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TECHNO-EUSTRESS DIMENSIONS AS PREDICTORS OF THRIVING AT WORK AMONG HUMAN RESOURCE PRACTITIONERS

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ABSTRACT

This study examined how dimensions of techno-eustress (techno-mastery, techno-autonomy, techno-relatedness, and techno-enrichment) relate to thriving at work among Human Resource practitioners in Nigeria in the era of AI and digital transformation. Using a correlational research design, data were collected from 145 HR professionals via a Google Forms link using convenience and snowball sampling techniques. A total of 145 responses were used for this study. Findings revealed that all dimensions of techno_eustress positively related to thriving at work. Further analysis found that these dimensions jointly predicted thriving at work [$R = .76$; $R^2 = .58$; $F(4, 140) = 47.83$; $p < .001$] accounting for 58% of the variance in thriving at work. However, only techno-relatedness emerged as a significant independent predictor ($\beta = .33$; $p < .001$). These findings suggest that the social and collaborative benefits of AI digital tools are essential for professional growth in the Nigerian HR sector. Therefore, The study recommends that organizations prioritize digital tools that foster connectivity to enhance employee thriving.

Keywords: *techo-eustress, thriving at work, artificial intelligence, Human Resources Professionals, techo-relatedness*

INTRODUCTION

Digital technology has fundamentally changed how formal organizations operate, particularly within Human Resources practice. Empirical evidence by Okatta et al. and Adias indicates that HR professionals in Nigeria increasingly rely on Artificial Intelligence and digital systems for recruitment, onboarding, training, performance management, and employee records (Adias, 2025; Okatta et al., 2024). Consequently, while these technologies improve efficiency and flexibility, they also require employees to continuously adjust to new digital demands, which can lead to psychological and social repercussions if not managed (Alanazi & Altukhys, 2025). This rapid digital transformation in the Nigerian public and private sectors often presents a double-edged sword because it offers opportunities to modernize inefficient bureaucratic structures but also faces challenges like inadequate infrastructure and the need for new digital skills (Adias, 2025; Ojogiwa & Nhari, 2024).

Historically, workplace technology research focused on technostress, which describes the negative effects of technology use such as overload, anxiety, fatigue, and burnout (Alanazi & Altukhys, 2025). While many assume that technology only increases workplace pressure, recent evidence suggests that employees do not always experience digital tools negatively. Instead, many perceive technology as an opportunity for learning, growth, and improved performance (Fettahoğlu & Yıkılmaz, 2025; Tarafdar et al., 2024) For instance, mastering a new software or AI tool can make an employee feel capable and competent. This positive appraisal of technology is known as techno-eustress (Tarafdar et al., 2024).

Techno-eustress encompasses several dimensions which include techno-mastery, techno-enrichment, techno-relatedness, and techno-autonomy (Tarafdar et al., 2024). These describe the experiences of being proficient with digital tools, using technology to make work more meaningful, connecting with colleagues via digital platforms, and having control over how technology is used (Fettahoğlu & Yıkılmaz, 2025). In the Nigerian context, where organizational

cultures are often characterized by high social distance and bureaucratic silos, digital tools can play a unique role in breaking communication barriers and fostering a more responsive work environment (Ojogiwa & Nhari, 2024).

A key indicator of positive workplace functioning is thriving at work, a psychological state defined by a sense of learning and vitality (Goh et al., 2021). Thriving occurs when employees feel energetic and perceive that they are consistently improving their skills. Goh et al. (2022) linked thriving to supportive environments and workplace resources. In modern organizations, digital tools serve as vital resources that can help employees thrive by fostering positive emotions and enabling job crafting (Mikava & Baramidze, 2024; Zhou et al., 2026). Also, according to Self-Determination Theory, employees function optimally when their psychological needs for competence, autonomy, and relatedness are met (Ramesh et al., 2021). Techno-eustress dimensions directly support these needs by enhancing feelings of competence and control (Fettahoğlu & Yıkılmaz, 2025; Zhou et al., 2026).

Furthermore, the "Socially Embedded Model of Thriving at Work" posits that employees thrive when workplace conditions support learning and vitality through relational resources (Spreitzer et al., 2005). Empirical evidence in Nigeria indicates that digital HR transformation significantly improves engagement and performance, yet the social and ethical dimensions of these tools remain underexplored (Adias, 2025; Kasali et al., 2025). Additionally, despite growing use of technologies in organizations, little is known about how positive technological related experiences influence employees' psychological functioning at work. Lastly, limited attention has been given to techno-eustress dimensions among HR professionals. Therefore, this study examined whether dimensions of techno-eustress predict thriving at work among HR Professionals.

Based on the literatures reviewed, the under-listed hypotheses were tested

1. Techno-Eustress dimensions will significantly relate with thriving at work among HR professionals.
2. Techno-Eustress dimensions will independently predict thriving at work among HR professionals.
3. Techno-Eustress dimensions will jointly predict thriving at work among HR professionals.

METHOD

We made use of a correlational research design to gather quantitative data through the participants for this study were HR professionals who attended a conference in Nigeria. Data were collected through a Google Form link shared with participants after the conference. The participants who were readily available and willing to participate were selected through convenience sampling, while snowball sampling was used to reach additional HR professionals through referrals from initial participants. A total of 145 responses were received and used for this study. The inclusion criteria was that potential participants must be working in an HR role in a structured organization, be familiar with AI or other digital tools, and use these tools at least three times a week. Before the survey, potential participants provided informed consent. The researcher emphasized that their responses would remain confidential and that they had the right to withdraw from the study at any time without penalty.

Demographic

The participants were between 23 and 55 years old, with a mean age of 38 years (SD = 9.74). Their years of experience in Human Resource practice ranged from 1 to 25 years, with an average of 11 years (SD = 5.78). The sample included both male and female HR professionals with diverse academic backgrounds ranging from undergraduate to postgraduate qualifications.

Characteristics

Instruments

Techno-eustress dimensions were assessed using the Techno-Eustress Creators Scale (Tarafdar et al., 2024). The scale measures four dimensions which includes techno-mastery, techno-autonomy, techno-enrichment, and techno-relatedness. Responses were rated on a 5-point Likert scale ranging from 1 to 5. In the present study, Cronbach's alpha coefficients for the dimensions ranged from .73 to .83. Thriving at work was measured using the Thriving at Work Scale by (Porath et al., 2012). The scale assesses two major components which are learning and vitality. For this study, the scale demonstrated a Cronbach's alpha of .90. Data were analyzed using SPSS 27 at the $< .05$ level of significance.

RESULTS

Hypothesis one proposed that techno-eustress dimensions (mastery, autonomy, relatedness, and enrichment) would significantly relate to thriving at work. This was tested using Pearson correlation.

Table 1 Descriptive Statistics and Zero-order Correlations Among Study Variables

	X	SD	1	2	3	4	5	Note. N = 145. ** $p < .01$
1. Techno-Mastery	2.91	.91	—					As shown in Table 1,
2. Techno-Autonomy	2.95	.87	.79**	—				
3. Techno-Relatedness	2.93	.86	.82**	.78**	—			
4. Techno-Enrichment	2.94	.90	.86**	.80**	.81**	—		
5. Thriving at work	2.93	.75	.71**	.68**	.72**	.69**	—	

all dimensions of techno-eustress were significantly and positively related to thriving at work. Specifically, the results showed strong correlations for techno-mastery ($r = .71$), techno-autonomy ($r = .68$), techno-relatedness ($r = .72$), and techno-enrichment ($r = .69$), at $p < .01$ with all relationships being significant. These findings indicate that HR professionals who experience higher levels of positive technological stress also report higher levels of learning and vitality. Techno-relatedness emerged as the dimension with the strongest relationship to thriving, thereby supporting the first hypothesis.

The second and third hypotheses regarding joint and independent prediction were tested using multiple regression analysis. To address potential multicollinearity due to the high correlations between predictors, Collinearity Diagnostics were performed. The Variance Inflation Factor values ranged from 3.32 to 4.78, and Tolerance values ranged from .20 to .30. Since all VIF values were below the threshold of 5, multicollinearity was not considered a significant threat to the model's stability.

Table 2 Multiple Regression Analysis for Techno-Eustress Dimensions Predicting Thriving at Work

Predictors	β	t	P	R	R^2	F	P	Tolerance	VIF
1.Techno-Mastery	.21	1.76	.08					.209	4.77
2.Techno-Autonomy	.18	1.77	.08					.301	3.32
3.Techno-Relatedness	.33	3.12	.002*	.76	.58	47.83	<.001	.264	3.79
4. Techno-Enrichment	.10	.81	.42					.216	4.62

* Dependent Variable = Thriving at work

As shown in Table 2, there was a significant joint influence of Techno-Mastery, Techno-Autonomy, Techno-Relatedness and lastly, Techno-Enrichment on Thriving at Work. [$R = .76$; $R^2 = .58$; $F(4, 140) = 47.83$; $p < .001$]. This means that these factors jointly accounted for 58% of the observable variation in Thriving at work among participants. The remaining 42% are accounted for by other factors which are not part of this study

Concerning independent prediction, only Techno-Relatedness significantly predicted Thriving at work ($\beta = .33$; $p < .001$), However, Techno-Mastery, Techno-Autonomy, Techno-Relatedness and lastly, Techno-Enrichment did not significantly independently influence Thriving at work. Therefore, hypothesis three is partly supported.

DISCUSSION

This study examined how techno-eustress dimensions predict thriving at work among HR practitioners in Nigeria. Hypothesis one, which states that techno-eustress dimensions will be related to thriving at work, was confirmed because all four dimensions indicated strong positive relationships with thriving. This is consistent with research linking positive technology appraisal to organizational resilience and employee growth (Fettahoğlu & Yıkılmaz, 2025; Zhou et al., 2026). In the Nigerian context, this result is supported by Ojogiwa and Nhari (2024) they observed that digital tools in Nigeria are most valued for their ability to foster social connectivity across bureaucratic structures. This finding indicated that for Nigerian HR practitioners, thriving is not just about being technical experts (techno-mastery), but about how technology maintains the communal and social ties that are central to Nigerian work culture (Adias, 2025; Kasali et al., 2025).

The second and third hypotheses were tested using regression analysis, observing that while the dimensions jointly accounted for 58% of the variance in thriving, only techno-relatedness emerged as a significant independent predictor. This finding is particularly salient in the Nigerian context because Nigerian organizational culture is often deeply rooted in communal values and social networking (Kasali et al., 2025; Ojogiwa & Nhari, 2024). therefore, for Nigerian HR professionals, the ability of technology to facilitate "relatedness" that is, connecting with colleagues, providing real-time feedback, and reducing social isolation may be more critical for their sense of vitality than technical mastery or autonomy alone. In an environment where bureaucratic silos which is a situation whereby departments, units, or groups within organization work separately and do not share information, ideas, or resources effectively can hinder efficiency. also, digital tools that promote social connectivity act as a primary resource for growth (Adias, 2025; Kasali et al., 2025) (Adias, 2025; Kasali et al., 2025).

The non-significance of techno-mastery and techno-autonomy as independent predictors suggests that in the Nigerian HR sector, technical skills are viewed as a baseline requirement, but they do not necessarily drive the "vitality" aspect of thriving unless they are coupled with social integration (Tarafdar et al., 2024). This underscores the importance of human-centered values and inclusive frameworks in digital HR transformation (Kasali et al., 2025).

Limitations Recommendations

A vital limitation is the sample size of 145 participants. Also, the data were collected at one point in time, and we cannot definitively state causality. Future studies should use larger samples and longitudinal designs to track changes over time. In addition, researchers should explore how infrastructure challenges, such as internet stability in might moderate the relationship between techno-eustress and thriving

In conclusion, this study shows that technology is not always a source of stress. When HR practitioners experience techno-eustress, particularly through feeling connected to others (techno-relatedness), they are much more likely to thrive at work. By focusing on the positive aspects of digital tools, organizations can help their HR professionals remain energetic, competent, and continuously learning in an increasingly digital world. Also, Techno-relatedness which is the most powerful driver of thriving among Nigerian HR practitioners according to the result of this study. Organizations should focusing on the social benefits of digital tools, so as to retain a resilient and thriving workforce.

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