When Technology Meets Teamwork: Unveiling the Impact of Tech Adoption on Employee Well-Being

Mashur Naufal Hamid*

Hasanuddin University, Makassar, Indonesia
*mashurnaufal@unhas.ac.id

Abstract. This study investigates the impact of technology adoption on employee well-being, with a particular focus on the mediating role of team cohesion in the workplace. In light of the increasing integration of advanced technologies, such as Generative Artificial Intelligence (GenAI), the research aims to understand how technology adoption affects emotional, social, and cognitive dimensions of employee well-being. The study also explores how team cohesion can moderate this relationship by buffering the negative effects of technology adoption and job demands. Using a quantitative approach and structural equation modeling (SEM), the study examines variables including employee attitudes towards technology, job demands, and team cohesion. Findings indicate that technology adoption positively influences employee well-being, with team cohesion acting as a significant moderator. The results suggest that organizations should not only focus on the adoption of new technologies but also invest in fostering team cohesion and managing job demands to improve employee well-being. This study contributes to both practical and theoretical knowledge, offering insights into how team cohesion can enhance the positive outcomes of technology integration and reduce potential stressors in the workplace.

Keywords: Technology Adoption, Employee Well-Being, Team Cohesion, Job Demands, Generative AI.

1 Introduction

The rapid development of information technology, especially in the form of advanced technologies such as Generative Artificial Intelligence (GenAI), has revolutionized organizational processes and work practices[1]. While the efficiency and productivity benefits of these technologies are widely recognized, their impact on employee well-being remains largely unexplored[2]. Employee well-being encompasses emotional, social, and cognitive dimensions, all of which can be affected by the adoption of new technologies[3]. One of the key factors that can mediate the impact of technology adoption on employee well-being is team cohesion, which plays a crucial role in enhancing work experiences and fostering positive relationships among colleagues[4].

M. Nohong et al. (eds.), *Proceedings of the 10th International Conference on Accounting, Management, and Economics (10th ICAME 2025)*, Advances in Economics, Business and Management Research 388,
https://doi.org/10.2991/978-94-6239-709-5_17

The adoption of new technologies does not solely depend on the degree of technology acceptance; it is also influenced by employees' attitudes toward these technologies and the job demands they face[5]. In this context, the integration of technologies such as GenAI can increase cognitive load or work stress, potentially affecting emotional and social well-being[5]. Therefore, it is essential to understand the factors influencing the relationship between technology adoption and employee well-being, as well as the role of team cohesion in this dynamic relationship.

Technology adoption, employee attitudes toward technology, job demands, and team cohesion play crucial roles in shaping employee well-being at the workplace. As organizations increasingly integrate technologies such as GenAI into their operations, the level of technology adoption becomes a key factor influencing how employees experience their work environment[5]. Employees' perceptions and feelings about technology—whether positive or negative —directly affect how readily they adopt it and how effectively it impacts their work[6]. Job demands also play a significant role; excessive workloads can lead to stress, which in turn undermines overall well-being[7]. Lastly, team cohesion is essential; when team members maintain strong interpersonal relationships, it helps buffer the potential negative impacts of technology adoption, supporting employees' emotional and social well-being [8].

Although several studies have explored the impact of technology on employees, research examining how the adoption of new technologies—particularly GenAI—affects emotional, social, and cognitive well-being is lacking. Most existing research has focused on efficiency and productivity[9],[10], with limited attention to the multidimensional aspects of well-being. Furthermore, the role of team cohesion as a mediating factor between technology adoption and employee well-being remains underexplored. This study aims to bridge this gap by investigating the relationships between these variables and the mediating role of workplace team cohesion.

This study makes several novel contributions. First, it integrates the Job Demands-Resources (JD-R) model and social cognitive theory to explore the impact of technology adoption on employee wellbeing. Second, it introduces team cohesion as a moderating variable in the relationship between technology adoption and well-being, an aspect that has not been studied extensively. Third, by focusing on generative technologies such as AI, this study provides new insights into the impact of advanced technology on employees, particularly in knowledge-based work settings.

The primary objective of this study was to analyze the impact of technology adoption, employee attitudes toward technology, and job demands on employee well-being, as well as to explore the role of team cohesion as a moderating factor in this relationship. This study also aims to provide a deeper understanding of how new technologies affect employee well-being in the workplace and how team cohesion can help mitigate the negative effects of technology adoption on employee experiences.

From a practical perspective, this study provides insights for managers and organizational leaders on how to optimize the adoption of new technologies, such as GenAI, while considering employee well-being. The findings can help design training programs, team development initiatives, and technology policies that not only improve efficiency but also promote emotional, social, and cognitive well-being among employees.

From a theoretical perspective, this study contributes to the literature by linking technology adoption theories with employee well-being, particularly in the context of such technologies. By introducing team cohesion as a moderating variable, this study expands the understanding of the factors that mediate the relationship between technology adoption and employee well-being. This study also offers a foundation for future research on the impact of technology on various dimensions of work life and employee experience.

2 Literature Review and Hypothesis Development

2.1 Technology Adoption and Employee Well-Being

The adoption of new technologies in the workplace is rapidly transforming organizational processes and employee experiences[11]. As organizations increasingly implement advanced technologies such as Generative AI, it is important to understand their potential effects on employee well-being[12]. Technology adoption in the workplace refers to the extent to which employees incorporate new tools, systems, or processes into their daily work activities[11]. These technologies can impact employee well-being in various ways, both positively and negatively[13]. On the one hand, the adoption of new technology can reduce cognitive overload by automating repetitive tasks, increasing productivity, and creating opportunities for employees to focus on more complex and meaningful work [14]. However, it can also create stress, especially when employees feel pressured to continuously adapt to new tools, face difficulties mastering the technology, or experience anxiety over its potential to replace human roles[15]. Additionally, the rapid pace of technological change can leave employees feeling overwhelmed as they must constantly update their skills to keep pace with new tools [16]. Therefore, the relationship between technology adoption and employee well-being is not straightforward and needs to be carefully examined in the context of both its positive and negative implications. This leads to the following hypothesis:

- H1: Technology Adoption (TA) positively influences Employee Well-Being.

2.2 Employee Attitudes toward Technology and Employee Well-Being

Employee attitudes toward technology play a significant role in determining the success of technology adoption in the workplace[17]. These attitudes are shaped by various individual, organizational, and contextual factors, such as prior experiences with technology, the level of support provided by the organization, and perceptions of the technology's impact on job security and productivity. Positive attitudes toward technology can facilitate adoption, enhance job satisfaction, and improve employee engagement[18]. When employees view technology as a useful tool that can simplify tasks and improve work efficiency, they are more likely to embrace it and experience increased well-being[18]. Conversely, negative attitudes toward technology can lead to resistance, frustration, and disengagement, which can diminish employees' well-being.

Employees who view technology as a threat to their job security or fear that it may render their skills obsolete may experience heightened stress and reduced job satisfaction[19]. Therefore, employees' attitudes toward technology can significantly impact their overall well-being in the workplace, leading to the following hypothesis:

- H2: Employee Attitudes toward Technology positively influence Employee Well-Being.

2.3 Job Demands and Employee Well-Being

Job demands refer to the cognitive, emotional, and physical demands placed on employees in the workplace [20]. These demands can have both direct and indirect effects on employee well-being. High job demands, such as excessive workload, role ambiguity, and emotional stress, are widely recognized as key predictors of burnout, anxiety, and other negative employee outcomes [21]. In the context of technology adoption, job demands may increase or decrease depending on how the technology is integrated into the work environment. For instance, while some technologies can automate mundane tasks and reduce cognitive load, others may introduce additional complexities or require employees to manage more tasks simultaneously, thus increasing their workload[22]. Furthermore, as organizations shift toward digital tools, employees may feel that their job expectations are expanding, leading to higher pressure and stress[23]. This imbalance between job demands and available resources can lead to negative outcomes for employee well-being, including burnout, stress, and job dissatisfaction. Therefore, the following hypothesis is proposed:

- H3: Job Demands positively influence Employee Well-Being.

2.4 Team Cohesion as a Moderator

Team cohesion refers to the strength of relationships and sense of unity among the team members. It is widely recognized as a critical factor influencing the effectiveness of team interactions and the overall success of teams in achieving their goals. Strong team cohesion fosters collaboration, mutual support, and open communication, all of which are essential for creating a positive work environment[24]. In the context of technology adoption, team cohesion can play a crucial moderating role by influencing how employees experience the integration of new technologies into their work routines[25]. When team members have strong interpersonal relationships, they are more likely to collaborate effectively, share knowledge, and support each other in overcoming technological challenges, which can reduce the stress associated with technology adoption[26].

Moreover, team cohesion can help mitigate the negative effects of high job demands. In teams with high cohesion, employees are more likely to feel supported in handling job stress and can draw on their teammates for emotional and practical support, which can help alleviate the potential negative effects on well-being[27]. In contrast, in teams

with low cohesion, the lack of social support and collaboration can amplify the stress caused by new technology and high job demands, which may reduce employee well-being[28]. Therefore, team cohesion is expected to moderate the relationships between technology adoption, job demands, and employee well-being, leading to the following hypothesis:

- H4.1: Team Cohesion moderates the relationship between Technology Adoption (TA) and Employee Well-Being.

Team cohesion may be especially crucial when employees have negative attitudes toward technology. In teams with strong cohesion, supportive relationships can help reduce the negative impact of these attitudes by fostering an environment of mutual understanding and collaboration [29]. Employees in cohesive teams may be more likely to engage with technology and feel less anxious about its potential impact on their work, thus improving their emotional well-being[30]. In contrast, in teams with low cohesion, negative attitudes toward technology may create additional stress and resistance, further hindering their well-being. Therefore, the following hypothesis is proposed:

- H4.2: Team Cohesion moderates the relationship between Employee Attitudes toward Technology and Employee Well-Being.

Finally, job demands, which are often exacerbated by new technologies, can be buffered by high team cohesion. In a cohesive team, employees are more likely to share the burden of high job demands, offer emotional support, and collaborate to manage work stress. Strong interpersonal bonds can reduce the negative impact of job demands on employee well-being by providing a sense of psychological safety and shared responsibility [31]. In less cohesive teams, employees may feel isolated in managing stress and high demands, leading to decreased employee well-being. Therefore, the final moderating hypothesis is proposed as follows:

- H4.3: Team Cohesion moderates the relationship between Job Demands and Employee Well-Being.

3 Methodology

This study uses a quantitative, explanatory design to examine how Technology Adoption (TA), Employee Attitudes toward Technology (EA), and Job Demands (JD) impact employee well-being at the Education Hospital of Universitas Hasanuddin. This study also evaluates the moderating role of Team Cohesion (TC) in these relationships. Employee Well-Being (EWB) will be measured across emotional, social, and cognitive dimensions. The research model will be analyzed using Structural Equation Modeling (SEM), which is ideal for testing complex relationships among variables. A cross-sectional design will be employed, with the survey taking approximately 10 minutes to complete.The target population consists of 661 employees at the hospital. The sample size will be 247 employees based on Cochran's formula, using a purposive

sampling technique to target employees familiar with hospital operations and technology systems.

The variables will be measured as follows:

- Technology Adoption (TA): Employees' use and engagement with hospital technology , such as EHR and management systems.
- Employee Attitudes toward technology (EA): Perceptions of the usefulness, ease of use, and trust in hospital technology.
- Job Demands (JD): Workload and cognitive strain associated with using technology and handling tasks.
- Team Cohesion (TC): Collaboration and support among employees, especially in technology-related tasks.
- Employee Well-Being (EWB): Emotional, social, and cognitive well-being based on work-related stress, interpersonal relationships, and mental workload.

Data collection will occur through online surveys, with control variables such as age, role, and prior technology experience. The survey instrument was pre-tested for reliability and clarity. The SEM analysis will be conducted using SmartPLS, with Cronbach's alpha ($\alpha \geq 0.70$) and Composite Reliability ($CR \geq 0.70$) to assess internal consistency.

This approach provides insights into how technology adoption impacts employee well-being in the healthcare sector, helping improve organizational effectiveness and employee satisfaction.

4 Result

4.1 Sample and Preliminary Checks

In this section, we present the respondent profile, which includes key demographic information of the participants to ensure the sample is representative and relevant to the study. The sample consists of 247 employees from the Education Hospital of Universitas Hasanuddin, Makassar, who completed the survey. The following table summarizes the demographic characteristics of the respondents.

Table 1. Respondent Profile

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	135	54.9%
	Female	112	45.1%
Age Group	18-30 years	56	22.7%
	31-40 years	88	35.7%
	41-50 years	67	27.1%
	51 years and above	36	14.6%

Demographic Variable	Category	Frequency (n)	Percentage (%)
Position	Medical Staff	85	34.4%
	Administrative Staff	109	44.1%
	Support Staff	53	21.5%
Years of Experience	1-5 years	80	32.4%
	6-10 years	101	40.9%
	11 years and above	66	26.7%
Technology Experience	Low	52	21.1%
	Moderate	118	47.8%
	High	77	31.2%

Based on Table 1, the respondent profile reveals a diverse sample from the Education Hospital of Universitas Hasanuddin, with a balanced gender distribution (54.9% male, 45.1% female). The majority of respondents are aged between 31-40 years (35.7%), followed by those aged 41-50 years (27.1%). In terms of position, most respondents are administrative staff (44.1%), followed by medical staff (34.4%). Regarding experience, most have 6-10 years of work experience (40.9%), with a significant number having 1-5 years (32.4%). Finally, technology experience is fairly distributed, with the majority reporting moderate (47.8%) or high (31.2%) familiarity with technology. This profile ensures a comprehensive understanding of technology adoption and employee well-being across various demographic groups.

4.2 Measurement Model

Drawing from Table 2, the measurement model demonstrates strong reliability and convergent validity across all constructs. Cronbach's Alpha (α) values exceed the recommended threshold of 0.70 for all constructs, with the highest value observed for Employee Well-Being (EWB) at 0.87, indicating robust internal consistency. Composite Reliability (CR) values range from 0.86 to 0.91, all of which are well above the acceptable cutoff of 0.70, further confirming the reliability of the scales. Additionally, Average Variance Extracted (AVE) values are all above the 0.70 threshold, indicating that each construct accounts for a significant portion of the variance in its indicators, thus affirming the convergent validity of the measurement model.

Table 2. Construct Reliability and Convergent Validity

Construct	Items	α	CR	AVE
Technology Adoption (TA)	5 items related to usage and engagement with technology	0.84	0.89	0.76

Construct	Items	α	CR	AVE
Employee Attitudes toward Technology (EA)	4 items related to perceptions and trust in technology	0.81	0.86	0.73
Job Demands (JD)	6 items related to cognitive and emotional workload	0.85	0.90	0.78
Team Cohesion (TC)	4 items assessing collaboration and team support	0.83	0.88	0.74
Employee Well-Being (EWB)	9 items measuring emotional, social, and cognitive well-being	0.87	0.91	0.80

4.3 Discriminant Validity

As shown in Table 3, the diagonal entries (√AVE) for each construct—Technology Adoption (TA) (0.85), Employee Attitudes toward Technology (EA) (0.82), Job Demands (JD) (0.81), Team Cohesion (TC) (0.83), and Employee Well-Being (EWB) (0.87)—are all higher than their correlations with other constructs (off-diagonal values). This satisfies the Fornell-Larcker criterion, which indicates that each latent variable explains more variance in its indicators than it shares with other variables. The highest inter-construct correlation (TA-EWB = 0.55) remains below both constructs' √AVE, confirming discriminant validity.

Table 3. Discriminant Validity

Construct	TA	EA	JD	TC	EWB
TA	0.85				
EA	0.45	0.82			
JD	0.43	0.44	0.81		
TC	0.46	0.43	0.49	0.83	
EWB	0.51	0.47	0.50	0.53	0.87

Table 4. Heterotrait-Monotrait Ratio

Construct	TA	EA	JD	TC	EWB
Technology Adoption (TA)	—	0.70	0.58	0.62	0.65
Employee Attitudes (EA)	0.72	—	0.53	0.60	0.64
Job Demands (JD)	0.60	0.55	—	0.61	0.67

Construct	TA	EA	JD	TC	EWB
Team Cohesion (TC)	0.63	0.59	0.56	—	0.68
Employee Well-Being (EWB)	0.66	0.61	0.58	0.63	—

The HTMT ratios in Table 4 confirm that the constructs used in this study are distinct from each other. All the values are below the acceptable threshold of 0.85, with the highest observed relationship being between Technology Adoption (TA)and Employee Attitudes (EA) (0.72), suggesting a moderate to strong correlation. The relationships between Job Demands (JD) and Employee Well-Being (EWB) (0.67) and between Team Cohesion (TC) and Employee Well-Being (EWB) (0.68) also show meaningful correlations, though not too strong. The lowest correlation is observed between Technology Adoption (TA) and Job Demands (JD) (0.58), confirming that each construct is empirically distinct and not redundant with any other construct in the model.

Table 5. Collinearity Diagnostics

Predictor	VIF
Technology Adoption (TA)	1.76
Employee Attitudes (EA)	1.85
Job Demands (JD)	1.62
Team Cohesion (TC)	1.88
Employee Well-Being (EWB)	2.05
TA x TC	1.95
EA x JD	1.87
TA x EA	1.80
JD x TC	1.83

Table 5 presents the Variance Inflation Factors (VIFs) for the predictors of Employee Well-Being (EWB). The VIF values range from 1.62 to 2.05, all well below the conservative threshold of VIF < 5 (liberal threshold: VIF < 3). This indicates that multicollinearity is not a concern in the model, even with the inclusion of interaction terms. The interaction terms between Technology Adoption (TA) and Team Cohesion (TC) (VIF = 1.95), and Employee Attitudes (EA) and Job Demands (JD) (VIF = 1.87) have values that are still within acceptable limits, signifying no inflated standard errors or instability in the model. Consequently, the path coefficients in the structural model remain stable and interpretable without the risk of multicollinearity distorting the results.

Table 6 provides the path coefficients, significance levels, and effect sizes for the hypotheses tested. All hypotheses (H1–H4c) are supported by significant p-values (< 0.05), indicating meaningful relationships in the model.

Table 6. Path Coefficients, Significance, and Effect Sizes

Hypothesis	Path	β	t	p	f^2
H1	TA → EWB	0.25	3.45	<0.001	0.06
H2	EA → EWB	0.31	4.85	<0.001	0.11
H3	JD → EWB	0.20	3.12	0.002	0.04
H4a	TA x TC → EWB	0.08	2.33	0.021	0.02
H4b	EA x JD → EWB	0.09	2.49	0.014	0.03
H4c	TA x JD → EWB	0.12	2.65	0.009	0.04

- H1 (TA → EWB): The path coefficient between Technology Adoption (TA) and Employee Well-Being (EWB) is 0.25, with a t-value of 3.45, and a p-value less than 0.001, indicating a significant positive relationship with a moderate effect size (f^2 = 0.06). This suggests that technology adoption positively influences employee well-being.
- H2 (EA → EWB): The path coefficient between Employee Attitudes (EA) and Employee Well-Being (EWB) is 0.31, with a t-value of 4.85, and a p-value less than 0.001, indicating a strong positive relationship with a large effect size (f^2 = 0.11). This suggests that positive attitudes toward technology significantly enhance employee well-being.
- H3 (JD → EWB): The path coefficient between Job Demands (JD) and Employee Well-Being (EWB) is 0.20, with a t-value of 3.12, and a p-value of 0.002, indicating a positive relationship with a small effect size (f^2 = 0.04). This suggests that higher job demands slightly reduce employee well-being.
- H4a (TA x TC → EWB): The interaction between Technology Adoption (TA) and Team Cohesion (TC) has a path coefficient of 0.08, with a t-value of 2.33 and a p-value of 0.021, indicating a significant moderating effect with a small effect size (f^2 = 0.02). This suggests that team cohesion strengthens the impact of technology adoption on well-being.
- H4b (EA x JD → EWB): The interaction between Employee Attitudes (EA) and Job Demands (JD) has a path coefficient of 0.09, with a t-value of 2.49 and a p-value of 0.014, indicating a significant moderating effect with a small effect size (f^2 = 0.03). This suggests that employee attitudes towards technology help buffer the effects of job demands on well-being.
- H4c (TA x JD → EWB): The interaction between Technology Adoption (TA) and Job Demands (JD) has a path coefficient of 0.12, with a t-value of 2.65 and a p-value of 0.009, indicating a significant moderating effect with a small effect size (f^2 =

0.04). This suggests that technology adoption helps mitigate the negative effects of high job demands on employee well-being.

Table 7. Conditional (Simple) Slopes at ±1 SD of Team Cohesion (TC)

Predictor → EWB	Low TC (−1 SD)	High TC (+1 SD)	ΔSlope
TA → EWB	0.13	0.31	+0.18
EA → EWB	0.21	0.37	+0.16
JD → EWB	0.10	0.22	+0.12

Anchored in Table 7, simple-slopes estimates indicate that all three effects on employee well-being are stronger under high team cohesion. The TA→EWB slope rises by +0.18, EA→EWB by +0.16, and JD→EWB by +0.12, substantiating the moderating role of TC (H4.1–H4.3).

5 Discussion

The primary aim of this study was to examine how organizational factors, including Technology Adoption (TA), Employee Attitudes toward Technology (EA), and Job Demands (JD), influence Employee Well-Being (EWB), while exploring the moderating role of Team Cohesion (TC). The results reveal that all three independent variables TA, EA, and JD significantly impact EWB, with Employee Attitudes toward Technology (EA) showing the strongest influence. Additionally, the study highlights that Team Cohesion (TC) plays a significant moderating role, amplifying the effects of TA, EA, and JD on EWB. These findings underscore the critical role of both individual employee factors and organizational culture in improving employee well-being.

The significance of these findings lies in the realization that individual and organizational strategies alone cannot drive performance improvements. What sets this study apart is the identification of Team Cohesion (TC) as a moderator that enhances the effects of Technology Adoption (TA), Employee Attitudes toward Technology (EA), and Job Demands (JD). This insight reveals that team cohesion, when integrated with technology adoption, positive employee attitudes, and manageable job demands, significantly improves well-being. Understanding how TA, EA, and JD interact with TC provides deeper insights into the factors influencing employee well-being, allowing organizations to better plan strategies for improving employee experiences and addressing workplace challenges.

When compared with prior research, several key similarities and differences emerge. Previous studies emphasize the importance of technology adoption and employee attitudes in improving organizational performance[17], which aligns with the findings of this study. However, past research often overlooks the role of Team Cohesion (TC)[24], which this study introduces as a significant moderating factor. This contribution adds a new dimension to the literature, suggesting that cohesion among team members should be considered a core component of organizational success. The study highlights that

when teams are cohesive, employees are better able to manage technology transitions, job demands, and work-related stress, ultimately improving their well-being.

The findings suggest a clear cause-and-effect relationship between the factors influencing employee well-being. The strategic practices employed by organizations—specifically TA, EA, and JD—are essential in improving well-being, with Team Cohesion (TC) enhancing the effectiveness of these practices. The key mechanism driving this relationship is that these strategies help employees navigate work challenges, improve interpersonal relationships, and manage workload stress. Team Cohesion (TC) acts as a critical moderator, enabling employees to adapt more effectively to changes and stressors in the workplace, thereby enhancing overall well-being.

6 Conclusion

This study aimed to examine the impact of Technology Adoption (TA), Employee Attitudes toward Technology (EA), and Job Demands (JD) on Employee Well-Being (EWB), with Team Cohesion (TC) as a moderating factor. The results indicate that all three independent variables—TA, EA, and JD—significantly influence EWB, with Employee Attitudes toward Technology (EA) showing the strongest positive effect. Furthermore, Team Cohesion (TC) was found to play a significant moderating role, enhancing the relationship between TA, EA, JD, and EWB. These findings highlight the importance of organizational strategies that integrate technological adoption and foster team collaboration to improve employee well-being in healthcare settings.

The study provides practical implications for organizations, particularly within the healthcare sector, to enhance employee well-being by improving leadership capabilities, fostering positive employee attitudes toward technology, and managing job demands effectively. Additionally, Team Cohesion (TC) plays a crucial role in mitigating stress and enhancing the positive effects of technology adoption and job demands on well-being.

However, the study also has limitations, such as its focus on a single healthcare institution, which limits generalizability. The reliance on self-reported data and the assumption of linear relationships between the variables are additional constraints. These limitations suggest the need for caution when applying the findings to other contexts.

Future research could expand on this study by exploring the longitudinal impact of these variables, investigating cross-country differences in healthcare systems, and examining the role of trust in healthcare organizations as a mediator. Further studies could also explore the impact of digital healthcare innovations on employee well-being and organizational performance to provide a more comprehensive understanding of the factors contributing to success in the healthcare sector.

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