SYSTEMATIC LITERATURE REVIEW: TECHNOLOGY ACCEPTANCE, EMPLOYEE MOTIVATION AND TECHNOSTRESS IMPACT

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Abstract. The COVID-19 pandemic has led to significant changes in work environments, with a growing dependence on technology. However, these swift changes have left many workers feeling underprepared and lacking the necessary skills to navigate new technologies effectively. This scenario adversely affects employee motivation and brings to light the concept of technostress the pressure employees feel as they attempt to learn, utilise, and adapt to advancing technology. Technostress often weighs heavily on employees, mainly due to their lack of familiarity with new tools. This research investigates the Technology Acceptance Model (TAM) in conjunction with the Theory of Work Motivation X and Y. In support of this, the researcher conducted a systematic literature review (SLR) examining 77 local and international journals exploring technology acceptance and employee motivation. The study aims to reveal how employees perceive technological acceptance and their motivation levels. The results highlight three categories of acceptance among employees: entirely positive acceptance, entirely negative acceptance, and a combination of both, shaped by particular job needs and functions. Nevertheless, most findings indicate that employees typically accept technology negatively and positively. Regarding work motivation, most results imply that motivation increases when technology acceptance is positive and decreases when acceptance is negative. The study concludes that employee acceptance of technology varies. Employees acknowledge two distinct attitudes towards acceptance of technology, which is regarded positively when it aids in work and does not cause technostress. In contrast, technology is perceived negatively when it is complicated, challenging to use, unsafe, and adds to technostress, resulting in reduced motivation.
Keywords: *technostress, Technology Acceptance Model (TAM), X and Y motivation theory, work motivation, technology*

Introduction

Since 2019, the COVID-19 pandemic has profoundly impacted Malaysia and other nations. In Malaysia, the virus spread began at the end of January 2020, leading to the implementation of a Movement Control Order. As a result, numerous activities were suspended, disrupting the normal operations of the government. This situation has fundamentally changed how society interacts with digital technology. Although digital work is not new, having been around since the 1990s, Lopez Pelaez et al. (2020) emphasize that it encompasses many online activities, interactions, and virtual documentation systems. The effects of digital technology on human labor are significant (Nastjuk et al., 2024), influencing emotions and stress levels, which in turn can impact workplace productivity in both positive and negative ways. According to Mamat et al. (2024) as well as Selwyn (2023), integrating technology into education has significantly

enhanced innovative critical teaching and learning processes for human development. This subject has been extensively examined since the introduction of the Education Blueprint in 2013, which outlines eleven key reforms to transform the educational system. Notably, technology empowerment is emphasised in Shift 7, which focuses on utilising information and communication technology (ICT) to improve the quality of learning in Malaysia. A study conducted by the ministry in 2010 revealed that 80 per cent of teachers engaged in ICT for less than one hour each week. In a broader context, UNESCO's 2012 findings highlighted the potential of ICT to promote dynamic learning experiences and foster higher-order thinking skills. This underscores educators' need to embrace technology, including headmasters, principals, and teachers, as articulated in the Malaysia Education Blueprint 2013-2025.

In todays rapidly evolving workplace, the readiness and capability to embrace new technology pose significant challenges for individuals. Difficulties in integrating technological advancements into daily tasks can lead to overwhelming levels of stress and anxiety. Research conducted by Nisafani et al. (2020) indicates that the sudden introduction of new technologies often leaves individuals feeling bewildered and anxious as they strive to adjust. Additionally, a study by Conger et al. (2024) points out that the shift to virtual work, frequently implemented without clear guidelines, has intensified feelings of isolation and uncertainty among employees. Many individuals report increased levels of depression, stress, and emotional strain as they navigate these unexpected obstacles. The emotional consequences of such transitions can be profound, giving rise to what is now referred to as technostress, where the pressure to keep pace with technological changes adversely impacts overall job satisfaction. This reluctance, or inability, to fully engage with and utilize new technologies hampers productivity and places a significant emotional burden on employees, negatively affecting their mental health and workplace morale. Therefore, it is crucial to recognize and address these challenges to foster a healthier work environment in our increasingly technology-driven world. Arslan et al. (2022) highlight the importance of effectively managing technological interventions to prevent adverse impacts on job satisfaction. Similarly, Nastjuk et al. (2024) advocate for a gradual approach to promoting digital empowerment in the workplace. Employees who find navigating technological tools and systems challenging often experience heightened stress levels. Consequently, integrating technology into the workplace must be carefully managed to ensure it enhances, rather than detracts from, employee performance and overall organizational productivity. Employers and managers should devise strategic plans to assist employees in adapting to these technological changes. Once employees embrace these innovations, they are likely to experience improved performance, provided that the benefits outweigh any potential drawbacks.

Research issues

In any organization, employees need to have a solid understanding of technology. Equally important is ensuring that this technology aligns with the organization's specific needs and adheres to fundamental management principles: planning, organizing, leading, and controlling. LeRoy et al. (2023) emphasize that successful technology implementation requires meticulous planning to support the organization's goals and strategies. Such thoughtful preparation enhances effective technology use by addressing critical questions: Who will utilize the technology? How will it be integrated into existing processes? Who will be responsible for reporting? What resources will be

required, and how will the use of technology affect job satisfaction? Addressing these questions is vital for successfully achieving the organizations objectives. In their 2007 study, Park and Ertmer emphasized the significance of thorough planning and implementing technology integration within a problem-based learning (PBL) framework. They highlighted that a deliberate approach to defining the role of technology is essential for fostering effective learning environments. Adhering to a well-structured implementation strategy is crucial for achieving desired outcomes. This process necessitates active involvement from senior management, which establishes the vision and direction for technology usage, while also depending on the engagement of subordinate employees, who play a vital role in executing these plans at the operational level. Collaboration between these groups is critical for successfully addressing the challenges associated with integrating new technologies within an organization.

Both managers and employees play essential roles in fostering the success of innovative and transformative technologies within a company. Managers must navigate dual responsibilities: they function as implementers while serving as liaisons, proactively engaging with external stakeholders to coordinate efforts and align objectives. When specialized expertise is required, it is crucial to strategically hire consultants, as these experts can offer invaluable insights and guidance to employees (Lopez, 2023). Addressing the challenges and constraints posed by technology can be achieved through thorough evaluation and learning from past mistakes. Furthermore, managers fulfil the role of spokespersons and advisors, tackling organisational technological issues. Their leadership transforms challenges into opportunities, creating an environment where technology enhances productivity and drives innovation. Workplace stress often stems from emotional and physical factors, mainly when resistance to change within an organization exists. Technology-related stress, commonly called technostress, includes feelings of overload, intrusion, complexity, insecurity, and uncertainty. Employees' perceptions and assumptions about their work environment can exacerbate technostress. Furthermore, discussions in print and digital media play a significant role in shaping and reinforcing these perceptions, increasing employees' awareness of the potential negative impacts of technology use.

Research objective

This research delves into how employees experience technostress across different industries, highlighting technology acceptance as a key discovery. The specific objectives of the study are: (1) Exploring how employees embrace new technology. (2) Uncovering what drives workers to accept and adapt to technological advancements.

Literature review

The literature review explores several key themes, primarily focusing on technostressthe challenges and negative emotions employees face as technology becomes increasingly integrated into their work environments. This issue is closely related to the factors influencing whether workers accept or resist technological advancements. Each individual brings unique perspectives, experiences, and attitudes towards embracing or resisting technology. Furthermore, the review emphasizes two significant theoretical frameworks: the Technology Acceptance Model (TAM) and work motivation theory. TAM provides insight into why individuals either adopt or hesitate to adopt new technologies, highlighting the importance of perceived ease of use and

perceived usefulness. Conversely, work motivation theory examines the internal and external factors that drive employees' desire to excel in their roles. The dynamics surrounding technology acceptance significantly impact employee motivation, which can either enhance or hinder it. This dual effect is crucial, as motivation is closely linked to job satisfaction. For example, Breaugh et al. (2017) highlight the importance of human work motivation in fostering job satisfaction; motivated individuals are more likely to find fulfilment in their roles. Similarly, research by Thanh et al. (2020) indicates that higher levels of work motivation correlate with increased productivity in the workplace. Therefore, it is essential to thoroughly explore the relationship between motivation, job satisfaction, technological acceptance, and complex rejection. Understanding these connections is vital for comprehending how employees engage with technology and how these interactions ultimately affect their overall performance and job satisfaction.

Technostress

Stress significantly impacts an individual's cognitive functions, emotional stability, and physical health, ultimately compromising the overall quality of these interconnected domains. Senreich et al. (2019) research indicates that individuals perceive threats when they cannot complete tasks that align with their skills and capabilities. In contrast, challenges emerge when individuals actively pursue tasks that push them beyond their current expertise, fostering growth and development. A study by Talib et al. (2022) emphasizes that when employees are required to adapt to new technological systems and processes, this transition can lead to considerable emotional strain. Such strain often diminishes their sense of well-being, as the pressures to keep up with evolving workplace demands can be overwhelming and stressful for many. Furthermore, the pervasive feelings of burden and fatigue that often accompany workplace stress can significantly impede overall performance. Employees who cultivate negative attitudes toward new technologies, whether due to inadequate training, apprehension about job displacement, or general resistance to change, may experience a considerable decline in motivation. This reduction in enthusiasm affects their drive to excel in their roles and can create a ripple effect throughout the entire team, fostering an environment lacking in encouragement and inspiration.

As job satisfaction declines, it can instigate a downward spiral in which discontent leads to reduced productivity and employee engagement. A 2020 study by Lagrosen and Lagrosen reveals that workers are significantly more likely to resist and disengage from their responsibilities when confronted with emotional and physical stressors. This emphasizes the critical need for organizations to develop supportive work environments that prioritize employee well-being. Such environments can promote open communication, provide essential resources, and nurture a culture of understanding and collaboration, ultimately boosting morale and productivity within the team. Research shows that technostress often stems from inadequate technological support and employees' difficulties when adapting to new technologies. Collins et al. (2012) emphasized the significance of various support mechanisms, including career development programs, comprehensive training sessions, on-the-job learning opportunities, and professional counselling. These elements serve as vital resources that facilitate technological acceptance among employees. When workers are required to navigate new technologies without adequate training or learning opportunities, it increases stress levels. This situation contrasts markedly with those already adept at

using technology; they typically exhibit greater competence, fostering a more positive perception of their jobs and enhancing overall job satisfaction. Technology is a vital catalyst for transformation in today's rapidly evolving professional landscape. It has transcended being merely an optional tool and has become an advanced platform that significantly enhances productivity and efficiency in the workplace. To effectively harness the benefits of technology, organizations must adopt strategic integration approaches, recognizing it as an indispensable asset. Technology has the potential to streamline operations, optimize workflows, and create a more enjoyable work environment. Thoughtful implementation of technological innovations can significantly boost employee engagement, well-being, and overall job satisfaction, fostering a more vibrant and enriching workplace culture.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), initially introduced by Davis and his colleagues in 1989 (*Figure 1*), has experienced considerable evolution, mainly due to the contributions of researchers like Venkatesh et al. in 2003. Central to TAM are two fundamental components: perceived usefulness (PU) and perceived ease of use (PEOU). Perceived usefulness refers to an individuals belief that using a particular technology can result in positive outcomes and enhance performance. Conversely, perceived ease of use reflects the degree to which a person believes technology is straightforward. Individuals who perceive technology as easy to use are more inclined to engage with it effortlessly and with minimal difficulty (To et al., 2021). The constructions within the Technology Acceptance Model (TAM) framework have ignited significant debate among academics and practitioners. Davis (1989) posited that technology adoption is significantly influenced by Perceived Ease of Use (PEOU), which, in turn, affects Perceived Usefulness (PU). This relationship is essential for understanding how users engage with new technologies. When individuals feel confident in their ability to navigate a technological tool without difficulty, they are likelier to adopt it for effective job performance. Moreover, the perception of ease of use is often associated with the belief that technology simplifies complex tasks and enhances the overall efficiency of organizational processes. According to Ma (2024), when employees recognise that a specific technology can streamline their tasks, minimise the time allocated to activities, and increase productivity, they are more inclined to adopt and integrate that technology into their daily routines. This relationship underscores the importance of designing user-friendly systems that address the practical needs of employees in any organizational setting.

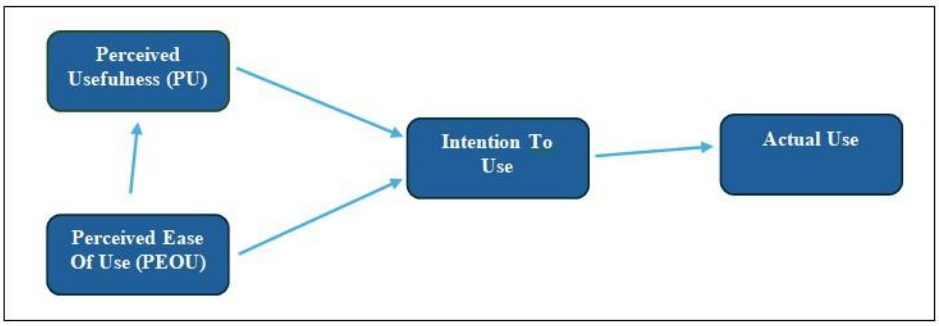

Figure 1. *Technology Acceptance Model (TAM).*
Source: Davis (1989)

The integration of technology and human resources is crucial for contemporary organizations. Human resources should consist of skilled individuals who are both competent and adaptable to the continuous changes within the organization, particularly in light of the ongoing digital transformation. Companies aim to create economies of scale that promote guidance and career development, enabling employees to harness technology in their daily tasks effectively. Figure 1 illustrates the Technology Acceptance Model (TAM) that informs this study. This model explores how employees either accept or reject technology in their workplaces and the impact of this decision on their motivation. According to TAM, two primary factors drive employee acceptance: perceived usability (PU) and perceived ease of use (PEOU). Before adopting new technology, employees develop views on these dimensions. PU is evident when employees believe the technology will enhance workflow efficiency, simplifying their work processes (Pal and Patra, 2021). In contrast, PEOU arises when employees feel the technology can be used effortlessly, without significant complications (Oanh et al., 2022). The relationship between these two perceptions is closely intertwined. Research conducted by Alismaiel et al. (2022) demonstrates that perceived ease of use (PEOU) significantly influences perceived usefulness (PU); employees view new technology as a tool to reduce their workload. Consequently, a favourable perception of PEOU enhances the acceptance of PU. However, the accurate measure of technology acceptance lies in how PU and PEOU translate into the intention to use. Both perceptions notably affect employees' willingness to integrate technology into their work processes. The ultimate assessment of technology use is based on actual usage, which indicates whether employees achieve outcomes that align with their expectations regarding PU and PEOU. As highlighted by Alfadda and Mahdi (2021), technology can lead to technostress. Stress levels rise when this usage results in adverse outcomes that deviate from their expectations of PU and PEOU. Conversely, positive usage that meets their expectations can enhance work motivation. Therefore, while the Technology Acceptance Model (TAM) underscores the relationship between stress and work motivation, this study primarily focuses on the aspect of work motivation. Stress is assessed in terms of employees' reluctance to embrace technology, stemming from a lack of motivation to engage effectively.

Work motivation

The text emphasizes the crucial role of work motivation in enhancing human performance. It posits that motivation, combined with individual capabilities and removing obstacles, leads to improved performance outcomes. These obstacles may arise from unengaging or overly complex work systems related to technology acceptance. A study by Kalayou et al. (2020) indicates that many employees lack the essential skills needed to adapt to new technologies, hindering their motivation to embrace change. Additionally, the pressure to master new technologies can overwhelm employees, further complicating their acceptance of these transformations. Moreover, safety and risk concerns present additional barriers to motivation. A solid knowledge base empowers individuals to carry out tasks more efficiently. Similarly, user-friendly technology tends to be easier to navigate. McCoy et al. (2005) noted that interest can foster knowledge development. In contrast, Yulianto et al. (2021) discovered that a fascination with technology enhances employees' learning experiences and leads to a more positive acceptance of technological tools. These insights are closely tied to

Perceived Ease of Use (PEOU) and Perceived Usefulness (PU), which shape employees' initial perceptions of technology. This motivational influence impacts cognitive and emotional dimensions, ultimately affecting behaviour and actions. Motivation often diminishes when employees face challenges (Si et al., 2021; Thanh et al., 2020). The greater the difficulties encountered, the higher the stress employees experience. A significant source of this stress arises from anxiety related to the technologies in use, which can impede clear thinking and exacerbate emotional challenges.

Acquiring knowledge is vital for professional growth and can be achieved through experiential learning and structured educational opportunities. Knowledge serves as a key technological force, empowering employees to effectively navigate and utilize various tools and systems. Those with a strong understanding of these technologies find it significantly easier to perform their tasks efficiently and effectively. In contrast, employees who struggle with technology or lack foundational knowledge often face numerous challenges. Their limited comprehension can hinder their motivation at work and lead to feelings of overwhelm. This decline in motivation may manifest in a variety of negative emotions, including sadness, anxiety, depression, and even uncontrollable anger, as noted by Schmidt et al. (2012). Such emotional struggles impact individual performance and can disrupt team dynamics and the overall organizational culture. To address these challenges, organizations, especially employers, must ensure their workforce is adequately prepared to meet technological demands. Employers should implement direct and indirect support systems tailored to assist employees effectively. This may include customized training programs focused on specific technological skills. These mentorship opportunities allow employees to learn from more experienced colleagues, and ongoing workshops that keep employees informed about the latest advancements. Additionally, engaging specialized consultants can provide expert insights and tailored guidance. These consultants can assess the organization's distinctive technological needs and design targeted interventions, ensuring that all employees, particularly those struggling to adapt to new technologies, receive the necessary support to succeed in a technology-driven environment. Organisations can cultivate a motivated, knowledgeable, and emotionally balanced workforce by offering comprehensive training and support.

Cognitive development is essential for employees, particularly during promotions or transitions into new roles, as it enhances their abilities and simplifies their responsibilities. Organizations should prioritize ongoing technology training to support this development effectively. Additionally, behavioral factors have a significant impact on work motivation. Research by Chilton et al. (2005) suggests that improving behavioral skills can boost competency and motivation. Job satisfaction is also a critical component of competence and technical skills; Cools et al. (2009) indicate that satisfied employees are likelier to perform well in their roles. However, human emotions can become unstable when faced with detrimental relationships and conflicts, particularly around technology use, as Bruk-Lee et al. (2013) highlighted. Furthermore, Cromity and De Stricker (2011) found that senior employees frequently resist adopting new technologies due to negative perceptions, with silo thinking serving as a significant barrier to change. Organisations must recognise the challenges employees encounter when adapting to changes. Sudden and significant modifications can increase tensions, leading to greater work pressure. This heightened pressure can adversely affect employee efficiency and overall organisational productivity, potentially damaging work performance and reputation. Before implementing new technology in the workplace,

several strategies should be considered. By utilizing the Technology Acceptance Model (TAM), organizations can effectively influence employee perceptions during the stages of Perceived Ease of Use (PEOU) and Perceived Usefulness (PU). However, a thorough evaluation will be conducted during the actual implementation of the technology.

Work motivation theories X and Y

Neuliep (1987) classifies motivation theories and models into two primary categories: need-based and process-based. This framework, developed by Douglas McGregor, builds upon Abraham Maslow's concepts of Theory X and Theory Y. Need-based models emphasize motivating employees by highlighting the importance of reinforcing ongoing actions rather than eliminating undesirable ones. In contrast, process-based models focus on cognitive processes and individual thought patterns. Technology acceptance can enhance skills and significantly impact performance (Ndubueze et al., 2024). An employee's willingness to embrace technology may be influenced by the principles underlying Theory X and Theory Y. According to Cunningham (2011), these theories present opposing perspectives: Theory X generally correlates with adverse outcomes, while Theory Y is associated with positive results. This research explores the factors affecting technology acceptance, including technostress as a potential variable that may influence the relationship between technology acceptance and work motivation. Cunningham (2011) introduced Theory Y as a counterpart to Theory X, emphasizing the differing employee attitudes central to both theories. Individuals who embrace a Theory Y approach typically demonstrate high levels of work motivation. They are more likely to take on greater responsibility and maintain a positive outlook than those exhibiting Theory X traits. A fundamental aspect of Theory Y is the belief that employees view their careers as essential to their overall well-being. This theory depicts employees who not only find genuine enjoyment in their work but also set clear objectives and targets, take the initiative in their assignments, demonstrate accountability in their roles, and possess the intellectual capabilities necessary to achieve organizational goals.

The relationship between technological acceptance and work motivation, grounded in Theory Y, is expected to yield positive outcomes. This research primarily focuses on examining how employee acceptance of technology influences work motivation from the viewpoints of both Theory X and Theory Y. According to Theory X, employees may exhibit negative behaviors when they possess a disdain for work, require explicit guidance, need coercion to fulfill their responsibilities, tend to shirk their duties, demonstrate irresponsibility, and lack ambition. These characteristics imply that employees with a Theory X orientation experience a notable deficiency in their sense of purpose and direction. Integrating technological interventions within organizations often facilitates a seamless transition for employees, who tend to adapt to these changes with minimal resistance. This phenomenon can be attributed mainly to the characteristics of Theory Y employees. These individuals view work as a significant aspect of their lives, approaching it with enthusiasm and a proactive attitude. They willingly embrace their roles and responsibilities, driven by a strong sense of personal potential and ambition. Research conducted by Larsson, Vinberg, and Wiklund in 2007 supports this perspective, suggesting that motivated employees tackle new organizational challenges with eagerness and determination. Their intrinsic motivation prompts them to actively seek out opportunities for learning and development actively, partaking in training programs to acquire new skills and expertise. This commitment to continuous

improvement enhances their skill sets and is crucial for ensuring their long-term career sustainability and success in a rapidly changing workplace. By cultivating an environment that fosters such motivation, organizations can benefit from an agile, innovative, and resilient workforce in the face of change.

Fisher (2009) describes the changes leadership implements within an organization as the innovation process. For employees to successfully adapt to these changes, they must be mentally and emotionally prepared to embrace the modifications presented to them. This necessity arises from the crucial trust relationship between employees and their employer, wherein employees are expected to adhere to directives that align with the organization's mission, vision, and goals. It is imperative that employees not only comply with but also internalize and embrace the guidance provided by management. Simultaneously, supervisors must recognise and understand their employees' limitations and challenges. By grasping these constraints, leaders can foster an environment that enhances motivation and boosts productivity. This mutual understanding cultivates a more collaborative workplace where change is effectively managed, ultimately improving organizational performance. Examining the X and Y work motivation theories reveals that a positive outlook on ones career can significantly drive individual motivation. Conversely, those who harbor a pessimistic view of their jobs often encounter challenges related to work motivation. Integrating these theories offers a foundation for research into the dynamics of motivation. This study explores the impact of technology acceptance on employee motivation, focusing on technostress as a mediating factor between technology acceptance and motivation within organizations. In summary, the X and Y theories, illustrated in *Figure 2*, highlight four key factors identified by Douglas McGregor. The X theory suggests that employees may detest their work, struggle to accept directives, require external pressure to fulfill tasks, prefer to evade responsibilities, and lack intrinsic motivation. In contrast, the Y theory posits that employees enjoy their jobs, successfully achieve set goals, willingly embrace responsibilities, and possess the intellectual capacity to meet organizational objectives.

Figure 2. *Theory X and Y.*
Source: Goldman (1983).

Materials and Methods

This study utilizes critical analysis and comprehensive library research, centering on a systematic secondary literature review. The secondary data gathered is the foundation for developing a research model framework. The researcher has examined 77 journals that explore technology acceptance among employees across various sectors, including

education, business, and services. Furthermore, the study emphasizes key factors such as employee motivation and technostress concerning technology acceptance. The findings have been meticulously detailed and summarized, illuminating the relationship between technostress and work motivation.

Results and Discussion

Table 1 provides a comprehensive overview of the current literature regarding the role of technology in organizations. This critical review includes 77 research articles published between 1989 and 2024, spanning various fields and sectors. Each study explores how the acceptance of technology influences employee motivation. The researchers examined several factors affecting organisational technology implementation, revealing various employee perceptions and motivations. A favourable outlook on technology enhances employee motivation, whereas a negative perspective often results in diminished motivation levels. Furthermore, some studies suggest that technology acceptance may vary across different sectors, indicating that employee motivation can fluctuate depending on how technology is integrated within a particular context. *Figure 3* illustrates a timeline of the referenced studies, organized by year of publication, spanning from 1989 to 2024. Notably, only a limited number of years contributed to these studies, specifically: 1989, 1995, 2001, 2003, 2005, 2007, 2008, 2010, 2011, 2014, 2016, 2018, 2019, 2020, 2021, 2022, 2023, and 2024. Upon reviewing these years, a significant trend emerges: most cited studies were published between 2020 and 2024, with an exceptionally high concentration of references from 2023. This trend highlights an expanding body of research and a growing interest in the topic during this recent period, underscoring the potential advancements and developments made in the field. In *Figure 4*, the researcher comprehensively analyses past research findings, categorizing them by geographical location. This evaluation is grounded in a meticulous review of 90 academic journals, which includes 77 international publications and just 13 from local sources. The data reveals a significant trend: 86% of the references cited are from international sources, while only 14% pertain to domestic studies. This imbalance underscores a considerable reliance on foreign literature within the field, suggesting potential gaps in local research contributions and highlighting the urgent need to delve deeper into domestic perspectives.

***Table 1**. Analysis of literature review on the use of technology in organisations.*

Year	Authors	Title	Research Details	Technology Acceptance	Work Motivation
1989	Davis	Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology	The Technology Acceptance Model (TAM) focuses on two key factors: perceived usefulness (PU) and perceived ease of use (PEOU). It evaluates technology based on user experience and is essential for promoting the adoption of new technologies.	Positive	High
1995	Quinn	Reducing Stressful Aspects of Information Technology in Public Services	Employees receive training to understand workplace technology, but poor readiness leads to disinterest and stress.	Negative	Low
2001	Quinn	Overcoming Technostress in Reference Services to Adult Learners	Workers often feel stressed when their organizations use new technology. To help reduce this stress, organizations are continually finding better ways to support their employees.	Negative	Low
2003	Venkatesh et al.	User Acceptance of Information Technology: Toward a Unified View	Technology is vital at work but must be regularly updated to meet current needs.	Positive	High
2005	Chilton et al.	Person-Job Cognitive Style Fit for Software Developers: The Effect on Strain and Performance	Research shows that software developers face low stress and motivation because of decreased productivity. Their fluctuating workload, influenced by fast-paced technological changes, requires ongoing innovation in a stagnant environment, resulting in emotional strain and career challenges.	Negative	Low
2005	McCoy et al.	An Examination of the Technology Acceptance Model in Uruguay and the US: A Focus on Culture	This research applies the Technology Acceptance Model (TAM) to examine cultural differences in technology acceptance, guided by Hofstede's dimensions, such as gender roles and power distance. It finds that technology is broadly accepted across demographics for enhancing workplace efficiency and communication, highlighting its importance in modern organizations.	Positive	High
2007	Tarafdar et al.	The Impact of Technostress on Role Stress and Productivity	Support from the organization is essential for boosting employees' confidence in using technology. This support increases the acceptance of new technology, leading to higher productivity.	Positive	High
2007	Park and Ertmer	Impact of Problem-Based Learning (PBL) on Teachers' Beliefs Regarding Technology Use	Problem-based learning (PBL) shifts education from teacher-centred to student-centred methods, making technology learning more engaging for students. It excites learners as they tackle real-world problems, fostering curiosity and encouraging interactive exploration.	Positive	High
2008	Schneberger et al.	Factors That Influence the Performance of Computer-Based Assessments: An Extension of the Technology Acceptance Model	The research used the TAM Model to assess computer usage in education, finding that computer-based assessments improved the evaluation process.	Positive	High
2008	Zeman and Swanke	Integrating Social Work Practice and Technology Competencies: A Case Example	The integration of technology enhances teachers' competence. As a result, teachers become more efficient, emphasizing skills in training, demonstration, teaching, and research. Overall, technology adds value to their abilities.	Positive	High
2010	Tarafdar et al.	Impact of Technostress on End-User Satisfaction and Performance	Cognition and knowledge significantly impact employee satisfaction with technology. A lack of technological knowledge can decrease work productivity and lower employee satisfaction.	Negative	Low

2010	Oliver et al.	Needs of Elementary and Middle School Teachers Developing Online Courses for a Virtual School	Studies show that the community accepts technology positively, and using online teaching improves online courses. This approach is leading the way in developing virtual courses in schools.	Positive	High
2011	Cromity and De Stricker	Silo Persistence: It's Not The Technology, It's The Culture!	Technology should be utilized across various sectors. It is not new, but it represents a shift in work culture that enhances systems, processes, and procedures.	Positive	High
2014	Ishak	Pemodelan Penerimaan Maklumat Berkaitan Islam di Internet: Pengaplikasian Model Penerimaan Teknologi (TAM)	The Internet and technology are essential for effective communication and knowledge sharing. They provide a cost-effective and efficient platform for fast interactions.	Positive	High
2014	Ahmad et al.	Moderating Effect of Technostress Imnhibitors on the Relationship Between Technostress Creators and Organisational Commitment	Stress is essential for maintaining employee efficiency. Factors like technological overload and uncertainty affect work commitment. However, organizational commitment is crucial for supporting employees in effectively using technology.	Positive	High
2014	Tarafdar et al.	Examining Impacts of Technostress on the Professional Salesperson's Behavioural Performance	Understanding technology significantly influences employee behavior. When employees are knowledgeable about technology, their efficiency improves. Conversely, insufficient knowledge can lead to stress and reduced contributions at work.	Positive & Negative	High & Low
2014	D'Arcy et al.	Understanding Employee Responses to Stressful Information Security Requirements: A Coping Perspective	Employees highlight security factors, particularly information security and identity leaks, that hinder full technology adoption. A lack of knowledge about technology security leads to employee stress, which impacts their behavior at work.	Negative	Low
2015	Agogo and Hess	"How Does Tech Make You Feel?" A Review and Examination of Negative Affective Responses to Technology Use	Employees' abilities often shape concerns regarding the provision of feedback on technology usage. When technology significantly aids them in their tasks, employees are more likely to respond positively. Conversely, if technology fails to enhance their work experience, it can lead to increased stress and anxiety, primarily due to a lack of familiarity or understanding.	Positive & Negative	High & Low
2015	Maier et al.	Giving Too Much Social Support: Social Overload on Social Networking Sites	A supportive workplace is crucial for integrating technology. Collaboration views tech as an asset, while training and regular knowledge-sharing enhance skills, boost confidence, and improve productivity.	Positive	High
2016	Lee et al.	Technostress from Mobile Communication and its Impact on Quality of Life and Productivity	The presence of technology negatively influences the quality of life as employees can be reached by their employers even after work hours. This intrusion affects employees' everyday lives, leading to a diminished work-life balance and reduced motivation at work.	Negative	Low
2016	Korzynski et al.	You and Your Technostress: Relating Personality Dimensions to ICT-Related Stress	Research indicates that personality and character influence how individuals accept or resist technology. People who embrace technology view it as a tool to enhance their work performance, while those who prefer to stay within their comfort zones see it as a burden and resist change.	Positive & Negative	High & Low
2018	Ibrahim et al.	Understanding User Characteristics as Antecedents of Technostress	To combat technostress in an organization, employees need a proactive mindset, technological readiness, and openness to change. Proper preparation minimizes stress and fosters a positive attitude towards new	Positive & Negative	High & Low

		towards HRMIS: A Mixed-Method Study	technologies, vital for building a thriving, adaptable workforce.		
2018	O'Dea et al.	Parental Attitudes Towards an Online, School-Based, Mental Health Service: Implications for Service Design and Delivery	Online learning significantly affects mental health, particularly for educators. It indirectly necessitates implementing creative and innovative strategies to enhance teaching concepts for students.	Positive & Negative	High & Low
2019	Pirkkalainen et al.	Deliberate or Instinctive? Proactive and Reactive Coping for Technostress	Employees have two different attitudes towards technology. Some avoid it because they feel unsure how to use it and want to avoid stress. Others embrace technology and are open to learning and adapting to it positively.	Positive & Negative	High & Low
2019	Marchiori et al.	Do Individual Characteristics Influence the Types of Technostress Reported by Workers?	Differences in technology acceptance exist across demographics such as gender, age, education level, and work experience. These factors can lead to fatigue, anxiety, and reduced productivity, impacting the mission of work within the organization.	Positive & Negative	High & Low
2019	Liu et al.	Exploring the Factors that Influence Physician Technostress from Using Mobile Electronic Medical Records	Knowledge significantly influences technostress among employees. Those with higher knowledge are more likely to embrace technology, benefiting from increased productivity. In contrast, employees with less knowledge may face fatigue and emotional distress from tech use.	Positive & Negative	High & Low
2019	Zainun et al.	Technostress and Commitment to Change: The Moderating Role of Internal Communication	The main issue in technology adoption is security. Employees are concerned about information intrusion and technology insecurity, which makes them reluctant to accept change and assume that the technology is unsafe.	Negative	Low
2020	Alshammari and Rosli	A Review of Technology Acceptance Models and Theories	Previous research has shown that embracing technology has a significantly more positive effect on organizational success than the challenges posed by its rejection. This highlights that the benefits of accepting technology far outweigh the drawbacks of resistance.	Positive & Negative	High & Low
2020	Ozsungur	The Effects of Successful Aging in the Workplace on Technology Acceptance and Use Behaviour	Research shows a notable age gap in technology acceptance among employees. Younger individuals are generally more open to adopting new technologies than older employees. This difference may stem from varying views on the safety, convenience, and comfort of using advanced technology.	Positive & Negative	High & Low
2020	Nisafani et al.	Workers' Technostress: A Review of Its Causes, Strains, Inhibitors, and Impacts	Technology is essential in organizations but can also create employee stress. Employers should recognize technology's limitations and support team well-being. While adapting to new tools takes time, manageable transitions are possible. Let us prioritize our employees' emotions and ease changes together!	Negative	Low
2020	Bhatt and Shiva	Empirical Examination of the Adoption of Zoom Software during COVID-19 Pandemic: Zoom	Zoom software has shown positive results during the pandemic because it contributes to the sustainability of employee communication. Zoom is a free and easy-to-use application. Indirectly, it positively impacts users because it is easy to apply in daily life, including during the pandemic.	Positive	High
2020	Kalayou et al.	The Applicability of the Modified Technology Acceptance Model (TAM) on the Sustainable Adoption of e-Health Systems in	The adoption of technology necessitates a sustained commitment to innovation and effort. It is a crucial factor; however, several constraints have been identified, including financial investment and the availability of skilled personnel. Implementing technology within the health sector is particularly costly due to high-quality equipment requirements.	Negative	Low

		Resource-Limited Settings	Furthermore, the health sector demands excellence in service delivery, reinforcing the importance of quality in all technological applications.		
2021	Mir	Self-Escapism Motivated Online Shopping Engagement: A Determinant of Users' Online Shopping Cart Use and Buying Behavior	Research indicates that technology has significantly streamlined the shopping experience, facilitated greater convenience and reduced the need for physical purchases. However, shopper behaviour can sometimes impact how items are placed in online shopping carts. If not managed effectively, this can disrupt the shopping process and result in errors. Implementing proper controls to ensure a seamless experience for consumers is crucial.	Positive & Negative	High & Low
2021	Pal and Patra	University Students' Perception of Video-Based Learning in Times of COVID-19: A TAM/TTF Perspective	Instructors noticed that some students preferred video learning due to its flexibility and accessibility. However, this method also led to challenges in understanding, as many students felt that face-to-face learning was easier to grasp.	Positive & Negative	High & Low
2021	Yulianto et al.	Students' Interpretations of E-Learning during COVID-19 using GETAMEL: Indonesian Higher Education Context	The education sector increasingly emphasises technology, which benefits teachers and enables them to conduct their lessons effectively, even during the pandemic.	Positive	High
2021	Latif and Rodzalan	Relationship between Job Characteristics and Factors Affecting Technostress among Secondary School Teachers in Johor Bahru	Technostress arises from diverse tasks, excessive technology, and uncertainty related to technology. Constant connectivity disrupts employees' quality of life, and workloads continue to increase despite technological assistance in daily tasks.	Negative	Low
2021	Liu and Hu	Digital-Free Tourism Intention: A Technostress Perspective	Digital-free tourism impacts travellers in various ways. Some seek relaxation by disconnecting from devices, while others prefer digital tools like cameras and social media. To promote digital-free travel, explaining the concept and providing alternatives is essential.	Negative	Low
2023	Scaramuzzino and Martinell Barfoed	Swedish Social Workers' Experiences of Technostress	Integrating technology in the workplace can stress employees, especially with outside-hour email notifications. Many are unhappy with current tools due to increased workload and duplicated efforts.	Negative	Low
2021	Golz et al.	Technostress Among Health Professionals – A Multilevel Model and Group Comparisons between Settings and Professions	Research indicates that technology impacts professionalism among health and medical professionals. Stress from technology use is more prevalent among middle and junior employees than senior employees. This likely stems from senior employees being decision-makers while junior employees focus on implementation.	Positive & Negative	High & Low
2021	Ali et al.	The Influence of Technostress Factors on Information System SUCCESS	Low willingness to use technology can lead to psychological problems for employees, negatively impacting their behaviour and attitudes. This disturbed psychology ultimately reduces work productivity.	Negative	Low
2021	Alfadda and Mahdi	Measuring Students' Use of Zoom Application in Language Course Based on the Technology Acceptance Model (TAM)	Students are highly comfortable with technology, especially for communication, and have adapted well to using Zoom for interaction. This familiarity enriches their learning experience, and they make notable progress in their language courses.	Positive	High
2021	Hernandez	Employing Technology Acceptance Model (TAM):	The integration of technology in education has significantly transformed the learning landscape. While it has enabled students to continue their studies	Positive & Negative	High & Low

		An Analysis on Students' Reception on Online Learning Platforms during the COVID-19 Pandemic	during the pandemic, many face challenges like limited device access and unreliable internet connections. Instructors also share similar difficulties in adapting to virtual platforms. Overall, technology has created new learning opportunities, but it also presents hurdles that students and educators must navigate together.		
2021	Mohamad et al.	Assessing the Acceptance of E-Learning via Technology Acceptance Model (TAM)	Incorporating technology in education is beneficial. The Technology Acceptance Model (TAM) helps assess teachers' readiness to adopt new methods and students' positive responses to e-learning initiatives, enhancing educational experiences collaboratively.	Positive	High
2021	To et al.	Understanding Behavioral Intention to Use Mobile Wallets in Vietnam: Extending the TAM Model with Trust and Enjoyment	Research shows that positive customer attitudes toward technology, like electronic wallets (E-Wallets), enhance convenience and enjoyment. According to TAM theory, a positive relationship exists between users' desire and experience with these technologies.	Positive	High
2022	Rosli et al.	A Systematic Review of the Technology Acceptance Model for the Sustainability of Higher Education during the COVID-19 Pandemic and Identified Research Gaps	Self-efficacy, subjective norms, experience, and enjoyment affect technology acceptance. During the COVID-19 pandemic, workers relied heavily on technology to maintain their jobs. Despite the stress from unexpected challenges, workers and students viewed technology positively, recognising it as a valuable support in managing their routines.	Positive & Negative	High & Low
2022	Ismail et al.	The Impact of Technostress on Malaysia Educator's Performance in the Age of Covid-19	The rapid adoption of digital technology during the COVID-19 pandemic significantly impacted educational institutions and educators. Techno-overload, complexity, and insecurity in using technology resulted in work pressure, ultimately disrupting educators' quality of life and work.	Negative	Low
2022	Talib et al.	Technostress Creators in the Workplace: A Literature Review and Future Research Needs in Accounting Education	The use of technology in the accounting field is associated with various challenges, including security issues and intrusions. Key topics of discussion include techno-overload, techno-complexity, and techno-insecurity.	Negative	Low
2022	Ali et al.	Technology Pressure During Covid-19 Pandemic On New Norms Of Working From Home	The COVID-19 pandemic has prompted organizations to adopt a "work from home" model, which can improve sustainability. However, employees experience pressure from irregular work hours and need flexible schedules, potentially leading to more extended hours than in the office. While technostress may enhance work sustainability, it can also have adverse effects.	Positive & Negative	High & Low
2022	Arslan et al.	An Investigation of Change in Teachers' Technostress Levels Before and After the Covid-19 Outbreak	Research conducted among teachers indicates that the level of technostress before and after the pandemic has not changed significantly. This suggests that the technology applications utilized during the pandemic have become an established practice and work culture within the organization, leading to an increased workload.	Negative	Low
2022	Anh et al.	'You're Still on Mute'. A Study of Video Conferencing Fatigue During the COVID-19 Pandemic from a Technostress Perspective	This research highlights the stress experienced by users engaging in video conferencing during the pandemic. Utilizing video conferencing for work can result in fatigue, dissatisfaction with one's job, and a decline in work performance. The situation becomes even more challenging when employees rely solely on digital methods for video conferencing. This impact strains emotions, leading to reduced productivity at work.	Negative	Low

2022	Michalik and Schermuly	Is Technostress Stressing Coaches Out? The Relevance of Technostress to Coaches' Emotional Exhaustion and Coaches' Perception of Coaching Success	Research indicates that employees in mentoring roles often face high levels of technostress. While effective mentoring relies on in-person interactions, the pandemic forced a shift to online platforms, leading to decreased job satisfaction as virtual mentoring fell short of in-person objectives.	Negative	Low
2022	Govender and Mpungose	Lecturers' Technostress at A South African University in the Context of Coronavirus (COVID-19)	This study indicates that lecturers experience significant levels of stress. They must continually learn new skills, particularly technology, and use innovative tools to enhance education. Emphasizing emotional control is essential to helping employees maintain their well-being and avoid excessive stress levels.	Negative	Low
2022	Alismaiel et al.	Social Media Technologies Used for Education: An Empirical Study on TAM Model During the COVID-19 Pandemic	Social media has become a valuable platform for sharing educational knowledge among educators, parents, and the community. Teachers frequently share teaching materials on social media, making them openly accessible to a broad audience. This has indirectly been a helpful reference source for students throughout the COVID-19 pandemic.	Positive	High
2022	Oanh et al.	The Continuous Intention to E-learning System Adoption of Students in the COVID-19 Pandemic: The combination of TAM and TTF Theory	The study connects the Technology Acceptance Model (TAM) with Task Technology Fit (TTF) theory, suggesting that technology is best accepted when it aligns with task requirements and features. This alignment enhances focus and efficiency by saving time, costs, and resources.	Positive	High
2023	Bencsik and Juhasz	Impact of Technostress on Work-Life Balance	Technostress disrupts work-life balance due to an imbalance between work demands and quality of life. Employees may lose free time from techno-overload and face uncertainty from inadequate tech skills, leading to decreased work performance.	Negative	Low
2023	Saleem and Malik	Technostress, Quality of Work Life, and Job Performance: A Moderated Mediation Model	Teachers experience stress while conducting classes online and in hybrid formats. Contributing factors to this stress include complexity, interruptions, and technology overload. Despite the organization implementing a flexible work concept, these stress factors continue to impact employees' quality of life.	Negative	Low
2023	Jimmy et al.	Technostress Creators and Employee's Well-Being at A Telecommunication Company in Sarawak, Malaysia	Technological advancements benefit organizational productivity. However, employees need knowledge and skills to apply new technologies. Employees who are less adept at adapting to technology are vulnerable to technostress.	Positive & Negative	High & Low
2023	Abdullah et al.	Technostress among educators at the Raja Melewar Campus Teacher Education Institute during the COVID-19 Pandemic	Workers experience technostress due to an inadequate adaptation process, primarily influenced by four factors: intrusion, burden, complexity, and insecurity. This rapid adaptation, particularly within the Education sector, significantly contributes to high levels of technostress.	Negative	Low
2023	Saidin et al.	The Influence of Personality Factors and Excessive Technological Technostress on the Effectiveness of Technological Leadership Style	Employees often leave their jobs because of technostress and personality issues. Strong organizational leadership is essential for helping employees adapt to their work environment, considering personality and technostress factors.	Negative	Low

2003	Venkatesh et al.	An Emerging Adults' Patient Portal Behavioral Model: Integrating Perceived Risk Theory, Technology Acceptance Model, and Personal Innovativeness	Healthcare workers utilize technology to provide patients with information about their medical status. This can be stressful for those unfamiliar with using technology for this purpose.	Negative	Low
2023	Kanaan et al.	How Digital Marketing and Innovative Performance Contribute to Hotel Restaurant Revenue Growth: the Mediating Role of Knowledge Sharing	Digital marketing boosts customer numbers and enhances revenue for food organizations. It allows marketing teams to distribute promotions efficiently, demonstrating the significant impact of technology on the food service sector.	Positive	High
2024	Nastjuk et al.	Integrating and Synthesising Technostress Research: A Meta-Analysis on Technostress Creators, Outcomes, and IS Usage Contexts	The study examined the effects of technostress in organizations, revealing inconsistent responses among employees to digital technology. It indicated varying levels of technology acceptance but did not address the issue of technostress itself.	Positive & Negative	High & Low
2023	Thunberg et al.	Investigating Healthcare Workers' Technostress when Welfare Technology is Introduced in Long-Term Care Facilities	This study indicates that healthcare workers experience technostress. They feel overwhelmed by the extensive use of technology intended for seniors. The challenges arise from seniors' difficulties adapting to these technologies, which causes stress for the workers managing them. As a result, these workers often feel that technology is not serving as a helpful tool.	Negative	Low
2025	Rademaker et al.	Leadership And Technostress: A Systematic Literature Review	Digital empowerment is crucial for employees, and leaders must prioritize technology training. Leadership is evolving to include more technology-focused responsibilities such as teaching, guidance, and mentoring.	Positive & Negative	High & Low
2023	Thurik et al.	Techno-Overload and Well-Being of French Small Business Owners: Identifying the Flipside of Digital Technologies.	Technostress poses a significant challenge for small entrepreneurs. While digital marketing can attract many customers quickly, it often overwhelms small traders, making it difficult for them to manage customer demands effectively.	Positive & Negative	High & Low
2023	Phuong Dung et al.	Understanding the Startup's Intention of Digital Marketing's Learners: An Application of the Theory of Planned Behavior (TPB) and Technology Acceptance Method (TAM)	Companies utilizing digital marketing can experience faster growth and advancement than traditional methods. This is due to the ease of tracking performance. However, inefficient practices can negatively impact productivity and erode customer trust if issues arise in the future.	Positive & Negative	High & Low
2023	LeRoy et al.	Webcams and Technostress: The Complicated Web of Amplified Online Learning, Webcam Use, and Technostress During	Privacy concerns can complicate jobs that require the use of webcams. Instructors often ask students to turn on their webcams to foster trust during teaching sessions. However, this practice can pressure students and instructors as it invades personal privacy.	Positive & Negative	High & Low

		COVID-19			
2023	Abidi et al.	Online Meeting Tools, Tacit Knowledge Sharing and Entrepreneurial Behaviours Among Knowledge Workers during COVID-19	Online meetings have made knowledge sharing quicker and easier. During the COVID-19 pandemic, employees can use various platforms to communicate and share information, ensuring they stay connected and effectively manage their work.	Positive	High
2023	Lefrid et al.	Simulation-Based Learning Acceptance Model (SBL-AM): Expanding the Technology Acceptance Model (TAM) into Hospitality Education	The study reveals a strong link between perceptions of technology use and its ease of use in the hospitality sector, especially among students. Positive perceptions enhance user engagement with technology, are vital for teaching and educational simulations in hospitality, and significantly impact technology acceptance in education.	Positive	High
2023	Lopez	The Role of Information Technology and Workplace Organization in Firm Productivity: Evidence from Spanish Firms	Studies show that information technology and work organisation significantly enhance productivity. Technology streamlines work systems, making them more organized and efficient. However, organizational support also plays a crucial role in driving technology adoption.	Positive	High
2023	Selwyn	Digital Degrowth: Toward Radically Sustainable Education Technology	Maintaining technology in education is essential for consistency and sustainability. Key approaches involve preventing manipulation, strengthening existing tools, enhancing innovations, and ensuring community impact, ultimately leading to improved educational career prospects.	Positive	High
2024	Munn and Azalea	Physical Work Environment Satisfaction and Productivity of Working Adults in Malaysia	Technostress occurs because of the environment, comfort, and equipment we use. When equipment is complicated or unfriendly, it can be hard to use. This burdens the user, leading to emotional stress and physical difficulties at work.	Negative	Low
2024	Ly and Ly	Technostress in Times of Change: Unveiling the Impact of Leadership Styles in Cambodia's Public Organizations in the Wake of COVID-19	The use of technology has transformed the concept of leadership within organizations. Leaders must shift from traditional leadership methods to digital approaches. Technological tools that enhance communication between leaders and employees facilitate this transformation. However, it is crucial to maintain a healthy work-life balance and manage workload effectively to prevent employee stress.	Positive	High
2024	Conger et al.	An Exploration of Factors Influencing Work from Home During Covid-19	This study shows that technology acceptance is mainly positive, with many employees embracing remote work due to the COVID-19 pandemic. The work-from-home model has been effective and well received by stakeholders.	Positive	High
2025	Li et al.	Tourists' Behavioural Intentions to Use ChatGPT for Tour Route Planning: An Extended TAM Model Including Rational and Emotional Factors	Studies indicate that technology has significantly enhanced the tourism sector. It allows travellers to access information and utilize maps to find various locations. Technology is essential in tourism, particularly when exploring areas outside of familiar surroundings.	Positive	High
2024	Ma	Development of an Extended TAM Model for Enabling Online Social Experience	Older adults find that smart home displays simplify their daily tasks, including part-time work and social interaction. These displays are significant technology that enhances their quality of life.	Positive	High

with Smart Home Displays
for Older Adults

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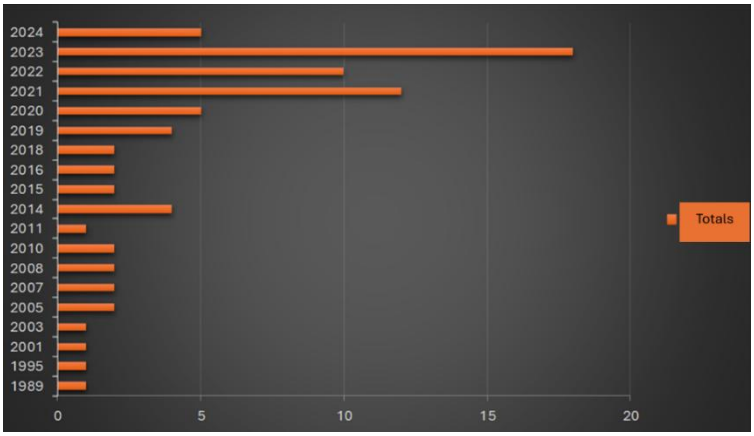

Figure 3. *Analysis of previous studies by year.*

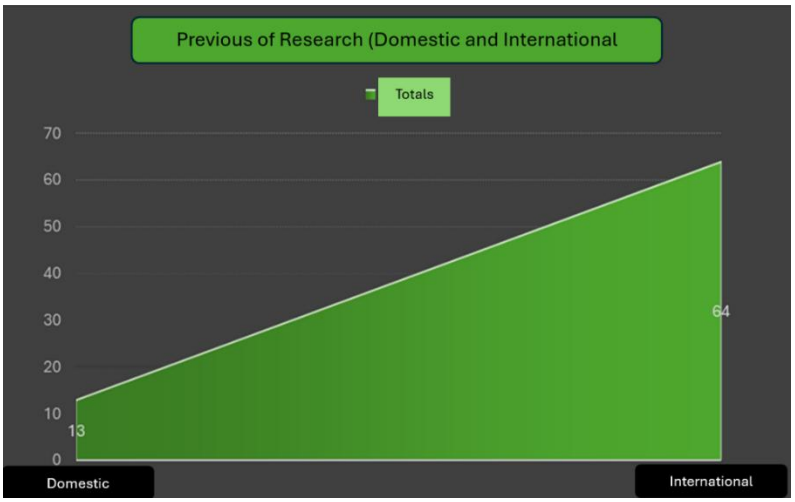

Figure 4. *Analysis of past studies by location (domestic & international).*

Figure 5 presents the initial findings of the research on employee acceptance of technology. This acceptance can be understood in three primary ways: positive, negative, and a combination. An analysis of 77 previous studies indicates that positive acceptance is the most prevalent, constituting 36 per cent of the results, while negative acceptance closely follows at 35 per cent. Previous research also reveals that employees can experience positive and negative acceptance, accounting for 29% of the findings. *Figure 5* presents the initial findings of the research on employee acceptance of technology. This acceptance can be understood in three primary ways: positive, negative, and a combination. An analysis of 77 previous studies indicates that positive acceptance is the most prevalent, constituting 36 per cent of the results, while negative acceptance closely follows at 35 per cent. Notably, previous research also reveals that employees can experience positive and negative acceptance, accounting for 29% of the findings. *Figure 6* illustrates the findings of a prior research study aimed at exploring employee perceptions of motivation related to adopting technology in the workplace. The literature review conducted for this study revealed that 28 employees demonstrated a strong motivation to embrace new technologies. Conversely, 27 employees indicated a lack of motivation towards accepting technology. Another group of 22 employees also

displayed mixed motivation levels, showcasing both high and low enthusiasm for technological advancements. This nuanced perspective on employee motivation provides valuable insights into the various factors influencing technology acceptance within the organization.

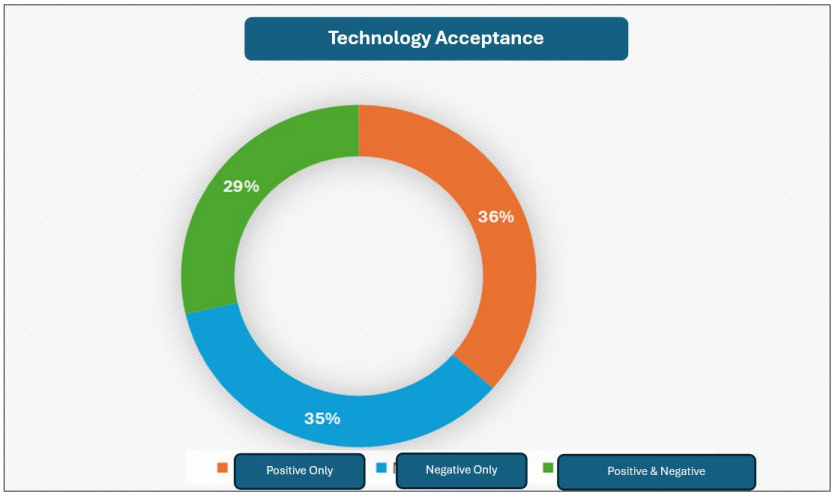

Figure 5. *Employee technology acceptance factors.*

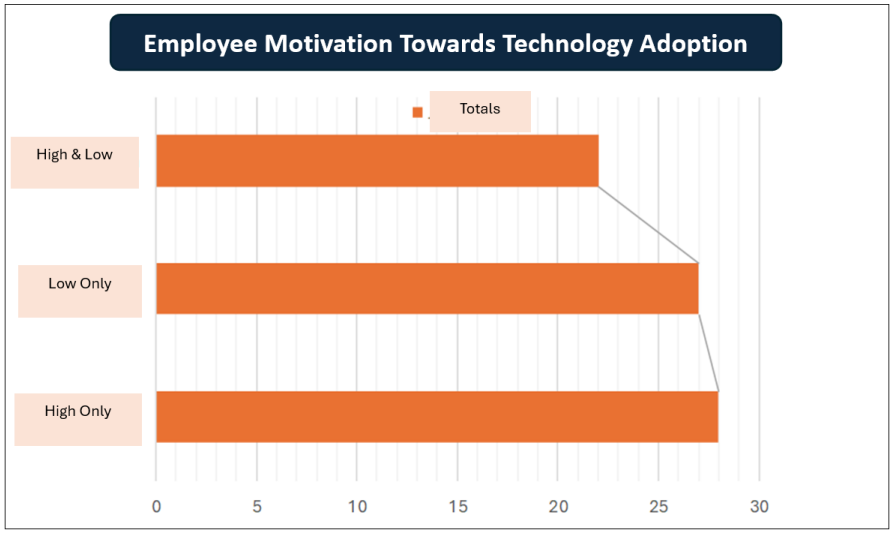

Figure 6. *Employee motivation about employee technology adoption.*

Recent critical evaluations of existing research indicate that 77 journals have been recognized for comprehensively examining organisational technology. The studies span from 1989 to 2024 and incorporate domestic and international perspectives. These investigations explore various topics, including management, education, services, science, and technology, primarily focusing on understanding how organizations adopt new technologies. Additionally, the research delves into the concept of technology acceptance, which examines how employees perceive technological changes introduced in their workplaces. When acceptance is high, employees often feel more motivated; conversely, low acceptance is associated with decreased motivation. This diminished motivation can lead to heightened stress levels in the workplace. In exploring the intersection of the Technology Acceptance Model (TAM) and Douglas McGregor's

Theories X and Y, a distinct relationship arises deeply rooted in the concepts of perceived usefulness (PU) and perceived ease of use (PEOU). Theory X asserts that employees dislike work and require close supervision, which can lead to a more negative view of technology's usefulness and ease of use. In contrast, Theory Y posits that employees are self-motivated and take the initiative, fostering a more positive perception during these critical stages of technological acceptance. The integration of Theories X and Y within the TAM framework becomes particularly noteworthy during the final evaluation phase, where employees engage with the technology in real work contexts. At this stage, their performance and productivity are assessed based on how effectively they leverage the technology to meet their work objectives. This evaluation is the culmination of their initial perceptions and readiness to adopt technology.

Additionally, the roles of Theories X and Y can be strategically integrated within the intention-to-use phase of the broader implementation process of the Technology Acceptance Model (TAM). In this context, the fundamental beliefs regarding employees' motivations whether perceived as requiring external control (Theory X) or as inherently capable and deserving of autonomy (Theory Y) play a vital role in influencing their willingness to adopt new technologies. By understanding this relationship, organizations can tailor their technology implementation strategies to align with their employees' motivational orientations, enhancing the effectiveness and acceptance of new technological solutions. A recent literature review has revealed that most studies on technology acceptance among employees have emerged since 2020. This increase is likely a response to the COVID-19 pandemic, which forced many industries to adapt and utilize technology for survival. As we move into a post-COVID-19 world, the significance of technology acceptance continues to rise, given its growing role in the workplace. The review scrutinized 77 journals from international sources, offering valuable insights into employees' experiences across various countries. Overall, employees exhibit a positive attitude towards technology acceptance, which can enhance their motivation to engage with new tools. However, it is important to note that some employees harbour mixed feelings about technology, resulting in varying levels of motivation that range from low to high.

Conclusion

Organizations can reap substantial benefits from technological advancements by streamlining costs, reducing energy consumption, and minimizing the need for human resources. However, the successful implementation of technology hinges on several factors, including the inputs utilized, the processes in place, production methods, feedback mechanisms, and the surrounding environmental context. Evaluating the tools, those executing the projects, and the financial resource at hand is vital. When effectively harnessed, technology can boost the efficiency of transforming input into outputs, enhancing both the quality of products and the value of services, especially concerning human capital. Accepting technology among employees is critical, and it can manifest as positive behavioural, emotional, and cognitive shifts. Gathering feedback from employees plays a crucial role in maintaining a consistent workflow. The approach to technology implementation can adopt a contingency model grounded in traditional management principles. Additionally, social, political, and economic factors can significantly impact the success of technology within organizations. Organizations need to assess the effectiveness of their operational systems, whether they are open or

closed. An open system must ensure its viability; if not, it risks becoming a closed system that may fail. Failure in technology-driven work systems can lead to organizational entropy, signaling underlying weaknesses and ineffective execution. By integrating the Technology Acceptance Model (TAM) with Theory X and Y, organizations can develop a dynamic, progressive, and innovative strategy for sustainable technology implementation.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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