Do Notifications Unite or Estrange Us? Employee Outcomes of Work Connectivity After-hours Attitude

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ABSTRACT

Technological development plays a crucial role in human life, where it has been quickly adopted by many workplaces. That's why it is important to understand its impact on employees. Many studies in the literature focus on the use of technology in general and investigate how it influences employees. In this study, we propose that technology may be perceived by employees from two different perspectives: technology perceived as a demand (TPRD-D) and technology perceived as a resource (TPRD-R). We looked at Job Engagement (JE), Burnout (B), Turnover Intention (TI), and employee attitudes toward work connectivity after-hours. We consider the Job Demands-Resources theory and theorize that when employees perceive technology as a demand they will have higher turnover intention. If they see technology as a tool which urges them to be connected with work and distract their focus on private lives, having to be connected results in burnout and influences their desire to leave their workplace. In the case of technology perceived as a resource, the turnover intention will be lower. If they see technology which brings flexibility and accessibility, enables them to work from convenient locations at preferred times, this will keep the employees engaged. Thus, it leads them to stay in such a workplace longer. We tested the research model with 250 employees from the government sector in Azerbaijan. The results of Smart PLS analysis indicated that there is a positive relationship of TPRD-D with B, TI, and a negative relationship with JE, work connectivity after-hours attitude. Also, there is a positive relationship between TPRD-R with JE, work connectivity after-hours attitude, and a negative relationship with B, TI. The findings provide new knowledge in understanding technology perception as a resource and as a demand and its outcomes as turnover intention considering JE, B, and work

connectivity after-hours attitude factors.

Keywords: technology perception, turnover intention, work connectivity, after-hours attitude, job engagement, burnout

ÖZ

Teknolojik gelişme insan hayatında önemli bir rol oynamasına ve birçok işyeri tarafından hızla benimsenmesine rağmen, çalışanlar üzerindeki etkisini anlamak önemlidir. Literatürdeki birçok çalışma genel olarak teknoloji kullanımına odaklanmakta ve bunun çalışanları nasıl etkilediğini araştırmaktadır. Bu çalışmada, teknolojinin çalışanlar tarafından iki farklı perspektiften algılanabileceğini öne sürüyoruz: talep olarak algılanan teknoloji (TPRD-D) ve kaynak olarak algılanan teknoloji (TPRD-R). Çalışan sonuçlarına gelince, İş Katılımı (JE), Tükenmişlik (B), İşten Ayrılma Niyeti (TI) ve çalışanların mesai saatleri dışında iş bağlantısına yönelik tutumlarına baktık. İş Talepleri-Kaynaklar teorisini göz önünde bulundurarak, çalışanlar teknolojiyi bir talep olarak algıladıklarında işten ayrılma niyetinin daha yüksek olacağını teorize ediyoruz. Teknolojiyi işten zaman ayırmalarını ve özel hayatlarına odaklanmalarını engelleyen bir araç olarak görürlerse, bağlantıda olmak zorunda olmak tükenmişliğe yol açar ve iş yerlerini terk etme isteklerini etkiler. Teknolojinin bir kaynak olarak algılanması durumunda işten ayrılma niyeti daha düşük olacaktır. Teknolojiyi, kendilerine tercih ettikleri zamanlarda uygun yerlerden çalışma olanağı sağlayan esneklik ve erişilebilirlik getirmenin bir yolu olarak görürlerse, bu çalışanların katılımını sağlayacaktır. Böylece, bu tür bir iş yerinde daha uzun süre kalmalarına yol açar. Araştırma modelini Azerbaycan'daki kamu sektöründen 250 çalışanla test ettik. Akıllı PLS analizinin sonuçları, TPRD-D ile B, TI arasında pozitif bir ilişki ve JE, mesai sonrası iş bağlantısı tutumu ile negatif bir ilişki olduğunu gösterdi. Ayrıca, TPRD-R ile JE, mesai sonrası iş bağlantısı tutumu arasında pozitif bir ilişki ve B, TI arasında negatif bir ilişki vardır. Bulgular, teknoloji algısının bir kaynak ve bir talep olarak anlaşılması ve JE, B ve mesai sonrası iş

bağlantısı tutumu faktörleri göz önünde bulundurulduğunda işten ayrılma niyeti olarak sonuçlarının anlaşılmasında yeni bilgiler sağlar.

Anahtar Kelimeler: teknoloji algısı, işten ayrılma niyeti, iş bağlantısı, mesai sonrası tutum, işe katılım, tükenmişlik

DEDICATION

This thesis is dedicated to my family – my father, mother, and sister – whose love, support, and sacrifices have been the foundation of my journey. They have always believed in me and provided the strength and motivation to overcome every challenge. This achievement is as much theirs as it is mine.

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LIST OF ABBREVIATIONS

B	Burnout
EMU	Eastern Mediterranean University
JD-R	Job-Demands Resources
JE	Job Engagement
PEOU	Perceived ease of use
PLS-SEM	Partial Least Square – Structural Equation Modelling
PU	Perceived usefulness
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
TAM	Technology Acceptance Model
TI	Turnover Intention
TPRD-D	Technology perceived as a demand
TPRD-R	Technology perceived as a resource
WCBA	Work connectivity after-hours attitude

Chapter 1

INTRODUCTION

1.1 Background of the Study

The rise of digital technologies has redefined how employees perform their tasks and maintain work-life boundaries. As technology is rapidly adopted in the workplace, the distinction between work and personal time has become less clear for employees. With the aid of technology, they are continually linked to their jobs and extend their work engagement beyond regular office hours (Cousins & Robey, 2015). This transformation has redefined traditional work dynamics. Thus, although physical presence has traditionally been prioritized, technology has now enabled a move towards remote work and flexible working hours. While this flexibility is beneficial, it can result in increased work hours where employees experience pressure because of remaining constantly connected (Diaz et al., 2012). Over time, this pressure can contribute to work-life imbalance. As a result, employees using technology beyond regular work hours face higher levels of work-life conflict. This indicates that staying connected to work after hours through technology may negatively impact an employee's personal life and well-being, including increased stress and burnout. Such adverse outcomes are often reflected in higher turnover intentions. (Boswell & Olson-Buchanan, 2007; Galluch, 2009; Huiras et al., 2000).

1.2 Statement of the Problem

The current literature on the impact of technology on employees does not fully explain how the constant employee connectivity to their work influences their behavior.

Although previous studies have examined the use of work-related technology during employees' off-hours, along with its benefits and drawbacks (Diaz et al., 2012; Fujimoto et al., 2016; Zhu et al., 2023), we still lack a clear understanding of how employees' views of these positive and negative aspects shape their work connectivity after-hours attitude. We believe that identifying the antecedents of the work connectivity attitude is critical to understanding outcomes such as employee engagement, burnout, and turnover intentions.

1.3 Research Outline

Although similar studies have been conducted globally, our study focuses specifically on employees in the Azerbaijani labor market. Given the importance of cultural and environmental factors in shaping human psychology and behavior, the study offers insights for countries with similar cultural backgrounds. Additionally, by examining technology through two perspectives – demand and resource perception – the study provides a framework for a deeper understanding of employee behavior. Analyzing the underlying reasons behind this behavior, by exploring key variables such as job engagement, burnout, and their antecedents (like technology perception), sheds light on potential pathways for countries with similar contexts. The current study investigates how employee perceptions of technology (whether they see it as a supportive resource or draining demand) impact their attitude towards being connected to work after regular work hours. The study uses these antecedents to explain employees' behavioral outcomes such as job engagement, burnout, work connectivity after-hours attitude, and turnover intention.

By applying the Job Demands-Resources Model (Bakker & Demerouti, 2007), this study expands the literature on work connectivity after-hours attitudes. We focus on

the attitude by examining employee perception through the dual nature of technology as both a demand and a resource. Technology can impose demands by increasing connectivity, blurring work-life boundaries, and fostering role overload (Tarafdar et al., 2007. Conversely, as a resource it enhances productivity, enables flexibility, and fosters collaboration. Considering their distinctly different impacts on employee behavior we look at an approach that examines these dimensions separately. Employees respond differently when they perceive technology as a stress source versus as a motivational resource in the workplace. The technology perceived as a demand often leads to negative outcomes such as burnout, disengagement, and turnover intentions (Maier et al., 2015). In contrast, when technology perceived as a resource, it can enhance job satisfaction, work engagement, and performance (Bakker & Demerouti, 2007; Derks et al., 2015). The research provides a more nuanced understanding of how technology influences employee behavior by examining them separately. The research explores how these dual aspects shape employee outcomes and impact their intentions to leave the organization.

Contribution of the study to the literature is about how employees' perceptions of technology impact their behaviors such as turnover intentions, focusing on factors like job engagement, burnout, work connectivity after-hours attitude toward technology use. Through technology use, it is important to understand employees' perspectives on technology usage. We believe such perspectives will help managers to apply successful strategies to manage efficiency and boost workplace productivity. Additionally, providing employees with flexibility in using work-related technology outside of working hours have been highlighted in the study. Results show that when employees choose themselves whether to stay connected after hours, in which hours they would like to connect, respects their boundaries, it promotes work-life balance,

and helps reduce burnout, which ultimately enhancing their overall job satisfaction.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

An overview of the relevant literature have been evaluated in this section. The part also emphasizes the research gap that requires further exploration. Earlier studies evaluated on work-related technology usage during off-hours, job engagement, work connectivity after-hours attitude, burnout, and turnover intention. The study draws upon established theoretical frameworks by To examining the relationships between the variables. Social Exchange Theory referred for the impact of technology perceived as a demand and as a resource, on job engagement and burnout. The influence of the work connectivity after-hours attitude on other variables is explained through the Conservation of Resources Theory. Finally, Technology Acceptance Model have been used for the relationship between technology perception and turnover intention.

2.2 Technology Perceived as a Demand and as a Resource

2.2.1 Perspectives on Researching Technology as a Demand

When employees' perception of technological tools and systems as sources of stress and increased workload it is the demand perception of technology. This perception can resulted in information overload, constant connectivity, and the pressure to quickly adapt to new technologies. When employees view technology as a demand, it leads to decreased job satisfaction, and increased strain. For example, excessive use of information and communication technologies (ICT) could result in technostress. It is negatively impacting employees' productivity and well-being which has also

highlighted by Tarafdar et al. (2007) that. Similarly, Ragu-Nathan et al. (2008) found that among employees, technostress creators, one of them is techno-overload, significantly contribute to stress. So, understanding TPRD-D is crucial for organizations to aim decreasing the adverse effects of technology-related stressors on their workforce.

2.2.2 Perspectives on Researching Technology as a Resource

On the other hand, as facilitators of work processes, technology perceived as a resource supports the technological advancements, by enhancing efficiency, communication, and overall job performance. Employees who perceive technology as a resource are experience increased autonomy, flexibility, and opportunities for skill development. Ayyagari et al. (2011) discussed that technology can serve as a resource for employees where it supports task accomplishment and decision-making through tools. Moreover, the Job Demands-Resources (JD-R) model suggests that resources, including technological ones, can eliminate the negative effects of job demands and promote engagement (Bakker & Demerouti, 2007). Recognizing TPRD-R helps organizations to use it as a tool for employee engagement and productivity.

2.3 Job Engagement

Job engagement characterized by vigor, dedication, and absorption and is related to a positive, fulfilling, work-related state of mind (Schaufeli et al., 2002). Engaged employees exhibit high levels of energy and mental resilience. They are enthusiastic about their work, and fully immersed in their job activities. This construct correlates with various positive organizational outcomes, including higher job performance, lower turnover intentions, and improved employee health. Research by Bakker et al. (2008) demonstrated that work engagement is significant predictor for social support, performance feedback, and opportunities for development. Furthermore, engaged

employees are more likely to exhibit proactive behaviors and contribute to organizational success (Salanova & Schaufeli, 2008). Therefore, fostering job engagement is essential for organizations and it enhances employee well-being and organizational performance.

2.4 Work Connectivity After-hours Attitude

Sometimes employees remain connected to work beyond standard working hours. It is mostly related their usage of communication technologies based on employees' perceptions and behaviors. In literature this terminology is used as work connectivity after-hours attitude. This phenomenon has become increasingly prevalent with the advent of smartphones and remote work arrangements. For some employees such after-hours connectivity is a resource that provides flexibility and autonomy. For others it may perceived as a demand which intersected the work-life boundaries and burnout. According to Derks and Bakker (2014), constant connectivity can blur the boundaries between work and personal life, and it leads to increased stress and decreased well-being. Conversely, work connectivity behavior after-hours can positively impact work engagement by increasing work autonomy and reducing emotional exhaustion. This is reflected higher in remote work settings (Xie et al., 2023). For organizations it becomes important understanding employees' attitudes towards after-hours connectivity. They have to develop policies by considering employees' need to disconnect and recuperate.

2.5 Burnout

Burnout is characterized by emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment (Maslach & Leiter, 2016). It is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. Emotional exhaustion is about feelings of being overextended and

depleted of emotional resources. Depersonalization consist of detachment from colleagues and a cynical attitude towards one's work. While personal accomplishment have been reduced, it denotes a decline in feelings of competence and achievement at work. Burnout has been linked to various negative outcomes. It includes decreased job performance, health issues, and increased turnover intentions. For maintaining a healthy and productive workforce it is essential to identify and mitigate factors that contribute to burnout.

2.6 Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). It is influenced by various factors, such as job satisfaction, organizational commitment, and work-related stressors. It is also a strong predictor for an actual turnover. High turnover intentions can be detrimental to organizations , because the costs associated with recruiting and training new employees is high. Also potential loss of organizational knowledge is another challenge. Research has shown that emotionally exhausted employees are more likely to consider leaving their jobs (Schaufeli & Bakker, 2004). So, burnout is a significant antecedent of turnover intention. Conversely, high levels of job engagement are associated with lower turnover intentions. Engaged employees are more committed to their organization (Halbesleben & Wheeler, 2008). Organizations should be able to understand the determinants of turnover intention. Because it is crucial for to implement strategies that retain talent and maintain organizational stability.

2.7 Theoretical Framework

2.7.1 Social Exchange Theory

Social Exchange Theory (SET) says that social relationships are formed and maintained based on reciprocal exchanges of resources, such as support, trust, and

recognition (Blau, 1964). Individuals evaluate their relationships based on the perceived balance of benefits and costs. In organizational contexts, SET explains imbalances can lead to dissatisfaction and disengagement where positive exchanges between employers and employees foster trust, loyalty, and commitment (Cropanzano & Mitchell, 2005).

For example, employees are more likely to reciprocate with higher levels of job engagement when they perceive that their organization values their contributions and cares about their well-being. It is reflected on reduced turnover intentions. Conversely, perceived inequity and lack of support may result in negative outcomes such as burnout or increased turnover intentions (Hom et al., 2009).

SET has been widely applied in studies examining workplace behavior. It is helpful to understand the perspective of how employees' perceptions of organizational support and fairness influence their attitudes and performance. This theory also underpins research on the role of technology in the workplace, where technology can be seen as a resource that organizations provide to employees, shaping their perceptions and reciprocal behaviors.

SET provides a valuable framework and emphasizes the importance of reciprocity for understanding the interplay between organizational practices, employee attitudes, and outcomes. It is making a cornerstone of research in human resource management and organizational behavior.

2.7.2 The Job-Demands Resources (JD-R) Theory

In order to understand employee well-being and performance the Job Demands-Resources (JD-R) theory offers a comprehensive framework. It categorizes workplace

factors into job demands and job resources (Bakker & Demerouti, 2007). Job demands refer to aspects of a job that requires effort, such as workload, time pressure, and emotional demands. These demands leads to stress and burnout when unmitigated which are associated with physiological and psychological costs.

However, job resources help employees achieve their work goals, reduce job demands, and stimulate personal growth through physical, social, and organizational factors. Autonomy, feedback, and supportive leadership can be considered as a sample of it. While job demands are primarily linked to strain and negative outcomes, the JD-R model defense that as a part of job resources significant predictors such as engagement results in positive outcomes (Bakker et al., 2008).

To study the dual processes of stress and motivation in various work settings this theory has been used a lot. For example, considering whether technology perceived as a demand or a resource, it explains the role that can influence employee well-being and productivity. Furthermore, the JD-R theory highlights the role of personal resources in terms of self-efficacy and resilience. It is examining by looking at the moderating effects on job demands and its enlarged impacts on job resources.

The JD-R framework provides a dynamic approach to understanding workplace dynamics. It emphasizes the importance of balancing demands and resources to promote employee well-being and organizational success.

2.7.3 Technology Acceptance Model

The Technology Acceptance Model (TAM) is a widely used framework for understanding user acceptance of technology. It has been developed by Davis (1989), and the Model says that there are two primary factors that influence an individual's

intention to use technology. One of them is perceived usefulness (PU) and the other one is perceived ease of use (PEOU). PU refers to the degree to which a person believes that using a specific technology will enhance their job performance, while PEOU relates to the extent to which the technology is perceived as free from effort.

TAM has been instrumental in explaining technology adoption behaviors across various domains, such as organizational settings, education, and healthcare (Venkatesh & Davis, 2000). The model suggests that PU and PEOU determine users' behavioral intentions and actual usage as a result of their attitudes toward technology through a direct influence.

Over time, additional constructs, such as social influence, facilitating conditions, and trust have been added into the TAM to address the complexities of technology adoption in modern contexts (Venkatesh et al., 2003). By looking at workplace environment, TAM has been applied to explore how employees perceive and use technologies for tasks, communication, and decision-making. As an example, by using the model we understand technology's role both as a demand and as a resource, and its impact on job engagement and turnover intention clearly.

TAM is s a robust theoretical foundation for studying technology adoption and its implications for organizational outcomes for its simplicity, its adaptability particularly in an era of rapid technological advancements.

2.7.4 Hypothesis Development

Technology Perceived as a Demand and Turnover Intention

By checking turnover intention as a concept, we refers to an employee's desire to leave their workplace soon, which is very end result of drivers like lack of engagement or

feelings of burnout. Additionally, when an employee's perspectives do not align with the workplace, this mismatch may lead to intentions to leave (Kang & Sung, 2017). This misalignment can further be amplified by the role of technology in the workplace, which shapes how employees experience work demands and resources. Employees who perceive technology as a demand (TPRD-D) and as a resource (TPRD-R) have different attitudes toward work connectivity after hours (Wright et al., 2014). Employees' interpretation and incorporation with technology into their work life significantly affects their work connectivity during off-hours and impacts their turnover intention (Tarafdar et al., 2010).

Employees who stay connected beyond regular working hours are experience increased pressure and occupied their personal time. Also, when technology is seen as intrusive or excessive it may lead to higher stress and lower job satisfaction. Such adverse experiences compound over time and contribute to higher turnover intention (TI) (Allen et al., 2015; Derks & Bakker, 2014). Thus, we hypothesize that:

Hypothesis 1a: The higher the perception that technology is a demand the greater the rise in turnover intention.

Technology Perceived as a Demand and Job Engagement

Although technology can be a reasonable tool to engage people as a mutual medium to facilitate work communication (Li & Yuan, 2018), when used after working hours for job-related purposes, it can be perceived as an unwelcome demand. A recent study found that employees who think technology usage after working hours threatens them perceive technology as a demand (Becker & Lanzl, 2023). As a result, this perception reduces their motivation and emotional investment in their work, which in turn diminishes job engagement (Tarafdar, 2011). Job engagement, defined as the vigor, dedication, and absorption in work tasks, has consistently shown a negative

association with turnover intention among employees (Schaufeli & Bakker, 2004). So, while employees experience lower engagement they exhibit less commitment and involvement in their work. In other words, perceiving technology as a demand impacts workplace productivity and is linked to reduced employee job engagement (Derks et al., 2016). This relationship aligns with established theories on job demands and their effects on employee well-being. Thus, the Job Demands-Resources model supports the idea that job demands lead to negative outcomes such as disengagement (Bakker & Demerouti, 2007), and we hypothesize:

Hypothesis 1b: The higher the perception that technology is a demand the lower the job engagement.

Job Engagement and Turnover Intention

Engaged employees are less likely to consider leaving their organization because they find their work fulfilling and meaningful (Harter et al., 2003). Thus, higher job engagement fosters a psychological attachment to the organization, reducing the likelihood of turnover (Schaufeli & Bakker, 2004). Oppositely, the lower level of job engagement has been consistently linked to increased turnover intention, as disengaged employees may seek opportunities elsewhere due to feelings of detachment or dissatisfaction with their current roles (Mazzetti et al., 2023).

When technology is perceived as a demand, people think excessive use increases information overload. It leads employees to burnout and leave the job (Derks & Bakker, 2014). Overload consumes personal resources such as individuals' energy and attention, in which people strictly focus on protecting these resources. Rather than a resourceful tool, this demanding force drains individuals' energy reserves. Hence, the technology is perceived as a demand, depletes the resources, and leads to disengagement from work (Hobfoll et al., 2018). This disengagement is crucial as it

represents a decline in job engagement, where employees feel less connected, enthusiastic, and invested in their roles. Given this dynamic, we expect job engagement to be inversely related to turnover intention, as employees who are less engaged are more likely to consider leaving their organization. Thus, we propose that job engagement mediates the relationship between technology perceived as a demand (TPRD-D) and turnover intention (TI). When technology is perceived as a demand, it reduces job engagement, which increases the likelihood of turnover. This leads us to the following hypotheses:

Hypothesis 1c: The higher the level of job engagement, the lower the turnover intention**.**

Hypothesis 1d: Job engagement mediates the relationship between technology perceived as a demand and turnover intention

Technology Perceived as a Demand and Burnout

Deery (2011) defines burnout as mental exhaustion that leads individuals to express distress. The reason for that is the inability to achieve their target and the energy drain that comes as a result of this (Deery et al., 2011). According to the Conservation of Resources (COR) theory, individuals strive to obtain and protect resources. As a resources it can be considered the physical resources such as tools or equipment that employees have under control, their status at work or employment security, or their mastery and time. Hence, based on the principles of this theory, we propose that when technology is perceived as a threat, where it limits employees' freedom, increases their workload, or requires them to work beyond their regular hours – such cases make employees to view technology as a demand. So, technology perceived as a demand can be categorized by employees as a job demand (Bakker & Demerouti, 2007). As a result, when technology is seen as intrusive or overwhelming, individual resources

such as time and mental energy are either threatened or depleted (Khedhaouria et al., 2024). It contributes to emotional exhaustion, depersonalization, and reduced personal accomplishment which are core components of burnout (Maslach & Leiter, 2016). Employees exhibit negative behaviors when they experience such pressure from technology often. It is observed that technology overload and constant connectivity can significantly increase stress levels, leading to burnout (Tarafdar, 2011). Thus we hypothesize:

Hypothesis 2a: The higher the perception that technology is a demand, the higher the level of burnout.

Burnout and Turnover Intention

Studies indicate that constant connectivity, being always accessible through technology, creates pressure and exacerbates burnout symptoms. Over time, individuals try to find ways to escape such stressful environments. Because they need to protect their energy, well-being, and other resources. Hence, existing burnout arises as an increased turnover intention in the workplace (Derks et al., 2014). Social exchange theory supports the idea that as employees feel depleted and unsupported in the organization, they start to reciprocate negative attitudes toward the workplace. Such reflections in their workplaces happen through employees' turnover intentions. Thus, when the usage of technology comes through an unwilling behavior of employees, they feel it as an urge of work demand. It highlights their withdrawal intentions in the workplace (Anasori et al., 2021). Hence, employees' behavior toward turnover intentions increases, and an actual turnover arises (Wright et al., 2014). Thus, we are expecting the relationships below as our following hypotheses:

Hypothesis 2b: The higher the level of burnout is, the higher the turnover intention.

Hypothesis 2c: The relationship between the perception of technology as a demand

and turnover intention is mediated by burnout.

Work Connectivity After-hours Attitude and Job Engagement

Work connectivity after-hours attitude has become increasingly relevant in modern work environments characterized by technological connectivity. For higher engagement of employees in the workplace after regular working hours managing connections through technological devices is essential (Li & Yuan, 2018). Employees who have a positive attitude for work connectivity after-hours, perceive it to maintain a seamless transition between work and personal life. It enhances their job engagement (Boswell & Olson-Buchanan, 2007). According to Social Exchange Theory, employees exhibit higher job engagement when they perceive flexibility. When engagement-enhancing technologies positively influence employees' performance, they tend to perceive after-hours connectivity as a form of workplace support. It motivates them to engage with the organization (Hammedi et al., 2021). By considering the principles of the theory, it has been assumed that the more positive support employees perceive from the organization, the greater the positive outcomes observed in their behavior. In line with this, Derks et al. (2014) found that employees with a positive attitude toward work-related technology experience higher levels of job engagement because such technology enables them to manage work demands effectively after working hours (Derks & Bakker, 2014). Thus, based on the principles of the theory, we expect the relationship as given below:

Hypothesis 3a: The more positive work connectivity after-hours attitude is, the higher the job engagement.

Work Connectivity After-hours Attitude and Burnout

Employees are able to control the overlap between work and personal life more effectively when they have a positive attitude toward work connectivity after hours.

This mindset allows them to seamlessly integrate the two spheres and fosters a sense of balance and control over their daily routines. By applying work connectivity after-hours attitude, employees can manage their workload more flexibly, spreading tasks over extended periods rather than confining them to strict working hours. This flexibility reduces the urgency and pressure often associated with traditional work schedules, helping to alleviate stress and prevent burnout (Boswell & Olson-Buchanan, 2007). Also, feeling a sense of control is critical in mitigating the stress created by work-related demands. Those employees who perceive work connectivity after-hours attitude as something they can manage on their terms feel empowered rather than burdened. As employees can determine when and how to engage with work tasks this empowerment lowers stress levels, even they apply it outside of standard hours (Sonnentag & Fritz, 2015).

Additionally, flexible work arrangements, in terms of after-hours connectivity, allow employees to choose how and when to engage with work tasks. It is crucial for reducing burnout and has been highlighted in a recent study by Bhat et al. (2023), (Bhat et al., 2023). Thus, organizations can create a work culture by supporting employee well-being, by allowing individuals to set aside their work and personal time. This approach aligns with the growing body of research suggesting that employees are better equipped to manage stress and maintain a healthy work-life balance when they perceive flexibility and choice in their work arrangements (Day et al., 2010). As a result, they are less likely to experience the exhaustion and emotional depletion that contribute to burnout. To have a positive attitude toward work connectivity after-hours attitude promotes productivity and reduces turnover. It benefits employees and organizations positively. So, we hypothesize:

Hypothesis 3b: The more positive work connectivity after-hours attitude, the

lower level of the burnout

Work Connectivity After-hours Attitude and Turnover Intention

When employees have control over their work connectivity after-hours attitude, they are more likely to perceive it positively, which helps them manage their workload and reduce stress during regular working hours (Allen et al., 2013, 2015). This positive perception creates a beneficial cycle, as employees with a positive attitude toward work connectivity after-hours attitude tend to experience lower stress levels in their jobs, thereby preventing burnout. As a result, as employees feel less stressed and more comfortable in their work environment, this positive experience influences their behavior, making them more likely to remain with the organization. Moreover, a study by Park et al. (2011) indicated that employees who positively view after-hours connectivity report lower turnover intentions due to enhanced control over their work demands. This sense of empowerment in managing their tasks significantly contributes to their decision to stay with the organization. In addition, when employees perceive technological connectivity as beneficial, it reduces turnover intentions and it leads to better work-life integration. As a result, they are less willingly to consider leaving the organization (Anasori et al., 2021; Mazmanian, 2013). Thus, we hypothesize that:

Hypothesis 3c: The more positive work connectivity after-hours attitude, the lower the turnover intention

Technology Perceived as a Resource and Work Connectivity After-hours Attitude

The Technology Acceptance Model (Davis, 1989) supports the perceived usefulness and ease of use of technology significantly influence individuals' attitudes toward its adoption. This perception is crucial in shaping employees' attitudes toward work

connectivity after hours. When employees perceive technology as a resource they are more likely to voluntarily stay connected to the workplace outside regular hours. Hence, they demonstrate a positive attitude toward work connectivity after-hours attitude. This behavior is supported by the principles of the Technology Acceptance Model, which suggests that employees willingly adopt technology use even when they are away from the workplace. Such image make the employees to believe in how the technology enables them to achieve work goals more efficiently (Tarafdar et al., 2010).

On the other hand, employees who perceive technology as a demand are experiencing more negative attitude toward work connectivity after-hours attitude. When technology perceived as a demand, it imposes expectations of constant connectivity, which is blurring the boundaries between work and personal time. Whereas it contributes to feelings of intrusion and overload. These employees may feel pressured to stay connected beyond regular working hours, leading to frustration, stress, and a sense of being controlled by the organization (Derks & Bakker, 2014). Studies indicate that such employees are more likely to adopt a negative attitude toward work connectivity after-hours attitude (Tarafdar et al., 2011). Considering these outcomes, we propose the next hypotheses:

Hypothesis 3d: The higher the perception that technology is a resource, the more positive work connectivity after-hours attitude

Hypothesis 3e: The higher the perception that technology is a demand, the more negative work connectivity after-hours attitude

Technology Perceived as a Resource and Turnover Intention

Employees can effectively manage their work-related activities through using technology as a supportive resource. It enhances their engagement with the workplace

through better performance outcomes (Day et al., 2010). Such employees tend to exhibit higher levels of vigor, dedication, and absorption in their work (Choi, 2011). These employees feel more connected to their roles and the organization's goals because they have a strong sense of involvement in their tasks. This behavior aligns with Social Exchange Theory, which offers that employees reciprocate positive benefits from the organization by exhibiting positive outcomes in their behavior. An addition to this, heightened engagement contributes to their individual productivity and fosters a collaborative atmosphere within the organization. As a result, they view it as a place where their professional growth is supported and their contributions are valued. Thus they are less likely to consider leaving the organization. It keeps employees attached for more extended periods, and this commitment ultimately leads to lower turnover intentions (Tomer et al., 2022).

Studies show that individuals who perceive technology as a resource demonstrate a higher level of engagement with their workplace. When employees feel that technology empowers them to succeed, they are more likely to experience job satisfaction and a sense of accomplishment. Employees intention to leave diminishes, and the organization retains its employees, as they feel more at ease in their positions (Kang & Sung, 2017; Pinna et al., 2020). So, the following hypotheses are proposed:
Hypothesis 4a: The higher the perception that technology is a resource, the lower the turnover intention.

Technology Perceived as a Resource and Job Engagement

The relationship between technology perceived as a resource and job engagement highlights its positive impact on employees' motivation and their behavior in work environment. Viewing technology as a supportive tool – resource employees increases their involvement in tasks and fosters a positive work environment. Higher levels of

job engagement are related with both of these impacts (Mesmer-Magnus et al., 2017). Social Exchange Theory helps us to understand this connection. It suggests that positive interactions and resources in the workplace foster a reciprocal relationship. As a result, a sense of support motivates employees, prompting them to respond positively to the organization by increasing their commitment and engagement (Ko et al., 2021). Employees are less likely to consider leaving the organization while they have higher levels of engagement. Thus, when technology is perceived as a resource, it is associated with reduced turnover intention by enhancing job engagement. So, we propose two hypotheses below:

Hypothesis 4b: The higher the perception that technology is a resource, the higher level of the job engagement.

Hypothesis 4c: The Relationship between technology perceived as a resource and turnover intention is mediated by job engagement.

Technology Perceived as a Resource and Burnout

While technology is perceived as a resource, employees view it as beneficial because it enables them to meet target goals, solve job-related issues, and respond to urgent demands, regardless of their location (Ragsdale & Hoover, 2016). Technological devices that provide rapid document access increase employee comfort, reduce uncertainty and stress and facilitate more efficient workload management. Employees experience greater flexibility when they see technology as a tool for job control. As an outcome it reduces stress (Diaz et al., 2012). When employees have feeling of flexibility, it helps them to prioritize and allocate time more effectively. Also allows them to adapt to changes in their workload without feeling overwhelmed. Working from different locations was made available through such technological resources. Hence, it enables employees to balance personal and work responsibilities, thereby

reducing the likelihood of stress accumulation (Ninaus et al., 2021). Ultimately, this sense of control helps employees navigate tasks more efficiently and prevents burnout. Thus, we hypothesize:

Hypothesis 4d: The higher the perception that technology is a resource, the lower level of the burnout

Chapter 3

RESEARCH METHODOLOGY

3.1 Quantitative Method and Survey Instrument

This chapter describes the research methodology employed in this study. In the first part we explain the rationale for choosing a quantitative approach. We talk about choosing survey method over a qualitative approach. The details about the data collection process, the sampling strategy have been provided in the second section. And finally at the last part it has been outlined the research instruments and measurement tools used in the survey.

In this study although we were not offering new theory , we have been address reasoning questions regarding turnover intentions among government sector employees. Instead of building a new one, we have been applied the theoris on three decades of research that has employed diverse theoretical frameworks to examine employees' attitudes toward after-hours technology use and its impact on workplace behavior and work-related attitudes. In this study, factors such as job engagement, burnout, and work connectivity after-hours attitude are key considerations and have been explored.

Distinct perspectives have been offered a in different ways. By looking at technology perception into two categories, it has been employed a conceptual framework that has been slightly adapted from previous research studies. Another issue was about that the

study focuses specifically on employees in the Azerbaijani labor market, providing valuable insights for countries with similar cultural and environmental contexts. While we examine factors by checking human psychology and behavior it is crucial to be aware of the influence of cultural and environmental factors on it. Thus, this study contributes to a broader understanding of employee dynamics in such settings.

Moreover, technology has been analyzed as demand perception and resource perception separately. So, nuanced framework for understanding employee behavior have been offered by the study. Also, key variables, such as job engagement and burnout, along with their antecedents, including technology perception have been investigated. So it can be seen as this approach highlights potential pathways for addressing workplace challenges in countries with comparable contexts. The study adopted a quantitative approach and developed a survey incorporating elements from prior research in order to achieve these objectives.

3.2 Data Collection Process

To collect data, we used information from 250 employees in the government and state-owned sector in Azerbaijan by sending them surveys. Inverse square root method have been used to determine the sample size which is applicable for quantitative studies. This method considers the lowest path coefficient that we wish to be able to detect using our specified level of significance at our chosen power level. Based on this, if we use a threshold of 0.05 for our p-value at an 80% power level and wish to be able to detect a path coefficient that is at least 0.2, our sample size needs to be at least 155 (Hair et al, 2022). The average age was 31 where the age of participants ranged from 18 to 59. The original questionnaire drafted in English, we used available literature for the items of constructs in order to prepare the survey. At the same time second

version of survey which is translated into Azerbaijani with back translation (Mcgorry, 2000). Google Forms were chosen to conduct the survey, where in an online platform it is useful and easy for creating and distributing questionnaires. Features of the forms have been used efficiently to ensure data integrity and confidentiality, such as “allow only one submission,” “mandatory questions,” and “anonymous submissions”. Designed questionnaire in both languages help to accommodate respondents' preferences and increase accessibility. HR managers from randomly selected governmental organizations and through social media platforms, including LinkedIn and Facebook have been received the relevant links via email. The researcher believed that it helps to maximize participation and reach a diverse pool of respondents. Using digital communication tools to efficiently collect data, allowing participants to provide their responses electronically and at their convenience helped to smooth the process.

Ethical considerations were prioritized throughout the preparation and execution of this research. From the proposal stage to data analysis and presentation, strict adherence to ethical standards was maintained. All consulted sources were academically credible and appropriately cited.

The data collection process began with the completion of an ethical behavior form at the faculty level. Following all required procedures, the form was submitted to the ethics committee for approval. To ensure participants were fully informed about the study, a consent form outlining its purpose was provided to all participants. Data collected during the study were processed anonymously and used exclusively for the specified research objectives. The concept of the Model is shown on Figure 1.

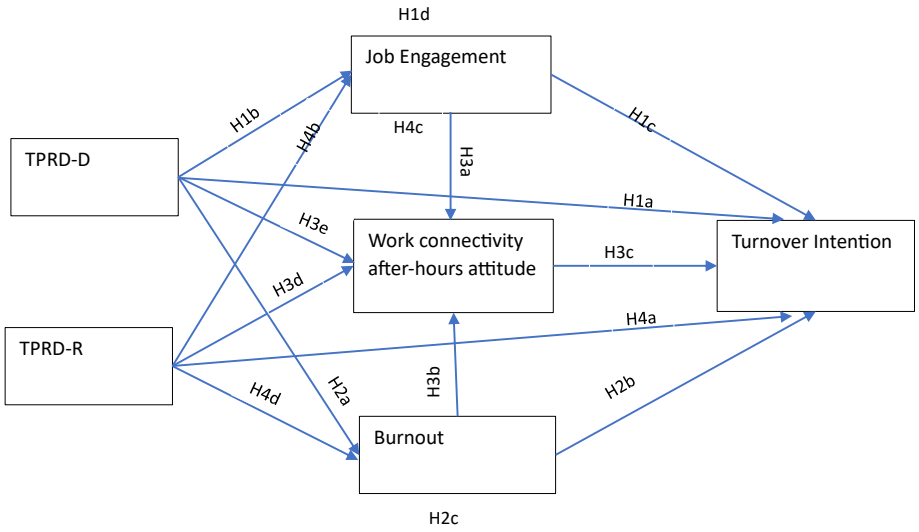

Figure 1: Research model

3.3 Research Instrument and Measuring the Constructs

The questionnaire has five questions about the participants' demographic data, including gender, age, workplace, job status, and education level. The other questions were measures from the literature on technology perceived as demand and resource, job engagement, work connectivity after-hours attitude, burnout, and turnover intention. The items for constructs are given in Table 3. All constructs were given on a 5-point Likert-type scale, where 1 = *Strongly disagree*, and 5 = *Strongly agree*. To ensure the data quality some of the questions were reverse-coded and the test results confirmed reliability and validity.

3.3.1 Measuring Technology Perceived as a Resource and as a Demand

Technology perceived as a demand and as a resource (Day et al., 2010; Diaz et al., 2012; Tarafdar et al., 2010) was measured in six items for each. The participants evaluated their perception of technology usage as of fear of technology or technology lovers.

3.3.2 Measuring Job Engagement

The job engagement scale was adopted from the scale developed by Schaufeli and

Salanova (2002) and measured with 11 items (Wilmar et al. et al., 2002). It reflects employees' perspectives on mutual relationships, highlighting emotions characterized by both high pleasantness and high activation. Examples of the questions are presented in Appendix A.

3.3.3 Measuring Work Connectivity After-hours Attitude

The items for Work connectivity after-hours attitude have been adopted from the available literature (Richardson & Benbunan-Fich, 2011). The participants answered questions about their role integration and availability after working hours.

3.3.4 Measuring Burnout

The burnout scale (Maslach & Jackson, 1981) was used with four items. It measures an employee's state of physical, emotional, and mental exhaustion caused by prolonged exposure to stressors in the workplace.

3.3.5 Measuring Turnover Intention

Lastly, the turnover intention (Hom & Griffet, 1991) scale was used for three items. It is not an actual behavior of leaving but intent to leave the workplace. Examples of questions are shown in Appendix A.

Kolmogorov-Smirnov and Shapiro-Wilk tests have been checked to analyze the normality. The significant results show that data was distributed normally (technology perceived as a demand (TPRD-D) = 0.964; technology perceived as a resource (TPRD-R) = 0.862; job engagement (JE) = 0.935; Work connectivity after-hours attitude = 0.955; burnout (B) = 0.725; turnover intention (TI) = 0.900; $p<0.000$). Since this study is exploratory, considering recommendations from studies, partial least squares structural equation modeling (PLS-SEM) was used as a non-parametric method (Hair et al., 2019). The model of the study was complex; hence, PLS-SEM features like being flexible and valuable for an extensive range of datasets and being

a robust statistical method, we decided to use it in this study (Henseler et al., 2016). To estimate measurement and structural model, we used the PLS algorithm, and to check the model, we used bootstrap and tested hypotheses.

We evaluated reliability and convergent validity by looking through outer loadings, AVE, Cronbach α, composite reliability values and discriminant validity (HTMT ratios) to assess the measurement model (Hair et al., 2019). The results are shown in Table 2, Table 3, and Table 4. We found Cronbach α values of all latent variables were above 0.70; hence, the measurement model had high reliability (Henseler et al., 2016). AVE values were used to evaluate convergent validity. The results show that the values were above 0.50, which is the suggested threshold (Fornell & Larcker, 1981).

We checked the Common Bias Method (CBM) threat through VIFs. The findings were below the 3.3 threshold, proving no multicollinearity and CBM. Although the Q6, Q11, Q12, Q14, Q15, and Q24 were little more than threshold, we did not drop them as they were meaningful for measuring the constructs.

Considering recommendations from the literature (Henseler et al., 2016), we analyzed the indicators' relationship with constructs. Outer loading values were assessed to prove that the model has high validity. Table 3 shows that these values were above 0.70. The values for latent variables ranged from 0.441 to 0.914.

Table 4 shows the study's discriminant validity. The Heterotrait-Monotrait (HTMT) correlation ratios were used for this purpose.

Chapter 4

FINDINGS AND ANALYSIS

4.1 Introduction to Findings and Analysis

This chapter presents the findings derived from analyzing the collected data using partial least squares structural equation modeling (PLS-SEM) and SPSS tools. The reliability of the measurement constructs was assessed using Cronbach's Alpha, while convergent and discriminant validities were examined before performing confirmatory factor analyses and mediation analyses. Structural equation modeling was employed to test the hypotheses.

4.2 Demographical Analysis of the Respondents

A total of 250 surveys were analyzed for government and state-owned employees from the Azerbaijan labor market. The majority of the respondents were male (51.6%), and slightly more than half were in the 26-33 age bracket. 51.2% of the participants were specialists, 29.2% were managers, and 19.6% were team members. Considering the education level of participants, the majority was shared between employees with bachelor's and master's degrees (48.4% and 43.6% respectively). Detailed demographics are presented in Table 1.

To examine the effects of demographic factors on technology perception, a series of one-way ANOVA tests and a Pearson correlation were conducted. These analyses evaluated whether variables such as status (manager, team member, etc.), gender (male, female), education level (high school, bachelor, master, Ph.D.), and age

significantly influenced employees' perceptions of technology as a demand (TPRD-D) and as a resource (TPRD-R).

A one-way analysis of variance (ANOVA) was conducted to compare the effect of status (manager, specialist, team member) on TPRD-D and TPRD-R. The mean value of TPRD-D among managers, specialists, and team members were 12.91, 13.48, 15.21 respectively. The mean value of TPRD-R among managers, specialists and team members were 25.82, 25.79, 24.78 respectively. F value between groups (N=74, N-134, N=42) for TPRD-D F=2.79 p=0.63, and TPRD-R F= 0.863 p=0.423. The results indicate that the technology perception is not statistically different between managers, team members, and professionals at the 0.05 level.

To compare the effect of gender on TDRD-D and TPRD-R we analyzed the data through a one-way analysis of variance (ANOVA). The mean value of TPRD-D among males and females was 12.97 and 14.28 respectively. The mean value of TPRD-R among males and females was 26.19 and 25.03 respectively. F value between groups (N=129, N=121) for TPRD-D and TPRD-R is F=4.068 p = 0.045, F=4.065 p=0.045 respectively. The mean TPRD-D score was higher for females (14.28) compared to males (12.97), suggesting that women may perceive technology as a demand more strongly than men. This difference was statistically significant (F = 4.068, p = 0.045), indicating that gender plays a role in how employees experience technology-related demands. Conversely, the mean TPRD-R score was higher for males (26.19) compared to females (25.03), indicating that men are slightly more likely to perceive technology as a resource. This difference was also statistically significant (F = 4.065, p = 0.045), reinforcing the notion that gender influences perceptions of technology in the workplace. These findings suggest that men and

women may differ in how they perceive and respond to technology's role in their work. Women might view technology as a greater source of pressure, while men might be more inclined to see its potential for facilitating work tasks.

A one-way analysis of variance (ANOVA) was conducted to compare the effect of education level (high school, bachelor, master, Ph.D.) on TPRD-D and TPRD-R. The mean value of TPRD-D for high school, bachelor, master, and Ph.D. degrees was 14.66, 13.68, 13.63, 12.28 respectively. The mean value of TPRD-R was 25.16, 28.78, 25.49, 25.57 respectively. F value between groups (N=6, N=121, N=109, N=14) for TPRD-D and TPRD-R is F=0.40 p=0.75, F=0.09 p=0.96 respectively. The results indicate that education level does not significantly impact employees' perceptions of technology as a demand and as a resource.

A Pearson correlation coefficient was calculated to identify the relationship between age and technology perception as TPRD-D, and TPRD-R. The analysis reveals no significant relationship between age and technology perception, whether as a demand (TPRD-D) or a resource (TPRD-R). The negative correlation between age and demand perception (TPRD-D) ($r = -0.45$, $p = 0.47$) suggests a slight trend where older employees may perceive technology as less demanding compared to younger employees, but this relationship is not statistically significant. Conversely, the positive correlation between age and resource perception (TPRD-R) ($r = 0.06$, $p = 0.27$) implies that older employees might perceive technology as a slightly more valuable resource than younger employees, though this trend is also not significant. These findings suggest that age does not play a decisive role in shaping how employees perceive technology as either a demand or a resource. The lack of significant relationships might indicate that other factors, such as individual attitudes toward technology, or

prior experiences with technology, and may have a more substantial influence on these perceptions.

Table 1: Demographic characteristics of participants

Option	Frequency	%
Gender		
Male	129	51.6
Female	121	48.4
Age		
18-25	52	20.8
26-33	128	51.2
34-45	59	23.6
46+	11	4.4
Workplace		
Government	153	61.2
State-owned	86	34.4
Self-employed	11	4.4
Job-status		
Manager	73	29.2
Specialist	128	51.2
Team member	49	19.6
Education level		
Ph.D.	14	5.6
Master	109	43.6
Bachelor	121	48.4
High school	6	2.4

4.3 Structural Model and Critical Findings

To estimate the structural model, we applied 5000 subsampled bootstrapping. Significance has been checked through coefficients and the goodness of fit.

4.3.1 Item Loadings to the Constructs

The indicator loadings of the items on the constructs indicate how much the constructs can explain the indicator variation, which provides reliability measurement for each item. We evaluated reliability (Cronbach α, composite

reliability), convergent validity (outer loadings, average variance extracted (AVE)), and discriminant validity (HTMT ratios) to assess the measurement model (Hair et al., 2019).

We checked the Common Bias Method (CBM) threat through VIFs. The findings were below the 3.3 threshold, proving no multicollinearity and CBM. Although the Q6, Q11, Q12, Q14, Q15, and Q24 were little more than threshold, we did not drop them as they were meaningful for measuring the constructs.

Considering recommendations from the literature (Henseler et al., 2016), we analyzed the indicators' relationship with constructs. Outer loading values were assessed to prove that the model has high validity. Table 3 shows that these values were above 0.70. The latent variables in the model ranged from 0.441 to 0.914. The Loadings are displayed in the Table 2 below.

Table 2: Constructs and convergent validity

Construct		Item	VIF	Outer loading	t-value
Burnout	Q1	I feel emotionally drained from my work	2.187	0.850	33.595
	Q2	I feel exhausted at the end of the workday	1.147	0.441	2.746
	Q3	Working with people all day is a strain for me	1.617	0.792	25.034
	Q4	I feel burned out from my work	2.754	0.916	71.642
Job Engagement	Q5	Time flies when I am working	2.006	0.670	12.497
	Q6	My job inspires me	4.452	0.890	67.219
	Q7	I am proud of the work I do	3.015	0.756	18.873
	Q8	When I am working, I forget everything else around me	1.550	0.510	7.522
	Q9	I feel happy when I am working intensely	1.904	0.672	14.615
	Q10	I am immersed in my work	2.367	0.780	23.272
	Q11	At work, I feel full of energy	4.320	0.819	32.208

	Q12	In my job, I feel strong and vigorous	4.535	0.834	33.688
	Q13	When I get up in the morning, I feel like going to work	1.906	0.728	17.625
	Q14	I find the work that I do full of meaning and purpose	4.407	0.817	26.793
	Q15	I am enthusiastic about my job	4.406	0.885	52.823
Turnover Intention	Q16	As soon as I can find a better job, I will leave this job	1.939	0.855	35.597
	Q17	I am actively looking for a job at another place	2.506	0.882	40.258
	Q18	I am seriously thinking of quitting my job	2.941	0.929	102.629
TPRD-R	Q19	ICTs help me to find innovative ways to perform my work	3.714	0.879	36.552
	Q20	ICTs allow me the flexibility to access information at any time	3.673	0.840	20.960
	Q21	ICTs allow me constant accessibility to work so that I can stay up to date at all times	3.188	0.827	21.084
	Q22	ICT simplifies the coordination and communication of work processes	2.127	0.765	16.379
	Q23	Thanks to ICT, I accomplish more work in a shorter period	3.014	0.861	28.110
	Q24	ICTs improve my productive capacity at work	4.405	0.914	58.062
TPRD-D	Q25	I am stressed by the possibility of constant accessibility granted by ICTs	2.243	0.813	22.505
	Q26	I frequently feel great time pressure because of the use of ICT	1.879	0.709	11.773
	Q27	My work processes are constantly interrupted by phone calls, text messages, or e-mail	1.375	0.672	12.754
	Q28	Working all day with ICT is a strain for me	1.858	0.840	36.247
	Q29	ICT creates more work for me so that I work longer hours at and away from the office	1.140	0.440	5.020
	Q30	I find it difficult to manage the many different technologies, e.g., e-mail, short message services, social media	1.294	0.603	9.139
Work connectivity after-hours attitude	Q31	I do not mind receiving work-related calls while I am at home	2.093	0.849	26.137
	Q32	I am willing to hear from people related to my work while I am at home	2.012	0.838	27.407

Q33	I do not like being stopped in the middle of my home activities to address a work concern*reversed	1.146	0.483	5.273
Q34	I am willing to take care of work-related business while I am at home	2.303	0.891	47.803

4.3.2 The Construct Reliability and Validity

The construct reliability section we checked Cronbach's alpha and composite reliabilities. In our current study, we found Cronbach α values of all latent variables were above 0.70; hence, the measurement model had high reliability (Henseler et al., 2016). From Table 3, we can see the result of Cronbach alphas which are acceptable. TPRD-D=0.774, TPRD-R=0.922, JE=0.928, WCBA=0.772, B=0.768, TI 0.868. Another criterion used was average extracted (AVE). AVE values were used to evaluate convergent validity. The results show that the values were above 0.50, which is the suggested threshold (Fornell & Larcker, 1981). From Table 3 we can check all detailed information related to Cronbach alpha and AVE.

Table 3: Construct reliability and validity

Construct	Composite reliability (rho_a)	Average variance extracted	Cronbach's alpha
TPRD-Demand	0.824	0.479	0.774
TPRD-Resource	0.935	0.720	0.922
Job Engagement	0.941	0.589	0.928
Work connectivity after-hours attitude	0.826	0.612	0.772
Burnout	0.844	0.595	0.768
Turnover Intention	0.881	0.791	0.868

4.3.3 Discriminant Validity of Constructs

Table 4 shows the correlation matrix, where the most substantial value is 0.608 between turnover intention and technology perceived as demand. A positive relationship exists between job engagement and technology perceived as a resource (0.316). The weakest relationship is negative yet significant between work connectivity after-hours attitude and technology perceived as demand (-0.063).

Secondly, Heterotrait-Monotrait (HTMT) criterion was used as suggested by Ali et al. (2018). It is shown italic in Table 4. According Ali et al. (2018) if the values is less than one it means they have validity. And the result were less than one. Therefore, it can be said that the scale used in this study has sufficient construct validity.

Table 4: Means, standard deviations, correlations, and HTMT ratio of study constructs

	Means	SD	1	2	3	4	5	6
. TPRD-Demand	-	-		*0.307*	*0.333*	*0.122*	*0.557*	*0.340*
2. TPRD-Resource	-	-	-0.237		*0.346*	*0.184*	*0.204*	*0.098*
3. Job Engagement	42.436	9.544	-0.294**	0.316**		*0.427*	*0.531*	*0.577*
4. Work connectivity after-hours attitude	9.992	4.206	-0.063*	0.161	0.379		*0.390*	*0.316*
5. Burnout	10.836	5.721	0.485	-0.169	-0.505	-0.313**		*0.702*
6. Turnover Intention	7.592	3.891	0.285	-0.073*	-0.539	-0.258	0.608	

Note(s): SD indicates the standard deviation, ** indicates that correlation is significant at the 0.001 level (2-tailed), and * indicates that correlation is significant at the 0.05 level (2-tailed). Values above the diagonal, *in italics,* are for HTMT ratios, and below the diagonal are for correlation.

4.3.4 Model Fit

Table 5 shows the predictive power of the model, R2, and Q2 results. Hence, our model has a good fit, and endogenous constructs have a predictive relevance. Overall,

the model, turnover intention as a dependent variable, has a 0.453 result for R2, which means the model can explain 45.3% of the variations within the turnover intention.

Table 5: Model fit

	Saturated model	Estimated model	R^2	Adjusted R^2	f^2	Q^2	VIF
SRMR	0.067	0.091					
TPRD-Demand			-	-	0.275	-	
TPRD-Resource			-	-	0.075	-	
Job Engagement			0.151	0.144	0.121	0.121	
Work connectivity after-hours attitude			0.182	0.169	-	0.009	
Burnout			0.238	0.232	0.265	0.128	
Turnover Intention			0.453	0.442	-	0.057	

4.4 The Structural Model of the Research

Until this point, the reliability and validity of the structural model had been evaluated, and supportive results were observed. Hence, the estimated hypotheses can be analyzed now (Hair et al., 2019). In Table 6, H1a is not supported. There is no significant relationship between technology perceived as demand and turnover intention (β = -0.012, t = 0.187, p = 0.851). H1b and H1c were supported where there is a negative significant relationship between technology perceived as demand and job engagement (β = -0.232, t = 3.355, p = 0.001), and job engagement and turnover intention (β = -0.347, t = 5.666, p = 0.000). H1d is also supported; we can say job engagement mediates the relationship between technology perceived as demand and turnover intention (β = 0.080, t = 2.561, p = 0.010).

H2a and H2b prove that there is a positive significant relationship between technology perceived as demand and burnout (β = 0.471, t = 8.148, p = 0.000) and burnout and

turnover intention, respectively (β = 0.456, t = 6.421, p = 0.000). H2c is supported significantly, where burnout mediates the relationship between technology perceived as demand and turnover intention (β = 0.215, t = 4.838, p = 0.000).

H3a proves a positive, significant relationship between work connectivity after-hours attitude and job engagement (β = 0.286, t = 4.154, p = 0.000). In contrast, there is a significant negative relationship with burnout, H3b (β = -0.230, t = 2.800, p = 0.005). However, H3c (β = -0.003, t = 0.047, p = 0.962) and H3d (β = 0.067, t = 1.087, p = 0.277) were not supported through insignificant results.

H4a supported that there is a positive relationship between technology perceived as a resource and turnover intention (β = 0.111, t = 1.984, p = 0.047). H4b proves a positive relationship between technology perceived as a resource and job engagement. H4c is also supported and proves that job engagement mediates the relationship between technology perceived as a resource and turnover intention (β = -0.090, t = 2.885, p = 0.004). Lastly, H4d was not supported; the relationship between technology perceived as a resource and burnout is insignificant (β = -0.057, t = 0.898, p = 0.369). We assume employees may practice other forms of self-protective behavior instead of succumbing to burnout.

Table 6: Hypotheses analyze outcomes

Hypotheses		β	t	p-value	Bootstrap 95% CI Percentile		BCa		Status of findings
H1a	TPRD-D -> TI	-0.012	0.187	0.851	-0.138	0.116	-0.138	0.116	nonsignificant
H1b	TPRD-D -> JE	-0.232	3.355	0.001	-0.376	-0.105	-0.355	-0.086	supported
H1c	JE-> TI	-0.347	5.666	0.000	-0.472	-0.234	-0.459	-0.219	supported
H1d	TPRD-D -> JE -> TI	0.080	2.561	0.010	0.032	0.154	0.026	0.144	supported
H2a	TPRD-D -> B	0.471	8.148	0.000	0.361	0.590	0.341	0.570	supported
H2b	B -> TI	0.456	6.421	0.000	0.301	0.582	0.314	0.592	supported
H2c	TPRD-D -> B -> TI	0.215	4.838	0.000	0.131	0.307	0.133	0.310	supported

H3a	Work connectivity after-hours attitude -> JE	0.286	4.154	0.000	0.146	0.418	0.145	0.417	supported
H3b	Work connectivity after-hours attitude -> B	-0.230	2.800	0.005	-0.402	-0.079	-0.373	-0.051	supported
H3c	Work connectivity after-hours attitude -> TI	-0.003	0.047	0.962	-0.108	0.107	-0.107	0.108	nonsignificant
H3d	TPRD-R -> Work connectivity after-hours attitude	0.067	1.087	0.277	-0.054	0.188	-0.059	0.185	nonsignificant
H3e	TPRD-D -> Work connectivity after-hours attitude	0.149	2.033	0.042	0.012	0.297	-0.001	0.286	supported
H4a	TPRD-R -> TI	0.111	1.984	0.047	0.000	0.219	0.004	0.221	supported
H4b	TPRD-R -> JE	0.261	3.224	0.001	0.108	0.420	0.110	0.424	supported
H4c	TPRD-R -> JE -> TI	-0.090	2.885	0.004	-0.158	-0.036	-0.160	-0.038	supported
H4d	TPRD-R -> B	-0.057	0.898	0.369	-0.179	0.067	-0.183	0.062	nonsignificant

Chapter 5

DISCUSSION AND CONCLUSION

This chapter is divided into two primary sections that outline the key findings of the study and their interpretations. The first section provides a comprehensive discussion of the research results, elaborating on the main findings and addressing the hypotheses. It also examines the implications from both theoretical and managerial perspectives while clearly identifying the study's limitations. The second section focuses on recommendations for future research, proposing potential topics and methodological approaches for further investigation.

5.1 Summary of Findings

This study examined technology perception as a demand and resource impact on employee turnover intentions through the Job Demands-Resources model in governmental and state-owned organizations in Azerbaijan. By considering the Conservation of resources theory, Social Exchange Theory, and the Technology Acceptance Model, the research reveals the mediation role of job engagement, work connectivity after-hours attitude, and burnout in the relationship between technology perceived as a resource/demand and turnover intention.

The present study tests the impact of employees' technology usage during non-work hours on their turnover intention. To understand the factors affecting technology usage, we look through employees' perceptions of work-related technology as a demand and resource. First, the relationship between technology perceived as a

demand and turnover intention, which is mediated by job engagement and burnout, is investigated. Although a direct relationship between technology perceived as a demand and turnover intention was found to be insignificant, the relationships between technology perceived as a demand and job engagement, as well as between job engagement and turnover intention, were found to be negative, as expected. Employees who perceive technology as a demand are less engaged with their jobs. On the other hand, lower engagement leads to higher turnover intention of employees. The literature shows a direct relationship between work-related technology usage during employees' off-hours and their job engagement (Zhang et al., 2023). This study adds to technology usage by focusing on employees who perceived work-related technology usage as a demand during non-working hours. We also found that job engagement has significantly mediated the relationship between technology, which is perceived as demand, and turnover intention.

Another important finding is that there is a direct positive relationship between technology perceived as demand and burnout; burnout and turnover intention. Continuous connection with the workplace increases the burnout of employees who perceive technology as a demand. Also, higher burnout leads to employees with higher turnover intention. Previous studies showed that continuous connection creates negative cognitions of information overload, and it results in employee burnout (Tarafdar et al., 2010). On the other side, burnout increases the turnover intention of employees (Jyoti & Rani, 2019). We also proved it by finding that when technology is perceived as a demand, employees experience higher burnout. The study also contributes to the literature about burnout's mediating role between technology perceived as demand and turnover intention.

Furthermore, we have findings on the relationships between work connectivity after-hours attitude with job engagement, burnout, and turnover intention, as well as technology perceived as demand and technology perceived as a resource. As expected, a positive significant relationship was supported between work connectivity after-hours attitude and job engagement; a negative relationship was supported with burnout. Similar results were stated that employees' remote access during off-hours increases their engagement and relieves the workload (Martin et al., 2022). On the other hand, increasing working hours with flexibility and connecting workplace after-hours help employees complete their tasks during their non-working hours, enabling lower stress and decreasing burnout (Braganza et al., 2021; Cousins & Robey, 2015). Through the literature, work connectivity after-hours attitude was found to have a negative impact on burnout (Zhu et al., 2023). We hypothesized a direct negative relationship between work connectivity after-hours and turnover intention. However, this relationship was found to be insignificant. Additionally, we anticipated a positive relationship between work connectivity after-hours attitude and both perceptions of technology – specifically, as a demand and as a resource. We assumed that employees would maintain their work connectivity after-hours attitude regardless of whether they perceived work-related technology as a demand or a resource. Surprisingly, while an insignificant relationship was found between work connectivity after-hours attitude and technology perceived as a resource, a positive and significant relationship emerged with technology perceived as a demand.

The last findings in the current study are about the relationships between technology perceived as a resource and turnover intention, job engagement, and burnout. We also checked the mediating role of job engagement between technology perceived as a resource and turnover intention. Previous studies showed that employees have higher

engagement by using work-related technology during their non-working hours (Fujimoto et al., 2016). We also proved that with a positive, significant result. The relationship with turnover intention is positive. Considering the Job Demands-Resources Model, we assumed that although technology is perceived as a resource and motivating tool that increases engagement, it produces higher employee expectations and demands (Day et al., 2010). Hence, it leads employees to higher turnover intention than expected. This study contributes to the literature on the job engagement mediating role between technology perceived as a resource and turnover intention. It has been found that with the effect of job engagement, as employees perceive technology as a resource, their turnover intention decreases. Surprisingly, the relationship between technology perceived as a resource and burnout was found insignificant, although expected to be negative.

The perception of technology as a resource has been found to reduce employees' intention to leave the organization and enhance their engagement. Access to work-related information through technology lowers stress levels and fosters a sense of comfort. As stress diminishes, employees experience reduced pressure, leading to a decrease in burnout. In contrast, when employees perceive technology as a demand, it induces anxiety. Constant accessibility keeps them under stress, which in turn heightens their burnout levels. Thus, the perception of technology as a resource mitigates the detrimental effects of technology perceived as a demand, such as increased burnout and turnover intentions.

Overall, some expected relationships between variables were found to be insignificant. This aligns with previous literature, where similar relationships were also found to be unsupported. We hypothesize that cultural differences, labor market conditions, and

the social perspectives of local populations may account for these inconsistencies. Therefore, this study contributes to the literature by highlighting that, despite examining these influential factors, there are still more impactful variables that warrant further exploration in future research.

5.2 Theoretical Implications

Distinguishing between technology perceived as a demand (TPRD-D) and as a resource (TPRD-R) were helpful for understanding employees' perceptions of technology in the workplace clearly. By looking at this perspective in detailed the study offers an insight on the context. Through the research it has been explored how these differing perceptions affect various employee outcomes, including job engagement (JE), burnout (B), turnover intention (TI), and attitudes toward work connectivity after-hours attitude. By applying the Job Demands-Resources (JD-R) theory, the results emphasize the dual impact of technology on employee behavior toward the organization. When employees perceive technology as a demand (TPRD-D), is associated with negative outcomes have been found as a result of study. Thus, technology perceived as a demand (TPRD-D) is positively related to burnout and turnover intention. It indicates that employees are more likely to experience exhaustion and consider leaving their jobs when they see technology as a burden. Additionally, this perception negatively impacts job engagement and attitudes toward work connectivity after hours. Perceiving technology as an intrusive force diminishes employee motivation and willingness to remain connected outside of regular work hours. To sum up, when technology is perceived as a resource (TPRD-R), it contributes to positive employee outcomes. Technology perceived as a resource (TPRD-R) is associated with higher job engagement and a positive attitude toward work connectivity after hours. Employees are more likely to be motivated and willing

to stay connected for work outside standard hours when they view technology as an enabling tool. Additionally, burnout and turnover intention and technology perceived as a resource (TPRD-R) is negatively related. Indicating that this perception enhances employees' well-being and reduces their desire to leave the organization. The critical role of employees' perceptions of technology in shaping their engagement, burnout, and turnover intentions have been highlighted in the study. Recognizing these perceptions allows organizations to implement strategies that present technology as a resource, promoting a more engaged and less exhausted workforce. These insights contribute valuable knowledge to the literature on technology use in the workplace. It provides practical implications for improving employee outcomes in the context of technological advancements.

These findings offer a foundational framework for exploring the dual nature of technology's impact, including artificial intelligence (AI), influences employee behavior and well-being. When technology perceived as a demand (TPRD-D), AI can contribute to stress by creating role ambiguity, necessitating continuous learning, or triggering job insecurity. As an example, employees may feel overwhelmed by adapting to AI-driven systems or anxious about potential automation-related job displacement. AI has the potential to boost productivity, support decision-making, and equip employees with tools to foster creativity and innovation, when technology perceived as a resource (TPRD-R). For example, enabling employees to dedicate their efforts to more meaningful and fulfilling work AI-driven analytics can streamline repetitive tasks. These resource-like attributes of AI can enhance job engagement and satisfaction, ultimately contributing to a reduction in turnover intentions. Organizations can strategically implement AI to promote employee well-being, engagement, and retention if they consider abovementioned positive impacts. On the

other hand it has to be mitigated the potential risks associated with its demand-like aspects.

5.3 Practical Implications

The current Flexibility in using work-related technology during non-working hours: When organizations allowed employees to decide whether to use work-related technology during their off-hours it may have more positive sides. Through individual preferences and boundaries, helping to maintain a healthy work-life balance have been respected in such case. Disconnect and recharge by not mandating after-hours connectivity, were offered as a choice to employees. As a result, it can reduce burnout and improve overall well-being. For those who prefer or need to stay connected, this flexibility provides an option without the pressure. Implementing policies that encourage the voluntary use of work technology can increase job satisfaction and prevent the negative impacts of feeling compelled to stay connected outside of work hours. Training and guidance on managing boundaries with technology can further support employees in making choices that best suit their personal and professional needs.

Clarifying values to enhance job engagement and awareness: From the employee's perspective, it is crucial to clearly understand the core values that drive job engagement, their role within the organization, and the efforts they put into their work. Organizations can facilitate this by offering regular training and development programs that highlight the importance of engagement and clarify the employee’s contributions to the company’s goals. This can involve setting clear expectations, providing feedback, and acknowledging individual and team achievements. When employees see how their roles fit into the organization's bigger mission, they can feel

more purposeful and engaged in their work. Creating an environment where employees think about their values and how this matches their jobs can help them feel more connected to their work. This stronger connection can lower their chances of wanting to leave and make them more satisfied with their job.

5.4 Limitations and Future Research Recommendations

Technology perception impacts employee behavior, such as turnover intention, by considering factors like job engagement, burnout, work connectivity, and after-hours attitude have been studied in this study. However, our research also has its limitations.

Employees' perceptions of technology, whether positive or negative, influence job engagement, burnout, and their attitudes toward work connectivity after hours have been explored primarily. This provides valuable insights into individual employee outcomes. However, the research could be further enriched by examining additional moderating variables, such as the level of authority or job autonomy. For example, employees who have higher authority or greater job autonomy might experience different levels of job engagement and burnout when using technology after hours. By exploring how these factors interact with technology perception could provide a deeper understanding of the relationship between technology use and employee well-being or behavior toward workplaces. We can recommend for future research which could also investigate other personal and work-related factors, like the job's complexity, how clear the role is, and how individuals cope with stress. Viewing technology and it impacts their job engagement and burnout can be considered as elements that might influence the employees.

If we would offer the next, we focused on individual employees to examine how their

perception of technology impacts their intention to leave the organization. It does not consider the wider organizational context even while this viewpoint is important. Future research could adopt a more comprehensive approach by examining team dynamics, organizational culture, leadership styles, and the interaction effect between TPRD-D and TPRD-R. More complete picture of how organizations as a whole affect or reduce employees' intentions to leave are provided by understanding how these broader factors shape technology perception and influence turnover intention can be provided. Additionally, exploring the impact of peer support, team communication, and company policies on technology use could give a more detailed understanding of how technology affects turnover intention at both the individual and team levels.

Furthermore, this study's sample is limited to employees from governmental and state-owned organizations in Azerbaijan, which may have unique characteristics, such as a structured work environment, specific regulations, and cultural influences that affect technology perception. These factors may not be generalizable to employees in the private sector, who might work under different conditions, such as a more competitive environment, greater emphasis on innovation, or flexible work arrangements. In addition, the sample consisted of 250 employees, which might be considered small if all government employees were included as the population for such studies. Also some of the expected relationships between variables were not found to be significant, which could be attributed to the smaller sample size. Future research could address this limitation by increasing the number of participants from the government sector, including participants from the private sector, or comparing technology perceptions and outcomes between public and private sector employees. Comparative studies could show if the connection between technology perception and employee outcomes varies between different sectors and work environments. Meanwhile external factors

that could impact the technology perception. This would provide a wider perspective on how technology is viewed and handled in various organizational contexts.

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APPENDIX

Questionnaire

Thank you for taking the time to complete this questionnaire. My name is Dilara Rasulova, and I am a Ph.D. student at Eastern Mediterranean University under the supervision of Prof. Dr. Cem Tanova. I am conducting research as part of my program requirements and would like to invite you to participate in this study. The research aims to gather data on employees' perceptions of technology and the impact of perceived technology use on workplace behavior.

All data collected will be analyzed collectively and anonymously in a statistical environment. Participant names and organizational details will not be disclosed or used in the research. Furthermore, your responses will be used solely for the purposes of this thesis.

This study is strictly anonymous, and no incentives or payments will be provided for participation. Participation is entirely voluntary, and you are free to withdraw at any time without any consequences. Refusal to participate or withdrawal of consent will not affect you in any way.

Your valuable input will contribute to improving workplace environments in the future. Thank you for your participation.

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I understood what is explained by the research and what participating in this research entails. I agree to participate in this research on voluntary basis.

Participant name and Surname:
Date:
Signature

Bildirişlər bizi birləşdirir, yoxsa uzaqlaşdırır? İşçilərin iş saatlarından sonra işlə əlaqəli davranışının nəticələri/Do notifications unite or estrange us? Employee outcomes of work connectivity behavior after-hours

Bu anket iş saatlarından sonra işçilərin işlə bağlı texnologiyadan (aplikasiyalar, cihazlar) istifadəsinin onlara olan təsirini ölçür. Cavablar sadəcə tədqiqat məqsədilə istifadə olunacaq.

This survey aims to study about work related technology (apps, devices) usage after working hours and its outcomes for employees. The answers will be used only for research purposes.

1. Cinsiniz / Gender

Qadın / Female

Kişi / Male

Qeyd etmək istəmirəm / Prefer not to say

2. Yaşınız neçədir? / What is your age?

……..

3. İş yeriniz / Workplace

Dövlət müəssisəsi / Government sector

Özəl sektor / Private sector (state owned)

Sahibkar / Self-employed

4. Sahəniz / Job area

……..

5. Vəzifəniz / Job position

Rəhbər / Manager

Mütəxəssis / Specialist

Komanda üzvü / Team member

6. Təhsil dərəcəniz (son məzun olduğunuz vəya əgər davam edirsə hazırki) / Education level (last graduated, or if continues current)

Orta məktəb / High school

Ali təhsil - bakalavr / Bachelor

Magistr / Master

Doktorant / PhD

İş saatlarından sonra işlə bağlı davranış / Work connectivity behavior after-hours

İş saatlarından sonra işlə bağlı texnologiyadan istifadəniz nəzərdə tutulur / Your usage of work-related technology after working hours

1. Evdə olduğum zaman işlə əlaqəli zəngləri qəbul etməyə hazıram / I don't mind receiving work-related calls while I am at home

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

2. Evdə olarkən insanlardan işimlə bağlı eşitməyə hazıram / I am willing to hear from people related to my work while I am at home

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

3. İşlə bağlı məsələləri həll etmək üçün ev işlərimin yarıda dayandırılmasını sevmirəm / I don't like being stopped in the middle of my home activities to address a work concern*

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

4. Evdə olarkən işlə bağlı məsələlərlə məşğul olmağa hazıram / I am willing to take care of work-related business while I am at home

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

İşə bağlılıq / Job Engagement

İşinizə olan həvəsiniz və iştirakınız nəzərdə tutulur / Your enthusiasm and involvement in your job

1. Mən işləyəndə vaxt uçur / Time flies when I am working

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

2. İşləyəndə ətrafımdakı hər şeyi unuduram / When I am working, I forget everything else around me

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

3. İntensiv işlədiyim zaman özümü xoşbəxt hiss edirəm / I feel happy when I am working intensely

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

4. Mən öz işimlə bütünləşmişəm (işimə dalmışam) / I am immersed in my work

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

5. İşdə özümü enerji dolu hiss edirəm / At work, I feel full of energy

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

6. İşimdə özümü güclü və enerjili hiss edirəm / In my job, I feel strong and vigorous

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

7. Səhər duranda işə getmək istəyirəm / When I get up in the morning, I feel like going to work

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

8. Gördüyüm işi məna və məqsədlə dolu hesab edirəm / I find the work that I do full of meaning and purpose

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

9. İşimə həvəslə yanaşıram / I am enthusiastic about my job

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

10. İşim məni ruhlandırır / My job inspires me

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

11. Gördüyüm işlə fəxr edirəm / I am proud of the work I do

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

İşdən ayrılma niyyəti / Turnover Intention

Müəyyən müddət ərzində iş yerinizi tərk etməyə hazır olduğunuzu bildirir / Your reported willingness to leave the organization within a given period of time

1. Daha yaxşı iş tapan kimi, bu işi tərk edəcəm / As soon as I can find a better job, I will leave this job

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

2. Aktiv olaraq başqa yerdə iş axtarıram / I am actively looking for a job at another place

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

3. Mən işimi tərk etməyi ciddi düşünürəm / I am seriously thinking of quitting my job

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

Tükənmə, bitkinlik / Burnout

Həddindən artıq və uzun müddət davam edən stress nəticəsində yaranan emosional, fiziki və zehni yorğunluğunuz nəzərdə tutulur / Your emotional, physical, and mental exhaustion caused by excessive and prolonged stress

1. İşimdən emosional olaraq tükəndiyimi hiss edirəm / I feel emotionally drained from my work

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

2. İş gününün sonunda özümü yorğun hiss edirəm / I feel exhausted at the end of the workday

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

3. Bütün günü insanlarla işləmək mənim üçün həqiqətən gərginlikdir / Working with people all day is really a strain for me

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

4. İşimdən bitkinlik hiss edirəm / I feel burned out from my work

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

Texnologiyanın resurs və ya tələb olaraq qəbul edilməsi / Technology perceived as resource vs demand

Texnologiyanı işinizin tələbi və ya resursu olaraq qəbul etməyiniz nəzərdə tutulur / Your perception toward technology as demand or resource by your job

1. İKT-dən istifadə etdiyim üçün tez-tez böyük vaxt təzyiqi hiss edirəm / I frequently feel great time pressure because of the use of ICT*

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

2. İKT-nin verdiyi daimi əlçatanlığın mümkünlüyü məni stresləndirir / I am stressed by the possibility of constant accessibility granted by ICTs*

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

3. Mənim iş proseslərim telefon zəngləri, mətn mesajları və ya e-poçtla daim kəsilir / My work processes are constantly interrupted by phone calls, text messages, or e-mail*

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

4. Bütün günü İKT ilə işləmək mənim üçün gərginlikdir / Working all day with ICT is a strain for me*

1. Qəti razı deyiləm / Strongly disagree
2. Razı deyiləm / Disagree
3. Neytral / Neutral
4. Razıyam / Agree
5. Təmamilə razıyam / Strongly agree

5. İKT mənim üçün daha çox iş yaradır belə ki, ofisdə və ofisdən kənarda daha uzun saatlarla işləyirəm / ICT creates more work for me so that I work longer hours at and away from the office*

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

6. Bir çox fərqli texnologiyaları, məsələn, e-poçt, qısa mesaj xidmətləri, sosial medianı idarə etməkdə çətinlik çəkirəm / I find it difficult to manage the many different technologies, e.g., e-mail, short messages services, social media*

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

7. İKT iş proseslərinin koordinasiyasını və kommunikasiyasını asanlaşdırır / ICT simplifies the coordination and communication of work processes

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

8. İKT sayəsində daha qısa müddətdə daha çox iş görürəm / Thanks to ICT I accomplish more work in a shorter period

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

9. İKT işdə məhsuldarlığımı artırır / ICTs improve my productive capacity at work

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

10. İKT mənə işimi yerinə yetirmək üçün innovativ yollar tapmağa kömək edir / ICTs help me to find innovative ways to perform my work

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

11. İKT mənə istənilən vaxt məlumat əldə etmək üçün rahatlıq (çeviklik) verir / ICTs allow me the flexibility to access information at any time

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

12. İKT mənə işləmək üçün daimi əlçatanlığı təmin edir ki, mən hər zaman yeniliklərdən xəbərdar ola bilim / ICTs allow me constant accessibility to work so that I can stay up to date at all times

1. Qəti razı deyiləm / Strongly disagree

2. Razı deyiləm / Disagree

3. Neytral / Neutral

4. Razıyam / Agree

5. Təmamilə razıyam / Strongly agree

*-reversed questions