




“Organizational performance in the post-COVID-19 era: The predictors’ impacts”

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ORGANIZATIONAL PERFORMANCE IN THE POST- COVID-19 ERA: THE PREDICTORS' IMPACTS

Abstract

This paper assesses the impacts of teleworking, perceived technostress, and job insecurity on the organizational performance (OP) of Nigeria's business organizations in the post-COVID-19 era. The sample was obtained from 10 business organizations in the Oyo and Lagos States of Nigeria. This investigation espoused a cross-sectional scientific study involving surveys. In the current investigation, survey forms were randomly distributed among 300 employees. Of the 300 surveys floated, 277 were fitting for scrutiny and analyzed using Statistical Packages for Social Sciences (SPSS version 28). The current study established a positive impact of teleworking on organizational performance. Besides, it showed a substantial negative impact of technostress on organizational performance. It further noted that perceived job insecurity negatively affects organizational performance.

Moreover, this study showed a significant joint strong influence of teleworking, technostress, and job insecurity on the organizational performance of Nigeria's business organizations in the post-COVID-19 era. Thus, management should encourage the work practice that allows employees to work at the agreed location since findings indicated a substantial and positive influence of teleworking on organizational performance in the post-COVID-19 era. Besides, employers need to increase their workers' capability for information technology-enabled creativeness to mitigate the negativity generated by technostress. Also, management should ensure that employees have access to information, constantly communicate, and participate in organizational processes to better overcome perceived insecurity and emotional distress. Furthermore, the information and communication must hint at the prospect and stability of post-COVID-19 services. Consequently, employees' perceptions of organizational identification are promoted.

Keywords

technology, stress, insecurity, performance, COVID-19, Nigeria

JEL Classification

L25, O33

INTRODUCTION

In 2020, the new COVID-19 pandemic brought an exceptional disruption in business, economies, and general livelihood worldwide. Consequently, it remains essential to look into how enterprises perform after this virus has disrupted the business world. The COVID-19 pandemic struck the business world at an unmatched speed and scale (Ivanov & Dolgui, 2020). Following a universal lockdown triggered by the COVID-19 pandemic, businesses today struggle with performance measures such as profitability and productivity (Nkengasong & Mankoula, 2020). Several manufacturing organizations that produce in large quantities had to decrease production volume, particularly those noted as essential service producers. Numerous factors can influence organizational performance. Hence, assessing these predictors is necessary to gain considerable control over them to improve performance.

Following the World Health Organization's (WHO) declaration of COVID-19 as a worldwide pandemic, several organizations across the globe espoused first-time actions to curb its spread, such as restrictions on movement and telecommuting. Thus, the unique and unpredictable COVID-19 setbacks affected employees' teleworking and its associated behavioral and psychological results. Besides, COVID-19 provided the added impetus to change to teleworking (Tokarchuk et al., 2021). Therefore, an important question is how the performance of an organization is after it has adopted teleworking.

In addition, there is an indication that people feel different stress levels reliant on their ability to deal with new technology and its innovativeness. Thus, five factors cause technostress: technological complexity (situations in which a user is unskilled in using the IT and requires to spend energy and time to increase IT knowledge), technological overload (when users work more, more prolonged because of IT use), technical insecurity (conditions where users feel they may lose their job by having less IT knowledge than others), technological invasion (conditions where a user's subjective and professional lives are unclear as a result of continuous connectivity to IT), and technological uncertainty (when users feel uncertain because of the constant change/upgrades of IT) (Mushtaque et al., 2022). Technostress has been noted as harmful to workplace performance and contentment during COVID-19. Thus, it is an essential management concern for businesses. Furthermore, job insecurity as a source of stress has increasingly become a common problem in the workplace; hence, the perceptions of job insecurity (JI) must be lessened and eventually disallowed for the benefit of workers and organizations (Saeed et al., 2021). However, COVID-19 has worsened this situation as flexible employment gradually substitutes for the lifetime employment model. Furthermore, industrial adjustment and technological upgrading increase the uncertainty of employees' work and career development (Scicchitano et al., 2020). Consequently, job uncertainty makes employees experience exceptional job insecurity.

Therefore, there is a need to ascertain further the impacts of teleworking, perceived technostress, and job security on organizational performance (post-COVID-19 era), as there are few significant investigations on these impacts in Nigeria's post-COVID-19 era.

1. LITERATURE REVIEW

The literature review explores perceived teleworking, technostress, job insecurity, and organizational performance within work organizations.

1.1. Teleworking and organizational performance

Teleworking is an organization with communication and information technologies that permit employees and managers to access their work events remotely (Sánchez et al., 2007). The work can be done from any employee's convenient location, where they can complete their duties with applications and technology (Kapoor et al., 2021). A recent study showed that the share of rights for technologies encouraging teleworking doubled from January 2020 to September 2020 (Bloom et al., 2021). Meanwhile, organization performance (OP) is productivity, efficiency, customer satisfaction, and profitability (Gruber-Muecke & Hofer,

2015). Accordingly, there is an impact of teleworking on organizational performance.

Mungania et al. (2016) researched the influence of teleworking on organizational performance within Kenya's banking industry. They revealed that teleworking significantly influences organizational performance. In their study of the relationship between teleworking and OP, Martínez-Sánchez et al. (2008) researched the correlation of teleworking with organizational performance. The finding indicated that organizational performance is positively associated with teleworking. Furthermore, Miebaka et al. (2018) established a positive and significant correlation between TW and OP. Besides, Onyemaechi et al. (2018) indicated a substantial link between teleworking and OP. In another view, teleworking reduces employee interaction (Morilla-Luchena et al., 2021), which shows in a lack of communication and a change of attitude towards work. This eventually reduces organizational performance (Greer & Payne, 2014).

1.2. Perceived technostress and organizational performance

Mushtaque et al. (2022) noted that TS is a contemporary adjustment disorder triggered by an incapability to deal with new tools healthily. It is also the mental stress and the adverse psychophysical effects an individual experiences attributable to ICT use (Fuglseth & Sørebo, 2014). Technology-enabled performance is subject to innovation abilities. Hence, innovation increases performance (DiLiello & Houghton, 2008). However, the use of technology comes with its stress, especially in the event of new adoption or improvement on the existing technology (Tarafdar et al., 2010). Hence, technostress is caused directly or indirectly by information/communication technology. However, the cause may take different forms according to the setting of use (D'Arcy et al., 2014; Pirkkalainen et al., 2019).

While the stress level that employees can tolerate is a highly individual issue on almost all occasions, most managers fail to acknowledge its danger, power, personal susceptibility to it, and eventually its effect on organizational performance (Olasanmi, 2016). A study in Nigeria found that technostress negatively affected organizational performance (Tagurum et al., 2017). In addition, Kumar et al. (2017) indicated technostress as a significant predictor of organizational performance. Similarly, Khan et al. (2016) posited that technostress impacts organizational performance. Employees feel drained, tired, and burned under technostress circumstances, consequently affecting organizational performance (Ayyagari et al., 2011). Moreover, some findings indicated negative relationships between technostress and organizational productivity (Tarafdar et al., 2010, 2015), while other researchers reported positive (Hung et al., 2011) or no correlation (Tu et al., 2005).

1.3. Job insecurity and organizational performance

Prior to the COVID-19 era, contemporary work organizations were impulsive because of economic fluctuations, technological breakthroughs, and political insecurity (Etehad & Karatepe, 2019). However, employment has been hit badly by the ongoing COVID-19 pandemic, as the organizations are finding it hard to stay afloat as demand for

their business falls. Hence, most turn to retrenchments, lay-offs, and terminations (Wolcott et al., 2020). Job insecurity is an employee's perception of possible loss of job continuity, loss of some subjectively important job attributes, and insecurity of future careers (Shoss, 2017). It is one of the diseases of the 21st century (Mushtaque et al., 2022). It is the perceived risk of losing an existing job and not an individual's overall career (De Witte, 2005).

Meanwhile, the COVID-19 pandemic has rendered an estimated 21 million salaried employees jobless (Krishnan, 2020). Hence, job security remains a primary concern among employees (Chhabra & Pandey, 2022). Reduced organizational performance may occur; as a result, withdrawal behavior is exhibited by employees as a way to cope with an overwhelming situation such as JI (Vander Elst et al., 2016). So, JI has been noted as a predictor of decreased OP (Qian et al., 2019). Besides, the perception of job insecurity can harm the employees' mental and physical well-being, which can be detrimental to the overall organizational performance (Jung et al., 2021).

Hur (2022) opined that job insecurity significantly determines organizational performance. Abolade (2018) showed an inverse correlation between JI and OP, indicating that the more severe JI, the more reduced the organization's general performance. Also, Piccoli et al. (2021) reported a negative relationship between JI and OP. However, some scholars have indicated that JI is not significantly linked to OP (Subramaniam et al., 2011; Loi et al., 2011).

This study aims to develop researches on organizational performance in the post-COVID-19 pandemic era and to build a realistic model to maintain organizational performance.

Consequently, the following hypotheses are postulated:

- H_1 : *Teleworking significantly impacts the organizational performance of Nigeria's business organizations in the post-COVID-19 era.*
- H_2 : *Technostress significantly influences the OP of Nigeria's business organizations in the post-COVID-19 era.*

H_3 : *Job insecurity significantly influences the OP of Nigeria's business organizations in the post-COVID-19 era.*

H_4 : *Teleworking, perceived technostress, and job insecurity jointly affect the OP of Nigeria's business organizations in the post-COVID-19 era.*

2. METHODS

This investigation adopted cross-sectional scientific research involving surveys, including 300 employees from 10 business organizations in Oyo and Lagos States of Nigeria. Questionnaires were floated among participants who agreed to participate in the study. This action was taken to assess the hypotheses and gather data on employees' views on teleworking, technostress, job insecurity, and organizational performance. Respondents were enlisted through a simple random sampling method, and all the respondents volunteered to participate in this study, where respect for ethical matters was guaranteed. Two hundred and seventy-seven (277) questionnaires were recovered and concluded suitably. Data retrieved were cleaned and analyzed with Statistical Packages for Social Sciences (SPSS vs. 28). Nevertheless, this study piloted a reliability analysis to recognize the survey's local reliability.

This paper's questionnaire consists of several sections. Section A is about participants' demographics. This part covers the respondents' demographics: gender, age, marital status, level of education, and working experience. Section B presents the teleworking scale. This study adopted an 11-item teleworking measure from Nakrošienė et al. (2019). The measure has a 5-point Likert-type response layout, showing a reliability coefficient of 0.86. However, this paper realized a reliability $\alpha = 0.89$.

Section C shows the perceived technostress scale. In measuring the current investigation's perceived technostress, this paper adopted a 20-item measure from Shadbad and Biros (2020). This instrument includes a 5-point Likert scale with 5 items for techno-overload, 4 for techno-invasion, 4 for techno-complexity, 4 for techno-insecurity, and 3 for techno-uncertainty. However, the tech-

no-overload sub-scale showed $\alpha = .86$ coefficient, while a reliability coefficient $\alpha = .82$ was realized in this paper. The techno-invasion sub-scale achieved $\alpha = .81$ coefficient, while a coefficient of $\alpha = .85$ was achieved in the recent study. $\alpha = .84$ coefficient was realized for the techno-complexity sub-scale, while this paper discovered a co-efficient $\alpha = .82$ coefficient. The techno-insecurity sub-scale had $\alpha = .83$ coefficient, while this paper established $\alpha = .86$ coefficient. $\alpha = .87$ coefficient was realized for the techno-uncertainty sub-scale, while this paper discovered a co-efficient of $\alpha = .89$ coefficient.

Section D presents the perceived job insecurity scale. This paper used the survey on COVID-19-related job insecurity from Khan et al. (2022). It comprises 4 items and 5-Likert-type response sets and an initial reliability coefficient of 0.86. However, the present paper realized a reliability $\alpha = 0.91$. Section E is the organizational performance scale. This study adopted the organizational performance measure from Udofia et al. (2021). The instrument contains 5 items with $\alpha = .73$ coefficient, while a reliability coefficient $\alpha = .80$ was realized in this paper. Every item was replied to utilizing a 5-point Likert-type response scale.

Nonetheless, this paper conducted pilot research to identify problems earlier to authenticate the scale's efficiency.

3. RESULTS

The data obtained from the respondents were analyzed, and the results are presented in Tables 1 and 2.

The resulting matrix in Table 2 shows that teleworking significantly positively impacts organizational performance ($\beta = 0.308$; $p < .001$). Hence, teleworking increases organizational performance within Nigeria's business organizations post-COVID-19 era. Findings also indicate that perceived technostress significantly negatively influences organizational performance ($\beta = -0.350$; $p < .001$). This implies that an increase in the technostress of employees in Nigeria's business organizations reduced the performance of their work organization in the post-COVID-19 era. Moreover, the results suggest that perceived job insecurity

Table 1. Multiple regression results on the combined impacts of TW, perceived TS, and JI on OP

Model	R	R-squared	Adjusted R-squared	F	Sig
1	.997 ^a	.993	.990	297.822	.000

Note: a. Dependent Variable: Organizational Performance. b. Predictors: (Constant), Perceived Job Insecurity, Teleworking, Perceived Technostress.

Table 2. Measurements of OP predictors

Influencers	B	β	t	Sig	95.0% Confidence Interval for B		R	R ²	F (3, 277)	P
					Lower Bound	Upper Bound				
(Constant)	39.403		3.973	.007	15.135	63.671				
Teleworking	.349	.308	5.879	.001	.204	.494	.997 ^a	.993	297.822	< 0.01
Perceived Technostress	-.331	-.350	-3.016	.024	-.599	-.062				
Perceived Job Insecurity	-1.333	-1.098	-8.561	.001	-1.714	-.952				

Note: a. Dependent Variable: Organizational Performance.

negatively impacts organizational performance ($\beta = -1.098$; $p < .001$). This finding infers that the employees’ perceived job insecurity within Nigeria’s business organizations in the post-COVID-19 era decreases the performance levels of their work organizations. These findings resolved the first three postulations of this study.

perceived technostress, and job insecurity accounted for 99% of the perceived changes in organizational performance within Nigeria’s business organizations in the post-COVID-19 era. The remaining 1% attributed to other factors not measured in this study. These findings answered the fourth hypothesis.

Furthermore, the results shown in Table 1 implied that teleworking, perceived technostress, and job insecurity strongly jointly impact organizational performance within Nigeria’s business organizations in the post-COVID-19 era ($R = .997$, $R^2 = .993$, $F(3, 277) = 297.822$, $p < .001$). This result deduces that teleworking,

H_1 predicts that teleworking significantly impacts the organizational performance of Nigeria’s business organizations in the post-COVID-19 era. The resulting matrix in Table 2 shows that teleworking significantly and positively impacts organizational performance. Hence, the hypothesis is supported.

Source: Authors’ elaboration.

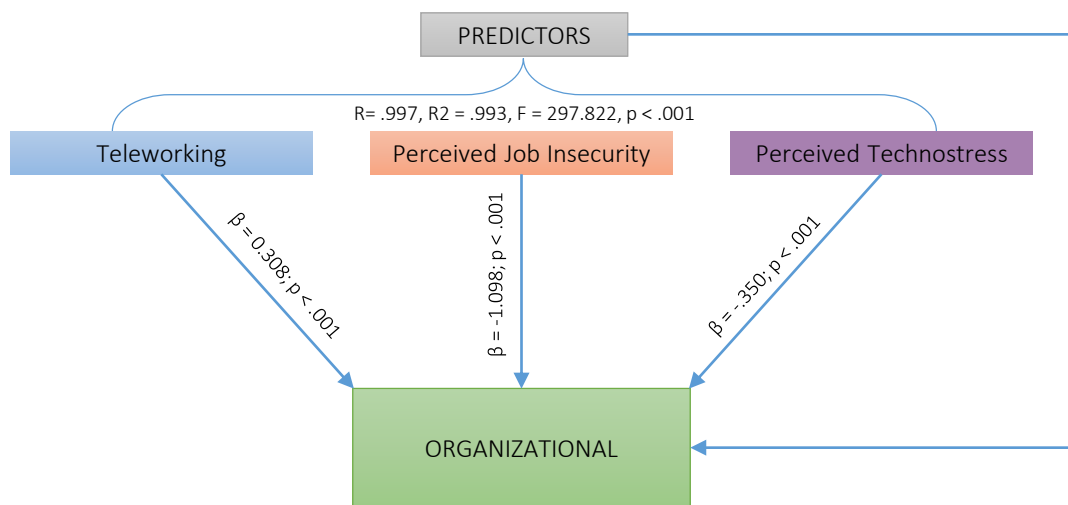


Figure 1. Joint and individual impact of TW, TS, and JI on OP in Nigeria’s business organizations in the post-COVID-19 era

The resulting matrix in Table 2 indicates that perceived technostress significantly negatively influences organizational performance ($\beta = -0.350$; $p < .001$), supporting H_2 . Perceived job insecurity negatively impacts organizational performance ($\beta = -1.098$; $p < .001$), corroborating H_3 . Table 1 implied that teleworking, perceived technostress, and job insecurity strongly jointly impact organizational performance within Nigeria's business organizations in the post-COVID-19 era ($R = .997$, $R^2 = .993$, $F(3, 277) = 297.822$, $p < .001$), confirming H_4 .

4. DISCUSSION

This study noted that teleworking significantly and positively impacts OP of Nigeria's business organizations. This observation assumes that work organization with information technologies that allow workers and managers to access their work activities remotely increases OP of Nigeria's business organizations in the post-COVID-19 era. This finding is according to previously observed evidence of the influence of teleworking on organizational performance (Mungania et al., 2016). It also supports Miebaka et al. (2018), who established a significant positive correlation between TW and OP. The present findings, yet, could not sustain the assertion of Morilla-Luchena et al. (2021) that teleworking reduces employee interaction, which is shown in a lack of communication, a change of attitude toward work, and reduced organizational performance. Consequently, this paper has confirmed that teleworking significantly impacts the organizational performance of Nigeria's business organizations in the post-COVID-19 era.

This study indicated that perceived technostress significantly and negatively impacts the OP of Nigeria's businesses. The findings added that workers' perceived technostress significantly reduced performance in their work organizations in the post-COVID-19 era. This result validates the position of Tagurum et al. (2017) that technostress negatively affects OP. Furthermore, the present results further corroborate the submission of Tarafdar et al. (2010, 2015). They indicated a negative relationship between technostress and organizational productivity. Also, this paper supports the position of Kumar et al. (2017) that

technostress is a significant predictor of organizational performance; and Khan et al. (2016), who posited that technostress impacts organizational performance. However, the current results could not support Hung et al. (2011), who noted a positive association between technostress and OP, and Tu et al. (2005), who could not find a connection between technostress and organizational performance. Thus, the current finding confirms the hypothesis that technostress significantly influences the organizational performance of Nigeria's business organizations in the post-COVID-19 era.

In addition, the results implied that perceived job insecurity significantly and negatively impacts organizational performance of Nigeria's business organizations. This assumes that employees' perceived job insecurity in Nigeria's businesses decreases the performance of their work organization in the post-COVID-19 era. This result is coherent with a previous study that reduced organizational performance may occur; as a result, withdrawal behavior is exhibited by employees as a way to cope with an overwhelming situation such as JI (Vander Elst et al., 2016). The current findings have confirmed Qian et al. (2019), who demonstrated job insecurity as a predictor of decreased organizational performance. This paper also supports Jung et al. (2021) that the perception of job insecurity can harm the employees' mental and physical well-being, which can be detrimental to the overall organizational performance. The current findings have also corroborated the position of Piccoli et al. (2021), who reported a negative relationship between JI and OP. However, this paper could not confirm the assertion that JI is not significantly connected to OP (Subramaniam et al., 2011; Loi et al., 2011). Hence, this paper has confirmed the hypothesis that job insecurity significantly impacts the organizational performance of Nigeria's business organizations in the post-COVID-19 era.

This paper has further proven that teleworking, perceived technostress, and job insecurity significantly influenced OP of Nigeria's businesses in the post-COVID-19 era. So, these independent variables together stimulated a 99% variation in OP of Nigeria's businesses. The other 1% difference in OP of Nigeria's business organizations is determined by factors not measured in the current investigation. This finding authenticates the hypothesis that

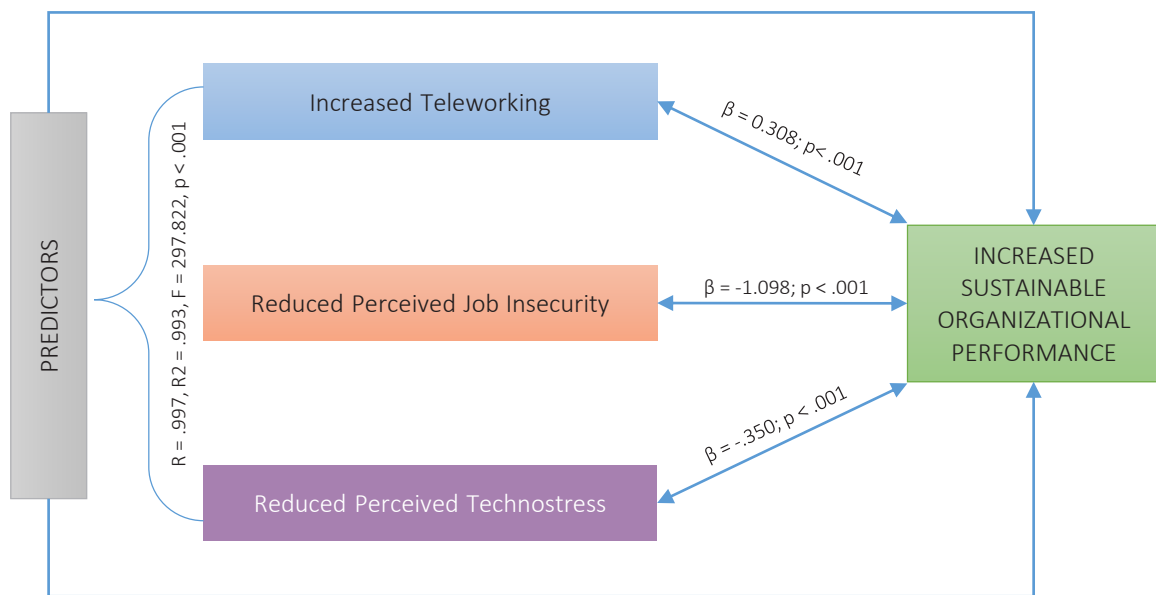


Figure 2. Practical model of effectually increasing and sustaining organizational performance of Nigeria's businesses in the post-COVID-19 era

teleworking, perceived technostress, and job insecurity jointly impact the OP of Nigeria's business organizations in the post-COVID-19 era.

This study aimed to infer an applied model to motivate and sustain encouraging organizational performance in the post-COVID-19 era. Hence, the model is shown in Figure 2.

These results have some inferences for more investigation and applicable systematic and developmental thoughtful intervention crucial for achieving positive teleworking, improved tech-

nology usage, job security, and sustainable positive organizational performance. Equally, these findings will influence OP of Nigeria's businesses, specifically in the post-COVID-19 era.

This paper adds to the literature on employee/organizational performance and development, telecommuting, COVID-19, information technology advancement, human resources management, and psychology. It also provides evidence that organizations can attain more performance levels and decrease the dares and consequences of the COVID-19 pandemic.

CONCLUSION AND RECOMMENDATION

This paper aims to increase the literature on organizational performance in the post-COVID-19 pandemic era and to build a realistic model to maintain organizational performance. Based on these results, teleworking, perceived technostress, and job insecurity have a credible joint and independent impact on OP sustainability. Thus, teleworking promotes sustainable OP while job insecurity and technostress reduce it in Nigeria's business organizations post-COVID-19. Besides, the three independent variables significantly jointly impact the sustainability of organizational performance in Nigeria's business organizations in the post-COVID-19 era. Nevertheless, the following recommendations are beneficial.

Management should encourage the work practice that allows employees to work at the agreed location since findings indicated a significant and positive influence of teleworking on OP in the post-COVID-19 era, as teleworking will enable employees to achieve their work obligations in a competitive work environment. Nonetheless, they should also ensure a mechanism to regulate the activities of teleworkers. Also, managers need to enhance network coverage and support their employees in terms of connectivity

in their chosen and flexible work location during the stage of the COVID-19 pandemic where some organizations are adopting teleworking. Work organizations may provide the proper technological infrastructure for employees to enhance their well-being and productivity when teleworking.

In addition, employers within Nigeria's business organizations may increase the impact of teleworking by offering support on task completion, counseling them, and lowering the deadlines for work completion, among others. These actions may, at the individual level, reduce employees' depression and related psychological problems strongly linked to presenteeism.

Management needs to increase their workers' capability for information technology-enabled creativeness through skill-development training programs to mitigate the negativity generated by technostress. Mentoring can successfully link employees to the organization by learning from one another. Mentoring should happen between more and less experienced employees. However, employees should be given enough time to learn and adjust to the new technology. In addition, employers may create new suitable working conditions after the COVID-19 pandemic, building a positive work environment in achieving employee effectiveness and satisfaction.

Management of organizations should create a stable work climate to improve employee psychological well-being and engagement, thereby reducing perceived job insecurity. Moreover, managers should ensure employees access information, constantly communicate, and participate in organizational processes to better overcome perceived insecurity and emotional distress. In addition, the information and communication must hint at the prospect and stability of post-COVID-19 services. Consequently, employees' perceptions of organizational identification are promoted.

Furthermore, management of business organizations should consistently support and train employees in handling the different life challenges, such as JI, that may unfavorably influence their views about organizational identification and performance.

Besides, for further investigation, this paper advises mixed-method practical studies to explore the topic to have a broader knowledge of the predictors of OP in the post-COVID-19 era.

AUTHOR CONTRIBUTIONS

Conceptualization: Foluso Philip Adekanmbi.

Data curation: Foluso Philip Adekanmbi.

Formal Analysis: Foluso Philip Adekanmbi.

Investigation: Foluso Philip Adekanmbi.

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Validation: Foluso Philip Adekanmbi, Wilfred Isioma Ukpere.

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