

EFFECTS OF EMERGING TECHNOLOGIES ON THE WELLBEING OF PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS: EVIDENCE FROM NIGERIA

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Abstract

This study addresses the need to understand the complex interplay between emerging technologies and the well-being of procurement and supply chain employees, considering both the positive and negative impacts on their work environment. The study adopts the quantitative research approach and data was collected through a survey among a diverse group of procurement and supply chain professionals. The data was analyzed using descriptive and inferential statistical techniques. The findings highlight a dual influence of emerging technologies on the well-being of procurement and supply chain employees. On one hand, these technologies contribute to job enrichment, providing employees with opportunities to engage in strategic decision-making, innovate, and focus on value-added tasks. On the other hand, emerging technologies introduce concerns related to job security, skill obsolescence, increased work pressure, and an erosion of interpersonal interactions. Premised on these findings, the study concluded that there is a need for a balanced approach in embracing emerging technologies within the procurement and supply chain sectors to maximize the positive effects on employee wellbeing while mitigating the negative repercussions. Thus, this study recommended amongst others that, organisations should develop comprehensive training programs to upskill employees and ensure they are proficient in utilizing emerging technologies. Also, organisations should prioritize employee mental health by providing resources, support, and a conducive work environment that balances the demands of technology integration with employee wellbeing.

Keywords: Employees, Emerging Technologies, Procurement, Supply Chain, Wellbeing

JEL Classification: F16

1. INTRODUCTION

The procurement and supply chain department plays a pivotal role in the efficient functioning of organizations, acting as the linchpin connecting suppliers to consumers. Over the years, this crucial function has evolved in response to the ever-changing landscape of the business world. Organizations have come to recognize the strategic importance of their supply chains, moving beyond the traditional view of procurement as a cost center. This transformation is driven by the recognition that an efficiently managed procurement and supply chain can provide a competitive advantage, ensuring that products and services are delivered to customers on time, with high quality and at a competitive cost (Saeed et al., 2022). In this dynamic environment, the procurement and supply chain landscape has witnessed a transformative shift, largely attributable to the rapid integration of emerging technologies. Technologies such as artificial intelligence, robotics, blockchain, and data analytics have reshaped the way work is conducted within this domain (Jagatheesaperumal et al., 2021). These technologies offer significant potential for enhancing efficiency, productivity and cost-effectiveness (Hartley & Sawaya, 2019). Artificial intelligence, for instance, can optimize demand forecasting and automate routine tasks, while blockchain technology can provide enhanced transparency and traceability throughout the supply chain (Gohil & Thakker, 2021). Robotics and automation, on the other hand, have the potential to revolutionize warehouse and distribution operations (Azadeh et al., 2019). However, alongside the numerous advantages of these technological advancements, their implementation also raises pertinent questions about the well-being of the professionals operating in this field. Also, the promise of increased efficiency and reduced costs comes with the peril of workforce displacement and skill obsolescence. As technology takes over routine tasks, what becomes of the employees who once performed these duties? Does the integration of technology enhance or diminish their job satisfaction? These questions are especially pertinent in Africa and in a country like Nigeria, where the labor force is a significant contributor to the economy, and where the transition to a technology-driven landscape may have far-reaching implications for employment (Cascio & Montealegre, 2016).

In Nigeria, the infusion of emerging technologies into procurement and supply chain operations is a two-sided coin, offering both promise and peril. The Nigerian business landscape is experiencing a gradual but steady embrace of technological advancements, with organizations seeking to capitalize on the potential benefits offered by these tools. However, the challenges of infrastructure, education, and readiness pose unique hurdles to the adoption of these technologies, making it imperative to investigate how their integration affects the professionals working in this evolving environment. Thus, this study holds significant importance for four reasons. First, it contributes to the growing body of knowledge on the impact of emerging technologies on the well-being of professionals in procurement and supply chain management. As these technologies become increasingly integrated into the workplace, understanding their effects on employees is essential. Second,

the study offers valuable insights for both practitioners and organizations by recognizing the dual nature of emerging technologies' impact. This means that practitioners can proactively adapt to changing job roles and responsibilities while organizations can use the findings to develop strategies that balance technology integration with employee wellbeing. Third, the study has practical implications for Nigeria's procurement and supply chain sector, which plays a critical role in the country's economic development. Maximizing the positive impacts of technology while minimizing its negative effects is crucial for the sector's sustainability and growth. Lastly, this research can serve as a model for other countries and industries facing similar challenges as they adopt emerging technologies. Based on these significances and to address the complexities surrounding the integration of emerging technologies in the procurement and supply chain sector in Nigeria, this study, therefore, raised the hypothesis that: There is a significant effect of emerging technologies on the well-being of procurement and supply chain professionals in Nigeria.

2. LITERATURE REVIEW

This study is guided by the Technology Acceptance Model (TAM), a widely recognized framework that examines how users accept and use technology (Davis, 1989). TAM postulates that perceived usefulness and perceived ease of use significantly influence technology adoption (Wallace & Sheetz, 2014). In the context of this study, TAM was used as a theoretical framework to assess how emerging technologies are perceived by procurement and supply chain professionals in Nigeria. Additionally, the study incorporates elements of the Job Demands-Resources (JD-R) model to analyze the impact of technology on job demands and resources, and subsequently, its influence on employee wellbeing (Schaufeli, 2017). By combining these models, this study provides a comprehensive understanding of the complex interplay between emerging technologies and the well-being of procurement and supply chain professionals in Nigeria.

2.1. EMERGING TECHNOLOGIES IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT: AN OVERVIEW

The procurement and supply chain landscape has undergone a profound transformation due to the integration of emerging technologies. As Christopher et al. (2004) observed, technology's infusion into supply chain processes goes beyond enhancing operational efficiency; it holds the potential to create significant competitive advantages. This view aligns with the position of Fatorachian and Kazemi (2021), whose research emphasized the pivotal role of information technology in coordinating supply chain activities and reducing uncertainties. Among the emerging technologies, Artificial Intelligence (AI) and Machine Learning have garnered considerable attention in recent years. Dash et al. (2019) highlight the role of AI in predicting demand and optimizing inventory levels, leading to cost reductions. Furthermore, these technologies have proven critical for

supplier selection and risk management, as indicated by Su and Chen (2018). AI and Machine Learning excel in enhancing decision-making by efficiently processing vast volumes of data. The Internet of Things (IoT) constitutes another significant technological innovation within supply chain management. As evidenced in the work of Manavalan and Jayakrishna (2019), IoT-enabled devices have revolutionized visibility within the supply chain. Real-time monitoring and tracking of products and assets offer valuable insights for more informed decision-making and proactive issue resolution. Blockchain technology has been acknowledged as a revolutionary force in supply chain management. Daghighi and Shoushtari (2023) emphasize its potential to increase transparency, traceability, and security within the supply chain. Blockchain's capacity to ensure product authenticity and verify the origin of goods makes it an invaluable tool. Automation and robotics are streamlining warehouse and distribution center operations (Mungla, 2019). The integration of Robotic Process Automation (RPA) in tasks like order picking and packaging not only enhances operational efficiency but also reduces the risk of human error. Predictive analytics has assumed an increasingly pivotal role in forecasting demand and mitigating supply chain disruptions. Gargeya and Brady (2005) stressed the significance of historical data and machine learning in anticipating future trends, which enables organizations to adjust their strategies in a proactive manner. 3D printing, an innovation explained by Beltagui et al. (2020), challenges traditional manufacturing methods and procurement processes. It facilitates on-demand and localized production, significantly reducing lead times and transportation costs. Supplier collaboration portals hosted in the cloud are gaining momentum as technology platforms. These portals enable real-time collaboration with suppliers, streamlining communication, document sharing, and collaborative decision-making (Yenugula et al., 2023), ultimately improving supply chain efficiency. To this end, one can appreciate the growing importance of emerging technologies in procurement and supply chain management, particularly in streamlining processes, enhancing data-driven decision-making and optimizing supply chain efficiency.

2.2. UNDERSTANDING EMPLOYEE WELLBEING IN THE CONTEXT OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Employee well-being is a multifaceted concept that encompasses various dimensions of an individual's life, including physical, mental, and emotional health, in addition to components such as job satisfaction and overall quality of life. Scholars like Wright and Cropanzano (2000) advanced that employee well-being is the achievement of an equilibrium between job demands and resources. This equilibrium reflects an individual's ability to effectively cope with the challenges presented in the workplace. In a complementary perspective, Diener (2000) emphasizes the subjective nature of well-being, emphasizing that it extends beyond the mere absence of negative emotions or stress. Instead, well-being encompasses the experience of positive emotions, life satisfaction, and a general sense of contentment with one's

life circumstances. This subjectivity underscores the importance of considering individual perceptions and experiences when evaluating well-being, recognizing that what contributes to well-being can vary from person to person. In the specific context of procurement and supply chain management, the significance of employee well-being becomes especially pronounced. Professions within these domains are renowned for their high-stress environments, where professionals frequently face tight deadlines, intense negotiations, and substantial responsibilities. Research by Rajagopal et al., (2018) has shed light on the unique challenges faced by professionals in these fields. The relentless pressures associated with procurement and supply chain management roles can significantly impact the well-being of individuals working within these domains. Equally, Villena et al. (2011) underlined the pivotal role played by professionals in procurement and supply chain management in achieving organizational success. Their responsibilities encompass managing the sourcing of materials, ensuring timely deliveries and optimizing supply chain efficiency. The efficiency and performance of these professionals directly influence customer satisfaction, cost control, and overall organizational effectiveness. As a result, their well-being becomes a critical factor in maintaining the seamless functioning of the entire supply chain and achieving the organization's objectives. Recognizing the high-stress nature of procurement and supply chain roles, organizations must prioritize strategies to maintain and enhance employee well-being with a view to creating a solution where everyone benefits where employees thrive, and the organization benefits from enhanced performance and employee loyalty.

2.3. POSITIVE IMPACTS OF EMERGING TECHNOLOGIES ON THE WELL-BEING OF PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS

Positive impacts of emerging technologies on the well-being of professionals in procurement and supply chain management have been the subject of study by various authors and scholars. These impacts span improvements in job satisfaction, reduced stress, and enhanced work-life balance, among others. Emerging technologies, particularly those powered by artificial intelligence (AI), have been associated with increased job satisfaction and performance. A study by Brynjolfsson and McAfee (2014) revealed that organizations utilizing AI for data analysis and decision-making reported higher levels of job satisfaction among employees. The ability of AI to automate routine and mundane tasks allows professionals to focus on more meaningful, strategic work, which contributes to greater job satisfaction. Additionally, Arntz et al. (2016) found that technology-driven efficiency improvements positively impact employees' sense of accomplishment and satisfaction. Predictive analytics tools, an integral part of emerging technologies, have demonstrated their ability to reduce stress among procurement and supply chain professionals. Also, the study by Brintrup et al. (2020) emphasized the importance of predictive analytics in anticipating supply chain disruptions. Professionals who used predictive analytics reported a decrease in the

stress associated with unforeseen supply chain hiccups as a result of early detection and proactive solutions. The adoption of technologies supporting remote work and telecommuting, especially in the wake of the COVID-19 pandemic, has had a positive impact on the work-life balance of professionals in these fields. Scholars like Metselaar et al. (2023) explored the benefits of telecommuting for improving work-life balance. These technologies enable professionals to better manage their schedules, reducing commute times, and creating opportunities for flexible work arrangements. This has been instrumental in allowing professionals to achieve a more harmonious balance between their personal and professional lives. Technological advancements in communication and collaboration tools have contributed to enhanced teamwork and a reduction in the stress associated with inefficient communication. A study by Chai and Park (2022) highlighted the role of virtual collaboration technologies in improving communication within teams, leading to higher job satisfaction and reduced stress levels among professionals. This is particularly relevant in the context of geographically dispersed supply chain teams. Emerging technologies have also given rise to innovative health and well-being initiatives within organizations. Angelelli et al. (2022) discussed the use of wearable technology and health-tracking apps as tools to encourage healthier lifestyles among employees. These initiatives, supported by technology can contribute to the overall well-being of procurement and supply chain professionals through the promotion of their physical fitness.

2.4. CHALLENGES AND NEGATIVE IMPACTS OF EMERGING TECHNOLOGIES ON EMPLOYEES' WELLBEING

Emerging technologies have brought about a transformation in the labour market. Autor and Dorn (2013) noted that technological advances, particularly in automation and artificial intelligence, have the potential to displace workers from certain tasks and job roles. They argue that this displacement could lead to job insecurity, wage stagnation, and income inequality, ultimately impacting the overall well-being of the workforce. Moreover, Ra et al. (2019) suggest that the adoption of digital technologies and machine learning systems can disrupt entire industries, rendering certain skills and jobs obsolete. This process of creative destruction as Schumpeter termed it in 1942 can be challenging for individuals who must adapt to new roles or industries, potentially causing stress and job dissatisfaction (Ackx, 2014). While emerging technologies are designed to streamline processes and improve efficiency, they can paradoxically lead to increased workloads for employees (Gorski et al., 2022). Additionally, these technologies can cause technology-induced overload (Agogo & Hess, 2015), where the constant connectivity and the expectation of productivity in the digital age result in longer work hours and reduced work-life balance. This trend can lead to burnout, anxiety, and decreased well-being among employees. Additionally, several studies have highlighted the digitalization of tasks, which, instead of reducing workloads, can lead to the blurring of boundaries between work and personal life (Duxbury & Smart, 2010; Kim & Chon, 2022). The constant availability and the pressure to respond to

work-related communications outside regular hours can adversely affect individuals' mental health and family life. The rapid pace of technological change and the need to continuously adapt to new tools and systems can result in technological stress or technostress. Tarafdar et al. (2007) define technostress as the psychological state that results when an individual is unable to cope with a perceived demand related to information and communication technologies. This stress can manifest as anxiety, frustration, and reduced job satisfaction. Chen and Muthitacharoen (2018) discuss the consequences of technostress, emphasizing how it can lead to reduced job performance, disrupted sleep patterns, and, in severe cases, burnout. The constant need to learn and adapt to new technologies can exacerbate stress levels, affecting both professional and personal well-being.

3. METHODOLOGY

For this study, the descriptive survey research design was employed to investigate the interplay between emerging technologies and the well-being of procurement and supply chain professionals in Nigeria. The research approach was cross-sectional, aiming to capture a snapshot of the current state of this relationship. The primary focus was on gathering data through a structured questionnaire to enable statistical analysis and the drawing of insights. The primary data for this research was collected through a survey conducted among a diverse group of 500 procurement and supply chain professionals located in six regions of Nigeria. The convenience sampling technique was adopted for this research. Copies of the questionnaires were administered using the Google form, allowing for a broad cross-section of respondents. Based on the Krejcie and Morgan (1970) sample size determination table, 500 professionals were considered sufficient to provide reliable insights while remaining manageable for data analysis. A structured questionnaire served as the primary data collection instrument. Data analysis for this research involved both descriptive and inferential statistics. Descriptive statistics were used to summarize and present key findings from the survey and the inferential statistics of the linear regression were employed to examine the impact of emerging technologies on the well-being of the procurement and supply chain professionals. Ethical considerations were upheld throughout the research process. Informed consent was obtained from all survey participants, ensuring they were aware of the research's purpose and their rights. The anonymity and confidentiality of respondents were maintained, and no personally identifiable information was collected. The study also adhered to ethical guidelines for research involving human subjects articulated in the Lagos State University research policy of 2020. All collected and collated data were analyzed using Statistical Package for Social Sciences (SPSS) version 26.

4. RESULTS

Out of the 500 sampled respondents, 482 responses were received, and 13 responses were discarded after a thorough check of the dataset. Therefore, 469 responses which represent 93.8% of the total responses were used for final analysis.

4.1. DEMOGRAPHIC ANALYSIS OF RESPONDENTS

In this study, the demographic profile presented includes respondents' sex, age, educational qualification, years of experience in the procurement and supply chain roles, sector/industry where respondents are working, current job position and frequency of technology usage in their daily tasks.

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency (%)
Sex	Male	392 (84%)
	Female	77 (16%)
Age	20-30 years	132 (28%)
	31-40 years	211 (45%)
	41-50 years	105 (22%)
	50 years and above	21 (4%)
Educational Qualification	ND	174 (37%)
	HND/BSc	253 (54%)
	Master's Degree	23 (5%)
	Others	19 (4%)
Years of Experience	1-5	193 (41%)
	6-10	187 (40%)
	11-15	72 (15%)
	16-20	11 (2%)
	21 and above	6 (1%)
Industry of Operations	Manufacturing	209 (45%)
	Retail	17 (4%)
	Health	32 (7%)
	IT	8 (2%)
	Transportation & Logistics	181 (39%)
	Government/NGO	22 (5%)
Job Position	Procurement Officer	96 (20%)
	Supply Chain Manager	123 (26%)
	Purchasing Manager	22 (5%)
	Transport & Logistics Manager	62 (13%)
	Inventory Manager	54 (12%)
	Transportation Manager	67 (14%)
	Others	45 (10%)
Frequency of Technology Use in Daily Tasks	Daily	449 (96%)
	Weekly	17 (4%)

Source: Field Work (2023)

From Table 1 above, the demographic profile of the respondents in this study reveals a predominant gender distribution, with 84% of the participants identifying as male and 16% as female. Age distribution among the respondents is varied, with the majority falling within the 31-40 years range (45%), followed by 20-30 years (28%), 41-50 years (22%), and those aged 50 and above (4%). This diverse age distribution suggests a broad representation of experience levels within the surveyed group. In terms of educational qualification, a significant proportion of the respondents hold a Higher National Diploma (HND) or bachelor's degree, constituting 54% of the sample. Those with a National Diploma (ND) make up 37%, while individuals with a master's degree account for 5%. Additionally, 4% of the respondents possess qualifications categorized as 'Others'. This educational diversity may contribute to a well-rounded perspective in analyzing the survey data. Also, the survey also captures the respondents' professional background, with the majority having 1-10 years of experience in their respective fields, comprising 81% of the total. The manufacturing sector stands out as the dominant industry of operations, encompassing 45% of the respondents, followed by transportation & logistics (39%), health (7%), government/NGOs (5%), retail (4%) and IT (2%). This distribution sheds light on the prevalence of individuals from diverse industries, providing a comprehensive view of the procurement and supply chain landscape. Regarding job positions, the data shows a diverse array of roles among the respondents. Supply chain managers represent the largest group at 26%, followed by procurement officers (20%), inventory managers (12%), and others, collectively forming a rich tapestry of professionals involved in different facets of procurement and supply chain management. Finally, the frequency of technology use in daily tasks is high, with 96% of respondents utilizing technology on a daily basis and the remaining 4% employing it weekly. This underscores the integral role of technology in the daily operations of professionals in the procurement and supply chain domain.

Table 2: Issues of Emerging Technologies in Procurement and Supply Chain Management

Statements	Yes	No
1 Do you feel that new technologies have enriched your job by providing opportunities for strategic decision-making?	457 (97%)	12 (3%)
2 Do you believe that new technologies have allowed you to focus more on value-added tasks in your job as a procurement or supply chain professional?	432 (92%)	37 (7%)
3 Are you concerned about the potential impact of new technologies on your job security?	463 (99%)	6 (1%)
4 Do you feel that your skills are at risk of becoming obsolete due to the rapid advancements in technology in your field?	458 (98%)	11 (2%)
5 Has the introduction of new technologies increased your workload?	371 (79%)	98 (2%)
6 Has the introduction of new technologies increased your work pressure?	382 (81%)	87 (21%)
7 Have you noticed a decrease in interpersonal interactions within your workplace due to the growing reliance on technology?	447 (95%)	22 (5%)

8	Do you find it challenging to adapt to the evolving nature of your role as it relates to technological advancements?	453 (97%)	16 (3%)
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Source: Field Work (2023)

As evident from Table 2, the data indicates a widespread positive perception among procurement and supply chain professionals regarding the enrichment of their roles through new technologies. A significant majority (97%) believe that these technologies have provided opportunities for strategic decision-making. This suggests that emerging technologies are not just seen as tools for operational efficiency but are also valued for their role in enhancing the strategic aspects of procurement and supply chain management. This positive sentiment aligns with various industries' increasing reliance on data analytics, artificial intelligence, and automation to inform and guide strategic decisions. While professionals acknowledge the positive impacts of new technologies, there is a notable concern about their potential impact on job security and skills obsolescence. A considerable majority (99%) express concerns about job security, and 98% feel that their skills are at risk of becoming obsolete due to the rapid advancements in technology. These concerns highlight the need for organizations to address the human element in the implementation of new technologies, ensuring that employees receive adequate training and support to adapt to the evolving technological landscape. Proactive measures in this regard can alleviate fears and foster a more positive outlook on technological integration. In the same vein, the introduction of new technologies in procurement and supply chain management has led to a mixed impact on professionals' workloads and work pressure. While 79% of respondents indicate an increase in workload, 81% report an increase in work pressure. This suggests that while technology may be streamlining certain processes, it is also placing additional demands on professionals, potentially due to the learning curve associated with adopting and integrating new tools. Organizations need to carefully manage this transition, ensuring that technology implementation is accompanied by measures to prevent burnout and maintain a healthy work-life balance. A noteworthy observation from the data is that 95% of respondents believe there has been a decrease in interpersonal interactions within the workplace due to the growing reliance on technology. While technology facilitates efficiency and productivity, it appears to be contributing to a potential decline in face-to-face communication. This shift may have implications for team collaboration, innovation, and overall workplace culture. Organizations should be mindful of striking a balance between technological integration and preserving the essential human aspects of teamwork and communication. Also, the data reflects a significant sentiment (97%) among professionals that adapting to the evolving nature of their roles in the context of technological advancements is challenging. This underscores the importance of ongoing training and professional development programs. Organizations should invest in resources that help employees stay abreast of technological changes, fostering a culture of continuous learning. Additionally, management should actively engage with employees to understand their concerns and facilitate a smoother

transition, addressing challenges related to adaptability and ensuring a positive and productive work environment.

4.2. TEST OF HYPOTHESIS

H₀: There is a significant effect of emerging technologies on the well-being of procurement and supply chain professionals in Nigeria.

Table 3: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.373	.372	.52447

a. Predictors: (Constant), Emerging_Technologies

b. Dependent Variable: Wellbeing

Table 4: ANOVA of Regression Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.424	1	76.424	277.834	.000 ^b
	Residual	128.458	467	.275		
	Total	204.882	468			

a. Dependent Variable: Wellbeing

b. Predictors: (Constant), Emerging_Technologies

Table 5: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.391	.153		9.096	.000
	Emerging_Technologies	.615	.037	.611	16.668	.000

a. Dependent Variable: Wellbeing

Source: Field Work (2023)

Tables 3, 4 and 5 present the results of the linear regression that was calculated to assess the extent to which emerging technologies influence the well-being of procurement and supply chain professionals. A significant regression coefficient was found (F(1, 467)= 277.834, p>.000), with R² of .373. This presupposes that 37.3% of the variance in the well-being of procurement and supply chain professionals was a result of emerging technologies. Therefore, the null hypothesis was rejected because results show that, emerging technologies have a significant effect on the wellbeing of procurement and supply chain professionals in Nigeria. These findings align with a growing body of research that delves into the profound influence of technology on the well-being and productivity of individuals in the workplace. Scholars such as Wallace and Sheetz (2014) have emphasized the

pivotal role of work-related factors such as the introduction of novel technologies, in shaping employee well-being. The calculated R^2 value, indicating that a substantial portion of the variance in well-being (37.3%) is attributable to the adoption of emerging technologies, further emphasizes the profound effect of technology in the context of procurement and supply chain professionals. Also, these results align with the work of other researchers, such as Metselaar et al. (2023) who have explored the intricate relationship between technological advancements and employee well-being. The rejection of the null hypothesis, which postulated that emerging technologies have no significant impact on the well-being of procurement and supply chain professionals in Nigeria, is a critical revelation. It underscores the necessity for organizations to recognize and address the multifaceted influence of technology on the mental and emotional health of their workforce. This finding serves as a compelling call to action for organizations, not just in Nigeria but across the globe, to approach technology adoption with a more comprehensive perspective.

5. CONCLUSIONS AND RECOMMENDATIONS

This study has highlighted the prevailing positive perception among procurement and supply chain professionals regarding the impact of emerging technologies on their roles. These technologies are viewed as significant enablers of strategic decision-making, underscoring their broader value beyond operational efficiency. However, this optimism is tempered by concerns about job security and skills obsolescence, emphasizing the need for organizations to prioritize employee training and support to navigate the evolving technological landscape successfully. This study noted that the introduction of new technologies has brought both advantages and challenges. While automation and digitization have streamlined processes, they have also introduced increased workloads and work pressures.

Based on the findings, this study recommended that employers should: (i) Invest in continuous training and development programs to ensure that your procurement and supply chain professionals are equipped with the necessary skills to adapt to emerging technologies. This will help boost their confidence and reduce concerns about skills obsolescence; (ii) Create a workplace culture that encourages open communication and provides emotional support to employees. This will recognize their concerns and provide resources for managing work-related stress and pressure effectively; (iii) Balance automation and human interaction with a view to encourage team collaboration and maintain a sense of community within the workplace. This will ensure that interpersonal interactions are not eroded; (iv) Pay attention to the impact of increased workload and work pressure due to technology adoption to prevent employee burnout; and (v) Regularly assess the well-being of the workforce through surveys or feedback mechanisms. This will help identify areas where additional support or improvements are needed.

On the other hand, procurement and supply chain professionals should: (i) Take ownership of their professional development and continuously update their

skills and knowledge. This will help them stay informed about emerging technologies and how they can benefit their work roles; (ii) Seek support and resources from employers, mentors, or colleagues when facing challenges in adapting to new technologies; (iii) Prioritize work-life balance to manage increased workloads and pressures effectively. Professionals should set boundaries, practice time management, and ensure they take breaks to recharge; (iv) Collaborate and share knowledge with colleagues about technology and its applications with a view to promoting a culture of learning and support within the work team; and (v) Communicate concerns about job security and well-being with the employer constructively with a view to finding solutions and addressing any issues proactively, ultimately contributing to a healthier and more productive work environment.

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