



THE LEVEL OF TECHNOSTRESS AND WORK ENGAGEMENT AMONG SALES EMPLOYEES: THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AS BASIS FOR RECOMMENDATIONS AND STRATEGIES

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ABSTRACT

The rapid integration of sales-related technology has digitalized Fast-Moving Consumer Goods (FMCG) industry. Despite the increasing adaptation for techno-operations, studies examining employee's technostress in the Philippines, remain limited. Completed in April 2026, this study addressed this gap by determining the relationship between technostress and work engagement, with Perceived Organizational Support as a basis was done among sales employees of an FMCG company in Laguna, Philippines. Through quantitative-predictive design, data was collected through 55 employees using 3 validated instruments that quantify technostress, work engagement and POS. Findings revealed high levels of technostress, indicating excessive information demands and hindered work-life balance. Work engagement demonstrated high dedication but lower vigor, reflecting an engaged-exhausted employee profile. Logistic regression analysis revealed a weak positive relationship between technostress and work engagement, which perceived technology as an occupational demand rather than a direct cause of disengagement. Furthermore, based on logistic regression analysis, POS was a stronger predictor of work engagement than technostress. The study concluded that although digital demands place considerable strain on employees, strong organizational support helps sustain work engagement and commitment. By focusing on FMCG, who operate in a highly digitalized and performance-driven work environment, the study provides context-specific evidence to support employee-centered digital transformation initiatives which assist managers in mitigating technostress while maintaining engagement. Practical recommendations include implementing digital deceleration strategies and

establishing "right-to-disconnect" policies to reduce techno-invasion and strengthening managerial approaches increasing vigor. Future research is encouraged to employ other statistical approaches to further examine the relationships among technostress, organizational support, and work engagement.

Keywords: *Technostress, Work Engagement, Techno-WES, Perceived Organizational Support, Job Demand-Resources Model*

INTRODUCTION

The rapid integration of information and communication technologies (ICTs) has fundamentally transformed contemporary workplaces, enabling organizations to improve communication, operational efficiency, information management, and decision-making (Ragu-Nathan et al., 2008). Digital technologies have become particularly important in sales environments, where employees increasingly rely on customer relationship management (CRM) systems, sales force automation (SFA) applications, real-time reporting platforms, mobile devices, and digital communication channels to perform their responsibilities. Although these technologies can facilitate faster and more efficient work, their increasing complexity and continuous integration into everyday work processes may also create new psychological and occupational demands for employees. One consequence of this transformation is technostress, broadly described as psychological strain associated with the use and adaptation to technology (Brod, 1984).

Technostress has become an increasingly relevant concern as employees are expected to continuously learn new technologies, remain connected, respond rapidly to digital demands, and maintain productivity in technology-intensive workplaces. It commonly conceptualizes technostress through five technology-related stressors: techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Tarafdar et al., 2017). These stressors may manifest when employees experience excessive technology-related workloads, difficulty separating work from personal life, inadequate technological competencies, concerns about their ability to remain employable, or persistent pressure to adapt to technological changes. Previous research has associated excessive technological demands with cognitive fatigue, work-life imbalance, reduced productivity, and psychological strain (Ayyagari, 2012). Recent evidence likewise indicates that technology-related pressures continue to affect employees' well-being, demonstrating the timeliness of examining technostress amid increasingly digitalized work environments (Tilo, 2025).

The consequences of technostress are particularly relevant to work engagement. Work engagement refers to a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Engaged employees demonstrate energy and persistence in performing their work, strong involvement in their roles, and a high degree of concentration in their tasks. In technology-intensive workplaces, however, employees' capacity to remain engaged may depend not only on their ability to adapt to digital tools but also on the availability of organizational resources that help them manage

technological demands. Research has emphasized the importance of understanding engagement within ICT-rich work environments, including through technology-specific measures such as the Techno-Work Engagement Scale (Techno-WES) (Botella et al., 2024; Khan et al., 2025).

One organizational resource that may be particularly important in this context is perceived organizational support (POS). POS reflects the extent to which employees perceive that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Employees who perceive stronger organizational support may have greater access to assistance, guidance, training, and other resources that enable them to cope with demanding work conditions. In digitally transformed workplaces, such support may be especially relevant because employees must continuously adjust to changing systems and technological requirements. Previous research suggests that organizational support can help employees cope with workplace demands and may buffer the adverse effects of technostress by providing appropriate resources and emotional or instrumental assistance (Harunavambe, 2024).

The relationship among technostress, work engagement, and organizational support can be understood through the Stressor–Strain–Outcome (SSO) and Job Demands–Resources (JD-R) models. The SSO model provides a framework for understanding how environmental stressors can generate psychological strain and subsequently influence employee outcomes. Complementarily, the JD-R model proposes that employee well-being and motivation are shaped by the interaction between job demands and job resources, with sufficient resources potentially helping employees manage demanding work conditions and sustain engagement (Bakker & Demerouti, 2017). Applied to technology-intensive work, technostress may represent an important technology-related job demand, while organizational support may function as a resource that helps employees maintain engagement despite these demands.

Despite the growing body of literature on technostress and employee outcomes, an important contextual gap remains. Existing studies have examined technostress and engagement in several sectors, including education and business process outsourcing, but comparatively limited attention has been given to employees in the Fast-Moving Consumer Goods (FMCG) sector. This is noteworthy because FMCG sales work involves distinctive technology-mediated demands, including high employee mobility, real-time performance monitoring, CRM utilization, digital reporting, and continuous connectivity with organizations, customers, and other stakeholders. These characteristics may expose sales employees to forms of technological demand that differ from those experienced in more stationary or office-based occupations.

The Philippine context further provides a relevant setting for examining these relationships. As organizations increasingly adopt digital systems to improve sales operations and maintain competitiveness, employees are simultaneously required to adapt to evolving technologies while sustaining performance. The persistent connectivity associated with contemporary digital work may intensify technology-related demands and blur the boundaries between work and non-work activities. Yet, empirical evidence

concerning how these technological demands relate to work engagement among Filipino FMCG sales employees remains limited. Examining the role of organizational support is therefore important because the availability and perceived adequacy of organizational resources may influence employees' ability to remain engaged while navigating technology-related demands (Oraño & Falguera, 2025).

In response to this gap, the present study examined the relationship between technostress and work engagement among sales employees of an FMCG company in Laguna, Philippines from the year 2025-2026, while examining perceived organizational support as a potential organizational resource in this relationship. The study focused on the five dimensions of technostress which are techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty and assessed work engagement through the three dimensions of vigor, dedication, and absorption. A quantitative descriptive-correlational design was employed among 55 sales employees using total enumeration, with standardized survey instruments used to measure the study variables namely Technostress Creator Inventory Scale, Techno-WES, and SPOS for quantifying and describing Technostress, Work Engagement and POS respectively.

By focusing on an underexamined occupational and organizational context, this study contributes empirical evidence on the intersection of technological demands, employee engagement, and organizational support in FMCG sales. It also extends the application of the SSO and JD-R perspectives to a highly digitalized sales environment. More broadly, understanding these relationships may assist organizations in developing employee-centered approaches to digital transformation, including appropriate technological support, digital capability development, and organizational practices that promote sustainable employee engagement while managing the psychological demands associated with technological change.

Research Questions

This study was conducted to answer the following research questions:

1. What was the level of techno stress experienced by FMCG Sales Employees based on the following techno stressors?
 - 1.1 techno-complexity;
 - 1.2 techno-insecurity;
 - 1.3 techno-invasion;
 - 1.4 techno-overload; and
 - 1.5 techno-uncertainty?
2. What was the level of perceived organizational support of the sales employee based on the survey of perceived organizational support?
3. What was the level of work engagement among Fast-Moving Consumer Goods (FMCG) Sales employees in the context of Information and Communication Technologies (ICT) utilization on the following work engagement dimensions
 - 3.1 absorption;

3.2 dedication; and
3.3 vigor?

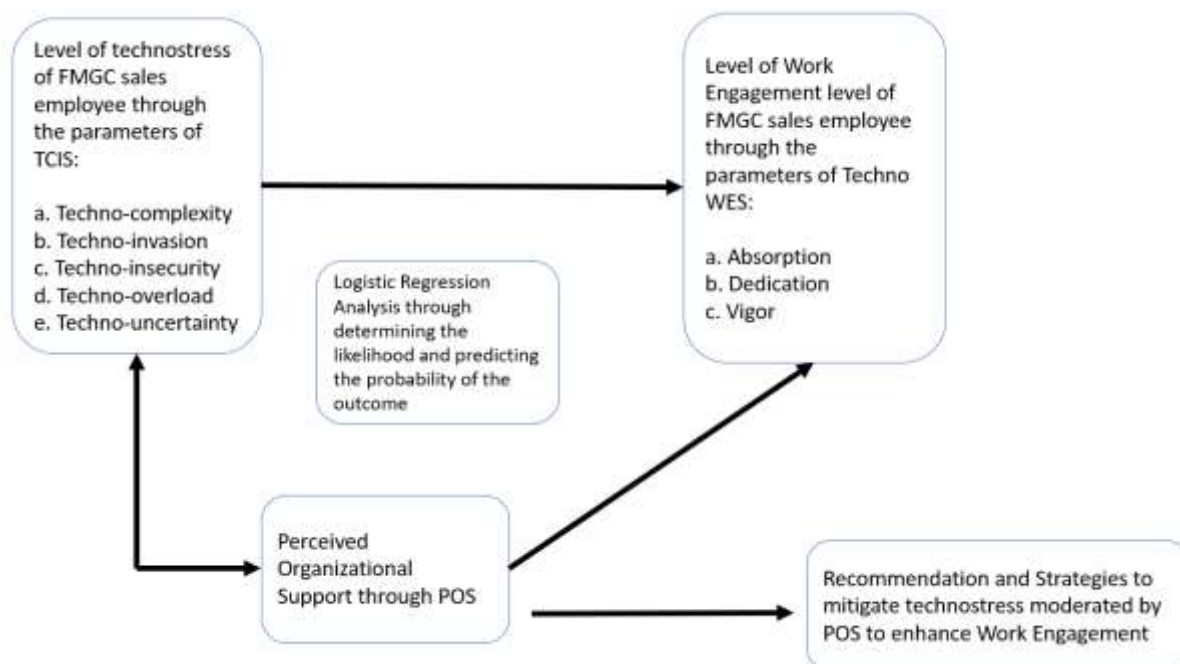
4. What was the extent to which technostress and perceived organizational support predict the likelihood of work engagement among FMCG sales employees?
5. What recommendations and strategies can be proposed to reduce technostress and enhance work engagement through POS to improve sales routines among FMCG sales employees?

METHODOLOGY

Research Design

This quantitative study determined the level of technostress and work engagement, moderated by POS, and correlated the relationship between technostress and work engagement of employees in an FMCG Company. This was assessed through Logistic Regression Analysis using the TCIS, SPOS, and Techno-WES survey formats. The study used Likert scale-based questionnaires administered through Google Forms for quantitative data collection and analysis. The research paradigm below was utilized to accomplish the goal of this investigation and study the selected variables.

Figure 1. Conceptual Framework of the Study



Research Locale

The study was conducted in the Laguna branch of a Fast-Moving Consumer Goods (FMCG) company in the Philippines. The branch was selected because of its

extensive use of Information and Communication Technologies (ICTs), including CRM systems, digital reporting tools, and real-time sales monitoring platforms. The locale provided an appropriate setting for examining technostress, work engagement, and perceived organizational support in a technology-driven sales environment. The study was conducted from September 2025 to April 2026, covering the preparation, data collection, analysis, and completion of the research.

Population and Sampling Design

The respondents consisted of 55 sales employees from an FMCG company in Laguna, Philippines. A total enumeration sampling technique was utilized, wherein all eligible sales employees who regularly used ICT-based systems in their work were included in the study. This method ensured complete representation of the target population and enhanced the reliability of the findings.

Research Instruments

This study used three types of questionnaires namely TCIS, Techno-WES and SPOS to determine the level of technostress, Work Engagement and POS and to determine the extent to which technostress and perceived organizational support predict the likelihood of work engagement among FMCG sales employees. The elements of the scales were found below:

Table 1. Elements for each Scales

Scale	Dimensions	No. of Questions
Technostress Creator Inventory Scale	Techno-overload	4
	Techno-invasion	4
	Techno-complexity	4
	Techno-uncertainty	4
	Techno-insecurity	
Techno-Work Engagement Scale	Vigor	3
	Dedication	3
	Absorption	3
Survey of Perceived Organizational Support		8
TOTAL		37

As the three scales follow the Likert-scale orientation, the equivalent scores per scale were established as follows

Table 2. TCIS and SPOS Degree of Interpretation

Degree Score	Interpreted Score for TCIS and SPOS	Interpreted Score for Techno-WES
1	Strongly Disagree	Never

2	Disagree	Rarely
3	Moderately Agree	Sometimes
4	Agree	Often
5	Strongly Agree	Always

RESULTS

Through TCIS, the overall median technostress score among the 55 FMCG sales employees was 4.0, indicating a high level of technostress. Among the five dimensions, techno-insecurity, techno-invasion, and techno-overload obtained the highest median scores of 4.0, followed by techno-complexity (3.5) and techno-uncertainty (3.0). Overall, techno-overload ranked highest, while techno-uncertainty ranked lowest.

Table 3. Level of Technostress

Technostress		
Subdimensions	Questions	Median
Complexity	I find it challenging to understand new technologies used at work	3
	I often need assistance to learn how to use new systems.	4
	I feel overwhelmed by the number of new technologies I must learn.	4
	It takes me longer than others to learn new technology tools.	3
	Overall Median	3.5
Insecurity	I worry that others who are more skilled with technology could replace me.	4
	I feel pressured to constantly improve my technological skills.	4
	I'm concerned that new technologies might make my job less relevant.	4
	My job feels less secure because of technological advancements.	4
	Overall Median	4

Invasion	I feel I must respond to work messages even during my personal time.	4
	I find it hard to disconnect from work because of technology	4
	My personal life is often interrupted by work-related technology.	4
	Technology makes it difficult to maintain a healthy work-life balance.	3
	Overall Median	4
Overload	Technology often makes me work faster than I can comfortably handle.	4
	I am expected to do more work because of technology.	4
	Technology increases the amount of work I have to complete each day.	4
	I often feel pressured to work faster due to technological tools.	4
	Overall Median	4
Uncertainty	The technologies I use are frequently changed or updated	4
	I find it stressful to keep up with new versions of software or systems	3
	Technology at work changes so fast that I struggle to stay current.	3
	The pace of technological change in my workplace is unsettling.	3
	Overall Median	3

On the other hand, through Survey of Perceived Organizational Support, the results obtained an overall median score of 3.0, with a reported mean score of 3.29. This indicated a moderate level of perceived organizational support among the sales employees.

Table 4. Level of POS

Perceived Organizational Support	
Questions	Median
The organization values my contribution to its well-being.	3
The organization fails to appreciate any extra effort from me.	3
The organization would ignore any complaint from me.	3
The organization really cares about my well-being.	3
Even if I did the best job possible, the organization would fail to notice.	3
The organization cares about my general satisfaction at work.	3
The organization shows very little concern for me.	3
The organization takes pride in my accomplishments at work.	3
Overall POS Median	3

Through Techno-WES, overall work engagement obtained a median score of 3.0, indicating a moderate level of engagement. Among its three dimensions, dedication had the highest median score of 4.0, while absorption and vigor both obtained median scores of 3.0.

Table 5. Level of Work Engagement

Work Engagement		
Subdimensions	Questions	Median
Dedication	I am enthusiastic about utilizing technology in my job	4
	Utilizing technology inspires me in my job	3
	I am proud that I utilize technology in my work	4
	Overall Dedication Median	4

Absorption	I feel happy when I immersed in using technology in my work	3
	I am completely immersed in using technology in my work	3
	I get carried away when I work with technology.	3
	Overall Absorption Median	3
Vigor	When I utilize technology in my work, I feel that I am bursting with energy	3
	I feel strong and vigorous when I use technology in my job	3.5
	I always persevere with using technology in my work, even when it does not go well.	3
	Overall Vigor Median	3

Table 6. Relationship between Technostress, Work Engagement and POS

Variable	P-value	Interpretation
TCIS&WE	0.3133	Weak Positive
SPOS&WE	0.002	Moderate Positive
Technostress & POS	0.0026	Weak Positive

To gauge the relationship of Technostress, POS, and Work Engagement, a multivariate logistic regression was conducted to examine whether technostress and POS predicted the likelihood of high work engagement. POS was a significant predictor of high work engagement ($p = .002$, Odds/Ratio = 34.65), indicating substantially greater odds of high work engagement among employees with higher perceived organizational support. In contrast, technostress was not a statistically significant predictor ($p = .313$, Odds/Ratio = 3.38). Furthermore, a weak positive relationship was found between technostress and perceived organizational support ($p = 0.26$).

DISCUSSION

The findings indicate that FMCG sales employees experienced a high overall level of technostress, with techno-overload, techno-invasion, and techno-insecurity emerging as the most prominent dimensions. The high techno-overload score suggests that employees experienced substantial technology-related workload and pressure from managing multiple digital tasks and systems. This is particularly relevant in FMCG sales,

where employees simultaneously manage sales activities, reporting requirements, customer communication, and digital monitoring. These findings are consistent with literature describing techno-overload as a technology-related demand that can increase cognitive workload and psychological strain (Tarafdar et al., 2007; Ayyagari, 2012).

The high level of techno-invasion suggests that technology may extend work demands beyond conventional working hours. The employees' use of multiple communication platforms and the expectation to remain accessible may reduce opportunities for psychological detachment and recovery. This finding supports previous research linking techno-invasion with work–life imbalance and difficulty disengaging from work (Ayyagari et al., 2011). In the present setting, the use of multiple messaging applications and after-hours communication provides a possible explanation for the elevated techno-invasion score.

Techno-insecurity also showed a high median score, indicating concerns regarding employees' ability to remain competent and relevant as technologies change. The findings suggest that employees may perceive technological proficiency as increasingly important to maintaining their performance and career position. Within the JD-R framework, techno-insecurity can be viewed as a job demand that consumes psychological resources when employees perceive inadequate training, development opportunities, or organizational reassurance.

In contrast, techno-uncertainty obtained the lowest median score of 3.0. This suggests that technological changes were present but were comparatively more manageable for employees. Rather than producing the same level of concern as insecurity or overload, continuous technological changes may have become an expected characteristic of the employees' work environment.

Despite high technostress, employees demonstrated moderate overall work engagement, with dedication emerging as the strongest dimension. The high dedication score suggests that employees remain committed and enthusiastic about their work even while experiencing substantial technological demands. In contrast, vigor and absorption were moderate, indicating comparatively lower levels of energy and deep concentration. This pattern may reflect an engaged but strained workforce, in which employees remain committed to their roles while their energetic resources are affected by persistent technological demands.

The moderate level of Perceived Organizational Support (POS) provides additional context for these findings. Employees generally perceived some degree of organizational concern and support, but the score did not indicate a highly supportive environment. Under the JD-R framework, organizational support may function as a job resource that helps employees cope with demanding work conditions and sustain engagement.

Most importantly, the logistic regression showed that POS was a significant predictor of high work engagement ($p = .002$, $OR = 34.6$), whereas technostress was not a significant predictor ($p = .313$, $OR = 3.38$). This suggests that organizational support had a stronger statistical association with work engagement than technostress in this

sample. The finding is consistent with the JD-R perspective that job resources can play an important motivational role in sustaining employee engagement despite demanding work conditions.

The non-significant effect of technostress suggests that experiencing technological demands did not, by itself, reliably predict whether an employee had high or low work engagement in this sample. One possible explanation is that employees may continue to remain dedicated to their work because of other motivational resources, such as organizational support and the nature of sales incentives. The study findings therefore highlight high technological demands and employee engagement can coexist, but sustained engagement may depend substantially on the organizational resources available to employees. A weak positive relationship was found between technostress and perceived organizational support ($p = 0.26$) which appears counterintuitive, it indicates that employees experiencing higher technological demands are also more likely to recognize and utilize available organizational resources. This finding supports the Support Mobilization Hypothesis, which suggests that employees facing greater challenges tend to seek and appreciate organizational assistance more actively (Harunavamwe, 2024). Thus, the findings support the importance of examining technostress not only as a potential source of strain but also within the broader context of organizational resources. The combination of high technostress, moderate POS, and moderate overall engagement with high dedication suggests that employees may remain committed while experiencing considerable technological pressure.

In relation to the results, several strategies were identified to address the technological challenges experienced by FMCG sales employees. First, to address techno-overload, organizations can implement digital workflow optimization initiatives, including periodic audits of CRM processes and reporting requirements. Simplifying redundant digital tasks and implementing microlearning sessions can help lessen cognitive burden and improve employee efficiency. Previous studies have shown that streamlining digital workflows can significantly reduce technology-induced workload and improve employee well-being (Bakker and Demerouti, 2017).

The high level of techno-invasion suggests the need for stronger work-life boundary protections. Organizations can establish policies supporting employees' right to disconnect by limiting non-essential work communications outside official working hours. This help employees detach from work, improve recovery opportunities, and reduce the risk of emotional exhaustion associated with constant connectivity (Mahboob, 2016).

Given the substantial techno-insecurity experienced by employees, organizations should invest in continuous learning and technology development programs. Regular ICT training, digital upskilling initiatives, and transparent communication regarding technological changes can help employees perceive technology as a resource rather than a threat. These interventions can reduce fears of technological replacement and strengthen employee confidence in adapting to evolving digital systems (Mahboob, 2016).

Findings also revealed that vigor was the lowest dimension of work engagement. To enhance employee energy and resilience, organizations can introduce structured

recovery periods, digital detox intervals, and wellness initiatives thus preventing fatigue due to technology. Research suggests that short recovery breaks and opportunities to disengage from digital demands can replenish psychological resources and sustain employee engagement (Khan et al., 2025).

Furthermore, the moderate level of perceived organizational support highlights the need to strengthen organizational support mechanisms. Managers and supervisors should be trained to provide consistent technical guidance, constructive feedback, and emotional support to employees navigating digital work environments. Since POS demonstrated a positive relationship with work engagement, strengthening support systems can help sustain employee dedication despite technological demands (Harunavambe, 2024).

Overall, the findings suggest that organizations should adopt a human-centered approach to digital transformation. Consistent with the Job Demands–Resources (JD-R) model, reducing excessive technological demands while increasing organizational resources can help maintain employee well-being and engagement. Likewise, the Stressor–Strain–Outcome (SSO) model suggests that minimizing technology-related stressors can reduce psychological strain and improve organizational outcomes. Through these strategies, technology can function as a resource that enhances performance rather than a source of workplace stress.

Conclusions

The analysis of data from the sales employees on technostress levels and work engagement, modulated by perceived organizational support, yielded the following noteworthy conclusions:

The respondents experienced a generally high level of technostress, particularly in techno-overload, techno-invasion, and techno-insecurity. These findings indicate that excessive technological demands, constant connectivity, and concerns regarding technological displacement are significant occupational concerns within the organization. In contrast, techno-uncertainty recorded the lowest level of stress, suggesting that employees have generally adapted to ongoing technological changes.

The respondents reported a moderate level of perceived organizational support, indicating that they generally perceived the organization as valuing their contributions and caring about their well-being. However, this level of support was not sufficient to fully offset the pressures associated with technological demands. Strengthening managerial support, work-life boundaries, and employee-centered policies may therefore be necessary to improve employee resilience and well-being.

The respondents demonstrated moderate to high levels of technological work engagement, with dedication emerging as the strongest dimension, reflecting sustained commitment, enthusiasm, and professional pride. Meanwhile, moderate levels of vigor and absorption suggest that employees remained engaged despite experiencing some energy depletion and reduced immersion in technology-mediated tasks. Continued

exposure to high technological demands may therefore challenge the sustainability of their engagement over time.

The findings revealed a weak positive relationship between technostress and work engagement, indicating that technological stress did not automatically result in employee disengagement. In contrast, perceived organizational support demonstrated a moderate positive relationship with work engagement, suggesting that organizational support plays a more influential role in sustaining engagement. The weak positive relationship between technostress and POS further suggests that employees experiencing greater technological demands may be more likely to recognize and utilize available organizational support mechanisms.

Based on these findings, organizations should adopt human-centered digital workplace strategies to balance technological demands with available organizational resources. These strategies include digital workflow optimization to reduce techno-overload, boundary management policies to address techno-invasion, continuous ICT training, recovery and digital detox initiatives to strengthen vigor, and proactive managerial support to enhance POS. Collectively, these interventions can help mitigate technostress while sustaining employee well-being, engagement, and productivity.

Recommendations

The findings of this study provide valuable insights into the relationship among technostress, work engagement, and perceived organizational support among FMCG sales employees. However, the study was limited to a single organization and a small population. Future researchers are encouraged to conduct similar studies involving larger samples and multiple organizations across different industries and branches to improve the generalizability of the findings. Comparative studies can also be undertaken to determine whether the levels of technostress and work engagement differ across various groups and settings.

Furthermore, future studies may explore additional variables that were not included in the present investigation but may influence employee experience in technology-driven workplaces. Factors such as organizational culture, digital literacy, and resilience may provide a more comprehensive understanding of how employees adapt to technological demands. Researchers may also employ different frameworks to gain deeper insights into employees lived experiences, perceptions, and coping mechanisms related to technostress.

Finally, longitudinal and intervention-based studies are recommended to examine how technostress, work engagement, and perceived organizational support evolve over time. Future researchers may evaluate the effectiveness of organizational initiatives such as digital detox programs, right-to-disconnect policies, technology training programs, and enhanced support mechanisms in reducing technostress and promoting sustainable employee engagement. Such studies would contribute to the development of evidence-

based strategies for managing the challenges associated with digital transformation in the workplace.

Compliance with Ethical Standards

The study adhered to ethical standards throughout the research process. Permission to conduct the study was obtained from the Human Resources Department and Regional Manager of the participating FMCG company prior to data collection. The author also secured permission from the respective creators or copyright holders of the survey instruments prior to their use in the study. All eligible respondents were provided with an online informed consent form and were informed of the voluntary nature and purpose of their participation before completing the survey. The questionnaires, namely the Technostress Creators Inventory Scale (TCIS), Survey of Perceived Organizational Support (SPOS), and Techno-Work Engagement Scale (Techno-WES), were administered through Google Forms.

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