

LEADERSHIP STYLE, INFORMATION TECHNOLOGY USE AND TECHNOSTRESS IN THE UNIVERSITY REGISTRY

BY

SAMUEL, TOYOSI DANIEL

toyosidaniel@yahoo.com

DEPARTMENT OF INFORMATION MANAGEMENT,
BABCOCK UNIVERSITY, ILISAN REMO, OGUN STATE, NIGERIA

&

ENIDIOK, OKONEFFIONG

oenidiok@yahoo.com

LIBRARY

AKWA-IBOM STATE POLYTECHNIC,
IKOT EKPENE, AKWA-IBOM STATE NIGERIA

ABSTRACT

Leadership has been described as an act of influencing others to achieve organizational goals. It is about listening to people, supporting, encouraging, and involving them in decision making and problem solving. The entrance of technology has introduced several changes in organizations today; it has simplified work and made information available to everyone and it has improved the quality of services rendered by organisations including the universities. However, a good and effective leadership is very important in the implementation, adoption and use of information technology in different organizational settings for it to be efficient, effective and successful in the university setting especially the university registry which plays a prominent role in the life of a university otherwise, it can create problems and challenges which researchers now refer to as technostress and which leaders needs to be weary of, especially leaders in the university registry.

Keywords: Leadership style, leader, information technology, information technology use, technostress, university registry, information technology model

Introduction

Reading of most management textbooks would readily reveal that leadership is one of the four management functions that need to be assumed by any manager. It is an important resource of all organizations and it is exhibited by individuals through a broad scope of talents and abilities. Leadership is an act that influences others in a shared direction. In the broadest sense, leadership refers to that process whereby an individual directs, guides, influences or control the thoughts, feelings or behaviour of other people. As affirmed by Fatokun, Salaam and Ajegbomogun, (2010), leadership is in hierarchy and is usually illustrated as a triangle with the head at the apex of the triangle and authority flowing downward to all other parts of the triangle.

Since its inception, information technology has been seen by many people as the cure for many organizational ills and antidote for poor performance. The introduction of information technology (IT) into the university system has greatly improved the services rendered by the universities. The university registry is the core centre of information resources in any university apart from the library and it houses student's records and other important records of the university. These records include admission/matriculation records, enrolment/registration records; students' academic cumulative records- transcripts/result, convocation brochure and album, students' disciplinary records and academic bulletins which contain all the courses students register for semester by semester according to their departments among others. The records of a university as corroborated by Atulomah, (2011) constitute university's corporate memory which supplement human memory and serve as guides for effective planning and decision making. Therefore, records are invaluable to any university administration.

In order to meet up with world standard and also improve on the poor records management practices in Nigerian universities, information technology was introduced to ease the problem of manual documentation of records and improve the quality of service delivery. The registry just like any organization needs leadership. They are complex units/departments with their own objectives; hierarchical structure, official decision making process, institutional policies and routines to enable them achieve set goals. The university registry serves different people with different need from within and outside the university community. The main function of the university registry is quality service delivery and as such has to organize its information/records properly, have a good work attitude and achieve its goals through a good leadership style. Though the entrance of information

technology has brought many good things, what is often ignored is that they also introduce their own special problems and concerns into the university setting. These problems according to researchers are referred to as technostress which often manifest in different ways within the university registry.

Statement of problem

Leadership as stated above is an important resource of any organization and exhibited by individuals through different talents and abilities. As one of the four management functions assumed by any manager in an organization or department, he/she is expected to provide direction for the organization and lead followers towards achieving the desired goals. Several studies have indicated that the excellent leader does not only inspire his/her subordinates' potentials in order to enhance efficiency but also meets their requirements in the process of achieving organizational goals. In a university system, the internal functions include the task of admission of students, management of student profile, course administration, examination administration, welfare services and certification of studies. All these are documented as official records of a university containing important information which are kept and preserved for easy retrieval and utilization for decision making among other needs of the university. In nearly all universities, most of these records are domiciled in the registry unit of the university. Therefore, the duty of keeping these records safe and secured from destruction rests on the shoulders of the records personnel in the university registry.

For the safe keeping and retrieval of records, information technology (IT) has been introduced in many Nigerian universities to meet up with the level of attention records management has received in the developed world and it has brought in different ways of safe record keeping and easy retrieval of records for decision making. Though the entrance of information technology has brought in better management and decision making through accurate record keeping for universities, what is often ignored is that they also introduce their own special problems and concerns in the university registry which is often referred to as technostress. In a changing world where technology is rapidly changing, the leader is a critical factor in providing the needed support for a successful change and use of IT in a university registry.

Therefore, this paper looks at the various leadership styles available, which leadership style best promote information technology use in the registry and provide necessary support (physical and psychological) to the registry

personnel. The paper will also attempt to look at the major causes of technostress through IT use in the registry and suggest possible solutions for improvement.

Objectives

The main objective of this paper is to look at the relationship between leadership style, information technology use and technostress in a university registry. Specifically, the paper will;

1. Identify the various leadership styles available to a leader in a university registry
2. Identify the effect of leadership style on information technology use in a university registry
3. Examine the various causes of technostress in the university registry
4. Examine the effect of technostress on IT use in the registry
5. Identify how leadership style can improve IT use while reducing technostress in the registry
6. Determine the extent of IT use in a university registry

Literature Review

Concept of leadership

The concept and definition of leadership and style may differ from one person, situation to another and it has been identified as an important subject in the field of organizational behaviour (Obiwuru, Andy, Akpa, &Nwankwere, 2011). It is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010; Yulk, 2005 cited in Voon, Lo, Ngui, &Ayob, 2011). Obiwuru, et al, 2011 also argues that leadership has been used in various aspects of human endeavour such as politics, business, academics, and social works among others. According to them, leadership is one with the most dynamic effects during individual and organizational interaction, that is, the ability of management to execute collaborated effort depends on leadership capability.

In his own words, Stogdill, 1957 cited in Obiwuru, et. al, 2011 states leadership as the individual behaviour to guide a group to achieve the common target while Fry, (2003) refers to leadership as the use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. According to Carter and Jone-Evans, (2006) in

Mandiya, Machera, & Karodia, (2014), "the art of leadership is to hold employees accountable for results, while at the same time" maintaining morale and employee satisfaction. Leaders as commented by Afolabi, Obude, Okediji, & Ezech, (2008) are agents of change whose acts affect other people more than peoples' acts affect them while they describe leadership as an attempt to use non-coercive types of influence to motivate individuals to accomplish some goals.

It is an undeniable fact that technology has become an integral part in today's society (Ahmad, Amin & Ismail, 2009). Technological revolution in organization has not only improved efficiency but is also helping to reduce the problem of boredom in the workplace (Vieitez, Carcia, Rodriquez, 2001 cited in Ahmad, Amin, & Ismail, 2009). Technology has been regarded as one of the tools for organizational effectiveness and efficiency, it has also been described as a double-edge sword (Ahmad, Amin & Ismail, 2010). This implies that even though many feel comfortable and really gain from the usage of technology, there are some who do not like to use technology much and are not comfortable with it. This is because technology requires people to change but adapting to it, is not as easy as one thinks.

Brod, 1984; Weil & Rosen (1997), in Ahmad, Amin & Ismail (2010) argues that in the work place, some workers worry that machines will be taking over their jobs as more and more functions have been computerised and as technology is rapidly changing, it has caused a lot of employees to suffer from a phenomenon which several researchers refer to as technostress (Isiakpona & Adebayo 2011; Rajesh, Roshan, Yashu, & Saran 2013; Ahmad, Amin, & Ismail 2010; Sinha & Sinha 2012). According to them, technostress has been defined as modern disease of adaptation caused by inability to cope with new computer technologies in a healthy way (Brod, 1984) while others refer to it as inability to adapt to changes brought by technology or a negative psychological, behavioural and physiological impact caused either directly or indirectly by technology. Also, Davis-Millis (1998) in Ahmad, Amin & Ismail (2009) identifies technostress as a condition whereby a person has to adapt to new technology especially when there is inadequacy of the equipment, support or the technology itself.

Ennis (2005) cited in Isiakpona & Adebayo (2011) listed several reasons for technostress which include pace of technological change, lack of proper training, increase workload among others while Clute (1998) argues in Ahmad, Amin & Ismail (2010) that the three main causes of technostress are inexperience with computers, performance anxiety and lack of training/insufficient training. Other causes of technostress include network

issues, low proficiency level of personnel, unfriendly user, software, lack of standardization of hardware and software and so on.

Theoretical Framework

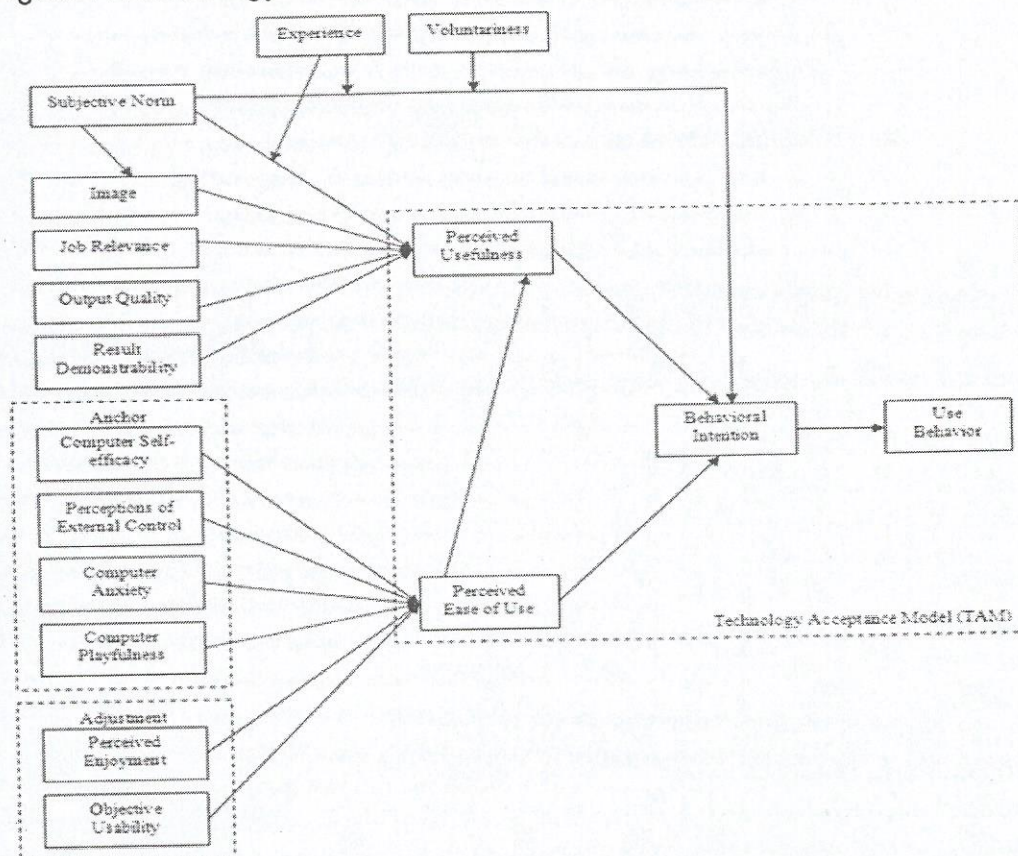
For the purpose of this study, the Technology Acceptance Model (TAM) information system theory is used to explain how users of information technology come to accept, adopt and use information technologies. According to Chen, Li & Li, (2011), TAM was developed in 1989 by Fred Davis and is considered as one of the most influential research models in studies of the determinants of information systems (IS) and information technology (IT) acceptance to predict intention to use and acceptance of information systems and information technology by individuals. The model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it. These factors or determinants are perceived usefulness and perceived ease of use.

Perceived usefulness is the degree to which an individual believes that using a particular IS or IT would enhance his/her job performance while perceived ease of use is the degree to which a person believes that using a particular IS or IT would be free of effort that is , the degree of ease associated with using a system. It is suggested that perceived ease of use and perceived usefulness would positively affect the attitudes toward an information system; and further positively affect the individuals' intention to use and the acceptance of the information system. Also, perceived ease of use would positively affect perceived usefulness while both are influenced by external variables.

The TAM has been continuously studied and expanded due to criticisms from other researchers. TAM 2 (Venkatesh& Davis, 2000), an upgrade of TAM 1 was combined with the model of the determinants of perceived ease of use to develop an integrated model of technology acceptance namely TAM 3 shown below. TAM 3 was considered useful for this paper because some of the factors/variables that affects perceived ease of use are similar to the variables used in this paper. In 2008, Venkatesh and Bala carried out a research to develop a comprehensive integrated model of the determinants of individual level IT adoption and use. This model is TAM 3 which presents a complete nomological network of these determinants. Another objective was to do an empirical testing of the proposed integrated model and finally present a research agenda focused on potential pre and post implementation interventions that could enhance employees' adoption and use of IT.

TAM 3 according to Venkatesh & Bala, (2008), emphasizes the unique role and processes related to perceived usefulness and perceived ease of use and theorizes that the determinants of perceived usefulness will not influence perceived ease of use and vice versa. The determinants of perceived usefulness are subjective norm, image, job relevance, output quality and result demonstrability while the determinants of perceived ease of use include computer self-efficacy, perceptions of external control, computer anxiety, computer playfulness, perceived enjoyment and objective usability. They also found out that experience is an important moderating variable in IT adoption contexts because user's reactions may change over time. In addition, it was suggested that with increasing experience, while the effect of perceived ease of use on behavioural intention will diminish, the effect of perceived ease of use on perceived usefulness will increase. This clearly shows that perceived ease of use is still an important use reaction towards IT even if users have substantial hands-on experience with IT.

Figure 1: Technology Acceptance Model 3 (TAM3)



Source: Venkatesh, V. & Bala, H. TAM3 (2008).

These researchers found that experience will moderate the relationships between (i) perceived ease of use and perceived usefulness; (ii) computer anxiety and perceived ease of use; and (iii) perceived ease of use and behavioural intention that is, there will be stronger relationship between them. Lastly, they suggest interventions that can be used to improve adoption and use of information technology. They are design characteristics, user participation, management support, incentive alignment, training, organizational support and peer support.

Leadership Styles

Leadership is about listening to people, encouraging and supporting them, involving them in decision making and problem solving processing. A leader takes the central role in interactions and influences the behaviour of others in an organization. He is an individual who has authority over others and is responsible for guiding their actions (Fatokun, Salaam and Ajegbomogun, 2010). Leaders have managerial authority and influence those around them to reap maximum benefits. Leadership is seen as the manner in which the leader executes and motivates his subordinates towards accomplishing the organizational goals (Ogbah, 2013). It is about building teams and developing their ability to make skilful decisions and also has a direct cause and effect relationship upon organizations and their success.

Research (Bhatti, Ahmad, Aslam, Nadeem & Ramzan, 2012; Obiwuru, Okwu, Akpa & Idowu, 2011; Thisera, 2013; Voon, Lo, Ngui, & Ayob, 2011; Murray & Riordam, 2007; Khan, Asghar, & Zaheer, 2014; Mandiya, Machera & Karodia, 2014)) shows that various leadership styles exist and they all in one way or the other accomplish the task and management functions of organisations. The most common ones are: -

Autocratic leadership style: - This leader retains as much power and decision making authority as possible. He/she does not consult the staff and they are not allowed to give input but only obey orders without receiving explanations. He/she relies on threats and punishment to influence staff. With this type of leadership, support for adequate use of information technology in an organization may be difficult.

Bureaucratic leadership style: - This leader manages by the book. Everything is done according to procedure or policy. He/she refers matters to the next level if not covered by the book. This type of leader may not be fully successful because he or she does not exercise the skills, knowledge or personal qualities he possesses but will only rely on written instructions.

Democratic leadership style: - This is also known as participative style. This leader encourages staff to be part of decision making, keeps staff informed about everything that affects their work and shares decision making and problem solving responsibilities. He/she recognizes and encourages achievement, encourages staff to grow on the job and allows them to establish goals. Democratic leadership seeks information, opinions, preferences, leads in discussions and uses consensus or majority vote to make the final choice.

Laissez-faire leadership style: - Also known as the hands-off style. He/she provides little or no direction and gives staff as much freedom as possible. Here, all authority is given to staff; they determine goals, make decision and resolve problems on their own.

Other leadership styles identified by literature are: -

Transformational leadership style: - This is a leader who transforms a vision into reality and motivates workers to transcend their personal interest for the good of the community or group. They facilitate multiple levels of transformation and align them with core values and a unified purpose. Leaders using this style create an environment where workers are empowered to fulfil their highest needs and become a member of a productive learning community. They bring positive and valuable changes in employees, seeking to align followers' aspirations and needs with desired organizational outcomes thereby promoting followers' commitment to the organization and inspire them to exceed their expected performance. Embedded in this style are moral leadership, leading with love, and spiritual leadership.

Transactional leadership style: - These are leaders who view management as transactions and use their legitimate, reward and coercive power to give commands and exchange rewards for services rendered. They are always willing to give you something in return for following them like salary increase, promotion, good performance review among others. This means subordinates receive rewards (short term rewards) for good performance. Here, leaders clearly describe the type of performance is required from subordinates and what will be rewarded or punished. Other leadership styles identified are charismatic, creative, corrective, change, intelligent, multicultural, pedagogical, servant, bridging and purposeful leadership styles.

Of all the leadership styles enumerated above, the researchers agree that the two conventional leadership styles are transformational and transactional leadership styles. However, literature has suggested that a

number of managers used a variety of leadership styles and behaviours in their regular situations while others use one or two of the leadership styles or behaviour levels. Some leaders also use a particular style according to a particular situation (Bhatti, Ahmad, Aslam, Nadeem & Ramzan, 2012). In addition, the researchers all agree that transformational leadership is generally regarded as more desirable than transactional but they argue that all leadership is transactional because there is reward for all jobs done in any organisation though. However, these transactions are not confined to only term rewards like transactional leadership.

Information Technology use in the university Registry

Information technology (IT) has been described as the development, implementation and maintenance of computer hardware and software systems which are used to organise and communicate information electronically. It can also be referred to as a term which includes all forms of technology (computer and telecommunication equipment) used to create, store, process, retrieve, transmit, manipulate, exchange and utilize data or information in its various forms often in the context of a business or other enterprise, also in conversions, still images, motion pictures and multimedia presentations. Information technology has definitely become part of everyday language and is not only used to describe computers and computer networks but also encompasses other information distribution technologies like television, mobile phones, electronic mail, photocopying machine, scanner, telefax, DVD, CD- ROM, other hand held personal devices and so many other growing array of new inventions. Information technology has helped in shaping both the business world and our society in general.

Cakmak&Tas (2012) enumerated some of the advantages and challenges of information technology. Some of the advantages include faster communication and decision making; savings in space and furniture; faster handling of routine work; share of information; quick access of correct and up-to-date information; cost reduction; improved corporate image and better customer service; less use of paper; improves data storage and file management and less use of paper among others while some of the challenges are security problems; vulnerability to technical faults; huge capital investment; money laundering; resistance to change; continuous training of workers and demand for upgrading; lack of standards and coordination problems among others.

The registry plays a prominent role in the academic life of any given university. The university registry with the Registrar at the head and the

chief Administrative Officer has a dual role or function of assisting the vice-chancellor in the day to day running of the university and as secretary of the statutory bodies of the university as well as the various committees and ad-hoc committees such as senate, council, congregation, convocation among others. As a service centre, the registry serves the statutory bodies, the entire university community and the public generally having the main goal of rendering efficient and effective service to everyone.

In its description of the role of its registry, the University of Wisconsin, Madison states that "the office of the Registrar play a critical role in facilitating the attainment of campus goals and initiatives by providing some of the academic administrative infrastructure necessary for continued service to students and campus". However, Michigan State University, University of Bath and others reviewed, gives a detailed description of the role of university Registry which is similar to university registries in Nigeria. In the Nigerian university system, the registry's responsibilities among others are:

- Admission process for all students into degree and non-degree programmes
- Manual and online registration of all students
- Coordination of all university examinations
- Manual and online student's records management
- Custodian of all university rules and regulations, policies and decisions and supports the implementation and proper compliance of such rules by both staff and students
- Secretariat for major university committees such as Senate, Administrative Committee, Academic congregation, University Council, Student Disciplinary committees and other Ad-hoc committees
- Liaises on behalf of the university with other bodies such as Joint Admissions and Matriculation Board (JAMB), Nigerian University Commission (NUC) and so on.
- Provides career advisory service to students that is, career guidance for students on courses to select so that they can benefit from their programme.

From the above, it is evident that the main responsibility of a university registry is data/information creation, storage, process, record retrieval, dissemination/share and utilization of data or information. Applying in the context of records management in the university registry, information technology (IT) is designed to help records management personnel in their stewardship functions, supports management in decision making and day to day operations. Gathering/creation, processing and storing of data using IT helps organizations like the universities to increase their efficiency and effectiveness by improving their decision making process.

To meet up with the standard of records management in the developed world and also reduce the problems encountered by universities in the management of records in Nigerian universities, information technology (IT) was introduced to help manage records. In most Nigerian universities, it is referred to as University Management Information System (UMIS). Information technology is used mostly in the;

Admission process- Information technology is used for the admission process of all students into degree and non-degree programmes. Before students are admitted into the university, they are required to first fill certain forms on their personal details which have been uploaded on-line onto the university websites. Candidates are communicated through their mobile phones, newspapers and other means to inform them of the forms to be filled online. Dates of examinations are also communicated and candidates can also choose dates that are convenient for them online. All these information are then forwarded back to the registry on-line for processing. In addition, several universities now use IT to conduct their entrance examinations and the results are also collated on-line for admission process. In some universities like Babcock University, successful candidates are also made to print their admission letters from the university websites so as to reduce the use of paper. All the uploaded details of successful candidates are then stored in the university database (UMIS) for easy retrieval and use.

Sessional/semester registration of all students- Information technology enables the uploading of semester courses needed for graduation by all students. Once all the courses to be offered in a semester are uploaded, students can go on-line and complete their registration since their personal details have been captured during the admission process.

Coordination of all university examinations- In several universities where IT is maximally used, examination timetables are coordinated centrally with the use of information technology. Each department submits their examination timetable to a central body whose duty is to harness all the timetables submitted, manipulate and then process everything together into one central examination timetable. This enables the officers in the department to know which spaces have been filled up and those remaining.

Online student's records management- Today, the university registry is also using information technology to manage students' records. All the personal detail records of all students are well secured by the registry in the university management information system for safe keeping and easy retrieval for decision making. Student's semester results, certificates and student's disciplinary issues are also well secured on UMIS for confidentiality of the records.

Rules, regulations and policies- The university registry is the custodian of all university roles and regulations and policies. With information technology, all the rules, regulations and policies regarding students and other issues are communicated to all units and departments of the university through the internet using the university website

Preservation of committee reports- The registrar is the secretary of statutory bodies of the university as well as the various committees and ad-hoc committees such as senate, governing council, administrative committee, academic congregation, students disciplinary committee and other ad-hoc committees. The minutes and all the decisions of all these committees are communicated to the university community through the university website and are also preserved in information systems. All these information are also backed up into devices such as CD-ROM, external hard drives and flash drives in case of obsolescence associated with the rapid changes occurring in the development of hardware/software system design or they are mistakenly deleted from the computer systems. In addition, notices of meetings are communicated on-line from the registrar's e-mail box to all members unlike before when paper was used to circulate notices of meetings.

Technostress in the university registry

The entrance of technology has no doubt introduced several changes in organizations today. It has brought many wonders, made life much easier and brought higher effectiveness and efficiency in most organizations. In view of the fact that technology has simplified work which is now carried out

much faster, easier and more efficient, the uncertainties and changes in technology has caused anxiety and made many people not to be comfortable with technology. In fact, it has been referred to as a double-edged sword (Ahmad, Amin & Ismail, 2010). Therefore, many people experience additional stress which is called technostress.

Various researchers who have worked on technostress and also mentioned in this report have reported that Dr Craig Brod, a clinical psychologist in 1984 coined the word "technostress" and described it as a modern disease of adaptation caused by an inability to cope with the new computer technologies in a healthy manner. According to him, technostress manifests itself in two distinct but related ways which are, the struggle to accept computer technology, and in the more specialized form of over-identification with computer technology. As cited in Ahmad, Amin. & Ismail 2010, Brod further said the primary symptom of those who are reluctant or fearful of computer is anxiety. This is one of the determinants mentioned in Venkatesh and Bala's 2008 TAM3 model as affecting perceived ease of use. Anxiety can manifest in form of headaches, irritability, panic nightmares, mental fatigue, depression, resistance to learning about computers or rejection of technology (Brod, 1984 in Ahmad, Amin & Ismail, 2010).

Technostress has also been described as a problem encountered by users of technology in adapting to new technology. This problem usually occurs when individuals find it difficult to cope with or get used to information technology and so it is described as the negative psychological link between people and technology. When new technologies are introduced, people tend to find it difficult to cope especially when their way of doing things are been altered and new ways of doing things has to be learned. They feel threatened and will either reject the new method or become reluctant in accepting it and this usually happens when moving from one technology to a new technology. They feel compelled to work faster because information flows faster and have little time to spend on familiarisation with the system and on sustained thinking.

Craig Brod's definition has however been criticized by many researchers because it referred to technostress as a "disease". Weil and Rosen (1997) cited in Kumar, Lal, Bansal & Sharma, (2013) argues that technostress is not a disease but a negative psychological, behavioural and physiological impact caused either directly or indirectly by technology while Davis –Millis (1998) in Ahmad, Amin & Ismail, (2010) affirms that technostress is not about a person's inability to adapt, but more of a problem with the

interaction between the user of technology and the technology itself. The real definition of technostress is "resistance to change" (Clark and Kalin, 1996 in Amad, Amin & Ismail, 2010). It is the challenge of keeping up with changing technology (Huwe, 2005). Huwe's definition is however more acceptable because it addresses the issue of challenge or problems individuals face due to information explosion, fast changing technologies and how users respond to this changes.

Causes of Technostress

Several researchers have come up with several factors as causes of technostress. Clute (1998) has identified three main causes of technostress and they are inexperience with computers, performance anxiety and lack of training or insufficient staffing. Other factors as revealed by Clute (1998) are organizational factors such as lack of participatory management styles, lack of communication and lack of involvement. Ennis (2005) also carried out a research on "Technostress in the reference environment" and found six causes of technostress in the library and these are:-

1. The rate of change of technology
2. Lack of standardization within technologies
3. Lack of proper training for individuals on the equipment
4. The reliability of the technology
5. Increased workload placed on each individual. This is evident in the university registry.
6. Changing roles of librarians

From the above, an important cause of technostress in organizations which keeps re-occurring is lack of training, which is one of the interventions Venkatesh&Bala (2008) proposed. When users are not well trained in the use of technology, it can cause frustration, drop in performance level of employee, drop in productivity and organizational commitment and users tend to feel less concerned about organizational goals and objectives.

Another cause is the rapid change of technology. When users have not been properly trained on one technology and a new one is introduced, it increases workload and causes anxiety in users which can lead to resistance or total rejection of technology. Lack of user's involvement in implementation of technology can also cause technostress. Users can become angry because of been forced to accept and use a particular technology without their contribution to the implementation of the technology. Tarafdar, Tu, Ragu-Nathan & Ragu – Nathan (2007) have also

identified five conditions or components of technostress which are also known as technostress creators and these are:-

1. **Techno-overload:** - This describes a situation where IT users are forced to work more and faster.
2. **Techno-invasion:** - This describes a situation whereby users are always exposed, and can be reached anywhere and anytime and feel the need to be constantly connected. This causes a blurring between work related and personal contexts that is, work is done at any time and office hours are extended. No distinction between office and personal life.
3. **Techno complexity:** - a situation where the complex systems used for task, force people to spend time and effort in learning and understanding how to use new applications and update the skills because they feel their skills are inadequate. The variety of applications, functions and computer jargons becomes intimidating to users and consequently feel stressed.
4. **Techno-insecurity:-** This is a situation whereby users feel threatened about losing their jobs, either new information technology replacing them or other people who have better understanding of new information technology than them.
5. **Techno-uncertainty:** - This is a situation whereby users of technology feel uncertain and unsettled since technology is always changing because of its short life cycles and needs continual up-grading. Users are not given enough time to understand systems before a new one is introduced and are required to re-learn things rapidly and often.

Another cause of technostress is organizational culture. If a culture in an organization does not support technology implementation and management forces it down on workers, there will be anxiety, reluctance and in some cases rejection of the information technology. Therefore, organisational culture must support implementation and use of information technology to eliminate technostress.

Other causes of technostress as reported by the researchers include network/internet problems, information overload, security issues such as

viruses, authentication. Isiakpona & Adebayo, (2011) reported that in the developing countries like Nigeria, poor supply of electricity which can be very frustrating for information technology use, also poor user friendly software, low proficiency level of staff. There is also the problem of computer hardware and poorly designed work stations and furniture, sitting in front of computers for long periods and effect of computer on one's eyes and poor technical support.

Technostress can be eliminated by:

1. An effective leader who understands his or her staff and who can blend the different roles expected of a leader to effectively manage the university registry is needed to drive innovation, communicate, motivate, provide support and encourage staff in the use of information technology. He must also develop the ability to respond effectively to change.
2. Involving users of information technology in the implementation of information technology. Knowing the requirements of users in system development will make system use interesting and acceptable to users thereby reducing stress.
3. Continuous, adequate, proper and quality training and re-training of users of technology enhances understanding thereby reducing anxiety experienced by users, and thus, they are able to find their way around the system.
4. Management should create a level of reassurance, patience, and stability within the organization
5. Create an enabling environment whereby computer related knowledge is discussed and shared among workers in the organization
6. Good ergonomic work stations should be provided to preserve the health of technology users.
7. Make provision for facilities like alternative power supply in case of power failure.
8. Encourage technology users to 'experiment', and to be creative and innovative in computer use.

Leadership style, IT use and Technostress in a university registry

Information technology has actually turned the world into instant anworld where everything is done at a faster rate and quick response is given to electronic communication. Technology improves effectiveness and efficiency in organizations and as such, workers are expected to do things right, accomplish more in less time, with lesser cost and fewer workers. Also because of introduction of technology, customers now demand better quality product suited to their needs in quick response time. Therefore the need to meet up with consumer requirement brings about newer technology which if not properly handled can result in technostress.

The use of information technology in the university registry as it has been discussed in this paper is very important especially in quality service delivery. However, in order to have quality service delivery through the use of information technology, there must be a good leadership in the university registry to drive the transformation needed. From the various leadership styles reviewed, the transformational leadership style is the most appropriate going by the view of some of the literatures reviewed. Transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organisation's objectives and strategies (Obiwuru, et al, 2011). Transformational leaders change their cultures based on a new vision and a revision of shared assumptions, values and norms. They motivate by making their followers more aware of the importance of task outcomes, inducing them to transcend their own self- interest for the sake of the organisation while activating their higher-order needs. Also, they encourage followers to think critically and seek new ways to approach their jobs which results in intellectual stimulation (Bass et al., 1994 cited in Obiwuru et al., 2011). Therefore, for transformational changes in the university registry needed for quality service delivery, the transformational style of leadership is most appropriate. They also seek ways of helping others develop their strengths and listen to others' concerns.

The above explanation on leadership in the university registry is in line with what Venkatesh & Bala (2008, reported in their work on TAM3 when they said that interventions are needed to help users adopt and use technology. They also observed a strong mediating effect of experience on the relations between computer anxiety and perceived ease of use; and between perceived ease of use and perceived usefulness. This means experience brings about ease of use and usefulness of technology but experience can only occur when the user is trained to use technology which can only occur when there is good leadership. Unless these issues alongside with others

are harmonised for proper adoption and use of information technology, the problem of technostress will always arise.

In conclusion, as information technology is here to stay, it is very important that the issue of adoption and use of information technology be properly handled so that it will yield good result and be successful. Likewise, the issue of technostress should not be taken lightly or dismissed but should be properly taken care of, so that it will not lead to serious physical and emotional problems for information technology users thereby leading to poor/low productivity in the university system.

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