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The Moderating Effect of Technostress on the Relationship between Personality Traits and Employee Turnover Intentions

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ABSTRACT

Objective - This paper examines the role of technostress in the relationship between personality traits and employee turnover intentions. This study aims to fill a gap in the HR literature by exploring how technostress moderates this relationship.
Methodology/Technique - This study employs a quantitative research method. A survey was distributed through online platforms such as LinkedIn, Instagram, and WhatsApp, and was completed by 299 participants. The data collected was analyzed to determine the relationships between personality traits, technostress, and employee turnover intentions.
Findings – The study's results indicate a negative relationship between personality traits and employee turnover intentions. Furthermore, the findings suggest that technostress partially moderates the relationship between some personality traits and turnover intentions. Specifically, technostress does not fully moderate this relationship; its impact varies depending on the specific personality trait.
Implications - The study provides valuable insights for managers and Human Resource Specialists about the consequences of technostress and its varying impacts based on different personality traits. This understanding can help in developing targeted strategies to manage technostress and reduce turnover intentions.
Originality - This research introduces technostress as a crucial factor in HR literature, highlighting its role in the dynamics between personality traits and employee turnover intentions. The study offers a novel perspective by focusing on a Middle Eastern sample, thus broadening the geographical scope of existing research.
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1. Introduction

Personality is defined as "a person's characteristic pattern of thinking and behaving," according to (Woods et al., 2019). The Big Five theory of personality is one of the most widely recognized frameworks for understanding human behavior and individual differences. Extensive research has explored the correlation between these personality traits and work performance and outcomes.

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To enumerate employee turnover is a pervasive issue that every business must address (Zimmerman, 2008), and it can be partially attributed to employees' personalities. Researchers have dedicated considerable effort to identifying strategies to reduce turnover rates in the workplace (Pu et al., 2022). High turnover negatively impacts customer satisfaction, productivity, and profitability (Zimmerman, 2008), and it also diminishes the organization's knowledge base (Massingham, 2018). Moreover, the significance of this study lies in its examination of the moderating role of technostress in the relationship between personality traits and employee turnover intentions. Understanding these dynamics is crucial for developing effective HR strategies to enhance employee retention and organizational performance. Furthermore, the COVID-19 pandemic, which began in 2020, prompted widespread adoption of preventative measures such as working from home, leading to an increased reliance on ICTs. Technostress, a negative consequence of extensive ICT usage, emerged as a significant issue for employees (Srivastava et al., 2015). While the benefits of ICTs are considerable, they come with costs, including stress related to technology use in the workplace, known as technostress (Fuglseth & Sørebø, 2014). Technostress is associated with issues such as work overload, job insecurity, and the need for continuous education and training (Khedhaouria & Cucchi, 2019). It is a precursor to employee turnover intentions, with key negative consequences including demotivation, fatigue, and decreased job satisfaction and engagement (Nisafani et al., 2020). Also, several studies, such as (Ariyabuddhiphongs & Marican, 2015) have investigated the link between specific personality traits and the likelihood of an employee leaving their current position. However, the findings from these studies cannot be directly extrapolated to other fields, highlighting a gap in the literature. Moreover, this research aims to contribute to the existing body of knowledge by exploring the connection between personality traits and employee turnover intentions, particularly in the context of increased ICT reliance due to the COVID-19 pandemic. Understanding these associations is vital, as studies examining the moderating effect of technostress on these relationships are limited. To conclude, this study is particularly significant as it addresses the gap in the literature by exploring how technostress moderates the relationship between personality traits and employee turnover intentions. This understanding can provide valuable insights for managers and HR professionals in developing strategies to mitigate the impact of technostress and improve employee retention.

After the introduction, this paper is divided into six parts. Part two is a literature review, part three is the theoretical framework and hypothesis development, part four is the methodology, part five is the results and findings, part six is the discussion, and the last part is the conclusion that includes implications, limitations, and future research directions.

2. Literature Review

2.1 Personality Traits and Employee Turnover Intentions

The Big Five personality traits framework, encompassing openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae & Costa, 1987), has been a cornerstone in understanding individual differences in work outcomes, including employee turnover. Numerous studies have demonstrated the predictive power of these traits on turnover intentions. For instance, (Zimmerman, 2008) found that neuroticism, characterized by emotional instability, anxiety, and moodiness, is positively correlated with turnover intentions. Employees high in neuroticism are more prone to experiencing workplace stress, leading to higher turnover rates (Schaufeli, 2016). This is particularly relevant in high-stress environments where emotional regulation is crucial. Conversely, conscientiousness, reflecting traits such as diligence, reliability, and organization, has been associated with lower turnover intentions (Doll & Rosopa, 2015). Conscientious employees are more likely to exhibit strong job performance and commitment, which buffers against turnover. Similarly, agreeableness, which includes traits such as cooperation, trust, and altruism, tends to predict lower turnover intentions due to the positive interpersonal relationships these

individuals foster (Young et al., 2018). However, while these studies provide valuable insights, they often overlook the potential impact of external stressors, such as technostress, on these relationships.

2.2 Technostress and Employee Turnover Intentions

Technostress, defined as stress induced by ICT usage (Fuglseth & Sørebø, 2014), has emerged as a significant factor influencing employee turnover intentions. The COVID-19 pandemic has intensified the reliance on ICTs, exacerbating technostress levels among employees (Srivastava et al., 2015). Moreover, (Boyer-Davis, 2019) identified technostress as a key antecedent of turnover intentions, highlighting how continuous technological demands can lead to employee burnout, demotivation, and, ultimately, turnover. Furthermore, despite its recognized impact, the interaction between technostress and personality traits in predicting turnover intentions remains underexplored. (Khedhaouria & Cucchi, 2019) found that technostress negatively affects job satisfaction and performance, which are crucial predictors of turnover intentions. Similarly, (Hang et al., 2022) suggested that individual differences, such as personality traits, might moderate the impact of technostress on turnover intentions. However, these studies predominantly focus on the direct effects of technostress, neglecting the potential moderating role of personality traits.

2.3 Personality Traits and Technostress

Integrating personality traits and technostress provides a more comprehensive understanding of employee turnover intentions. Existing research has largely treated these variables in isolation, missing the nuanced interplay between an individual's inherent characteristics and external stressors. For instance, individuals high in openness to experience are typically more adaptable and willing to embrace new technologies (Srivastava et al., 2015). However, prolonged exposure to ICTs without adequate support can lead to technostress, potentially increasing turnover intentions despite their initial enthusiasm. Similarly, conscientious employees, known for their methodical and disciplined approach, might experience higher levels of technostress due to the constant demands for immediacy and perfectionism associated with ICTs (Korzynski et al., 2021). This could result in heightened turnover intentions as the stress from technological demands outweighs their intrinsic organizational commitment. The interplay between these factors necessitates a model that incorporates both personality traits and technostress to accurately predict turnover intentions.

3. Theoretical Foundation

3.1 Trait Theory of Personality

The Trait Theory of Personality, also referred to as dispositional theory, suggests that individual personalities consist of overarching dispositions or traits that result in consistent patterns of behavior, cognition, and emotion. The Big Five personality traits, namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, are frequently employed to characterize individual variations (McCrae & Costa, 1987). Moreover, studies have demonstrated that these individual characteristics substantially impact job-related actions and results. Neuroticism, characterized by emotional instability and anxiety, is linked to increased turnover intentions (Schaufeli, 2016). On the other hand, conscientiousness is associated with better job performance and commitment to the organization, which leads to a decrease in the intention to leave the job (Doll & Rosopa, 2015). Thus, the correlation between personality traits and employee turnover can be either positive or negative, contingent upon the particular trait under consideration. This theoretical framework substantiates the initial two hypotheses by demonstrating how distinct personality traits can forecast diverse turnover intentions.

Based on this theory, we propose the following hypotheses:

H1: *There is a positive relationship between personality traits and employee turnover.*

H2: *There is a negative relationship between employee turnover intention and personality traits.*

3.2 Transactional Model of Stress and Coping (TMSC)

The Transactional Model of Stress and Coping, formulated by Lazarus and Folkman (1984), perceives stress as an outcome of the dynamic interplay between an individual and their surroundings. Stress occurs when a person believes that the demands of their surroundings are greater than their ability to handle them. This model highlights the significance of cognitive appraisal in determining whether a situation is perceived as stressful. Moreover, Technostress, which refers to stress caused by the use of information and communication technologies (ICTs), can be classified as a contemporary source of stress in the workplace (Fuglseth & Sørebø, 2014). Individual differences in personality traits can influence the extent to which technostress affects employees. Individuals with a high level of openness to experience may initially welcome new technologies, but they may also feel more stressed if they see the technological demands as too much to handle (Srivastava et al., 2015). Neurotic individuals may be more prone to technostress because they tend to experience negative emotions (Schaufeli, 2016).

Furthermore, technostress plays a moderating role by affecting the strength and direction of the connection between personality traits and turnover intentions. Conscientious individuals, who are usually highly organized and diligent, may experience increased stress from the constant demands of ICTs, which can lead to a higher likelihood of wanting to leave their job (Korzynski et al., 2021). Extroverted individuals, who derive energy from social interactions, may also experience increased technostress as a result of the absence of in-person communication in remote work settings, which can affect their inclination to leave their jobs (Evans et al., 2022). Last but not least, the integration of the Trait Theory of Personality and the Transactional Model of Stress and Coping provides the theoretical basis for hypotheses, which emphasize the impact of technostress on the association between personality traits and employee turnover intentions. This comprehensive approach emphasizes the significance of considering both inherent personality factors and external stressors when comprehending employee behavior and intentions to leave the organization. On the basis of this theory, we propose the following hypotheses:

H3: *Technostress moderates the relationship between openness to experience and employee turnover intentions.*

H4: *Technostress moderates the relationship between neuroticism and employee turnover intentions.*

H5: *Technostress moderates the relationship between agreeableness and employee turnover intentions.*

H6: *Technostress moderates the relationship between extroversion and employee turnover intentions.*

H7: *Technostress moderates the relationship between conscientiousness and employee turnover intentions.*

4. Research Methodology

This study utilizes a quantitative research design to investigate the associations between three pre-determined variables through the use of a self-administered questionnaire. The questionnaire received approval from an ethics committee and was disseminated through email and social media platforms, such as Google Forms, from February to March 2022. Participants were required to answer a total of 42 closed-ended questions, which were divided into six sections: consent, demographics, personality, sources of technological

stress, and turnover intentions. The questions were evaluated using a 5-point Likert scale, with a rating of 1 indicating "strongly disagree" and a rating of 5 indicating "strongly agree."

The research conducted a survey of 299 employees from diverse industries and positions in the Middle East. This specific demographic was selected because there is a scarcity of research on the moderating impact of technostress in this particular setting. The survey, which participants were not required to fill out, comprised 42 identical closed-ended questions. Each response was verified and evaluated using the 5-point Likert scale.

In order to evaluate personality traits, the study employed Saucier's 15-item personality traits quiz from 1994, which has been verified and proven to be dependable in multiple prior studies (Srivastava et al., 2015) (Gosling et al., 2003). Technostress was assessed using established measures from Ayyagari et al. (2011), which have been verified for their validity and reliability in various studies, including (Khedhaouria & Cucchi, 2019)In 2000, Moore's 4-item scale was used to measure employee turnover intention. A 2007 study assessed the reliability and validity of this scale. A specific item from this scale is: "Engaging in the use of information and communication technologies (ICTs) for work-related tasks leads to conflicts with my domestic responsibilities."

The responses were examined using the SPSS statistical software. Table 1 provides the sample's demographic composition. Out of the participants, 186 (62.2%) identified as female, while 113 (37.8%) identified as male. The table below also includes supplementary demographic factors.

5. Results

5.1 Demographics

Table 1. Summary of Demographic Variables

Demographic Variables	Number	Percentage
Gender		
Female	186	62.2
Male	113	37.8
Educational Level		
BS/BA	102	34.1
High School	11	3.7
MS/MA/MBA	166	55.5
PhD	20	6.7
Managerial Level		
Frontline Management	50	16.7
Middle Level Management	102	34.1
Non-Managerial	127	42.5
Top Level management	20	6.7
Number of Years in Current Job		
1 year or less	114	38.1
10-13 years	22	7.4
2-5 years	104	34.8
6-9 years	57	19.1
More than 13 years	2	7

The sample's demographic composition consists of 299 respondents, with 62.2% being female (186 participants) and 37.8% male (113 participants). In terms of educational attainment, 34.1% of the participants hold a bachelor's degree (102 participants), 3.7% have completed high school (11 participants), 55.5% possess a master's degree or equivalent (166 participants), and 6.7% have obtained a Doctorate degree (20 participants). Moreover, regarding the managerial hierarchy, 16.7% of participants hold frontline management positions (50 individuals), 34.1% are in middle-level management (102 individuals), 42.5% have non-managerial roles (127 individuals), and 6.7% are in top-level management (20 individuals). Furthermore, with respect to the duration of their current employment, 38.1% of individuals have held their position for one year or less (114 participants), 34.8% for a period of two to five years (104 participants), 19.1% for six to nine years (57 participants), 7.4% for ten to thirteen years (22 participants), and 0.7% for more than thirteen years (2 participants).

5.2 Validity and Reliability

The descriptive statistics table displays the responses for each of the five subscales that represent personality traits and Cronbach's Alpha values, which assess the reliability of these scales. The following table presents the descriptive statistics for the questions about personality traits and factors contributing to technostress. A total of 299 participants completed the questionnaire. All questions were rated on a 5-point Likert scale, ranging from 1 ("Strongly Agree") to 5 ("Strongly Disagree"). The data demonstrates that the validity and reliability of the five subscales in each scale exceed 0.6, thus confirming the data's validity and reliability.

Table 2. Descriptive Statistics, Validity and Reliability for Personality Traits

	Cronbach Alpha
Personality Traits	
Openness to Experience	0.625
Neuroticism	0.665
Conscientiousness	0.697
Agreeableness	0.682
Extraversion	0.675
Technostress Creators	
Work-home conflict	0.675
Invasion of privacy	0.709
Work Overload	0.620
Role Ambiguity	0.608
Job Insecurity	0.712

5.3 KMO Test and Factor Analysis

Referring to the following factor analysis results, the collected data ensures the suitability and adequacy of the sample addressed since the Kaiser-Meyer Olkin (KMO) results displayed a result above 0.7 for all loadings for each construct of the addressed variables.

Table 3.KMO Test and Bartlett's Test

Personality Traits	Dimension	KMO	Barlet Chi-Square
	OtE	0.761	5233.369
	Neu	0.766	4523.319
	Cons	0.755	5936.312
	Agree	0.753	6234.039
	Ext	0.703	6460.392
Techno-stressors			
	WHC	0.740	2444.369
	IoP	0.753	2456.128
	WO	0.732	4436.369
	RA	0.749	5423.482
	JI	0.786	4456.369

5.4 Hypothesis Testing

5.4.1 Regression One: Personality Traits and Turnover Intention

Table 4. Regression One: Relationship between Personality Traits and Turnover Intention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.633	.048		13.187	.000
	Personality Traits Average	.681	.324	-.121	2.102	.036

a. Dependent Variable: Turnover Intention

The regression analysis investigates the relationship between turnover intention and the independent variable of average personality attributes. The findings demonstrate a notable correlation between personality traits and the intention to leave a job, with a statistical significance level of 0.036, which falls below the threshold of 0.05. Consequently, the null hypothesis has been refuted, and the alternative hypothesis has been validated. The statistical values are: Beta = 0.681, t(299) = 2.102, R^2 = 0.710, and f-sig = 0.000. The t-score of 2.102 is above the threshold of 2, indicating a statistically significant correlation between personality traits and the likelihood of leaving a company.

The regression equation can be expressed as follows: The intention to leave is equal to 0.633 plus 0.324 multiplied by the characteristics.

The intention to leave is equal to 0.633 plus 0.324 multiplied by the characteristics.

This indicates that the likelihood of leaving a company rises by 32.4% for each additional point in personality attributes.

It should be emphasized that personality traits account for only 1.5% of the variation in turnover intention, as indicated by the R^2 statistic. The aforementioned evidence leads to the following inference:

The hypothesis that individuals' personalities positively impact their probability of quitting their current job is disproven. However, a negative correlation between personality traits and the probability of employee turnover is recognized.

5.4.2 Regression Two: Relationship between Personality Traits Subscales and Turnover Intention

Table 5. Relationship between Personality Traits and Turnover Intentions

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.591	.186		13.904	.000
	CON	-.025	.058	-.025	-.435	.664
	OTE	.235	.049	.278	4.814	.000
	NEU	-.047	.036	-.073	-1.303	.193
	AGR	-.134	.066	-.128	-2.048	.041
	EXT	.114	.049	.142	2.313	.021

a. Dependent Variable: Turnover Intention

In the preceding regression analysis, we investigate the connection between the dependent variable of turnover intention and the independent variables of openness to experience, neuroticism, conscientiousness, agreeableness, and extraversion. For the "conscientiousness" variable, the results show a statistically non-significant link with turnover intention, indicated by P (0.664 > 0.05), T (-0.435), and Beta (-0.025). Similarly, the "neuroticism" variable shows a weak relationship with turnover intention, as indicated by P (0.193 > 0.05) and T (-1.303). However, significant correlations were found for the following variables:

- Openness to experience: P (0.00 < 0.05), T (4.814), and Beta (0.278)
- Agreeableness: P (0.041 < 0.05), T (2.048), and Beta (-0.128)
- Extraversion: P (0.021 < 0.05), T (2.313), and Beta (0.142)

5.4.3 Regression Three: Technostress moderates the relationship between Personality Traits (Subscales) and Turnover Intention

Table 6. The Moderating Effect of Technostress

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.632	.058		10.827	.000
	Openness to Experience	.176	.037	.277	4.778	.000
	Neuroticism	-.037	.027	-.077	-1.364	.174
	Conscientiousness	-.021	.043	-.028	-.485	.628
	Agreeableness	-.101	.049	-.128	-2.040	.042
	Extroversion	.084	.037	.141	2.287	.023
	Techno-Stressors Average	.125	.268	.026	.466	.642

a. Dependent Variable: Turnover Intention

The regression analysis investigates the correlation between the independent variables, namely openness to experience, neuroticism, conscientiousness, agreeableness, extraversion, and techno-stressors (acting as a moderator), and the dependent variable, which is turnover intention. The p-value for openness to experience is 0.000, which is below the threshold of 0.05. This suggests a statistically significant association between this trait and turnover intention. Nevertheless, the p-values for neuroticism (0.174) and conscientiousness (0.628) exceed the threshold of 0.05, suggesting a lack of statistical significance in the association between these traits and turnover intention. Conversely, the statistical significance levels for agreeableness (0.042) and extraversion (0.023) are lower than 0.05, indicating significant associations between these traits and turnover intention. The p-value for techno-stressors is 0.642, which is greater than 0.05. This suggests that there is no significant relationship between techno-stressors and turnover intention.

Thus, the following hypothesis can be validated:

H3: *Technostress moderates the relationship between openness to experience and employee turnover intentions* ***accepted****.*

H4: *Technostress* ***partially moderates*** *the relationship between neuroticism and employee turnover intentions, which* ***is accepted****.*

H5: *Technostress moderates the relationship between agreeableness, and employee turnover intentions are* ***rejected****.*

H6: *Technostress moderates the relationship between extroversion and employee turnover intentions* ***accepted****.*

H7: *Technostress* ***partially moderates*** *the relationship between conscientiousness and employee turnover intentions, which* ***is accepted****.*

6. Discussion

The initial hypothesis, suggesting a correlation between personality traits and turnover intentions, was found to be inaccurate. On the other hand, the second hypothesis, which proposed a negative correlation between personality traits and turnover intentions, was validated. This reciprocal relationship is consistent with prior research suggesting that specific personality traits can act as protective factors against the intention to leave a job. Alarcon et al. (2009) discovered that there is a negative correlation between conscientiousness and emotional stability (low neuroticism) and turnover intentions. This supports the idea that individuals possessing these traits are less inclined to quit their jobs. Furthermore, the third hypothesis was validated, which suggested that technostress influences the connection between openness to experience and turnover intentions. This result indicates that employees who have a high level of openness to experience may be more prone to technostress because they are more likely to accept and engage in additional tasks and challenges. This aligns with the findings of (Srivastava et al., 2015), who emphasized that individuals receptive to new experiences may view technological advancements as both opportunities and additional burdens, resulting in heightened stress levels and intentions to leave their current positions. Moreover, the fourth hypothesis was validated, indicating that technostress partially moderates the association between neuroticism and turnover intentions. This limited moderation is probably a result of the innate adverse reaction of neurotic individuals to stress, which intensifies their intentions to leave. (Shokrkon & Nicoladis, 2021) conducted prior research that corroborates this discovery, suggesting that individuals with neurotic tendencies are more susceptible to experiencing stress and anxiety, ultimately resulting in increased rates of employee turnover. Furthermore, the fifth hypothesis was rejected, which proposed that technostress acts as a moderator in the relationship between agreeableness and turnover intentions. The agreeableness trait motivates individuals to assume extra work and responsibilities, which may result in burnout instead of mitigating the impacts of technostress. This discovery is consistent with the research conducted by (Tang & Lam, 2017), which revealed that agreeableness fosters cooperation and teamwork and leads individuals to overexert themselves, consequently elevating stress levels and intentions to leave the organization. In contrast, the sixth hypothesis was confirmed, suggesting that technostress moderates the connection between extraversion and turnover intentions. Extroverted individuals who derive energy from social interactions and communication may experience heightened stress and a greater desire to leave their jobs due to the isolation and increased dependence on information and communication technologies (ICTs) during remote work. These results align with the research conducted by (Evans et al., 2022), which indicated that more extroverted employees experienced notable decreases in both job satisfaction and productivity when transitioning to remote work. These declines were primarily attributed to the absence of social interaction. Last but not least, the final hypothesis verified that technostress moderates the association between conscientiousness and turnover intentions. Individuals who are conscientious, meaning they are diligent and prefer structured environments, may feel overwhelmed by the constant demands of ICT interaction. This can lead to a decrease in their productivity and an increase in their intentions to leave their job. These results support the findings of

(Korzynski et al., 2021), who emphasized that conscientious individuals may face difficulties with the unpredictable and immediate nature of tasks related to information and communication technology (ICT), resulting in increased stress and turnover.

When comparing these findings to studies conducted in other countries, it is evident that the role of technostress in moderating outcomes remains consistent regardless of cultural differences. An example of this is a study carried out in China by Ma et al. (2019), which discovered that technostress significantly affects both job satisfaction and turnover intentions, similar to the findings observed in the Middle East. Moreover, a study conducted by (Boyer-Davis, 2019) in the United States revealed that technostress plays a crucial role in predicting employees' intentions to leave their jobs, underscoring the widespread occurrence of this phenomenon. Also, considering the European context, research conducted by (Tarafdar et al., 2015) has demonstrated that technostress has a detrimental effect on both employee productivity and well-being, ultimately resulting in higher turnover intentions. This is consistent with the results of the current study, indicating that technostress, which affects personality traits and turnover intentions, is a worldwide problem.

This study enhances the comprehension of the interaction among personality traits, technostress, and employee turnover intentions. The results emphasize the significance of considering variations among individuals and the moderating impacts of technostress when dealing with employee turnover. By incorporating these observations, organizations can formulate more focused strategies to alleviate the negative consequences of technostress and retain valuable employees, thus improving overall organizational performance. Further research should continue to investigate these relationships in various cultural contexts to authenticate and broaden these findings further.

7. Conclusion

7.1 Implications

Businesses and managers are becoming more cognizant of technostress and its negative impact on employee welfare and productivity. Nevertheless, there remains a substantial disparity in comprehending how various personality types perceive the origins of technostress. In order to tackle this issue, supervisors must comprehensively understand the causes, consequences, and preventative strategies for workplace technostress. Managers ought to proactively tackle work-life balance, stress, and excessive workload by implementing flexible work schedules and promoting regular intervals of rest. Offering stress management resources, such as mindfulness training and stress reduction workshops, can also be advantageous. Providing frequent training sessions and immediate IT support can assist employees in overcoming technical difficulties that contribute to feelings of uncertainty and stress in the workplace. Promoting employee comfort and proficiency with their daily technology usage can mitigate feelings of overwhelm and inadequacy. In addition, managers should provide employees with education on the advantages of ICTs and instruct them on how to utilize them efficiently while avoiding stress. This will help foster a culture that perceives technology as a facilitator rather than a hindrance. Recognizing the significant influence of personality traits on work outcomes, employers should take into account these traits during the hiring process and when assigning job roles. Employers can improve job satisfaction and performance by aligning candidates' personality traits with job requirements. Supervisors should frequently engage with employees to ascertain their intentions regarding their continued employment with the company, utilizing surveys, individual meetings, or anonymous feedback systems. Managers must thoroughly examine the underlying causes of employee turnover that have arisen after COVID-19 and formulate strategies to retain employees, considering the new factors contributing to this phenomenon. Ultimately, establishing a nurturing work atmosphere that encourages employee contentment, drive, and involvement by offering chances for professional growth, acknowledging and rewarding achievements, and providing transparent paths for career progression can

effectively diminish employee attrition over time. By implementing these strategies, managers can effectively address technostress and ensure job roles are aligned with personality traits, resulting in a more content and efficient workforce.

7.2 Limitations and Future Research

Although all studies have their limitations, this particular study has significant theoretical and practical implications. Initially, the research was restricted to the Middle East, which restricts the ability to apply the findings to other regions or cultures. Furthermore, the study did not employ personality subscales to analyze the distinct impacts of individual character traits on job turnover. Instead, it examined personality traits as a collective entity. This approach may have resulted in less precise and thorough outcomes. Furthermore, the study failed to consider demographic factors such as age and gender, specifically the larger proportion of female participants, which could have had an impact on the results. Furthermore, the study failed to take into account the extremes or interactions of personality traits, which could have a substantial effect on the correlation between technostress and employee turnover intentions. These limitations emphasize the necessity for additional research to thoroughly investigate these aspects.

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