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The Role of Technostress on the Relationship between Information Technology Mindfulness and Employee Well-Being

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Abstract

The COVID-19 pandemic affected Thailand's economy at a macro level and impacted work lives of individuals at a micro level. Since many organizations changed the work policy to remote working and work from home, it resulted in deteriorating work well-being. Research showed that employees were forced to spend extended hours in front of computers, triggering stress due to excessive technological use, or 'technostress.' This study explored technostress and its role in the relationship between information technology mindfulness (IT mindfulness) and employee well-being, measured in two dimensions: affect and job satisfaction. The current study is the SEM analysis using data from 220 IT users at work to study the interrelationship among technostress, IT mindfulness, affect, and job satisfaction. The results showed that technostress has a negative effect on affect (β = -.59, $p < .01$) and on job satisfaction (β = -.39, $p < .01$). Additionally, technostress has a mediating role in the relationship between IT mindfulness and affect (β= .22, $p < .05$). The findings can be applied to generate awareness in organizations and help in developing effective strategies to alleviate work stress due to the extreme use of technology.

Keywords: IT mindfulness, technostress, affective well-being, job satisfaction
JEL Classifications: M37, M53, M54

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1. Introduction

The COVID-19 pandemic has transformed ordinary work into a work-from-home (WFH) mode (Sandoval-Reyes et al., 2021). A multitude of enterprises has invariably instituted a telecommuting policy, thereby allowing their workforce to fulfill their professional responsibilities remotely, even beyond the cessation of the prevailing pandemic (Barrero et al., 2021). As a result, employees found themselves increasingly reliant on technological tools, such as computers and mobile devices, to fulfill their work responsibilities from home (Farmania et al., 2022; Verbeke et al., 2008). A survey reports that remote workers increase the use of IT applications for teleconferencing and telecommuting (Mheidly et al., 2020). Extreme IT usage in practice generates mental fatigue among users (Lee et al., 2016). Yet, sudden alterations have affected adverse outcomes related to undesirable impacts on well-being (Achor, 2018). Likewise, WFH and overuse of technology cause employees the failure to break work and personal life and generate stress among employees (Laker, 2021).

The rising technology usage at work results in technology-related stress called "technostress" or stress from excessive use of technology (Tarafdar et al., 2007). Literature has proven that technostress influences negative well-being among employees (Nimrod, 2018; Pfaffinger et al., 2022; Wu et al., 2022).

Employee well-being is a crucial factor of a healthy organization (Pawar, 2016) and is essential in driving an organization's success (Wright, 2006). Employee well-being is congruent with organizational performance (Van De Voorde et al., 2012); hence, if an employee experiences stress and burnout, it may lead to suboptimal company operations (Elder et al., 2014). According to McKinsey, an international management consulting firm, employee stress is linked to reduced productivity, elevated turnover rates, and avoidable medical expenditures (Pfeffer, 2018).

While several studies focused on investigating the influence of mindfulness on technostress (Pflügner et al., 2021) and the relationship between IT mindfulness and satisfaction and burnout (Ioannou et al., 2024; Ioannou & Papazafeiropoulou, 2017; Maier et al., 2017), little emphasis was put on the interrelationship of IT mindfulness, technostress, and the impact on employee well-being. The present study aims to fill the knowledge gap by investigating the mechanism among the three study variables: technostress and its mediating role in the relationship between IT mindfulness and employee well-being. Moreover, extensive research has investigated the impact of technostress on the wellbeing of employees across diverse high-technology sectors such as banking (Korosec-Serfaty et al., 2021) and accounting (Boyer-Davis, 2019). However, there is a noticeable absence of research within the media agency industry. Furthermore, to the best of our knowledge, this study represents the pioneering investigation into technostress within the media agency industry in Thailand. Eventually, the current study aims to provide a new understanding of business and organizational implementation strategies.

2. Literature review

This section describes the existing body of research surrounding technostress, IT mindfulness and employee well-being, aiming to provide a comprehensive understanding of the current state of knowledge.

2.1 Technostress

Technostress is a stress that users experience due to using information systems (IS) in the organizational context (Tarafdar et al., 2007). The technostress process exhibits similarities to the conventional stress-strain model. Stimuli from tech-related are technostress predictors, called technostressors, including five technostressors, which are techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Tarafdar et al., 2007). The five dimensions of technostress are explained by researchers (Tarafdar & Ragu-Nathan, 2010) as:

- Techno-overload (TO): situations where IT forces individuals to work faster and longer.
- Techno-invasion (TI): cases where the individual feels always connected and can be reached wherever and whenever.
- Techno-insecurity (TIS): situations where IT users feel insecure that they will lose their job to computers or to others who are keener with IT capabilities
- Techno-uncertainty (TU): when the individuals feel disturbed by the recurrent changes and upgrades of ICTs inside the companies.
- Techno-complexity (TC): when individuals feel the absence of or underprovided in technology skills due to the complexity of new technology at work.

2.2 Employee Well-being (EWB)

The concept of EWB is a multidimensional construct having various conceptual definitions across disciplines (Ryan & Deci, 2001). Well-being can be categorized into aspects such as psychological well-being (i.e., happiness), social well-being (i.e., relationships), and health well-being (i.e., physical health) (Edgar et al., 2017). EWB can be assessed subjectively by measuring employees' cognitive and affective feelings at work, including affects, which are high positive affect and low negative affect, and a mental evaluation of satisfaction with the job (Pradhan & Hati, 2022). In this research, EWB was measured in two dimensions, which are affect and job satisfaction. Srivastav & Das (2015) described job satisfaction as the state of attitudes that employees have regarding their work.

Technostress is identified to impact negative well-being that can manifestly decrease productivity (Tarafdar et al., 2007). At the individual level, technostress has negatively impacted employees' well-being. For instance, technostress causes job strain, leading to higher workload, complexity, and work-life imbalance (Dragano & Lunau, 2020), which affects end-user satisfaction and end-user performance (Tarafdar et al., 2010).

H1: Technostress has a negative effect on affect.

H2: Technostress has a negative effect on job satisfaction.

2.3 IT Mindfulness and Technostress

Literature shows mindfulness is a positive psychological construct that reduces stress, as presented in mindfulness-based stress reduction (MBSR) (Kabat-Zinn, 2003). Mindfulness is long recognized and trained as focusing on and becoming aware of one's

mental process more attentively (Epstein, 1999). In the IT context, mindfulness was first introduced through a study integrating mindfulness practice into IT operations (Swanson & Ramiller, 2004). After that, a new construct of 'information and technology mindfulness (IT Mindfulness) appears. IT mindfulness is when an IT user can remain in the present moment and pay attention when examining IT uses (Thatcher et al., 2018). After that, IT mindfulness has been investigated in work-related fields, for example, using IT mindfulness to improve work performance (Järveläinen et al., 2021). IT mindfulness includes four dimensions, which are:

- Alertness to distinction (AD): the extent to which an IT mindful user comprehends the capabilities of IT usage and the context in which they will prove more practical.
- Awareness of multiple perspectives (AP); the extent to which an IT user can recognize several uses of a specific IT application and develop solutions to emerging problems.
- Openness to novelty (ON): the readiness of an IT user to discover more possible and innovative applications of the system.
- Orientation in the present (OP): the extent to which an IT-mindful user can focus on the present moment and adjust technologies to several different contexts (Thatcher et al., 2018).

Technostress and mindfulness have been studied in previous studies. For instance, mindfulness mediates the relationship between technostressors and strains (Pirkkalainen et al., 2017). Based on the survey, users with higher levels of IT mindfulness appear to reduce technostress. For example, when a more IT-mindful user can find alternative perspectives (awareness of multiple perspectives) when a problem occurs, techno-overload (TO) reduces (Roberts et al., 2007). A more recent study confirms the outcome of mindfulness as a mitigating strategy in decreasing technostress (Tuan, 2022).

H3: IT mindfulness has a negative effect on technostress.

H4: IT mindfulness has a positive effect on affect.

H5: IT mindfulness has a positive effect on job satisfaction.

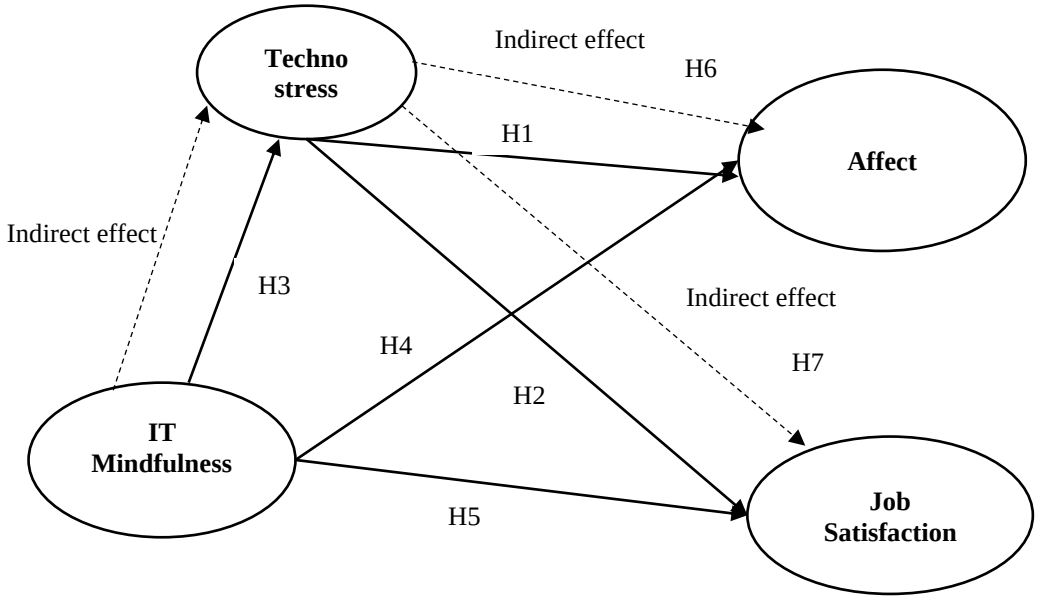
2.4 The Mediating Role of Technostress

Technostress significantly correlates with employee well-being. For instance, technostress reduces job satisfaction, organizational and continuance commitment (Pfaffinger et al., 2022), and psychological well-being (Riglea et al., 2021). In handling technostress, the literature confirms that IT mindfulness reduces stress while increasing job satisfaction and performance (Ioannou et al., 2024). Theoretically, a mindful IT employee tends to have higher well-being. As a result, technostress is inclined to act as a mediator in the connection between IT mindfulness and employee well-being. In other words, technostress is more likely to play a role in influencing or transmitting the impact of IT mindfulness on the overall well-being of employees. This mediation implies that the presence of technostress may significantly shape the effectiveness of IT mindfulness initiatives in contributing to the positive outcomes of employee well-being. One study found that stress fully mediated the relationship between mindfulness and depression; mindfulness can reduce depression and anxiety by reducing stress (Valikhani et al., 2020). Stress is the mediator in the relationship between mindfulness and positive outcomes such as physical health (Ballantyne et al., 2021). Also confirmed by Tingaz et al., 2023) that by reducing stress, mindfulness may positively affect perceived performance. These previous studies showed the mediating role of stress, not technostress. However, technostress is a kind of stress mentioned in the IT context, and IT mindfulness is a kind of mindfulness in the IT context. Therefore, the hypothesis was

created that technostress has a mediating role in the relationship between IT mindfulness, affect, and job satisfaction.
H6: Technostress mediates the relationship between IT mindfulness and affect.
H7: Technostress mediates the relationship between IT mindfulness and job satisfaction.

The hypothesized relationships among study variables are shown in Figure 1.

Figure 1: The Conceptual Model



Source: Compiled by authors

3. Research Methodology

The current research objective was to investigate the effects among the study variables and validate the mediating role of technostress in the relationship between IT mindfulness and employee well-being and job satisfaction. The present study used questionnaires as a data generation method. The selection of questionnaires was driven by the research objectives and the specific variables under investigation. The researchers ensured that the collected data provided meaningful insights into the factors being studied. The selection process may also consider the feasibility of obtaining accurate and representative information within the constraints of the research design. The researchers employed Structural Equation Modeling (SEM) for data analysis, leveraging its capacity to evaluate multivariate causal relationships and assess both the direct and indirect impacts within a pre-established causal framework (Fan et al., 2016).

3.1 Samples

The current research used convenient sampling to recruit the respondents. The convenience sampling method is considered one of the most common and widely used sampling techniques (Zikmund, 2010). The study population comprised 325 media agency employees who are heavy IT users (who use technology in their day-to-day work for at least 8 hours) working in Bangkok, Thailand. The current research justified the population using criteria of geographic location (in Bangkok), demographic

characteristics (media agency employees), and availability for study (Banerjee & Chaudhury, 2010). 220 questionnaires were returned.

3.2 Instruments

The survey instrument consisted of 48 items measuring the three primary constructs: IT mindfulness, technostress, and EWB (measured in 2 dimensions of affect and job satisfaction). The four questionnaires used in the current study to measure the studied constructs were the IT Mindfulness Scale (Thatcher et al., 2018), and the Technostress Creator Scale (TCS) (Ragu-Nathan et al., 2008). Employee well-being was similarly defined as subjective well-being related to the job context as when an employee has high work-related subjective well-being when satisfied with the work (job satisfaction) and experiences positive emotions relatively higher than negative emotions (affective experiences) (Diener et al., 1991). To measure employee well-being, the Positive and Negative Affectivity Scale (short version) (Thompson, 2007) and the Michigan Organizational Assessment Questionnaire: Job Satisfaction (MOAQ) (Lawler et al., 1979) were used.

3.3 Procedures

The researchers requested the Ethical Committee of Srinakharinwirot University to approve the research operation and obtained informed consent from all study participants. Before administering a self-administered survey, a pilot study is essential to detect weaknesses in the questionnaire design and assess the feasibility of a full study (Hertzog, 2008). Therefore, the researchers could refine the survey questions and avoid the occurrence of any flaws in the final questionnaires. A pilot survey was conducted with a sample of 38 media agency employees. Table 1 shows the reliability results for the scale used in the study performed on the SPSS software to measure the elements of technostress, IT mindfulness, employee well-being, and job satisfaction.

Table 1: Research Instruments

Factors	Items	Cronbach's Alpha
Technostress	14	0.87
IT mindfulness	12	0.91
Affect	9	0.81
Job satisfaction	3	0.80
Total items	38	

Source: Compiled by authors

4. Results

The survey result showed that most of the participants were between the ages of 30-29 (39.55%), followed by the age group 20-29 years old, accounting for 70 participants (31.82%), the age group 40-49 years old, accounting for 56 participants (25.46%), and the age group over 50 years old accounting for 7 participants (3.18%). The percentage of working in media agencies for 1 to 5 years was 49.55%, followed by over 15 years (20.45%), 6 – 10 years (16.82%), and between 11 – 15 years (13.18%). In addition, more than half of the respondents are heavy IT users, using IT to support their work for more than 8 hours per day (55.00%) between 6 and 8 hours per day (35.91%), and below 6 hours per day is 20 (9.09%).

Table 2: Descriptive Statistics of the Participants (n=220)

Demographic information	**Frequency**	**Percentage**
Age in years		
- 20-29	70	31.82
- 30-39	87	39.55
- 40-49	56	25.45
- Over 50	7	3.18
Total	220	100.00
Number of years of working in media agencies		
- 1-5	109	49.55
- 6-10	37	16.82
- 11-15	29	13.18
- Over 15	45	20.45
Total	220	100.00
Number of hours using IT in work per day		
- Below 6	20	9.09
- 6-8	79	35.91
- Over 8	121	55.00
Total	220	100.00

Source: Compiled by authors

Table 3 showed that IT mindfulness has the highest average score, equal to 3.97 (SD. = 0.51), followed by job satisfaction at 3.63 (SD. = 0.79), and affect at 3.58 (SD. = 0.52) and technostress at 3.07 (SD. = 0.75) respectively. The average score of all IT mindfulness elements ranged between 3.76 - 4.26 (SD. = 0.52 to 0.73). The average score of all technostress elements ranged between 2.55 – 3.38 (SD. = 0.83 to 1.03). The values for asymmetry and kurtosis between -2 and +2 were considered acceptable to prove normal univariate distribution (George & Mallery, 2010). Hair et al. (2010) and Bryne (2010) argued that data is normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Thus, the above results indicated that IT mindfulness, technostress, affect, and job satisfaction were approximately normally distributed.

Table 3: Mean, Standard Deviation, Skewness, and Kurtosis

Variables	***Mean***	***SD.***	**Sk.**	**Ku.**
IT Mindfulness	3.97	0.51	-0.19	0.19
Alertness to Distinction (AD)	3.76	0.68	-0.44	0.49
Awareness of Multiple Perspectives (AP)	4.26	0.54	-0.50	0.60
Openness to Novelty (ON)	3.88	0.73	-0.39	-0.14
Orientation in the Present (OP)	3.96	0.52	-0.09	0.76
Technostress	3.07	0.75	-0.06	-0.31
Techno Overload (TO)	3.38	0.83	-0.29	-0.35
Techno Invasion (TI)	3.14	1.02	-0.19	-0.73
Techno Complexity (TC)	2.80	0.87	-0.03	-0.06
Techno Insecurity (TIS)	2.55	1.03	0.24	-0.68
Affect	3.58	0.52	0.09	0.21
Job Satisfaction (JS)	3.63	0.79	-0.40	-0.12

Source: Compiled by authors

4.1 The SEM Analysis

The researchers performed the SEM analysis shown in Table 4. All the correlations were tested among the variables in this model. IT mindfulness and its three elements (AD, AP, ON) correlated with other variables, ranging from -0.39 to 0.33, statistically significant ($p < .01$ and $p < .05$), except OP, which did not significantly

correlate with other variables, ranging from -0.13 to 0.22. The correlation of 3 IT mindfulness elements (AD, AP, ON) was negatively correlated with technostress while positively correlated with affect and JS. The results showed that when IT mindfulness increased, technostress would decrease. On the contrary, affect and JS would increase when IT mindfulness increased.

Table 4: Correlations among Study Variables

Variable	AD	AP	ON	OP	TO	TI	TC	TIS	AF	JS
AD	1.00									
AP	.57**	1.00								
ON	.64**	.71**	1.00							
OP	.55**	.47**	.49**	1.00						
TO	-.14*	-.10	-.04	.08	1.00					
TI	-.10	-.17*	-.09	.01	.68**	1.00				
TC	-.37**	-.34**	-.39**	-.13	.38**	.41**	1.00			
TIS	-.22**	-.29**	-.24**	-.05	.47**	.55**	.59**	1.00		
AF	.26**	.33**	.26**	.13	-.42**	-.38**	-.44**	-.53**	1.00	
JS	.33**	.24**	.22**	.22**	-.29**	-.24**	-.36**	-.34**	.52**	1.00

*Note: * Significant level.05, ** Significant level .01*
Source: Compiled by authors

Technostress and its elements significantly correlated with other variables, ranging from -0.53 to -0.14, statistically significant ($p < .01$ and $p < .05$). Technostress elements (TO, TI, TC, TIS) significantly and negatively correlated with IT mindfulness (AD, AP, ON), EWB, and JS ($p < .01$ and $p < .05$). It showed that when technostress increased, IT mindfulness, affect, and JS decreased. The model was tested for the goodness of fit (Hair, 2010) in Table 5.

Table 5: The Goodness of Fit Indices and Acceptable Level

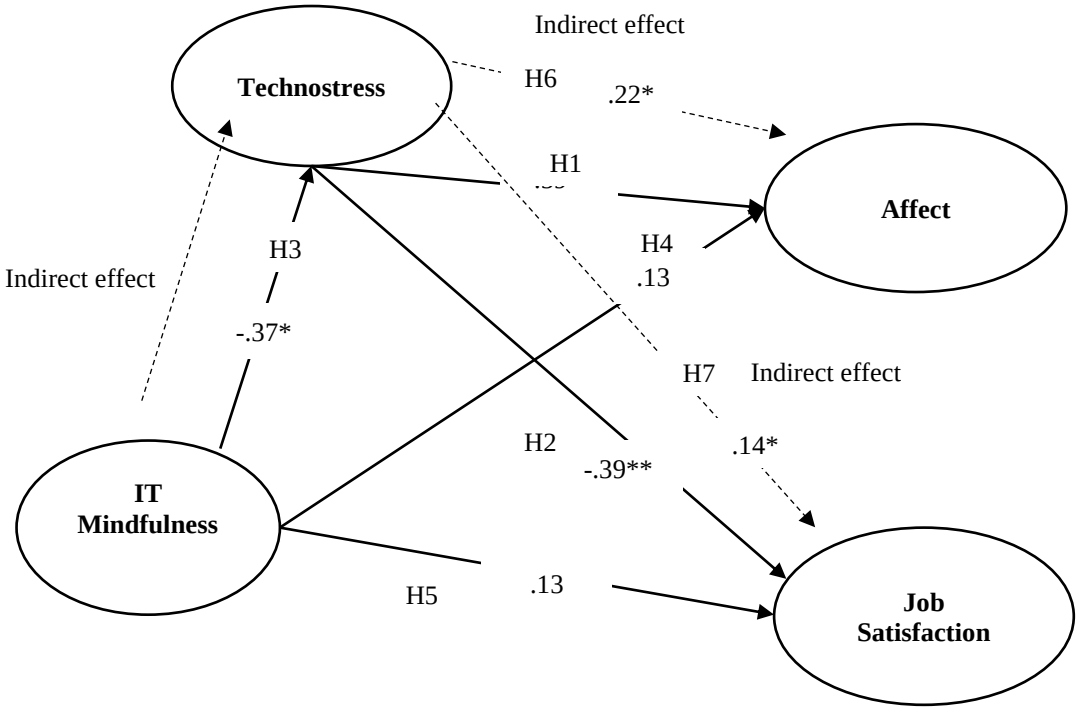
Fit Indices	Acceptable Level	Before Modification		After Modification	
χ^2	-	152.46		28.02	
df	-	32		23	
χ^2/df	< 3.00	4.76	✗	1.21	✓
CFI	> .90	.87	✗	.99	✓
AGFI	> .80	.79	✗	.91	✓
RMSEA	< .05	.13	✗	.03	✓
SRMR	< .10	.09	✗	.05	✓

Note: Hair et al., (2010) Note: χ^2: Chi-square, df: Degree of freedom, χ^2/df: Normal chi-square, CFI: Comparative fit index, AGFI: Adjusted goodness of fit, RMSEA: Root mean square error of approximation, SRMR: Standard root mean square residual.
***x** Unacceptable √ Acceptable*
Source: Compiled by authors

4.2 Structural Model

SEM was conducted to test the proposed structural model of the studied variables to test the H4 that technostress mediated technostress, affect, and job satisfaction.

Figure 2: Structural Model



Source: Compiled authors

4.3 The Direct, Indirect, and Total Effect

The researchers hypothesized the direct effect between technostress and affect and between IT mindfulness and technostress. Moreover, technostress is hypothesized to have an indirect effect as a mediating role in the connection between IT mindfulness and affect. Then, the researchers further examined the statistical significance of the direct, indirect, and total effects, as shown in Table 6. A mediation effect of technostress was observed. The direct impact of technostress on affect (β = -.59, p < .01) and on job satisfaction was statistically significant (β = -.39, p < .01). The direct effect of IT mindfulness on technostress was also statistically significant (β = -.37, p < .05). Furthermore, the mediating effect of technostress was measured. The result was that technostress significantly mediated the relationship between IT mindfulness and affect (indirect effect β = .22 p < .05) and job satisfaction (indirect effect β = .14 p < .05).

Table 6: Direct, Indirect, and Total Effects of the Alternative Hypothesized Model

Path Analysis	**Direct effect**	**Indirect effect**	**Total effect**	R^2	***Result***
H1: Technostress → Affect	-.59**	-	-.59**	-	Support
H2: Technostress → Job Sat	-.39**	-	-.39**	-	Support
H3: IT mindfulness → Technostress	-.37*	-	-.37*	.14	Support
H4: IT mindfulness → Affect	.13	-	-	-	Not support
H5: IT mindfulness → Job Sat	.13	-	-	-	Not support
H6: IT mindfulness → Technostress -> Affect	.13	.22*	.35*	.42	Support
H7: IT mindfulness → Technostress-> Job Sat	.13	.14*	.27*	.20	Support

*Note: * p < .05, ** p < .01*
Source: Compiled by authors

The findings showed the relationships between variables: IT mindfulness, technostress, affect, and job satisfaction. The result supported H6 and H7 that technostress mediated the relationship between IT mindfulness and affect and job satisfaction since the indirect effect of IT mindfulness was statistically significant.

5. Discussion and Conclusion

The present study showed that technostress antecedents had a negative impact on affect (β=-.59 $p < .05$) and job satisfaction (β=-.39, $p < .05$). This result was consistent with existing literature, proving that technostress leads to negative employee and work well-being. For instance, technostress reduces job satisfaction and organizational and continuance commitment (Ragu-Nathan et al., 2008). Technostress is inversely related to individual productivity (Tarafdar et al., 2007). Linked to social media usage, technology overload negatively affects the well-being of employees (Choi & Lim, 2016). Another study shows that tele-pressure and techno-creators have associations with the negative effect of IT demands on well-being indicators (Pfaffinger et al., 2022). Technostress strongly and negatively impacts employee well-being (Hang et al., 2022). Accordingly, it becomes evident that organizations must reduce technostress in daily work lives and increase employee well-being and job satisfaction among heavy IT users.

Current research posited that IT mindfulness had a negative effect on technostress. The present study's analysis proved a significant adverse effect between technostress and IT mindfulness (-.37, $p < .05$). This result is consistent with existing literature proving that mindfulness can reduce technostress. For instance, Reb and Choi (2014) state that mindfulness reduces work-related stress. The findings are also in line with the literature in the intervention domain. For example, mindfulness meditation can cope with stress, like studies using Mindfulness-Based Stress Reduction (MBSR) developed by Kabat-Zinn (1982). Furthermore, existing literature uses MBSR to improve well-being in an organizational context, such as research on mindfulness meditation to promote well-being related to self-regulated behavior and positive emotional states (Brown & Ryan, 2003). Specifically, in IT mindfulness research on technostress, the researchers found one study confirming that IT mindfulness could reduce technostress and mediate the relationship between technostress and user satisfaction (Ioannou & Papazafeiropoulou, 2017).

The current research showed that IT mindfulness did not significantly affect employee well-being (β = .13), and job satisfaction (β = .13). This finding is distinct from several mindfulness literatures. For decades, mindfulness literature has existed and confirmed its coping anecdotes in leveling up well-being in the workplace. In other words, practicing mindfulness shows positive correlations with employees in work-related studies. For instance, research shows that employees experience increased well-being and better work performance after practicing mindfulness (Bartlett et al., 2019). Similarly, quasi-experimental research done by Rexroth et al. (2017) shows that a 3-week mindfulness teaching can promote employee well-being. The observed disparity in the present research findings could be linked to contextual factors, particularly the organizational context. This study might be pioneering in its examination of mindfulness within the context of a media agency, potentially contributing to distinctive results compared to prior research.

Additionally, the present study proposed that technostress mediated the relationship between IT mindfulness and employee well-being (affect and job satisfaction), which is relevant to previous studies testing mindfulness and well-being, such as quality of

life and mental health, with technostress' mediating role (Ballantyne et al., 2021; Tingaz et al., 2022; Valikhani et al., 2020).

The present study is subject to limitations. Firstly, the generalizability of the findings may be constrained, given that the data exclusively pertains to employees within media agencies. As a result, caution should be exercised when extending these findings to broader populations or diverse organizational contexts. The study's focus on a specific sector may impact the applicability of its results beyond the confines of media agencies. For instance, media agency is associated with high levels of stress, as evidenced by a substantial 30% turnover rate, which is considered one of the highest among various industries (Stewart, 2023). This emphasizes the need for further research in varied settings to enhance the external validity of the conclusions.

Secondly, convenient sampling was used in this research, and the disadvantage is that the sample needs clearer generalizability (Jager et al., 2017). Future research should recruit a more extensive sample since larger samples present more robust and reliable results. Also, probability sampling could be used as a sampling strategy to reduce this concern.

The current study found that IT mindfulness could directly and significantly reduce technostress. Simply put, IT mindfulness acts like a 'practical tool' for employees with low well-being due to IT stress. In the sense that when an IT user faces technological stress, increasing well-being, including affect and job satisfaction, could be done through IT mindfulness practice. For example, an IT user will have less technostress, more well-being, and will be satisfied with the IT job when incorporating IT mindfulness. The practical implications derived from the findings of the current research contribute to the development of an IT mindfulness program with tangible benefits for organizations. This program holds the potential to offer effective human resource management solutions by addressing technostress causes and implementing appropriate measures, incorporating IT mindfulness elements such as openness to novelty (ON) to alleviate stressors. By incorporating the IT mindfulness program, organizations can create a sustainable self-help manual aimed at enhancing employee well-being in the rapidly growing issues in this domain.

The current research occurred during the very end of the COVID-19 pandemic, in which media agencies have actively adopted the work-from-home policy. As mentioned earlier, WFH affects heavier IT use at home compared to on-site work. Hence, the direct effect of technostress level and employee well-being is relatively strong. Future research should consider that if the WFH circumstance is lessened and employees return to work in an office, the correlation might be changed. Future research should anticipate the abruptly increasing technological impact on employee well-being from artificial intelligence (AI) in work settings. The recent trend of technology usage includes the rise of AI, which though it can facilitate work, can impact technostress and work-related well-being.

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