TECHNOLOGY ADOPTION AND ITS IMPLICATIONS FOR WORKERS' COMMITMENT IN ADEKUNLE AJASIN UNIVERSITY, AKUNGBA-AKOKO, ONDO STATE, NIGERIA

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ABSTRACT

The aim of this study was to assess the relationship between technology adoption and workers' commitment for improved organizational performance in Adekunle Ajasin University, Akungba-Akok., In order to achieve this set objective, multi-stage sampling technique was adopted to sample 150 copies of questionnaire on academic staff of the university, across all its faculties and academic departments, out of the existing 452 that were on the payroll of the university. In all, 124 copies were retrieved and found analyzable. The response rate analysis of retrieved questionnaire was put at 82.6%. The study adopted a 5-point rating scale to dichotomize the appropriate variables to process the appropriate variables. The obtained data were analyzed using both descriptive and inferential statistics. The study shows that there was a significant positive relationship between ICT adoption and workers' commitment (t = 2.86; p≤0.05) and there was a significant relationship between workers' perception of ICT deployment (r = 0.68; p≤0.05) and workers' commitment.

Keywords: Technology adoption, commiment, workers

INTRODUCTION

Technological adoption in the developing countries in the past decades has been described to be slow but has witnessed   tremendous transformation. This transformation process can be classified into three different stages; craftsmanship, mechanization and automation (Datta, 1990). According to extant literature, each of these stages has influence on the nature of work and the skill level requirement to perform appropriate tasks. The early craftsmanship was characterized by the worker/craftsman having control over the entire production process; from procuring the raw materials to the finished goods (Davis 1999). This stage according to him requires end-to-end knowledge, where the workers got involved in activities right from pitching to potential customers; for the delivery of final products/services. This stage requires that product/service could be characteristically unique, as reflected in the skills and experience of the employees. The second stage of technological transformation;

mechanization was brought about by the application of principles of scientific management, where tasks were broken down to simpler and specialized ones, for large scale production of standardized products (Krishnan, 2010). The third stage of technology; also known as automation, not only having many of the features of mechanization but also qualitatively changed the ways workers was expected to undertake their jobs. With this process, workers no longer have to directly get involved in production/service rendering, but are also made to monitor and maintain machines that are made to undertake virtually all the processes of manufacturing and service-rendering, as well as other trouble-shooting activities (Krishnan, 2010). This is also known as Information and Communication Technology (ICT).

Information and Communication Technology is usually implemented to improve job performance and it facilitates employees' performance. As good as the adoption of information and communication technology is to both employees and the organization as a whole, its implementation is usually associated with some problems, if it is not accepted by the work-force (Parvaril, Anvari, Jafarpoor, & Parvari, 2015).

Technological change, especially through automation has both advantages and disadvantages as the systems allow few skilled individuals to do the work, which previously required numerous unskilled and semi-skilled workers, thereby enhancing improved profitability of organizations. However, this can be destructive as unskilled and semi-skilled workers are usually made to lose their jobs (Datta, 2001). Other advantages of automation include allowing tasks that are beyond human capabilities or those dangerous or monotonous in nature that could be considered inhuman for people to perform are usually carried out thereby reducing labour-intensive ways of production, with their expensive outcomes and in effect thus expands the market for such products and services (Goldar & Kumari, 1999). According to Virmani (1990) technology need not be restricted to just technical automation but can also involve a whole package of resources, such as, capital, entrepreneurship and management. Usually, technology is not quantified, but what is quantified are its manifestations, such as particular production techniques, productivity of a particular input, scale of economy, among others (Majumder, 2001, Sirgh & Nandini, 1999). Technological change at the firm level is conceptualized in terms of research and development expenditure, technical collaborations and quality certification (Dhanaraj, 2001).

In view of the importance attach to the concepts of information and communications technology and workers' commitment in organizational settings, a number of studies have been undertaken to better understand the concepts (Basant, Commander, Harrison, & Menezes-Filho, 2006; Chairoel, Widyarto, & Pujani, 2015; Jabri & Ghazzawi, 2019; Kolawole, Adeigbe, Zaggi, & Owonibi, 2014). For instance, Basant *et al.,* (2006) investigated the determinants of ICT adoption and their implications for performance of organizations in both Brazil and India. It was discovered that Brazilian organizations, on the average, were noted to have used more of ICT tools intensively than their Indian counterparts, but the initial disparity noticed was said to have got better, as the Indian organizations were observed to have got improved in their ICT usage, over time. In addition, it was discovered that within the countries examined, ICT usage intensity was strongly related to size of organizations, ownership structure and

level of education of employees. The study concluded that there was a strong relationship between ICT capital deployment and improved productivity in both countries; as it was discovered that the rate of return on ICT investment was much higher than what was normally obtained, even more than what was obtained in the more developed countries. Also, Kolawole *et al.* (2014) examined the impact of ICT adoption in some manufacturing companies in Ibadan, the Oyo State capital. The study revealed that majority of the indigenous firms in the study area actually deployed low-level of ICT facilities/resources and that these organizations were mostly challenged with the implementation constraints of their ICT programmes, in terms of poor internet connectivity, poor power supply and low-level of ICT utilization knowledge of their employees in the affected organizations. The study concluded that there was need for multinational organizations in the study area to assist the indigenous firms, in order for them to have easier access to ICT facilities, as it was argued that such move would enhance rapid industrial development. As good as these studies might look to be, none of these was directed to examine the implications of ICT adoption on workers' commitment to organizational goals, especially in the service industry, such as the university environment, where full participation of workers' commitment is greatly required, if the success of any ICT implementation effort must be achieved. It is in view of this fact that this study was set to assess the relationship between ICT implementation and workers' commitment to organizational goals in Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria.

Literature Review

Information and Communication Technology (ICT) is defined as a group of integrated hardware and software-based technology, normally referred to as smart intelligence systems that normally integrate occupational predictability within production and service-rendering environment (Youssef, 1992). ICT is the generic name given to all computer-based advanced interactive engineering hardware and software used for managing human and material resources as well as communicating relevant information within and outside organizations (Atiyeh *et al.,* 2014).

The importance of employees' acceptance of new technology and adaptability has been highlighted in the study by Datta (1990) whose work dwelled on the introduction of information and communication technology (ICT) in the Indian banking sector, in the 1970s and 1980s. The study indicated that a key factor influencing acceptability is by taking trade unions and the employees into confidence before the introduction of such technology. According to him, this is required to enhance flow of information, education and training of employees in terms of what computerization of operations as well as all, about what changes it could bring. As a matter of fact, introduction of information and communication technology (ICT) has the potential of transforming an institution with a legacy of public sector to a highly customer-centric organization and technology-driven institution, through a variety of initiatives (Khandelwal, 2007).

In the educational sector, adoption of ICT represents the reception and acceptability of the hardware and software by all stakeholders in the sector, with the

understanding and beliefs that such technologies would meet their technical and pedagogical needs and to enhance the job performance of stakeholders especially the academics (Information and Communication Technology Institute, 2004).

According to Ratnam (1991), workers would not naturally resist changes in work practices, resulting from modernization or computerization, except in the case of employment of contract workers where freedom is restricted due to sub-contracting. He added that as a matter of fact, workers would naturally support management's intention to plan, direct and control operations and even encourage introduction of new or improved production methods; usually brought about by technology adoption to expand production facilities and to establish production schedules and even quality standards that are exclusively the responsibilities of the management. By so doing, workers, as a team is usually symbiotically connected, interact and depend on each other to achieve their common goals (Dauda & Akingbade, 2011). This is because organizations are expected to lay emphasis on the promotion and protection of individuals and groups' interest in order to effectively manage issues that are connected to the introduction of technology.

In today's global business environment, adoption and utilization of technology is one of the salient elements for remaining competitive (Jabar, Soosay, & Santa, 2010). Essentially, service process and systems used in the design and rendering of services are undergoing dramatic changes in response to customers' orientation, needs and emerging technologies (Nyori & Ogola, 2015). Also, globalization has brought about a number of features such as complexity, dynamism and uncertainty which are synonymous with competition in the global market place. Adoption of Information and Communication Technology (ICT) is therefore becoming important more than ever before, especially in the past three decades. This is because it is capable of increasing organization's performance in various aspects; such as cycle time, inventory management, manufacturing processes, customers' support services in form of sales and distribution, among others (Dwivedi, 2011). There is no doubt that ICT has generally added value to organizations and their performance, and this has in turn facilitated internal co-ordination and plays an important role in decreasing internal co-ordination cost (Parvaril *et al.,* 2015).

Gunawardana (2010) equally argues that intensifying global competition and rapid advancement of technology are the two major realities in today's business environment. These have combined to shift business strategic priorities towards quality, cost effectiveness and responsiveness to marketplace changes. He added that the quest for lower operating costs and improved techniques have in turn forced a large number of organizations to adopt advanced technologies in executing a number of tasks. According to Baldwin, Sabourin, and West (1999) adoption of technology has helped several organizations to cope with intense competition in form of fragmented mass markets, shorter product life cycle and increased demand for customization.

Jaikumar (1986) reports that sufficient evidence exists that confirm that computer-aided technologies can increase productivity and quality as well as service-rendering flexibility. He argued that out of fourteen (14) organizations that deployed computer-aided manufacturing technologies eight (8) of them, representing 57 percent

of the organizations examined, were reported to have experienced enormous improvements, essentially as a result of adoption of technology in terms of reduced lead-time and greater flexibility of operations.

Extant literature on organizational commitment has also revealed that this construct has enjoyed the attention of both researchers and practitioners in recent time, more than ever before. For instance, Williams and Hazer (1986) discovered that organizations whose members were noted to have had high level of commitment were equally noted to have shown high level of performance and increased level of productivity, and of course recorded low-level of absenteeism and lethargy. Also, Bateman and Strasser (1984) noted that such organizations record drastic reduction in techno stress and associated resistance to any change, whatsoever. Essentially, organizational commitment relates to affective and emotional attachment to an organization such that t employees are naturally made to be committed to the courses of actions of their organizations in a way of being identified with them, get involved in virtually all actions and be prepared to enjoy the membership of the organization (Tiemo & Owajeme, 2010). Naturally, positive exchanges within organization motivate employees through effective organizational commitment and thereby lead them to positive performance. Vokola and Nikolaou (2005) stressed that such orientation is likely to enhance employees' morale and should contribute to the organizational improved performance.

Davis (1989) in his research work titled, "perceived usefulness, perceived ease of use and users' acceptance of information technology" identified two factors that determine technology adoption. These include; usefulness and ease of use. To him, ease of use means the degree to which the user of technology finds technology to be friendly, while usefulness reflects the degree to which technology application increases user's job performance. He argues that there is a positive relationship between beliefs, attitude and behavioural intentions to forecast users' adoption of information technology and organizational commitment. To Meyer and Allen (1988), organizational commitment refers to the dimensions of employees' emotional attachment to their employment. A number of researchers have discovered that individuals' attitude towards their jobs is a correlate of emotional attachment and commitment to organizations (Gaines & Jermier 1983). Allen and Meyer (1990b) and Allen and Meyer (1990a) identified and discussed three dimensions of organizational commitment, viz; affective commitment, normative commitment and continuance commitment. Affective commitment refers to the employees' involvement in form of emotional attachment to the organization (Cole & Johnson, 2007; Kwantes, 2009). The normative commitment refers to the degree of attachment that employees have to stay in their organizations (Kobylarek et al., 2013). It encompasses individuals' belief towards the organization or their sense of commitment to their jobs (Bolon, 1996). Equally, continuance commitment means the degree with which employee needs to continue working with an organization because of the associated cost of leaving the current employment is too prohibitive (Allen & Meyer, 1996).

Individuals who are employed in an organization are usually armed with certain skills, expectations and requirements. They are expected to work in an environment and

to utilize their abilities and fulfill their expectations (Parvaril *et al.,* 2015). When organizations are able to provide the enabling environment to fulfill these aspirations, the workers' level of commitment is bound to increase (Porter, 1976). Mowday *et al.* (1982) defined organizational commitment as the individual attitude that indicates the quality and nature of relationship between an organization and an employee. It is a condition in which individuals identify with a specific organization and their goals and wish to stay as membership of that organization in order to facilitate their objectives (Parvaril, 2015). Buchanan (1974) argues that organizational commitment often creates an exchange of relations in which an individual attaches to an organization and thereby receives certain reward from the firm. He therefore reasoned that if information technology presents good quality of performance and found easy to use by appropriate employees, the perception of such workers toward the organization would surely support the linkage between employees and organization and by extension, increase employees' organizational commitment.

The Study Area

Adekunle Ajasin University, Akungba-Akoko is one of the fastest growing universities in Nigeria, originally established by the old Ondo State government as Obafemi Awolowo University, Ado-Ekiti in 1982, under the leadership of Chief Adekunle Ajasin. However, the military government, led by Navy Commodore Bamidele Otiko changed the name of the university to Ondo State University in 1985. The relocation of the university from Ado Ekiti to Akungba-Akoko became imperative following the creation of Ekiti State from the old Ondo State in October 1996. The actual movement of the university took place in December, 1999. The bill for yet another change of the name of the university from Ondo State University to Adekunle Ajasin University was signed into law the then incumbent Governor, Chief Adebayo Adefarati in 2004 in order to immortalize Chief Adekunle Ajasin, whose administration originally established the university.

The university currently has over 19,000 undergraduate students and about 452 academic staff; distributed among fifty eighty (58) departments in its six (6) faculties of Arts, Education, Law, Social and Management Sciences, Agriculture and Science. The university adopted the use of Information and Communication Technology (ICT) in 2007. The first phase of the scheme involved the establishment of a functional platform for Local Area Network (LAN), though, without fibre-optic backbone. The LAN coverage was of two-kilometer radius covering the six (6) faculties in the university in addition to the University Library, Vice-Chancellor's Office, Bursary Department, Registry Department and all other service Units within the university. The second phase of the university's ICT project was the establishment of a platform for internet connectivity which was essentially implemented to enhance staff and students' access to facilities and resources. This project was undertaken in 2009. The university's internet facilities have three (3) main servers: files server that is responsible for receiving and for transfer of files, mail server for mail operations and web server for internet related operations. These facilities are accessed in the university through both wired and wireless network;

hence staff and students have unhindered access to the internet facilities within a two-kilometer radius on campus.

METHODOLOGY

The population of this study was limited to all academic staff of Adekunle Ajasin University, Akungba-Akoko. For the purpose of selecting respondents for the study, multi-stage sampling technique was employed. The first stage involved the selection of three faculties out of the existing six faculties in the university, through balloting without replacement. The second stage had to do with purposive selection of four departments out of each of the three faculties earlier selected. In all, twelve departments were selected for the study. The third stage had to do with systematic sampling of every third academic staff listed in each of the chosen departments was undertaken. This procedure continued until a total of one hundred and fifty respondents were selected for the study.

The primary data were obtained through the administration of one hundred and fifty sets of questionnaires, out of which one hundred and twenty-four sets were retrieved and found to be analyzable. The response rate analysis shows that out of fifty sets of questionnaires administered on each of the sampled faculties, forty (40) sets were retrieved from Faculty of Arts, forty-three (43) from Faculty of Education and forty-one (41) from the Faculty of Social and Management Sciences. In all, 124 respondents were sampled. The response rate analysis of retrieved questionnaire was put at 82.6%. The data obtained from the survey were analyzed using mean, standard deviation, and simple multiple regression analysis.

For the purpose of this study, the appropriate variables were measured on a 5-point rating scale of strongly agreed (scored 5) agreed (scored 4) undecided (scored 3) disagreed (scored 2) and strongly disagreed (scored 1).

RESULTS AND DISCUSSION

Table 1 showed the respondents' perception of Information and Communication Technology (ICT) adoption as it relates to organizational performance. The highest mean score was obtained with the ease with which workers now carry out their responsibilities due to the deployment of ICT ($\bar{X}$ =3.61; SD =0.35)**.** This is followed with the ability of ICT deployment to bring about innovative ways of service delivery in the university ($\bar{X}$=3.58; SD=0.39). Next to this in terms of ranking is the fact that the integrity of students' results processing and administration have been enhanced with the adoption of ICT in the university. Also, the respondents were of the opinion students' result processing are done faster and easier with the adoption of ICT in the university ($\bar{X}$=3.57; SD=0.46). Further analysis also revealed that there was radical improvement in service delivery in the university as a result of adoption and deployment of ICT tools ($\bar{X}$=3.16; SD=0.32). This result is in consonant with the findings of Igbokwe-Ibeto and Nkomah, (2016) who reported that ICT adoption and deployment have significant positive relationship with effective service delivery, improved performance, transparency and accountability. It is also consistent with the work of Adewoye, Ayo, Oni and Adebiyi (2011) who affirmed that ICT adoption and deployment has positive impact on teaching, research, students'

registration and students' result processing in Ladoke Akintola University, Ogbomoso, Osun State, Nigeria.

Table 1: Respondents' Perception of ICT Adoption

Variable	Mean	Std. Dev
There is radical improvement in service delivery as a result of ICT deployment	3.16	0.32
ICT deployment has increased the quality of service delivery in the university and this has enhanced students' level of satisfaction	2.41	0.19
ICT deployment has enhanced the university's visibility and improved its international rating	2.54	0.41
Result processing and deployment has been enhanced through the deployment of ICT	2.21	0.21
Interaction between workers and students of the university has been made more cordial with the deployment of ICT tools	2.56	0.35
ICT deployment has brought about innovative ways of delivery services	3.58	0.39
Academic staff of the university feel much more committed rendering their services owing to the deployment of ICT	2.42	0.43
Students' result processing is done faster and easier with the adoption of ICT in the university	3.53	0.46
The integrity of students' results processing and administration have been enhanced with the adoption of ICT in the university	3.57	0.28
I feel committed to my job because the burden that was associated with carrying out my responsibilities has been reduced owing to the deployment and utilization of ICT tools in the university	3.61	0.35

Results from Table 2 showed the impact of ICT adoption on performance. The result shows that improved teaching activities of academic staff of the university was positively associated with their ability to utilize ICT tools ($\bar{X}$=3.56; SD= 0.23). Also, more computer application knowledge and skills were acquired owing to the deployment of ICT ($\bar{X}$=3.33; SD= 0.18). Furthermore, additional knowledge and skills were always acquired as a result of workers' interaction with ICT tools ($\bar{X}$=3.42; SD=0.19). These results are supported with the work of Al-Nashi and Ali (2014) who reported improved workers' level of performance through ICT infrastructure, ICT innovation and ICT knowledge management. It is also in line with work of Nuskiya (2018) who discovered that ICT adoption; as a strategy, is usually used by organizations as a competitive tool that has the capability to significantly improve workers' performance and of course, reduces work load, reduces error-rate and increases employees' satisfaction and motivation. Also, Ogunleye (2014) discovered that ICT adoption and deployment has not

only expanded Nigerians' access to education, but has also strengthened the relevance of educational programmes and raised its quality in the country.

Table 2: Perceived Impact of ICT Adoption on workers' commitment

Variable	Mean	Std. Dev
I acquire more computer application knowledge because of deployment of ICT in the university	3.33	0.18
Experiences gained as a result of computer knowledge has greatly influenced my job performance.	2.54	0.21
My improved teaching activities are positively associated with my ability to utilize ICT tools	3.56	0.23
I always acquire more knowledge and skills as a result of my interaction with ICT tools	3.42	0.19
My ability to undertake research has been enhanced with the adoption of ICT	2.51	0.22
Students' results processing has been made easier with the adoption of ICT in the university	2.38	0.17

The results in Table 3 indicated the relationship between ICT adoption and workers' commitment to their employment. The study shows that workers felt more encouraged to do their work with the adoption of ICT in the university ($\bar{X}$=3.52;SD=0.18). Also, the study revealed that the respondents submitted that they were more committed to execute/undertake assigned duties with the adoption of ICT ($\bar{X}$=2.53; SD=0.11). Furthermore, the study revealed that the respondents were able to carry out assigned duties in a more flexible way than ever before with the adoption of ICT ($\bar{X}$=3.51; SD=0.09). Equally, the study revealed that the stress associated with academic work was drastically reduced with the adoption of ICT ($\bar{X}$=3.55; SD=0.15). The result is in line with findings of Rezaei, Razaei, Akbarzadeh and Zare (2014) whose work revealed a strong positive relationship between technology adoption and improved workers' commitment as exhibited in the areas of enhanced motivation, creativity and innovation, spirit of competitiveness, activity of cost reduction, improvement of quality, work-time reduction, job satisfaction and team spirit.

Table 3: Relationship between ICT Adoption and Workers' Commitment

Variable	Mean	Std. Dev
I feel encouraged to do my job with the adoption of ICT in the university	3.52	0.18
I always undertake my assigned duties in a more flexible way with the adoption of ICT	3.51	0.09
I feel more committed undertaking my assigned duties with the adoption of ICT in the university	2.53	0.11
I achieve more results because of the versatility of ICT as against manual operations	2.51	0.13

I feel much more committed to my academic duties because I can undertake a number of tasks without necessarily being present on campus	2.47	0.21
Work stress associated with academic work is drastically reduced with the adoption of ICT	3.55	0.15

Results from Table 4 revealed the respondents' perceived challenges of ICT adoption in the study area. The university staff who made use of ICT facilities were made to pay for such service through deduction from salaries and that wireless internet connectivity within campus was hardly achieved, round the clock ($\bar{X}$= 3.72; SD= 0.18). Poor internet connectivity within campus was a common occurrence (X=3.59; SD= 0.14). Also, internet access points were limited to some locations within the university campus, therefore, its usage was restricted ($\bar{X}$=3.53; SD= 0.21). Equally, incessant power outages within the university campus was seen a major challenge facing ICT utilization in the university ($\bar{X}$= 3.55; SD= 0.13). Furthermore, the university's technical staff in charge of fixing the ICT equipment were noted to have had limited skills and capability ($\bar{X}$=3.51; SD= 0.14). This finding was consistent with report of Ejiaku (2014) which discovered that the management of educational institutions in developing countries have limited interest, weak political will and low level of commitment in at providing or executing long-term ICT projects and infrastructure, and as a result, the technical proficiency of ICT staff in these institutions is usually in doubt, while compared to their counterparts in developed nations.

Table 4: Perceived Challenges of ICT Adoption

Variable	Mean	Std. Dev
Incessant power outages within the university campus has been seen as a major challenge facing ICT utilization in the university	3.55	0.13
The huge amount of money paid regularly to the internet service provider is capable of affecting the financial position of the university negatively	3.25	0.19
It is argued that academic staff who are made to pay for internet access; that is usually deducted from salary hardy have access to such facility within campus	3.72	0.18
The internet access points are limited to some locations within the university; therefore, its usage is restricted	3.53	0.21
Poor internet connectivity within the university campus is a common occurrence	3.59	0.14
Technical staff who are employed to fix broken down ICT tools are noted to have limited skills and capability	3.51	0.14

Results in Table 5 showed that significant positive relationship exists between ICT adoption and workers' commitment (t = 2.86; p≤0.05) at 0.05 level of significance. This implies that ICT adoption has positive influence on workers' commitment. This may

not be unconnected to the fact that ICT usage has been attributed to making assigned tasks easier to undertake, thus; enhancing workers' commitment. The R^2 value of 0.384 implies that 38.4% variation in the workers' commitment could be explained by the ICT adoption and its consequential acceptance by the academic staff of the university. This result is consistent with the findings of (Martin, 2011) who discovered that the adoption of ICT brings about an enriching work environment which positively influences pure intrinsic motivations of workers; thus, enhances their level of commitment to the organization.

Influence of ICT Adoption and Workers' Commitment to their Jobs
Table 5: Influence of ICT adoption on workers' commitment

Variable	Coeff.	Std. Err	t-value	p-value	Decision
ICT adoption score	2.09	0.73	2.86	0.05	S

R –value= 0.62, R^2 – value = 0.384   Source: Field Survey, 2019

Results in Table 6 showed that there was a significant relationship between perception (r = 0.68; p≤0.05) and workers' commitment at 0.05 level of significant. This means that workers who positively perceived technology adoption in performing their duties would be more committed than those who had negative perception. This finding is in line with the work of (Olajide, Akingbade and Oladimeji, 2015) who found out that there is a positive relationship between ICT adoption and workers' positive disposition to work; and by extension, improved organizational commitment.

Table 6: Relationship between perception of ICT adoption and workers' commitment

Variable	Correlation Coeff.	p-value	Decision
Perception	0.68	0.17	0.05

Source: Field Survey, 2019

CONCLUSION AND RECOMMENDATIONS

Based on respondents' perception of ICT adoption, the highest mean score was obtained with the ease with which workers now carry out their responsibilities due to the deployment of ICT ($\bar{X}$=3.61; SD = 0.35), while result processing and deployment has been enhanced through the deployment of ICT was recorded to be with the lowest mean ($\bar{X}$=2.21; SD = 0.21). In terms of workers' perceived impact of ICT adoption and commitment, the highest mean score of ($\bar{X}$=3.56; SD= 0.23) was obtained to signify that improved teaching activities of academic staff of the university was positively associated with their ability to utilize ICT tools, while the lowest mean ($\bar{X}$=2.38; SD = 0.17) was obtained with respect to students' results being processed easier and faster. Also, the analysis of the relationship between ICT adoption and workers' commitment, recorded highest mean of ($\bar{X}$=3.55; SD=0.15) to indicate that work stress associated with academic work was drastically reduced with the adoption of ICT, while the lowest score of

($\bar{X}$=2.47; SD=0.21) was indication of respondents' feelings that they are much more committed to carrying out their duties even without being necessarily present on campus. Furthermore, on the perceived challenges of ICT adoption, the results show the highest mean score of($\bar{X}$=3.72; SD=0.18),was an indicative that internet access points were limited to some locations within the university; therefore, its usage restricted, while the lowest mean score of ($\bar{X}$=3.51; SD=0.14), implies that technical staff who were charged with the responsibility of fixing broken down ICT infrastructure and tools were noted to have had limited skills and capabilities. It is therefore recommended that the university's management is encouraged to expand the internet access points within the university and continuously provide up-till-date trainings for its technical staff at the Information Communication and Technology Application Centre (ICTAC).

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