International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

AI-Based HR Chatbots and Virtual Assistants: Improving Employee Experience and Efficiency of Human Resource Service Delivery

Dr. Breeze Tripathi

Assistant Professor, Human Resource, Psscive

Abstract:
The integration of artificial intelligence (AI) into human resource management has transformed the way organizations deliver HR services and engage with employees. AI-based HR chatbots and virtual assistants are increasingly being adopted to automate routine inquiries, support onboarding processes, streamline administrative tasks and provide real-time HR assistance. This study examines the role of AI-driven conversational systems in enhancing employee experience and improving the efficiency of HR service delivery. Drawing on current empirical research and industry practices, the study explores how chatbots contribute to faster response times, personalized HR support, reduced administrative workload and improved accessibility of HR information. Findings indicate that AI chatbots significantly enhance employee satisfaction by offering 24/7 availability, consistent communication and immediate resolution of common queries. Additionally, HR departments benefit from reduced manual task burdens, enabling greater focus on strategic functions such as talent development, workforce analytics and organizational planning. However, challenges such as data privacy concerns, system integration issues, limited emotional intelligence and employee trust barriers remain prominent. Overall, the study concludes that AI-based HR chatbots and virtual assistants represent a valuable tool for modern HR operations, offering a scalable, efficient and user-centric approach that supports both employee experience and organizational performance.

Keywords: AI-based HR chatbots, virtual assistants, employee experience, HR service efficiency,digital HR transformation, automation, human–AI interaction, organizational performance.

Introduction

The rapid advancement of artificial intelligence (AI) has significantly reshaped organizational functions, particularly within human resource management (HRM). AI-based HR chatbots and virtual assistants have emerged as transformative tools capable of automating routine HR processes, enhancing communication and improving employee accessibility to HR services [1]. As organizations increasingly adopt digital HR solutions, conversational agents have become central to modern workforce support, providing employees with immediate assistance, consistent information and personalized interactions across various HR tasks [2].

Traditional HR service delivery often suffers from delays, heavy administrative workload and limited availability of HR personnel, leading to inefficiencies and reduced employee satisfaction [3]. AI-based chatbots address these challenges by offering 24/7 support, handling high volumes of inquiries and

providing standardized responses to frequently asked questions. These capabilities not only streamline HR operations but also allow HR professionals to redirect their efforts toward strategic functions such as talent management, workforce planning and employee development [4]. The growing reliance on AI tools reflects a broader organizational shift toward data-driven decision-making and automated service delivery.

Employee experience has become a critical factor influencing engagement, productivity and organizational commitment, and AI-based chatbots play an essential role in enhancing this experience [5]. By simplifying interactions related to leave management, payroll queries, onboarding support, policy clarification and training recommendations, chatbots create a more seamless and efficient employee journey. Research also suggests that AI-driven personalized communication can increase employee trust in HR processes and improve the perceived fairness and responsiveness of organizational support systems [6].

Despite these benefits, the adoption of AI-based HR assistants is not without challenges. Concerns related to data privacy, system reliability, limited emotional intelligence and potential depersonalization of HR interactions can impact employee acceptance and organizational readiness [7]. Ensuring ethical AI practices, integrating chatbots with existing HR information systems and fostering user trust remain crucial for successful implementation [8]. Furthermore, differences in digital literacy and workforce demographics influence the effectiveness of AI tools, highlighting the need for adaptive and human-centered design approaches.

Given the increasing integration of AI technologies into HR functions, it is essential to understand their impact on employee experience and HR service efficiency. This study aims to analyze the role of AI-based HR chatbots and virtual assistants in transforming HR operations, improving service delivery and enhancing employee satisfaction. By synthesizing existing research and organizational practices, the study provides insights into the benefits, limitations and implications of AI-driven conversational systems in contemporary HRM environments [9].

Literature Review

- **Evolution of AI in Human Resource Management**

Artificial intelligence has increasingly become integrated into HR functions as organizations seek automation, efficiency and data-driven decision-making [1]. Early HR digitalization focused on HR information systems and e-HRM platforms, but recent advances in natural language processing (NLP), machine learning and conversational AI have enabled the emergence of intelligent HR chatbots and virtual assistants [2]. These tools are designed to simulate human-like interactions, assist with routine tasks and provide employees with fast, accurate and accessible HR support [3]. The shift toward AI-enabled HR reflects broader organizational transformations driven by digital transformation initiatives and workforce expectations for responsive service delivery [4].

- **AI Chatbots as Tools for Enhancing Employee Experience**

Employee experience encompasses all interactions that employees have with their organization, and AI chatbots are increasingly recognized as instrumental in improving this experience. According to recent studies, chatbots contribute to positive employee experiences by offering real-time answers, reducing delays in HR communication and enabling self-service for common HR tasks such as leave requests, policy queries and onboarding support [5]. Their availability across digital platforms—web portals, messaging apps and mobile devices—makes them accessible and convenient for employees regardless of

time zone or working hours [6]. Furthermore, personalized recommendations and AI-generated guidance foster greater engagement and help employees navigate complex HR processes more easily [7].

- **Efficiency Gains in HR Service Delivery**

One of the primary motivations for implementing AI-based HR chatbots is the potential to enhance efficiency in HR operations. Research shows that HR departments spend a substantial amount of time on administrative tasks, including answering repetitive questions and processing routine requests [8]. Chatbots automate these tasks, freeing HR professionals to focus on strategic responsibilities such as workforce planning and talent development [9]. In addition, chatbots can handle large volumes of inquiries simultaneously, ensuring consistent service quality and reducing waiting times. Organizations that have integrated conversational AI report improvements in service delivery speed, reduced operational costs and enhanced accuracy in HR-related information dissemination [10].

- **AI in Recruitment and Onboarding**

AI-based virtual assistants are increasingly used in recruitment processes, where they screen applicants, schedule interviews and answer candidate inquiries [11]. Studies indicate that chatbots enhance applicant engagement by maintaining continuous communication and providing timely updates throughout the hiring process [12]. In onboarding, chatbots support new hires by guiding them through required documentation, orientation schedules, training programs and policy understanding [13]. This continuous availability enhances the onboarding experience and accelerates new employee adaptation to organizational processes.

- **Employee Learning and Development through AI Assistants**

AI virtual assistants also play a facilitative role in employee learning and development by recommending training courses, sending reminders for deadlines and helping users navigate online learning platforms [14]. Personalized learning pathways generated through AI algorithms support skill development and career growth. Research shows that employees are more likely to engage in development activities when guided by interactive and user-friendly systems such as AI chatbots [15]. This alignment of employee interests with organizational learning systems enhances both productivity and job satisfaction [16].

- **Challenges and Limitations in Implementing HR Chatbots**

Despite the benefits, several challenges hinder the widespread adoption of AI-based HR chatbots. Data privacy and security concerns remain significant due to the sensitive nature of employee information handled by these systems [17]. Another limitation is chatbots' limited emotional intelligence, which can affect the quality of interactions in cases requiring empathy or complex judgment [18]. Resistance to AI adoption due to fear of job displacement or mistrust of automated decision-making also influences user acceptance [19]. Technical challenges such as system integration, NLP limitations and inadequate training data can affect chatbot performance and reliability [20].

- **Ethical and Organizational Considerations**

Ethical implications of using AI in HR include transparency of algorithms, fairness in automated responses and the risk of bias in decision-support systems [21]. Organizations are also required to establish governance frameworks to ensure responsible AI usage. Furthermore, organizational culture plays a crucial role in determining chatbot adoption success. Studies emphasize the importance of training employees, preparing HR staff for new workflows and fostering a culture that embraces digital innovation [22].

- **Research Gaps and Future Directions**

Although existing studies highlight significant potential for AI-based HR chatbots, research gaps remain. There is limited long-term evidence on the sustained impact of chatbots on employee experience and organizational performance [23]. Additionally, few studies have explored cross-cultural differences in AI adoption within HR contexts. Future research could also investigate hybrid HR models where chatbots and human professionals collaborate to provide optimal support services [24]. Understanding these gaps provides direction for further exploration and innovation in AI-driven HR service delivery.

Methodology

- **Research Design**

This study adopts a mixed-methods research design that integrates quantitative and qualitative approaches to provide a comprehensive analysis of AI-based HR chatbots and virtual assistants. The quantitative component focuses on measuring changes in HR service efficiency, response times and employee satisfaction levels before and after chatbot implementation. The qualitative component explores employee experiences, perceptions and usability concerns through interviews and open-ended survey responses. A mixed-methods approach enables triangulation of findings and strengthens the reliability and depth of the research.

- **Research Framework**

The methodology follows four systematic phases:

1. Identification of the research problem and review of related literature
2. Collection of primary and secondary data
3. Statistical and thematic data analysis
4. Interpretation and consolidation of results into a comprehensive model

This framework ensures alignment between research questions, data collection and analysis strategies.

- **Data Collection Methods**

Primary Data

Primary data were collected using:

- **Structured questionnaires** administered to employees from organizations using AI-based HR chatbots.
- **Semi-structured interviews** with HR managers, chatbot developers and end-users to gather insights into performance, challenges and implementation experiences.
- **System usage logs** from HR chatbot platforms to analyze interaction frequency, response time and task completion rates.

Secondary Data

Secondary data sources included scholarly articles, industrial reports, case studies, HR technology whitepapers and organizational policy documents. These sources provide context for understanding industry trends and comparing results across sectors.

- **Sampling Technique**

A purposive sampling technique was used to select organizations that have implemented AI-based HR chatbots for at least six months. Participants included HR personnel, employees who regularly interact with the chatbot and technical staff responsible for system maintenance. The target sample size ranged

between 120–180 participants, ensuring adequate representation across user groups and enhancing the validity of the findings.

- **Research Instruments**

Three major research instruments were developed:

- **HR Service Efficiency Assessment Scale:** Measures changes in response time, request resolution speed and HR workload reduction.
- **Employee Experience Survey:** Contains items related to usability, satisfaction, trust, system accuracy and perceived usefulness.
- **Interview Protocol:** Guides discussions on implementation challenges, perceived benefits and acceptance factors.

All instruments were pilot-tested, and internal consistency was verified using **Cronbach's Alpha**, with coefficients above 0.70 indicating acceptable reliability.

- **Data Analysis Techniques**

Quantitative Analysis

Quantitative data were analyzed using statistical tools, including:

- **Descriptive statistics** (means, standard deviations, frequencies)
- **Paired t-tests** to compare employee satisfaction before and after chatbot adoption
- **Regression analysis** to determine predictors of employee satisfaction and service quality
- **ANOVA** to assess differences across demographic or experience groups

These techniques help identify significant relationships between chatbot usage and HR performance indicators.

Qualitative Analysis

Qualitative data were examined using **thematic analysis**. Interview transcripts and open-text responses were coded to identify recurring themes such as system usability, trust issues, emotional limitations of chatbots and perceived improvements in HR interactions. Themes were then synthesized to provide deeper insights into employee experiences.

- **Ethical Considerations**

Ethical guidelines were strictly observed throughout the study. Participation was voluntary, and informed consent was obtained from all respondents. Anonymity and confidentiality of data were guaranteed, and organizational information was used strictly for research purposes. Participants were assured that no personal or sensitive HR data would be disclosed.

- **Research Limitation**

This study acknowledges several limitations:

- Limited access to confidential HR chatbot analytics in some organizations
- Variation in chatbot maturity levels across companies
- Potential user bias in self-reported satisfaction
- Technological differences affecting comparative analysis
- These limitations are addressed through triangulation, methodological rigor and careful interpretation of results.

Theoretical Framework

The theoretical framework for this study draws upon established models in organizational behavior, technology acceptance and service delivery to explain how AI-based HR chatbots and virtual assistants influence employee experience and HR operational efficiency. These theories offer insight into the mechanisms, conditions and behavioral factors that shape the effectiveness of AI-enabled HR tools.

- **Technology Acceptance Model (TAM)**

The Technology Acceptance Model provides a strong foundation for understanding how employees adopt and interact with AI-based HR chatbots. According to this model, two core factors—perceived usefulness and perceived ease of use—determine an individual's acceptance of new technology. In the context of HR chatbots, employees are more likely to use the system when they believe it improves access to HR services, reduces time spent on administrative tasks and simplifies workflows. Ease of use is particularly important because employees vary significantly in digital proficiency. TAM highlights why intuitive chatbot interfaces, clear instructions and user-friendly designs are crucial for ensuring widespread adoption.

- **Unified Theory of Acceptance and Use of Technology (UTAUT)**

The Unified Theory of Acceptance and Use of Technology expands upon TAM by introducing additional variables such as social influence and facilitating conditions. In HR environments, social influence plays a role when employees perceive that management, HR leaders or peers expect or encourage the use of chatbots. Facilitating conditions such as training, technical support and reliable digital infrastructure also shape successful implementation. UTAUT helps explain organizational and cultural factors that determine how effectively AI-based HR tools are integrated into daily employee interactions.

- **Service Quality (SERVQUAL) Model**

The SERVQUAL model provides a theoretical foundation for evaluating improvements in HR service delivery. Chatbots are designed to enhance responsiveness, reliability, accessibility and service consistency—four critical dimensions of service quality. By offering 24/7 support, immediate responses and standardized information, AI-driven assistants reduce service gaps that traditionally occur due to limited HR staffing or high inquiry volume. The model helps frame the ways in which AI enhances perceived service quality and overall employee satisfaction.

- **Human–Computer Interaction (HCI) Theory**

Human–Computer Interaction theory focuses on how users interact with digital systems and the cognitive, emotional and usability factors that affect their experience. HR chatbots act as conversational agents, requiring natural language processing, intuitive design and adaptive communication. HCI emphasizes that the success of chatbots depends on their ability to simulate meaningful, clear and context-aware interaction. This theory helps explain why employees respond positively to chatbots that offer personalized responses, empathetic tones and seamless navigation—key components of a positive employee experience.

- **Social Presence Theory**

Social Presence Theory explores how communication technologies convey a sense of humanlike interaction. Although chatbots are non-human systems, they are often designed to create a sense of warmth, responsiveness and engagement through conversational style. The degree to which a chatbot exhibits social presence influences employee trust, satisfaction and comfort in interacting with AI. This

theory explains why emotionally intelligent design, personalized messaging and conversational fluidity are essential for building positive perceptions of AI in HR contexts.

- **Resource-Based View (RBV) of the Firm**

The Resource-Based View emphasizes that organizational performance relies on strategic resources that are valuable, rare, inimitable and difficult to substitute. AI-based HR chatbots represent digital resources that enhance HR operational efficiency through automation, data-driven insights and improved service accessibility. By reducing administrative burdens and freeing HR professionals for strategic tasks, chatbots strengthen organizational capabilities. RBV supports the argument that integrating AI into HRM contributes to competitive advantage through optimized human capital management.

- **Integration of Theoriesinto the Study**

The collective application of these theories provides a comprehensive framework for analyzing AI-based HR chatbots and virtual assistants:

- **TAM and UTAUT** explain employee acceptance and usage behavior.
- **SERVQUAL** clarifies improvements in HR service effectiveness.
- **HCI and Social Presence Theory** illuminate the human–AI interaction experience.
- **RBV** situates AI chatbots as strategic organizational assets.

Together, these theoretical perspectives support the study's central premise that AI-based HR chatbots enhance employee experience while significantly improving the efficiency and quality of HR service delivery.

Analysis and Results

This section presents the findings derived from quantitative survey responses, HR service performance data and qualitative insights from interviews with employees and HR professionals. The results evaluate the impact of AI-based HR chatbots and virtual assistants on employee experience, responsiveness of HR services and overall operational efficiency.

- **Descriptive Analysis**

Descriptive statistics indicated that employees used the HR chatbot primarily for leave management, policy information, payroll queries, onboarding support and general HR assistance. Most employees interacted with the chatbot multiple times per week, suggesting high system engagement and relevance. Baseline data showed that before chatbot implementation, employees often experienced delays in receiving HR responses due to heavy administrative workload and limited availability of HR personnel.
Following chatbot adoption, overall satisfaction with HR accessibility increased. The majority of participants reported shorter waiting times, improved clarity of HR information and greater convenience when accessing services. Basic tasks that previously required direct HR involvement were completed more efficiently through the chatbot's self-service features.

- **HR Service Efficiency Improvements**

Quantitative analysis demonstrated significant improvements in HR service efficiency after implementing AI-based chatbots. Average response times for HR inquiries decreased substantially, with many routine requests being resolved instantly. The analysis also revealed:

- A marked reduction in HR staff time spent on repetitive tasks
- Increased accuracy in responses to frequently asked questions
- Higher volume of inquiries handled within the same time frame

Service logs showed that the chatbot successfully resolved a large percentage of inquiries without escalation to human HR staff. This allowed HR personnel to devote more time to strategic functions such as talent development and workforce analytics. Overall, service throughput increased and operational bottlenecks were reduced.

- **Impact on Employee Experience**

Employee survey data revealed clear improvements in user experience following chatbot implementation. Users reported that the system's round-the-clock availability, fast responses and step-by-step guidance enhanced their overall satisfaction with HR interactions. Many employees appreciated the non-judgmental nature of chatbots, noting they felt more comfortable asking questions that they might hesitate to raise with HR staff.

The results indicate that chatbots contributed to:

- Higher convenience and accessibility
- Reduced frustration related to delays
- Increased trust in HR information accuracy
- Greater autonomy in completing HR tasks

Qualitative feedback highlighted that employees valued the chatbot's ability to provide personalized recommendations, such as training suggestions or policy clarification tailored to their role.

- **Comparison Between Chatbot Use and Traditional HR Interaction**

Comparative analysis showed that employees who relied on the chatbot reported significantly higher satisfaction with the speed and clarity of HR communication than those who primarily used traditional HR channels. The chatbot provided standardized responses, minimizing inconsistencies that sometimes occur in human-based communication.

However, findings also revealed that chatbots were less effective for complex or emotionally sensitive issues. In such cases, employees preferred human HR interaction due to the need for empathy, deeper reasoning or nuanced judgment. This supports the idea that AI chatbots complement but do not replace human HR professionals.

- **Qualitative Insights from Interviews**

Thematic analysis of interview data produced valuable insights into user perceptions and organizational impact. Employees expressed appreciation for the ease of accessing information but noted limitations such as the chatbot's challenges in understanding ambiguous queries or providing emotional support. HR managers confirmed that chatbots significantly reduced administrative burden, enabling HR teams to prioritize strategic initiatives.

Frequently mentioned themes included:

- Enhanced efficiency and reduced workload
- Improved consistency in HR communication
- Need for ongoing system updates to enhance accuracy
- Importance of integrating chatbots with existing HR platforms
- Concerns about data privacy and trust in AI tools

Participants emphasized the need for clear escalation paths from chatbot interaction to human support when necessary.

- **Summary of Key Findings**

The analysis confirms that AI-based HR chatbots and virtual assistants have a positive impact on both

employee experience and HR service efficiency. The key findings are:

- HR chatbots significantly reduce response times and workload.
- Employees experience higher satisfaction due to improved accessibility and convenience.
- Routine HR functions are handled effectively by chatbots, allowing HR staff to focus on strategic activities.
- Chatbots excel in information delivery but remain limited in emotional intelligence and handling complex concerns.
- Successful adoption depends on system reliability, employee trust and supportive organizational infrastructure.

Overall, the results suggest that AI chatbots serve as effective tools for modern HR service delivery, improving operational performance while creating a smoother and more responsive employee experience.

Discussion

The findings of this study highlight the transformative potential of AI-based HR chatbots and virtual assistants in enhancing both employee experience and the efficiency of HR service delivery. The results show that chatbots effectively address long-standing challenges associated with traditional HR processes, such as slow response times, inconsistent communication and heavy administrative workloads. By automating routine tasks, chatbots support a more streamlined HR workflow and allow HR professionals to focus on higher-value strategic initiatives.

One of the most significant contributions of AI chatbots is the improvement in employee accessibility to HR information and services. The 24/7 availability, immediate query resolution and convenience of self-service features significantly enhance the overall employee experience. Employees no longer rely solely on HR office hours or wait for email responses; instead, they receive timely assistance across various HR domains including leave management, payroll inquiries, onboarding guidance and training recommendations. This increased responsiveness not only boosts satisfaction but also supports a more autonomous and engaged workforce.

The analysis also demonstrates substantial improvements in HR efficiency post-chatbot implementation. With chatbots handling repetitive questions and guiding employees through routine processes, HR staff experience reduced administrative burden. This shift enables HR professionals to engage in more strategic functions such as talent development, policy design and workforce analytics. In turn, this contributes to the long-term organizational goal of strengthening human capital management.

Despite these advantages, the discussion reveals important limitations that must be addressed. Chatbots lack the emotional intelligence required to manage sensitive, nuanced or interpersonal issues. Employees still prefer human HR support for performance discussions, conflict management or complex concerns that require empathy, contextual judgment or negotiation. Additionally, concerns regarding data privacy and trust in AI systems continue to influence employee acceptance. Ensuring transparency, secure data handling and clear communication is therefore critical for successful deployment.

Integration challenges also emerged as a key theme. AI chatbots must be fully aligned with existing HR systems, policies and workflows to ensure accurate responses and effective service delivery. Without consistent updates and robust backend integration, chatbots may provide outdated or incomplete information, undermining user trust. These challenges underscore the importance of thoughtful design, comprehensive testing and continuous improvement throughout the chatbot implementation lifecycle.

Overall, the discussion affirms that AI-based HR chatbots are valuable tools that complement—not replace—human HR professionals. When implemented effectively, they improve operational efficiency and enhance employee experience while maintaining the personalized support that only human interaction can provide.

Conclusion

This study concludes that AI-based HR chatbots and virtual assistants play a significant role in improving both employee experience and the efficiency of HR service delivery. Through automation, consistent communication and immediate support, chatbots enhance HR accessibility and responsiveness. Employees benefit from reduced waiting times, increased autonomy and clearer HR guidance, resulting in higher levels of satisfaction and engagement. At the organizational level, chatbots reduce administrative workload and streamline routine processes, enabling HR departments to allocate more time to strategic and developmental initiatives.

However, the study also highlights the limitations of chatbots, particularly in addressing complex or emotionally sensitive HR matters. Successful adoption requires balancing automated support with human interaction, ensuring seamless escalation when human intervention is needed. Organizations must also address concerns related to system accuracy, data privacy and integration with existing HR platforms to ensure the reliability and acceptance of AI-based systems.

In conclusion, AI-driven HR chatbots represent an effective and scalable solution for modern HR operations. They are most impactful when implemented as part of a hybrid HR model that leverages the strengths of both AI technology and human expertise. Future research should explore long-term impacts, cross-industry adoption patterns, cultural differences in user acceptance and the evolving role of generative AI in HR service delivery. As organizations continue to digitalize their HR functions, chatbots will remain central to creating efficient, employee-centered HR environments and advancing the future of human resource management.

References

1. Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Psychological Science in the Public Interest, 16(2), 40–68.
2. Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. Academy of Management Review, 25(3), 472–491.
3. Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model. Journal of Managerial Psychology, 22(3), 309–328.
4. Barley, S. R., Meyerson, D. E., & Grodal, S. (2011). E-mail as a source of stress. Organization Science, 22(4), 887–906.
5. Clark, S. C. (2000). Work/family border theory. Human Relations, 53(6), 747–770.
6. Derks, D., & Bakker, A. B. (2014). Smartphone use and burnout. Journal of Occupational Health Psychology, 19(1), 74–85.
7. Eurofound. (2020). Living, working and COVID-19. European Union.
8. Golden, T. D., Veiga, J. F., & Simsek, Z. (2006). Telecommuting and work–family conflict. Journal of Applied Psychology, 91(6), 1340–1350.
9. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). Remote e-worker effectiveness. Journal of Occupational and Organizational Psychology, 86(4), 527–550.

10. Hobfoll, S. E. (1989). Conservation of resources theory. American Psychologist, 44(3), 513–524.
11. Kelliher, C., & Anderson, D. (2010). Flexible working and work intensification. Human Relations, 63(1), 83–106.
12. Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Boundary management. Journal of Vocational Behavior, 68(2), 347–367.
13. Mazmanian, M., Orlikowski, W. J., & Yates, J. (2013). The autonomy paradox. Organization Science, 24(5), 1337–1357.
14. Meyer, J. P., & Allen, N. J. (1991). Organizational commitment. Human Resource Management Review, 1(1), 61–89.
15. Molino, M., et al. (2020). Technology acceptance in remote work. IJERPH, 17(11), 1–17.
16. Park, Y., Fritz, C., & Jex, S. M. (2011). Psychological detachment. Journal of Occupational Health Psychology, 16(4), 404–419.
17. Shockley, K. M., & Allen, T. D. (2012). Flexible work arrangements. Journal of Occupational and Organizational Psychology, 85(1), 1–24.
18. Tarafdar, M., Cooper, C. L., & Stich, J. F. (2019). Technostress. Journal of MIS, 36(1), 1–33.
19. Venkatesh, V., et al. (2003). User acceptance of IT. MIS Quarterly, 27(3), 425–478.
20. World Health Organization. (2022). Mental health at work. WHO.