferences, we conducted backward and forward searches of the chosen papers. This resulted in the identification of eleven further papers, of which five remained after applying the exclusion criteria. In total, 23 papers met our criteria for inclusion.

Theoretical Foundation

Technostress was first defined by Brod in 1984 as “a modern disease of adaptation caused by an inability to cope with the new computer technologies in a healthy manner (Sami et al, 2006). More recently, (Ragu-Nathan et al., 2008) drew on the transactional model of stress (TMS) (Lazarus 1966; Folkman et al. 1979) to develop a conceptualization of technostress in the IS domain.

Developed by Richard Lazarus (1966) and Susan Folkman and coauthors (1979), TMS explains how individuals experience stress when environmental demands exceed their abilities and the available resources to accomplish a task. TMS was originally specified as a process model, wherein an individual undertakes a primary appraisal of whether a situation poses a threat and if so, conducts a secondary appraisal of their resources to cope. TMS can also be represented as a variance model with four major components: stressors, situational factors, strain and organizational outcomes. The theory is well-established in the information systems literature, having been used to study user reactions to IT change (Beaudry et al. 2005, 2010; Tsai et al. 2017) and IT professional updating (Pazy 1994; Tsai et al. 2007), as well as technostress (Ragu-Nathan et al. 2008; Hung et al. 2011)

Ragu-Nathan and colleagues employed TMS as a basis to explain the effects of IT on stress. They introduced the constructs “technostress creators” as equivalent to stressors, technostress inhibitors as equivalent to situational factors, job satisfaction (inversely) as equivalent to strain and organizational continuance

¹ *MIS Quarterly (MISQ), Information Systems Research (ISR), Journal of the Association for Information Systems (JAIS), Journal of Management Information Systems (JMIS), Information Systems Journal (ISJ), Journal of Information Technology (JIT), European Journal of Information Systems (EJIS), and Journal of Strategic Information Systems (JSIS).*

commitment as equal to other organizational outcomes. Figure 1 depicts the conceptual model. Table 1 presents the original components of the transactional model and the IS context specific definition.

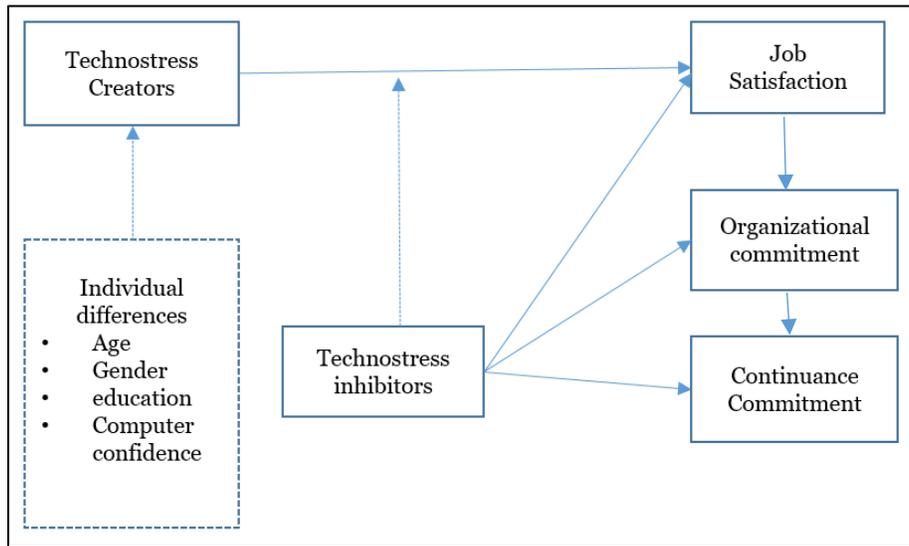


Figure 1. Conceptual model of technostress (adapted from Ragu-Nathan et al., 2008)

Construct	Original Definition	IS Context Specific Definition	Key References
Stressors	The elements which create stress in individuals such as event or demands in the context of work	Known as technostress creators which have been defined as the set of factors that lead to technostress in organizations.	(Ragu-Nathan et al. 2008)
Strain	The psychological, behavioral negative outcomes of stressors on individuals at work and organizational contexts like job dissatisfaction and lack of job involvement	Introduced as job satisfaction (inversely) which reflects “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”	(Ragu-Nathan et al. 2008, P.423; Tarafdar et al. 2015)
Situational Factors	Are known as the mechanism that can weaken the effect of stressors and reduce them such as job control and social support	Introduced as technostress inhibitors to refer to the factors which reduce technostress namely technical support provision, literacy facilitation and involvement facilitation	(Ragu-Nathan et al. 2008; Tarafdar et al. 2015)
Other Organizational Outcomes	The other outcomes of strain on individuals like absenteeism and turnover	Introduced two broad concepts as organizational commitment and continuance commitment as the outcome of job satisfaction	(Ragu-Nathan et al. 2008)

Table 1. Original and IS context-specific definitions of the transactional model of stress

Synthesis of Research

In the sections that follow, we outline the findings of our literature review. We begin by exploring the outcomes of technostress that have been identified in prior research. We then describe the conceptualization of technostress creators and show their observed effects on the identified outcomes. We

repeat this process for technostress inhibitors, highlighting the different theoretical roles they have been accorded in the literature.

Outcomes of Technostress

Our review of the literature identified six major psychological and behavioral outcomes as a result of negative effects of technostress: end-user satisfaction, job satisfaction, performance, productivity organizational commitment and continuance commitment (Ragu-Nathan et al. 2008; Tarafdar et al. 2010; Hung et al. 2011; Ahmad et al. 2014; Ioannou et al. 2017). These are referred to collectively as “strain”.

In a related research stream, Ayyagari et al (2011) conceptualized strain differently as the experience of stress. These authors measured strain as the extent to which the individual feels tired, drained, or burned out from using technology. In this conceptualization, job satisfaction is an outcome of strain, much like organizational outcomes are outcomes of job satisfaction in Ragu-Nathan et al’s (2008) model.

Technostress Creators

Technostress creators are perceptions of elements that are likely to produce stress. Ragu-Nathan et al. (2008) conceptualize technostress creators as a latent (reflective) second-order construct (Law et al. 1998) with five dimensions corresponding to five stress-producing conditions: techno-overload, techno-invasion, techno-complexity, techno-insecurity and techno-uncertainty. Techno-overload occurs when users are faced with a high volume of information to do their tasks and it is hard for them to differentiate useful from useless information. Techno-invasion is the result of being always online and connected, which leads to a feeling of an imbalance between work and personal life. Techno-complexity is associated with users’ feeling that their knowledge is not adequate to complete tasks using the system and that they are forced to spend too much time learning IT-related systems. Techno-insecurity describes the situation when employees worry about losing their jobs and being replaced either by new IT-based systems or with more experienced people who have better understanding of the system. Techno-uncertainty describes the situation where users of systems feel forced to update their knowledge due to constant upgrades in the IT-based systems.

The Effect of Technostress Creators on Strain

The effect of technostress creators has been studied in various contexts, such as education, manufacturing and service industries (Tarafdar et al. 2010; Fuglseth et al. 2014; Jena 2015). Table 2 shows that technostress creators lead to several strains arising from use of IT in organizations (Tu et al. 2005; Kumar et al. 2013). One of the most consistent strains reported is reduced end-user satisfaction (Tu et al. 2008; Tarafdar et al. 2011; Fuglseth et al. 2014). Findings show a negative association between overall effect of technostress creators and end-user satisfaction among employees. Similar results were observed for the relationship between technostress creators and job satisfaction (Ragu-Nathan et al. 2008; Kumar et al. 2013; Jena 2015). In addition, extant research investigated the association between technostress creators and performance and productivity. While studies of the relationship between technostress creators and performance show a consistent negative relationship (Tarafdar et al. 2010; Jena 2015; Ioannou et al. 2017), the relationship between technostress creators and productivity is ambiguous. Three of five studies carried out by Tarafdar and her colleagues found a negative relationship between technostress creators and productivity (Tarafdar et al. 2005; Tarafdar et al. 2007; Tarafdar et al. 2011).

One study found a positive relationship (Hung et al. 2011) and another found no significant effect of technostress creators on productivity among Chinese employees (Tu et al. 2005). The relationship between technostress and commitment also received attention from scholars and the results indicate that technostress creators exerts a small to moderate negative effect on organizational commitment (Tarafdar et al. 2011; Kumar et al. 2013; Ahmad et al. 2014; Jena 2015).

Decomposing the Effects of Technostress Creators

As noted, technostress creators and inhibitors are viewed as latent second order constructs. As such, most studies have considered only the overall effect of technostress creators on outcomes. A few studies, however, have investigated the individual effects of each contributing factor (i.e. techno-invasion, techno-overload, techno-complexity, techno-insecurity and techno-uncertainty) on strain such as end-user satisfaction, job

satisfaction, performance, productivity and commitment (Tu et al. 2005; Ragu-Nathan et al. 2008; Ayyagari et al. 2011; Ahmad et al. 2014).

Dependent Variable	References	Direction	Magnitude	Key findings
End-User Satisfaction	(Tarafdar et al. 2010)	Negative	B= -0.18, P< .05	<ul style="list-style-type: none"> Impacts are close except one study (Fuglseth et al. 2014) All show a negative effect of technostress creators on end-user satisfaction.
	(Tu et al. 2008)	Negative	B= -0.19, P= .003	
	(Ioannou et al. 2017)	Negative	B= -0.17, p= .03	
	(Tarafdar et al. 2011)	Negative	B= -0.18, P= .005	
	(Fuglseth et al. 2014)	Negative	B= -0.42, P< .05	
	Range			
Job satisfaction	(Ragu-Nathan et al. 2008)	Negative	B= -0.13, P< .01	<ul style="list-style-type: none"> The results are in one direction. However, the magnitude change from small to medium among these studies
	(Jena 2015)	Negative	B= -0.41, p= .01	
	(Tarafdar et al. 2011)	Negative	B= -0.35, P< .001	
	(Kumar et al. 2013)	Negative	B= -.028, P= .25	
	Range			
Performance	(Tarafdar et al. 2010)	Negative	B= -0.33, P< .01	<ul style="list-style-type: none"> Results are consistent. All are negative and path coefficients are similar.
	(Jena 2015)	Negative	B= -0.33, P= .05	
	(Tarafdar et al. 2015)	Negative	B= -0.15, P= .05	
	(Ioannou et al. 2017)	Negative	B= -0.27, p= .001	
	Range			
Productivity	(Tu et al. 2005)		Non-Significant	<ul style="list-style-type: none"> Overall, there is a negative effect of technostress creators on productivity while one study found positive effect and one found no effect
	(Tarafdar et al. 2005)	Negative	B= -0.28, P< .01	
	(Tarafdar et al. 2007)	Negative	B= -0.28, P< .01	
	(Tarafdar et al. 2011)	Negative	B= -0.22, P< .001	
	(Hung et al. 2011)	Positive	B= 0.26, P< .001	
	Range			
Commitment	(Ahmad et al. 2014)	Negative	F= 5.83, p< .001	<ul style="list-style-type: none"> The results indicate that the relationship is negative and moderate.
	(Jena 2015)	Negative	B= -0.37, P= .00	
	(Tarafdar et al. 2011)	Negative	B= -0.13, P= .05	
	(Kumar et al. 2013)	Negative	B= -0.27, P= .25	
	Range			

Table 2. The overall effect of technostress creators on strain

Ayyagari et al. (2011) found a positive relationship between some technostress creators and perceptions of strain among working professionals. In another study, conducted in China, Tu et al. (2005) tested every dimension of technostress creators on the productivity of 700 Chinese employees from industries such as IT, financial management, and traditional manufacturing. Their results showed that techno-invasion and techno-insecurity had negative relationships which were negatively related to productivity, while techno-overload had a positive relationship. Meanwhile, techno-complexity and techno-uncertainty were not significantly related to productivity. Moreover, Ahmad et al. (2014) investigated the separate effects of technostress creators on organizational commitment among librarians and found techno-overload and techno-uncertainty were positively associated with organizational commitment while other factors did not have a contributing role. These authors assert that a moderate amount of stress (eustress) is necessary to enhance commitment in organizations.

As summarized in Table 3, individual technostress creators exert differential effects on strain. This highlights the importance of understanding the differential effects of individual technostress creators on strain. Still, only a few studies have undertaken this granular level of analysis. Understanding these relationships will not only help to uncover contributors to specific strains, but will also aid in the design of mitigation mechanisms to overcome such issues.

Dependent Variable	Independent Variable	Reference	Direction	Magnitude
Perception of Strain	Work-home conflict	(Ayyagari et al. 2011)	Positive	B= 0.17, P< .01
	work-overload		Positive	B= 0.26, P< .01
	Job insecurity		Positive	B= 0.10, P< .01
	Techno-complexity		Not considered	
	(Role Ambiguity)		Positive	B= 0.27, P< .01
Productivity	Techno-invasion	(Tu et al. 2005)	Negative	Not available
	Techno-overload		Positive	Not available
	Techno-insecurity		Negative	Not available
	Techno-complexity		Non-Significant	Not available
	Techno-uncertainty		Non-Significant	Not available
Organizational Commitment	Techno-invasion	(Ahmad et al. 2014)	Non-Significant	B= -0.15, P = .07
	Techno-overload		Positive	B= 0.17, P= .03
	Techno-insecurity		Non-Significant	B= 0.05, P= .56
	Techno-complexity		Non-significant	B= -0.04, P= .62
	Techno-uncertainty		Positive	B= 0.29, P< .001

Table 3. Separate effects of individual factors of technostress creators on strain

Technostress Inhibitors

Technostress inhibitors are factors that decrease the impact of technostress on employees, either directly or indirectly. As with technostress creators, Ragu-Nathan et al. (2008) conceptualized technostress inhibitors as a second order latent factor, this time with three dimensions, namely technical support provision, literacy facilitation and involvement facilitation. Technical support provision refers to the technical and help desk support that the IT team provides to end-users when new IT are implemented. Literacy facilitation refers to the facilitation and dissemination of IT knowledge in organization to encourage users to better understand the benefits of using IT. User involvement refers to encouraging and involving users in different phases of implementing new IT, to alleviate their technostress.

In the transactional model of stress, technostress inhibitors are theorized to either moderate the relationship between technostress creators and strain or to reduce stress by directly impacting strain. The articles we reviewed examined both these proposed effects, as well as the role of technostress inhibitors as antecedents to technostress creators (reducing the techno-stressor). As with technostress creators, technostress inhibitors exhibited differential effects at the aggregate and at the component level

The Overall Effect of Technostress Inhibitors on Strain

As outlined in Table 4, five papers examined the direct effect of technostress inhibitors on strain. While the magnitudes of effects vary, all of the studies show that inhibitors promote positive outcomes, including end user satisfaction, job satisfaction, performance, productivity, continuance intention and organizational commitment. Of note, Fuglseth et al (2014) shows a much smaller effect of the inhibitors on end-user satisfaction and continuance intention. This result may be an outlier but warrants further examination.

Dependent variables	Reference	Direction	Magnitude
End-user satisfaction	(Tu et al. 2008)	Positive	B= 0.51, P= .00
	(Fuglseth et al. 2014)	Positive	B= 0.18, P<.05
	Range		(B= 0.18) – (B= 0.51)
Job Satisfaction	(Jena 2015)	Positive	B= 0.31, P= .00
	(Ragu-Nathan et al. 2008)	Positive	B= 0.34, P< .01
	Range		(B= 0.31) – (B= 0.34)
Performance	(Jena 2015)	positive	B= 0.32, P= .04
Productivity	(Hung et al. 2011)	Positive	B= 0.71, P< .001
Continuance intention	(Ragu-Nathan et al. 2008)	Positive	B= 0.13, P< .01
	(Fuglseth et al. 2014)	Positive	B= 0.03, P< .05
	Range		(B= 0.03) – (B= 0.13)
Organizational commitment	(Jena 2015)	Positive	B= 0.29, P= .01
	(Ragu-Nathan et al. 2008)	Positive	B= 0.39, P< .01
	Range		(B= 0.29) – (B= 0.39)

Table 4. The overall effect technostress inhibitors on strain

The Moderating Effect of Technostress Inhibitors

Ragu-Nathan et al. (2008) conceptualized and tested the moderating effect of technostress inhibitors. They found no significant overall effect of technostress inhibitors on the relationship between technostress creators and job satisfaction (B= -0.005, P= .378). Following that, only two papers considered the overall effect of technostress inhibitors as a moderator between technostress creators and strain (Tu et al. 2008; Hung et al. 2011). In their article, Tu et al. (2008), ran a multiple regression analysis and found that technostress inhibitors had no moderating effect on the relationship between technostress creators and end-user satisfaction (B= -.22, P= .355). In another study, (Hung et al. 2011) introduced stress inhibitors, comprised of stress management training, job control, and individual rewards, to measure the moderating effect of stress inhibitors on the relationship between ubiquitous technostress creators and job stress. The results, found no significant relationship (B=1.36, P= .108). These results, presented in Table 5, are consistent with the original model of technostress. It can be argued that technostress inhibitors may themselves increase the burden and make the situation more complex for employees.

Relationship	Reference	Direction	Magnitude
Technostress creators → Job satisfaction	(Ragu-Nathan et al. 2008)	Non- Significant	B= -0.005, P= .38
Technostress creators → End-user satisfaction	(Tu et al. 2008)	Non-Significant	B= -0.22, P= .35
Technostress creators → Job Stress	(Hung et al. 2011)	Non-Significant	B=1.36, P= .11

Table 5. Moderating effect of technostress inhibitors

Decomposing the Effects of Technostress Inhibitors on Strain

The studies we reviewed focused primarily on the *overall* positive impact of technostress inhibitors on strain from the use of IT in organizations. A few studies have focused on *individual* inhibiting factors, including technical support provision, literacy facilitation and involvement facilitation (Table 6). In one study, Tarafdar et al. (2010) examined the effects of involvement facilitation on End-user performance and found a positive relationship between them though it was small (B= 0.18, P< .05). They also found positive support for innovation support on end-user satisfaction (B= 0.24, P<.001).

In another study, Ahmad et al. (2014) examined the moderating effect of each technostress inhibitor factors on the relationship between techno-overload, techno-uncertainty and organizational commitment. Their findings showed no significant moderating effect of literacy facilitation and involvement facilitation in the relationship between technostress creators and organizational commitment while technical support moderated the relationship between techno-overload and organizational commitment.

Dependent Variable	Independent Variable	Moderating Variable	Reference	Direction and Magnitude
End-user satisfaction	Involvement Facilitation	None	(Tarafdar et al. 2010)	Positive B= 0.18, P<.05
	Innovation support	None		Positive B= 0.24, P<.001
Technostress creators	Involvement Facilitation	None		Negative B= -0.17, P<.05
Organizational commitment	Techno-overload	Literacy facilitation	(Ahmad et al. 2014)	Non-significant
	Techno-uncertainty	Literacy facilitation		Non-significant
	Techno-overload	Technical Support		F= 5.70, P= .02
	Techno-uncertainty	Technical support		Non-significant
	Techno-overload	Involvement facilitation		Non-significant
	Techno-uncertainty	Involvement facilitation		Non-significant

Table 6. The direct and moderating effects of individual technostress inhibitors on strain

Developing understanding of which individual technostress inhibitors are most important in reducing specific strains will help in efforts to design effective context-specific remedies to mitigate negative outcomes of technostress creators. To that end, more research at a granular level is needed, to determine the differential effects of individual technostress inhibitors on strain.

Technostress Inhibitors as the Antecedents of Technostress Creators

Recent literature has begun to consider the direct effects of technostress inhibitors on technostress creators. As shown in Table 7, two studies find that technostress inhibitors negatively influence technostress creators (Jena 2015; Tarafdar et al. 2015). Still, no study, to the best of our knowledge, has investigated the role of individual technostress inhibitors as antecedents of specific technostress creators.

Dependent variable	Independent Variable	Reference	Direction and Magnitude
Technostress creators	Technostress inhibitors	(Jena 2015)	Negative, B= -0.34, P= .02
		(Tarafdar et al. 2015)	Negative, B= -0.15, P<.05

Table 7. The overall effects of technostress inhibitors on technostress creators

Discussion

Our review of the literature provides three main contributions. First, we show that technostress creators are a consistent (negative) influence on psychological and behavioral outcomes. Individuals who experience IT-related stressors have lower job satisfaction and lower performance, and are more likely to leave their current jobs. The variation in the magnitude of these effects across studies, however, suggests the possibility of moderating effects that have yet to be uncovered. Second, we show that technostress inhibitors act to reduce strain primarily through direct effects. Consistent with Ragu-Nathan et al. (2008), we find no evidence that inhibitors moderate the relationship between technostress creators and strain. This might be explained by the additional complexity and burden on employees that mitigation mechanisms such as involvement or literacy facilitation could create. We do find some evidence that the effect of technostress

inhibitors is mediated by their effects on technostress creators. However, this finding is based on only two studies and requires additional confirmation. Third, following the logic of Karahanna et al (2006) in modeling compatibility beliefs, and based on the work of Edwards (2001), we decomposed technostress creators and inhibitors to study their individual effects. We observed that doing so results in different conclusions. This is an important finding because it challenges the original conceptualization of these constructs as latent second order factors.

Our research suggests several directions for future research. First, we believe a sufficient body of evidence has emerged to support more formal review methods, such as meta-analysis. Conducting a meta-analysis would allow us to make stronger statements about the magnitudes of the effects of technostress creators and inhibitors. Second, as noted above, we believe there is a need for additional research, to help resolve some of the mixed effects. It is also worth broadening the scope of the study to consider other technostress creators and inhibitors to expand the current understanding of the phenomenon. Pursuing decomposed models of technostress creators and inhibitors is one way that this may occur. Searching for missing moderators (that would explain the variation in effect magnitudes) is another possible direction for future research. Alternatively, we recognize that even though technostress creators and inhibitors have formed a substantial core of research on technostress, other models and approaches have been developed (Maier et al. 2015; Tarafdar et al. 2017) and we see opportunity to enrich our theorizing by drawing on these models. Lastly, we believe there is an opportunity to integrate Ayyagari et al's (2011) conceptualization of strain into the transactional model. Excluding the construct which most closely captures the felt experience of stress, as much research in this domain has done, ignores the affective mechanism through which stressors create the outcomes such as job satisfaction and performance. We must, however, acknowledge the limitations of our work. Our review focused on a subset of IS journals and while we have attempted to extend our coverage through forward and backwards searches and keywords searches, our data may not be comprehensive. Having that said, we intend to continue to develop our database of articles to extend our analysis in future studies.

In conclusion, the program of research begun by Ragu-Nathan et al (2008) has shown the importance of technostress and has provided a model to explain its effects. Our review of the research shows broad agreement on many issues, but highlights key opportunities to reconcile the points of inconsistency and extend the findings further. We believe more research in this area will give more detailed and concrete results about the main predictors of technostress in organizations. This will allow practitioners to not only increase their focus on the main source of stress but will help them have context-specific programs to tackle that specific dimension of technostress creator and the specific benefits of technostress inhibitors.

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