Impact of Technostress on the Adoption of Artificial Intelligence - A Bibliometric Analysis

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Abstract. *This study presents a bibliometric analysis of research on technostress and its impact on the adoption of Artificial Intelligence (AI) from 2022 to 2025, a period marked by the rapid rise of generative AI tools such as ChatGPT. Based on 19 carefully selected publications from the Web of Science database, including the top 10 most cited papers, the paper identifies key research themes, disciplinary intersections, and industry-specific insights. Grounded in the Technostress Model by Tarafdar et al. (2011), findings show that technostressors, particularly techno-insecurity, techno-complexity, and techno-uncertainty, are critical barriers to effective AI adoption across sectors such as IT, healthcare, finance, and tourism. The results highlight how technostress varies by industry, reflecting variations in digital maturity and employee readiness. Practical implications are outlined, with emphasis on strategies to reduce employee stress and resistance. Overall, the paper contributes to a deeper understanding of human factors in AI implementation and offers a foundation for future research on managing tech-driven organizational change.*

Keywords. Technostress, Artificial Intelligence, AI Adoption, Bibliometric Analysis, VOSviewer

1 Introduction

Artificial Intelligence (AI) represents a major technological revolution across various sectors, particularly in the IT industry. However, its integration into organizational settings also brings a significant rise in technostress among employees, which may, in turn, hinder their willingness to adopt these advanced technologies (Chang et al., 2024). Technostress studies have evolved over the past thirty years, from their roots in biology and psychology to being an interdisciplinary field with significant organizational, behavioral, and human resources implications (Grummeck-Braamt et al., 2021).

With the adoption of AI technologies, workers have to learn new competencies, implement new work techniques, and integrate AI systems within their regular work activities (Pereira et al., 2023; Zirar et al., 2023).

Kumar et al. (2023) and Malik et al. (2021) identify technological complexity as a primary stressor, referring to it as 'techno-complexity,' while also addressing the equally important theme of 'techno-insecurity,' which underscores the potential risk of job displacement due to automation and AI implementation. Kim & Lee (2024) found that the adoption of AI leads to increased job stress, which eventually results in burnout. On the contrary, they state that high self-efficacy in learning diverse functionalities of AI reduces this effect. These insights highlight the necessity of organizations to manage stress and support employee well-being. Moreover, numerous studies have explored the effect of AI adoption on employees' mental health, with a specific focus on workplace exhaustion, stress, and burnout syndrome (Bankins et al., 2023; Budhwar et al., 2022; Pereira et al., 2023).

Despite everything stated above, the sudden adoption of AI technology has enabled companies to simplify complex processes, automate conventional tasks, enhance decision-making, and optimize resource utilization (Chen et al., 2023; Makridis & Mishra, 2022; Uren & Edwards, 2023).

This paper builds on the Technostress Model developed by Tarafdar et al. (2007, 2011), which identifies key stressors such as techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. These constructs help explain how the rapid integration of AI technologies can lead to employee stress, resistance, and decreased productivity. By analyzing the literature through this lens, the study contributes to a deeper understanding of how technostress influences AI adoption in different organizational contexts.

To the best of the author’s knowledge, no comprehensive bibliometric review on the impact of technostress on the adoption of artificial intelligence exists to date. As stated by Zupic & Čate (2015), bibliometric analysis helps authors to understand the composition of the research field, key concepts, significant authors, and associations.

The research addresses a clear and timely gap by analyzing how, and in which industries, technostress

most significantly influences AI adoption - focusing on the rapid rise of AI technologies since 2022. This timeframe (2022–2025) was deliberately chosen, as 2022 marks the emergence of generative AI tools and widespread usage. The study aims to capture how academic research has evolved in response to this technological shift.

Scientifically, this study maps recent research trends and gaps in the field, helping scholars understand where the field stands and what remains unexplored. Importantly, all findings are analyzed through the lens of the Technostress Model proposed by Tarafdar et al. (2007, 2011), which distinguishes between key stressors (such as techno-overload, techno-insecurity, techno-complexity, techno-invasion, and techno-uncertainty) relevant to AI adoption. By systematically linking these theoretical constructs with the most common keywords and thematic clusters identified via VOSviewer among 19 papers, the study provides an overview of how the core dimensions of technostress specifically manifest in the context of AI across industries. Practically, the study provides organizations with evidence-based recommendations for reducing technostress and facilitating a smoother transition to AI adoption by identifying key psychological stressors such as anxiety, job insecurity, and resistance to change. Ultimately, the goal is to answer the following research questions:

RQ1: How has the research landscape of technostress and its impact on AI adoption evolved, particularly in the last few years, with the rapid advancement of AI technologies?

RQ2: What are the dominant fields of research and emerging trends on technostress and AI adoption, as revealed by the analysis in the bibliometric study?

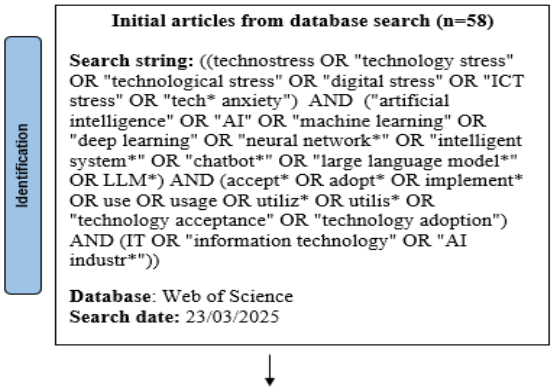
2 Methodology

The author followed a comprehensive, systematic three-step approach to identify and select relevant articles for the study. The entire methodology is explained in Fig. 1 as a PRISMA flowchart, which is widely used for bibliometric analysis (Puspitasari et al., 2025; Susitha et al., 2024). The first step of the process involved conducting a thorough search of the Web of Science (WoS) database using a specific search string tailored to the research topic (refer to Box 1, Fig. 1 for the exact search terms). This initial search identified 58 articles that were considered as potential papers for inclusion in the review.

The second step in the methodology involved filtering and refining the search results based on a set of predefined inclusion and exclusion criteria. The review period was strictly defined between 2022 and 2025, focusing specifically on articles and proceeding papers published within this timeframe. To ensure a relevant selection, the articles were later screened according to their categorization in various academic disciplines. The categories included Applied Psychology, Computer Science, and Business (see Box 2, Fig. 1 for a detailed breakdown of the categories). While disciplines like Religion and Linguistics could be relevant, this analysis focuses more on the different business-oriented sectors and psychological aspects of AI adoption through the lens of technostress. Other domains were either less directly related or would have broadened the study scope. This category-based filtering narrowed down the initial 58 papers to a more manageable set of 27 articles that passed the initial review and were deemed relevant for further analysis.

In the third and final step, the author manually reviewed the titles and abstracts of the remaining 27 articles to ensure that they closely align with the core focus of the study. The articles were assessed for their relevance to the specific aspects of technostress and AI adoption. Through this careful screening process, the number of papers was further reduced to approximately 19. Each of these 19 publications was rigorously evaluated to ensure it met the empirical criteria required for inclusion in the review, with particular attention paid to the practical and real-world insights provided by these studies. The final selection of papers formed the basis of the bibliometric analysis, contributing to a deeper understanding of the connection between technostress, AI adoption, and how its effects are influencing individuals across different industries.

While all 19 selected publications were included in the overall bibliometric analysis (e.g., keyword co-occurrence, research areas, and trends), the decision to highlight the top 10 most cited papers was driven by their influence and visibility within the academic discourse. These papers received the highest number of citations and were therefore considered representative of the most impactful contributions in the field. In such emerging domains, where the total body of literature is still limited, narrowing the sample to the most influential works allows for the identification of dominant themes, authorship patterns, and intellectual foundations (Rodríguez-Navarro & Brito, 2024; Zupic & Čater, 2015). Similar methodology has been used in other studies focused on early-stage or fragmented fields (Gutiérrez-Alvarez et al., 2025), where the aim was not to generalize widely but to provide a focused analytical lens on the most impactful scholarly contributions.



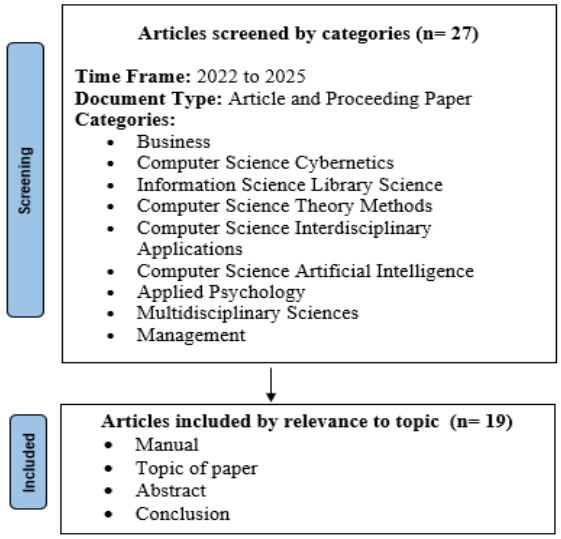


Figure 1. Flow diagram of search process (Source: Author's research according to Web of Science Core Collection database, as of March 23rd, 2025)

3 Results

This paper attempts to explore how technostress influences the uptake of AI across various industries. The years between 2022 and 2025 were explored since this was a pivotal time when AI, particularly generative AI, became widely accessible and transformed the way people engage with technologies (Kocoń et al., 2023).

A bibliometric analysis was conducted using data from the Web of Science Core Collection database. The following section of this chapter will analyze the outcomes of this research. According to the study's findings, 19 publications in the Web of Science core collection database were relevant to the bibliometric analysis. These publications serve as the foundation for assessing major research trends and influential authors.

Table 1 lists the top 10 most referenced papers from the 19 selected publications, emphasizing the most important research in this discipline. These studies offer significant insights into the relationship between technostress and AI adoption across different industries.

The analysis presented in Table 1 reveals that technostress related to AI adoption is a widespread phenomenon, observed across a range of sectors including information technology, tourism, financial services, healthcare, manufacturing, and remote work environments.

In technology-oriented industries such as IT, financial services, and e-commerce, technostress is primarily driven by the rapid pace of technological change and the constant pressure to adapt to complex AI systems, which may undermine employee satisfaction and productivity (Siitonen et al., 2025; Evenstad, 2024). In contrast, the tourism sector experiences technostress as staff must quickly master new AI-driven customer service tools, often amidst uncertainty regarding the effectiveness and reliability of these technologies. Kang et al. (2024) found that AI adoption increases job stress and turnover intentions among hotel employees in South Korea, especially towards other sectors. The healthcare industry faces unique stressors associated with integrating AI into sensitive areas, such as diagnostics and patient care, which raises concerns about system reliability, ethical responsibility, and patient safety (Issa et al., 2024). Manufacturing and service industries are facing workflow disruptions and job uncertainty due to AI-driven automation; however, involving employees in the design of ethical and transparent AI improves their well-being and performance, thereby reducing technostress (Verma et al., 2024). Furthermore, the rise of remote work introduces additional sources of technostress, such as techno-overload, blurred boundaries between work and private life (techno-invasion), and sustained pressure to remain productive through virtual means (Di Dalmazi et al., 2022).

The paper titled "Adoption of Artificial Intelligence (AI) based Employee Experience (EEX) Chatbots" by Pillai et al. (2024), published in Information Technology & People, is the most cited in this research, with 59 citations. It makes it the most influential study on the researched topic, highlighting the growing interest among both researchers and industry professionals in AI-driven solutions.

Additionally, the author was interested in identifying the most common journals publishing research on this topic. The analysis revealed that the journal Information Technology & People is the most frequently represented, with three of the top ten most cited papers published in this journal.

Table 1. The ten most cited papers in the WoS database on Technostress and the adoption of Artificial Intelligence

No.	PAPER	AUTHOR(S)	JOURNAL	YEAR	FIELD/INDUSTRY	WOS CITATIONS
1	Adoption of artificial intelligence (AI) based employee experience (EEX) chatbots	Pillai, R; Ghanghorkar, Y; Sivathanu, B; Algharabat, R; Rana, NP	Information Technology & People	2024	IT/ ITeS / E-commerce industries	59

2	What drives tourists' continuance intention to use ChatGPT for travel services?	Pham, HC; Duong, CD; Nguyen, GKH	Journal of Retailing and Consumer Services	2024	Tourism industry	47
3	Does AI-Driven Technostress Promote or Hinder Employees' Artificial Intelligence Adoption Intention?	Chang, PC; Zhang, WH; Cai, QH; Guo, HC	Psychology Research and Behavior Management	2024	General Workplace AI Adoption (information technology industry, financial services industry, manufacturing industry, etc.)	17
4	Unraveling the dark side of ChatGPT: a moderated mediation model of technology anxiety and technostress	Duong, CD; Ngo, TVN; Khuc, TA; Tran, NM; Nguyen, TPT	Information Technology & People	2024	Online survey (different fields and industries)	9
5	Enhancing value in customer journey by considering the (ad)option of artificial intelligence tools	Dhiman, N; Jamwal, M; Kumar, A	Journal of Business Research	2023	Marketing & Customer Experience	9
6	Employees' Adaptation to Technology Uncertainty in the Digital Era	Liu, NC; Wang, YC; Lin, YT	IEEE Transactions on Engineering Management	2023	Financial services industry	7
7	Navigating AI unpredictability: Exploring technostress in AI-powered healthcare systems	Issa, H; Jaber, J; Lakkis, H	Technological Forecasting and Social Change	2024	Healthcare industry	4
8	Acceptance of artificial intelligence devices in banking services	Cintamür, IG	International Journal of Bank Marketing	2024	Banking industry	2
9	Influence of Technostress on Work Engagement and Job Performance During Remote Working	Di Dalmazi, M; Mandolfo, M; Stringhini, C; Bettiga, D	Engineering Psychology and Cognitive Ergonomics	2022	Remote Work (IT, Sales/Business development, Banking, E-commerce)	2
10	Elevating employees' psychological responses and task performance through responsible artificial intelligence	Verma, S.; Singh, V.; Tudoran, A. A.; Bhattacharyya, S. S.	Information technology & people	2024	Service/ Manufacturing industries	1

Source: Author's research according to Clarivate Web of Science, as of March 23rd, 2025

Furthermore, all papers were published in English and authored by 62 researchers from 15 different countries, with China (4) and India (4) leading in terms of the number of publications. In total, there were 140 citations across these papers. The most significant increase in research on this phenomenon happened in 2024, as the first signs of stress caused by AI implementation started to appear (Kim & Lee, 2024).

Building on previously stated, AI (particularly generative AI) gained traction about two years after its initial widespread introduction (the launch of ChatGPT), so the sudden increase in published papers during 2024 that deal with technostress and AI was not unexpected. This increase in the number of publications and citations mentioned above is visually represented in Fig. 2 on the next page.

Moreover, based on the research areas shown in Figure 3 and considering the applied search query, the results indicate that the analyzed scientific papers are predominantly related to Business Economics (7 papers, 36.84%), Computer Science (6 papers, 31.58%), and Engineering (6 papers, 31.58%).

Additionally, a notable number of studies fall under Information Science and Library Science (4 papers, 21.05%). Other research areas with fewer publications include Psychology (2 papers, 10.53%), Psychiatry (1 paper, 5.26%), and Public Administration (1 paper, 5.26%). It is important to note that some articles are classified under multiple research domains, so the total number in Fig. 3 exceeds 19.

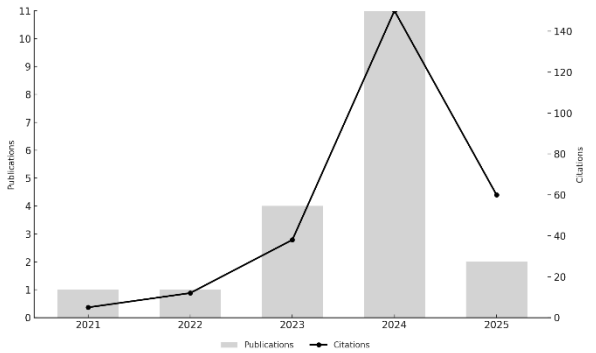


Figure 2. Distribution of the number of published papers and citations by year
(Source: Author's research according to Clarivate Web of Science, as of March 23rd, 2025)

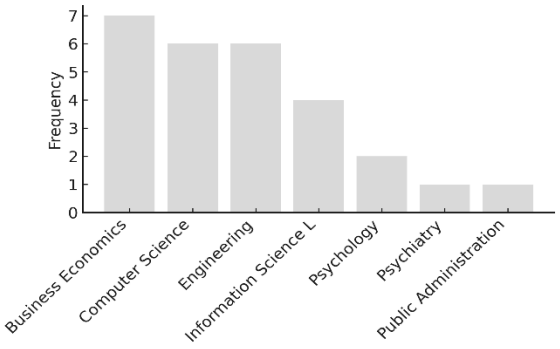


Figure 3. Number of published papers according to research area
(Source: Author's research according to Clarivate Web of Science, as of March 23rd, 2025)

An in-depth analysis of these 19 carefully selected papers related to the main topic is visually represented using the VOSviewer software. A total of 37 items (keywords) from the bibliometric analysis on the topic of technostress and its relationship with the adoption of AI were identified, each appearing more than two times in the selected papers from the WoS Core Collection database. These items were distributed into five distinct clusters, visually represented by different colors, forming a network of 240 links with an overall total link strength of 308 (see Fig. 4). The first cluster (red) includes keywords associated with technology anxiety, emotions, satisfaction, artificial intelligence, and loyalty, reflecting psychological and behavioral aspects of technostress and AI. The second cluster (green) is centered around technology, users, the internet, and anthropomorphism, highlighting the interaction between users and technological systems. The third cluster (blue) captures concepts related to performance, validation, psychology, and work, emphasizing the impact of technostress on workplace productivity.

The findings point out the importance of addressing these challenges to ensure successful AI integration in workplaces. The fourth cluster (yellow) groups keywords such as impact, technostress, stress, and organizations, illustrating factors that influence the adoption of new technologies. The fifth cluster (purple) focuses on engagement, acceptance, and computer anxiety, addressing occupational outcomes linked to technostress. Among these, the most frequently occurring keyword and the central concept in this analysis is "technostress", appearing 9 times, with 27 links and a total link strength of 51. This is followed by "impact" with 7 occurrences, 21 links, and a total link strength of 38. The keywords "satisfaction" and "technology" appear 6 times, while "performance" and "stress" each occur 5 times, forming critical thematic connections. Other frequently appearing keywords include "psychology," "organizations," "technology anxiety," "AI anxiety," and "user acceptance," all contributing to the broader discourse on the consequences of technostress.

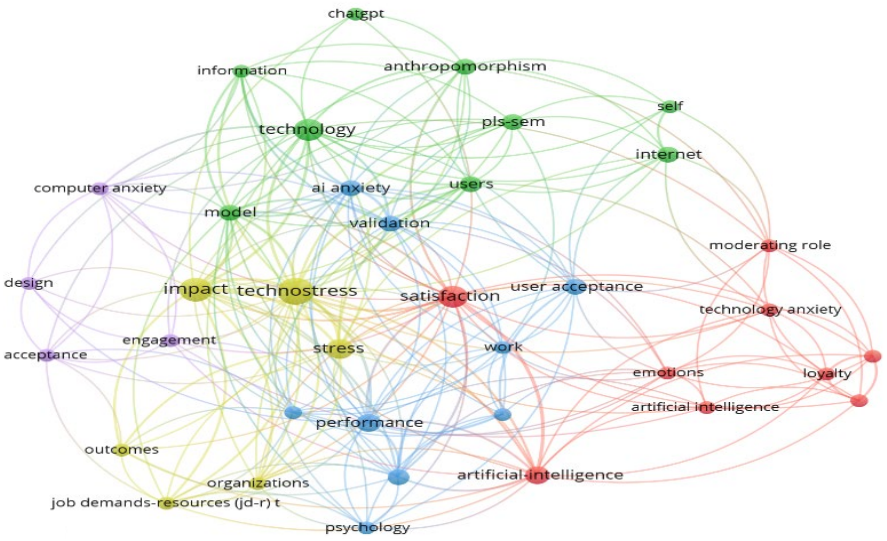


Figure 4. Visualization map of keywords co-occurrence (Source: Author's research according to Clarivate Web of Science, as of March 23rd, 2025)

4 Discussion

Based on the proposed RQ1, the research landscape on technostress and AI adoption has undergone a significant transformation between 2022 and 2025, as evidenced by a sharp increase in the number of relevant publications, particularly in 2024. This rise has occurred alongside the widespread adoption of AI tools (more specifically, generative AI tools), which introduced complex AI functionalities to the general workforce. The bibliometric analysis revealed that the research in this domain is still emerging, but gaining significant attention. The evolving narrative has transitioned from general concerns about digital transformation to more specific examinations of emotional and cognitive responses to AI-driven work environments. Notably, psychological constructs such as technological anxiety, burnout, and AI-related insecurity are now central themes in the literature (Bankins et al., 2023; Budhwar et al., 2022). The VOSviewer keyword mapping confirms this trend, with terms such as technostress, technology anxiety, job performance, and AI adoption forming dense clusters of research activity.

Continuing to the RQ2, the bibliometric findings show that research on technostress and AI adoption is highly interdisciplinary, with significant contributions from Business & Economics (36.84%), Computer Science (31.58%), and Engineering (31.58%). Emerging trends indicate a growing interest in context-specific studies across diverse sectors - ranging from IT and e-commerce to healthcare, tourism, and banking. The top-cited studies reflect this diversity and underscore the global scope of the problem. For example, the IT sector focuses on AI-based employee experience platforms (Pillai et al., 2024), while healthcare studies emphasize unpredictability and mental strain caused by AI systems (Issa et al., 2024). Remote work is another recurring theme, with studies addressing how AI adoption during the pandemic further intensified employee stress (Di Dalmazi et al., 2022).

Moreover, the keyword cluster analysis revealed five conceptual groupings, each pointing to a distinct thematic direction in the field. The clusters range from emotional and psychological responses to AI to user interaction patterns and organizational outcomes such as productivity, satisfaction, and acceptance. These clusters reflect the fragmented but expanding nature of technostress research and highlight how AI affects not only technological infrastructure but also human behavior and well-being.

The findings of the bibliometric analysis align closely with the dimensions of the Technostress Model proposed by Tarafdar et al. (2011). For example, the prevalence of keywords such as "complexity", "anxiety", and "AI unpredictability" across the top-cited studies reflects the stressors of techno-complexity and techno-uncertainty (Chang et al., 2024; Issa et al., 2024). Similarly, concerns over job displacement and the pressure to quickly adapt to AI tools correspond to techno-insecurity and techno-overload (Kim & Lee, 2024; Malik et al., 2021). These associations suggest that technostress is not only an emerging theme in AI literature but also a theoretical lens through which the challenges of AI adoption can be better understood.

5 Conclusion

Bibliometric analysis reveals that technostress manifests differently across sectors, shaped by the nature of work, digital maturity, and AI use-cases. For instance, in the IT and e-commerce sectors, technostress frequently arises from rapid digital transformation, constant technology updates, and increased pressure for digital performance. In healthcare, technostress is linked to cognitive overload and unpredictability introduced by complex AI systems, often raising unique concerns about safety, ethics, and decision-making. The financial and banking sectors report technostress mainly in the form of monitoring-related stress caused by automation and algorithmic management. In marketing, tourism, and customer service, technostress often manifests through increased customer expectations and the pressure to quickly adapt to AI-driven tools.

Technostress is not a uniform phenomenon but is shaped by industry-specific factors such as regulatory demands, job design, and the level of digital maturity. Organizations should therefore adopt tailored strategies to manage AI-related stress, aligned with their sector-specific conditions.

For instance, for HR professionals, this involves providing structured AI upskilling and digital literacy training, particularly in heavily regulated industries such as healthcare and finance, where technostress will more likely be in the form of cognitive overload and risk-avoidance-oriented. In fast-paced environments such as IT and services, well-being programs, burnout prevention measures, and accessible tech-support channels should be prioritized to minimize techno-overload and techno-invasion.

From the point of view of change management, employees need to be engaged early in AI deployment through participatory design, pilots, and feedback loops to minimize uncertainty and resistance. This is especially important in industries with low autonomy or those in which AI affects core decision-making (e.g., customer service, manufacturing). Leaders in digital transformation need to clearly explain the purpose, scope, and impact of AI initiatives, applying open messaging to diffuse techno-insecurity.

Finally, developers and system designers should integrate stress-reducing features into AI tools, such as user-friendly interfaces or explainable AI outputs, to preserve perceived control and autonomy. This is especially relevant for high-stakes applications (e.g., healthcare diagnostics). Aligning AI tool design with diverse user capabilities can reduce techno-complexity and increase acceptance.

6 Limitations and future work

While this study offers relevant insights into the link between technostress, AI adoption, and different industries, certain limitations should be noted. First, the sample was restricted to a relatively small body of literature, which may not reflect the full scope and diversity of research in the field. However, as AI technologies (particularly generative AI tools) continue to be increasingly integrated into business operations, research on technostress related to AI is expected to expand substantially. Second, contextual and moderating variables, including industry, organizational culture, employee characteristics, and regional differences, were not addressed. Empirical research exploring these factors, preferably using surveys or mixed methods, is needed for a more comprehensive understanding. Third and final, with the rapid progression of AI technologies, longitudinal studies are crucial to track how technostress and adaptive strategies evolve over time. Such research would directly inform the development of targeted interventions, training initiatives, and responsible AI governance in organizations. Addressing these gaps will provide a firmer theoretical and practical foundation for understanding the impact of AI-driven technostress on employees and organizations.

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