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DRIVING AI INNOVATION IN EMERGING ECONOMIES: AN EMPIRICAL STUDY OF TECHNOLOGY ACCEPTANCE AND ORGANIZATIONAL TRANSFORMATION IN THAILAND

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ABSTRACT

This paper explores what factors that drives the organisations to adopt AI chatbots, in comparison to existing readiness of Thai eco-system and organisations as well as suggests strategies guidelines for applying across organisation. Information was gathered using open-ended, in-depth interviews with chatbot development and refinement professionals as well as nonspecialist consumers with previous experience using chatbots. The results reveal that six identified variables influence consumer acceptance of chatbot technology, from the strongest to weakest predictor: Media Richness, Technology Compatibility, Perceived Ease of Use, Perceived Persona, Perceived Usefulness, Perceived Risk. The technology readiness of the AI chatbot ecosystem In assessing technology readiness of AI chatbot ecosystem, both user market and business application environment are highly ready, whereas technological feasibility is moderately ready. This is useful for strategic planning and implementations of AI chatbots in the business environment (public/private).

KEYWORDS: Artificial Intelligence Technology, Chatbots, Natural Language Processing (NLP), Computers as Social Actors, Media Richness Theory, Technology Adoption Models.

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1. INTRODUCTION

As one of the pivotal new technologies of the Fourth Industrial Revolution, Artificial Intelligence (AI) includes numerous subfields. Across various sectors, companies use AI to create new offerings. Currently, AI technologies like smart robots, conversational chatbots, voice assistants, business drones, and self-driving cars from Google are mainstream and well-known around the world. As a segment of artificial intelligence technologies, chatbots are automated systems which hold conversations with users. The use of chatbots has expanded into numerous industries including retail, e-commerce, travel, airlines, banking, and insurance to aid customer service and support sales. The ability to manage multiple conversations at once, respond to customers' queries instantly, and reduce customers' waiting period are some of the operational efficiencies chatbots provide. Additionally, chatbots help businesses save on staffing costs, as they automate repetitive customer service tasks (Kwangsawad & Jattamart, 2022). For Marketing and Sales, automated conversational systems help chatbots refine their customer service by gathering information to tailor recommendations, which enhances the customer experience. Findings of a 2018 State of Chatbots Report reinforce this, documenting that 69% of users surveyed expected chatbots to answer simple queries instantly, and 62% expected chatbots to provide services at any hour. The survey, a collaborative effort by Drift, SurveyMonkey Audience, Salesforce, and myclever, was conducted in 2017 with over 1,000 users in the U.S. Chatbots are automated conversational programs that are a form of artificial intelligence technology. They are currently used not only in retail but also in e-commerce, banking, insurance, airlines, travel, and many more industries for sales and customer support. Chatbots are efficient because they can respond to and manage multiple customer requests at the same time and provide instantaneous answers to questions, thus, reducing customer wait times. They also provide support at a lower cost since they can work all day and all night and answer questions that employees would have to respond to, repetitively (Mota et al., (2026). Chatbots do not only enhance customer service, they also streamline the sales and marketing process by analyzing customer data and offering targeted suggestions relative to the customer's needs. This leads to a more enjoyable experience for the customer. This is consistent with the findings of the 2018 State of Chatbots report: in a 2017 survey conducted by Drift, SurveyMonkey Audience, Salesforce, and myclever, 69% of more than 1,000 U.S. users surveyed expected chatbots to provide immediate responses to simple queries and 62% expected services to be available all day.

Messaging Apps Have Surpassed Social Networks

Global monthly active users for the top 4 messaging apps and social networks, In millions

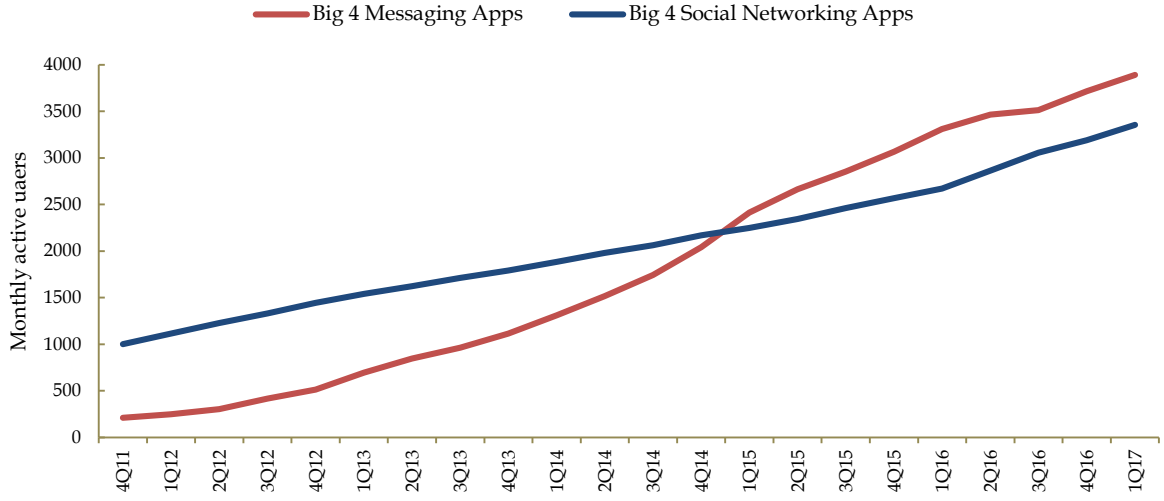

Figure 1: Illustrates That Chat Applications Have a Larger User Base Compared to Social Networking Applications.

Note: Big 4 Messaging Apps Are Whatsapp, Messenger, Wechat, Viber. Big 4 Social Networks Are Facebook, Instagram, Twitter, Linkedin

Source: Companies, Apptopia, Techcrunch, Bi Intelligence Estimates, 2017

A Segment of Work Developing a business application, establishing a streamlined model of

design, development, and multiple tests for commercial-intended applications, takes a long time, and is expensive. This is for the purpose of testing application stability. This saturation requires a particularly multi-sized team of specialized experts, which is rather costly. After the testing saturation, marketing is required for the purpose of monetization. A utilization of the product can only be started upon marketing completion. Compared to other types of mobile applications, chatbots have a small to medium development saturation and significantly low production costs. This is due to the fact that companies like Facebook, Microsoft, Amazon, and Google have development saturation in chatbots and provide developers construction to chat application like: Facebook's Messenger, WhatsApp, and Line. This saturation is open sourced and free to the public (Wiboolyasarin et al., 2025).

Interest in chatbot technologies has been increasing worldwide since the F8 Developers Conference in 2016 where Facebook CEO Mark Zuckerberg introduced Facebook Messenger chatbots. In his keynote he showcased a fully in-app transactional chatbot where the user did not have to leave Messenger. This prompted many businesses globally to build transactional chatbots to enhance customer outreach. Businesses are now able to reach 3.5 billion active users on popular messaging apps (see Figure 1.).

The adoption of chatbot technology in the Thai business sector is still nascent. Although pivoting toward implementing chatbots of every type within the customers' service is evident for some companies, the diffusion of actual use is slow for many. One of the reasons is that most still need human intervention for sophisticated inquiries. The technology is too inefficient to be used autonomously. Fortunately, the owners of the companies think otherwise. Chatbots are an inexpensive means of communication for many users, offering a users' service channel. Messaging applications offer the users an efficient means of service to all the product and service information and every anytime and anywhere. The offering of a communication service is a competitive edge. A lack of human resources or unaffordable human resources to offer a communication service to users enhances that edge. The use of chatbots in Thailand is gaining popularity. In banking, there is SCB Connect Siam Commercial Bank, Nong Bella Bank of Ayudhya, and ME BOT TMB Bank. In insurance, there is TQM Blue Beary Bot TQM Insurance Broker Co. Ltd, Jai Dee Frank insurance startup, and Jane Generali Insurance Public Company Ltd. These initiatives show the appreciation of Thai businesses for the potential of chatbot technology to enhance customer interaction and streamline operations.

Chatbots are becoming important to government agencies, private sector businesses, financial institutions, and small companies to improve the marketing and selling function, make customer service more responsive, and lower the costs associated with employee staffing. Chatbots can reduce the expense of repetitive employee tasks. The fast, automated, and round-the-clock service can meet customer service needs. Today's customers are demanding instant communication and service availability. Chatbots can fulfill some of the communication needs and provide service accessibility. However, current technological limitations make customer service automation through chatbots uneven. The technology to create artificial intelligence capable of the understanding and responding tasks is still evolving. Significant time and technological advancement are still needed. The adoption of chatbots will likely automate parts of the unskilled labor market, especially when it comes to functions like customer service (Jitsangob et al., 2025). Additionally, customer readiness has an impact on how customer service chatbots are integrated into the market. A portion of the public is fine with so-called "chatbot servicers" because they can do things quickly. Others, however, actively avoid chatbots and insist on old-fashioned purchasing, interacting with human salespeople instead. This market divide shows the technological and soft market gaps that exist to address consumer education and trust to support the broader use of chatbots in customer service.

Even though there are no studies assessing user acceptance for AI chatbots, understanding their applicability in Thai Businesses derives ignorance within the population because AI chatbots in Thai Businesses are still in their early stages. This study concerns the Acceptance of AI Chatbots Technology in Communication and Assistance with Customers, Exclusive of Human Participants. What phenomena surround the acceptance of Thais in using communication chatbots for transactional purposes? This study assesses the phenomena surrounding the technological chatbots in Thailand. If there were significant technology acceptance by the immigrants, then the public and the private business sector in Thailand would be expected to invest more time and resources into the technological development of adaptive chatbots for business use and chatbots for smart agents in the same way developed countries have done.

2. LITERATURE REVIEW

2.1. Artificial Intelligence Technologies and Systems of Chatbots

Few theories have had such a big impact over the years as TAM which was initially designed as a model for explaining the systematic acceptance and use of technology in the workplace (Zhang & Sheng, 2025). TAM introduced the concept of technology acceptance to a wider audience and greatly contributed to explaining user conditions related to the acceptance of new technology. User acceptance is a multi-dimensional phenomenon which includes technology related apprehensions as well as psychological and behavioral concerns. These apprehensions can stall the launch of new technology if psychological conditions to overcome apprehensions are not in place. Davis also contributed to explaining user resistance to new technology which is equally as important as user acceptance. TAM synthesized and built upon the Theory of Reasoned Action and the Theory of Planned Behavior (Peng et al., 2025) and focused on Behavior Intent as well the impact of various moderator including positive and negative attitudes, social pressures, and normative structures which can trigger subjugation of intention to act.

To conclude, people are known to carry out certain activities because they think that those activities will lead to a positive result, or be appreciated by important figures in their life, or by the community in general. One of the main distinctions in the Technology Acceptance Model (TAM) as compared to the Theory of Reasoned Action (TRA) is highlighted by Davis (1986) who states that social influences, or subjective norms, do not have a direct effect on the adoption of information technologies, in terms of attitude and behavior. Rather, TAM suggests that the attitudes of individuals regarding the adoption and use of technology are significantly influenced by the two constructs of perceived usefulness (PU) and perceived ease of use (PEOU). These two constructs are the most important aspects of TAM as supported by (Akhtar et al., 2026).

In terms of perceived usefulness PU, this is how much someone thinks using a particular system or technology will improve how they perform a job or how much they get done (Chen et al., 2025). PU applies to many areas in terms of technology, such as CRM, and conversational commerce, which is the use of chat apps to buy products. Chatbots are useful in many ways; the ability to enhance productivity and service efficiency, create a joyous experience, and the real-time interactive communication. Because of all these ways, chatbots are useful in many ways and are perceived overall positively in the workplace and in a personal context.

Perceived ease of use (PEOU) relates to how little mental and physical work users need to do to understand a system and/or a technology (Khoso et al., 2025). This means that interaction with the technology should not cause the user severe mental strain, and the user should not be required to undergo a lengthy learning process. This definition can be applied to understanding users of the chatbot systems. Most users come with the expectation that systems are designed intuitively so that users can interact with the systems easily. PEOU impacts users' attitudes toward the adoption of chatbots. Users are more likely to respond positively to the use of chatbots in their daily communications if they consider chatbots to be easy to use. Learning to use chatbots involves less effort to users since they are conversational platforms (LINE, Facebook Messenger, WhatsApp) that users already use and are therefore familiar with. In the technology acceptance model (TAM), perceived ease of use and perceived usefulness are the main factors that determine acceptance of technology. Therefore, they are the primary factors that predict the use of chatbots in conversational environments.

As explained in (Abad et al., 2026). Diffusion of Innovation Theory (DOI) explains the way social systems adopt and spread innovations. Rogers identified 4 core elements that affect the process of diffusion Innovation, communication channels, social systems, and time. Innovation is the idea or practice adopter perceives as new, or in other words, the novelty is in the eye of the adopter. Communication channels. Abad explains communication as “a process in which participants create and share information with one another to reach a mutual understanding.” The process of diffusion is reliant on the communication channels used to share information and as a result, closed systems will not be able to adopt innovations. In the case of chatbot technology, communication channels can be social media, messaging apps, or in-app communication prompts. Time has often been overlooked in adoption of new technologies. Time affects rate of adoption as well as classification of adopters into five tiers as described by (Abad et al., 2026). The five tiers include innovators, early adopters, early majority, late majority, and laggards. Each tier contains adopters with different mindsets and attitudes towards their technologies, which in turn affects rate of adoption of an innovation in a society. Social system defined as a network of Collaboratory

problem solvers striving towards a defined objective, a retreat of the social system is the environment in which diffusion takes place and a major player concerning the adoption of innovations. Hariyani et al., (2026) explains how the social values and structures of a system impact a unit of a system's members in their adoption of an innovation collectively.

When it comes to adopting new products or ideas or behaviors (which will here be summarized as new behaviors), systems within societies are never able to move as one coordinated whole. Rather new behaviors are taken up according to the diffusion of innovations model. In the diffusion of innovations model, social systems are made up of different groups of people who enter the innovation process at different points in the timeline of the whole process. People in the different groups generally differ in personality, social style, and attitudes. Having this in mind will aid the process of innovation diffusion to a specified population.

Being able to identify which social system members (sub populations) belong to which groups will help refine a strategic plan to determine which population would favor the innovation and which ones are likely to be opposed to it. In the work of Qadir et al., (2025)., populations of social systems are divided as follows: Innovators, Early adopters, Early majority, Late majority and Laggards. From Rogers, the largest segments of the populations will belong to the early majority /late majority groups. While this may be the case, the other segments should also be considered. Each of the social system segments responds differently to the different marketing messages, the amount of risk involved, and the amount of influence, peers in the system are able to show. In marketing to a population, different messages should be used to each social system sub population to significantly increase the chances of marketing success.

2.2. *Innovation Adoption Theory and Concepts*

Santos & Serpa, (2026) explains that chatbots operate in real-time and utilize Artificial Intelligence (AI) to respond to and generate messages from users. AL-maaitah & Khrais, (2025) explains chatbots to be services through which users can communicate by text and chat to receive services through set chat instructions or AI. From this perspective, chatbots can be considered as applications that are able to replicate human-like behaviors by engaging with the user in a conversation. Users are able to issue commands or questions, and the chatbot can respond or complete the command. Lin, (2025) explains that chatbots are computer programs that are able to understand human input in natural language and generate a responsive output that is intelligent and suitable in context. Such descriptions show the user-due scope of the chatbot technology where the user is described based on their level of AI interaction. In this research, the term chatbot is defined as a software that communicates with the user through natural language processing in a conversational way through chat programs. Fir chatbots, the functions that they perform are diverse and even more so in business, for example, in customer service, marketing automation, or conversational commerce.

Because of their ability to imitate human-like conversational engagement, chatbots have been embraced in many areas, especially in sales and customer support. Enhanced customer engagement due to chatbot usage seems to be one of the many reasons companies adopt chatbots. An example is the work called "The Influence of Customer Relationship Management Program Content Communication via Chatbot on Customer Engagement authored by Eghaghe & Ikushoni, (2025) which examined the extent of customer engagement stemming from communication via chatbot. This study targeted 360 users of Facebook Messenger, who, in the last 12 months, have been guests of the same resort. Findings indicated that the provision of content of customer relationship management (CRM) programs pertaining to assisting customers and resolving their complaints through chatbots increased customer engagement to a substantial extent. Familiarity with the chatbot had an outstanding engagement effect, while convenience negatively impacted engagement. This shows that even though users prefer efficiency, a chatbot should be programmed to have personalized interactions, since that fosters greater engagement.

The works of Funda & Cilliers, (2025) and the study 'Is that a bot running the social media feed? Testing the differences in perceptions of communication quality for a human agent and a bot agent on Twitter' both explore the use of chatbots in the customer service sector further building customer relations. The latter study focused on the perceived communication quality of Twitter chatbots versus Twitter human agents from a sample of 240 undergraduate students. Participants perceived Twitter chatbots as trustworthy, and competent communicators. Players perceived Twitter chatbots as communicators who could engage and handle communication which could make them useful for social media communication and information dissemination. Additionally, the study showed that Twitter users responded to chatbots the same way as

they would to human-operated accounts in trust and responsiveness. On the other hand, social agents and overall functional performance were rated much higher than chatbots. These results show that although communication with chatbots remains inferior to communication with human agents, social and emotional communication with humans is better than chatbots, showing that communication with chatbots is better than the alternative of no communication at all.

The use of chatbots in different industries, including public and private sectors, is growing due to the ability of the new technology to provide structured and goal-oriented communication. Analysis of the available literature indicates that there is an overall positive perception of the use of chatbots in different types of organizations. An interesting example is the research of Singh & Kunja, (2025). Transforming the Communication Between Citizens and Government Through AI-Guided Chatbots. The study focused on the use of chatbot technology in three Greek government institutions: The Ministry of Finance, the Social Security Office, and some local government administrative units. The study aimed to identify the ways in which the chatbots could fill the communication gap between the public and the government. The team carried out qualitative workshops with the senior management level 4-8 officials of the e-government services from each agency. Each of the two-hour workshops included interviews and detailed discussions to capture stakeholder concerns deeply. The results showed that the application of AI technologies - chatbots, natural language processing (NLP), machine learning, and data mining - fostered the development of sophisticated and more responsive tiers of digital communication channels. These systems proved to be more effective than the previous methods in enhancing the interaction with citizens, efficiency of service delivery, and accessibility to information in public administration.

The merits of Artificial Intelligence (AI) and chatbot technology show that the functions of government and citizen services can be automated center for citizen services. It can be done with the automation of the citizen services center. By Using responsive automated technologies, users can interact with the chatbot and receive timely and accurate service. The chatbot has the capacity to determine the user's informational needs. This allows for improved service access and supports the completion of administrative processes. This first response service is empowered to run in natural, operational, and conversational with "everyday" language of citizens. Addressing both the information and transactional aspects puts chatbot technology in a unique and comprehensive position to result in better experiences for users of public services. These are all about facts and guidelines of chatbot technology for public administration, and for the users, the guiding theory is the Media Richness Theory (MRT), also known as Media Capacity Theory. Considering the use of chat applications for chatbots, it is a case suited to public administration. Since it is to resolve a communication gap, it is adaptable and responsive, and it is the vast communication requirements of the public.

2.3. Information And Communication Technologies

The research paper "Perceived Characteristics, Perceived Popularity, and Playfulness: Youth Adoption of Mobile Instant Messaging in China" by Ayanwale & Ndlovu, (2024) focused on how Chinese youth embraced mobile instant messaging (MIM) apps. Using the Diffusion of Innovation Theory as a guide, the author collected data from a sample of Chinese citizens aged 18 to 30 who used mobile phones and the Internet. The study shows that most respondents frequently used WeChat and Mobile QQ. Social interaction was the most cited reason for using the apps as over 75% of users communicated with friends, co-workers, and classmates. Furthermore, the author reported that there was no considerable MIM adoption level differentiation by age. The other contributing factors that positively influenced the adoption level of the MIM by Chinese youth included compatibility, perceived popularity, and perceived playful (or fun) elements of the MIM. The author also noted that, in this study, the variable trialability, one of the principal elements of the Diffusion of Innovation Theory, was in fact not relevant to the adoption of MIM apps.

In addition, Panigrahi et al., (2023) also applied DOI in his study, "Issues Affecting the Adoption and Usage of Mobile Instant Messaging in Semi-Rural Public Schools of South Africa for Learning", which analyses one of the possible barriers to the use of mobile instant messaging on school staff in the South African semi-rural zones. The targeted population were teachers and one of the subordinates, the Grade 6 mathematics underachievers, who were failing in the subject. The study aimed to explore the absence of use of messaging technologies to improve educational outcomes. The results indicated most teachers and students in rural public schools have never utilized instant messaging apps educationally and were reluctant to use these technologies in spite

of the available and easy to use technologies. The main reason for this tendency was explained from an absence of knowledge and educational use of messaging apps. This means lack of awareness was one of the barriers to the use of the technologies. The study also highlighted trialability and observability as key factors affecting adoption intention. For instance, the researchers noted that being aware of, and being able to see, the use of chat apps for learning positively influenced this use intention; however, the other users perceived relative advantage, compatibility, and complexity did not affect this use intention. These findings contradict Urdan& Masson, (2024) who noted that, in the case of chat application acceptance, compatibility was important, whereas trialability was not. Such differences indicate the contextual factors that come into play in the adoption of innovation in different social and educational settings.

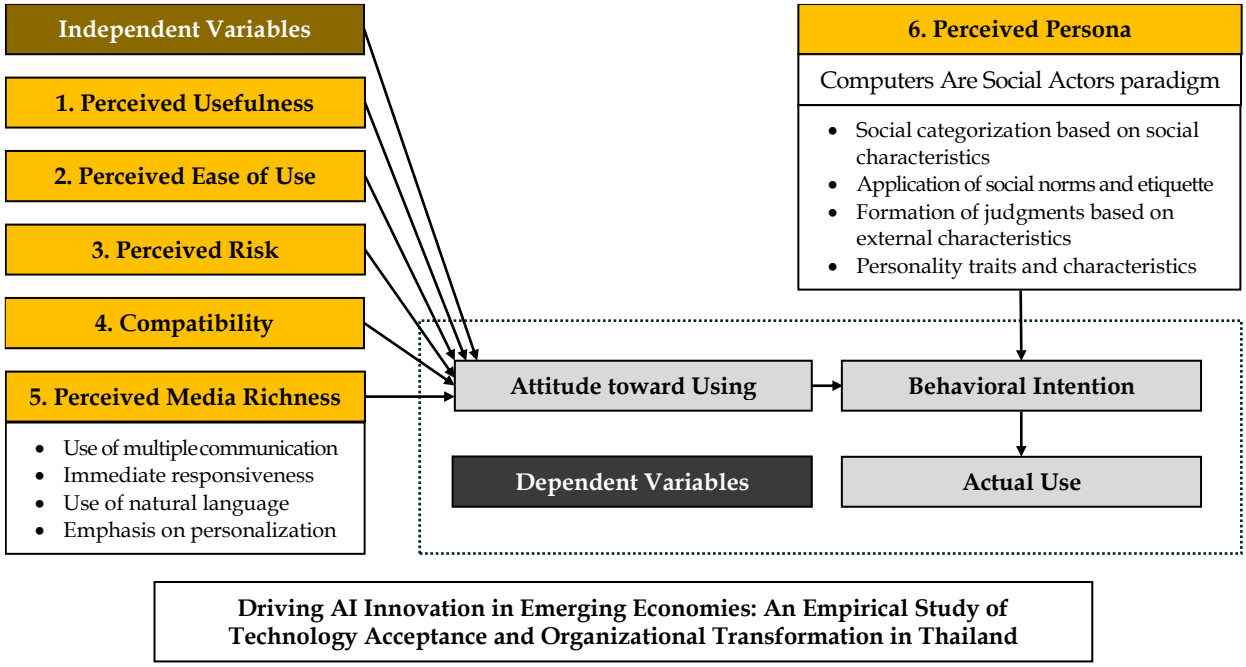

Figure 2: Research Conceptual Framework.

3. METHODOLOGY

This study attempt to establish user acceptance of Artificial Intelligence (AI) powered chatbots. More specifically, it attempts to analyze the behavior of Thai users in utilizing chatbots instead of customer service representatives for information, service, and payment queries. It aims to assist the public sector, private sector, and small and medium enterprises (SMEs) in understanding from an operational perspective the practical implications and strategic use of chatbot technology. This study used qualitative research method and both primary and secondary data which will be discussed below.

3.1. Research Design Rationale.

Drawing on a qualitative interview design, we aimed to explore mechanisms and the meaning-making of stakeholders in Thailand regarding adoption of AI chatbot. Since it is quite early to empirically study chatbot adoption in the context of Thai businesses and the research aim was exploratory (exploring significant constructs rather than establishing robust models), qualitative method has been taken up to extract rich details, capture emergent observations and reinforce construct validity. A combination design was discussed, but this study addressed how and why rather than statistical generalization. It could also be interesting for future studies to integrate these scores in survey level designs (e.g., SEM) to compare the weight of such determinants in larger samples.

3.2. Saturation Confirmation.

Interview saturation was evaluated on an ongoing basis during data collection. Transcripts were coded and contrasted with the developed codebook based on the guiding constructs (Media Richness, Technology Compatibility, Perceived Ease of Use, Perceived Persona, Perceived Usefulness, and Perceived Risk) as well as ecosystem readiness dimensions after each interview. The saturation was operationalised when in two consecutive inter-views from each stakeholder group, no new codes or

themes occurred but only repeated earlier identified categories. There was a spare buffer of interviews beyond this which served as a check for the robustness of the theme structure.

3.3. Population And Sample

The sample of this research included chatbot constructors from different industries, government personnel working with AI and chatbot research, and small and medium enterprise owners who use chatbots in their customer service. The research used analysis and in depth structured interviews. These interviews allow the researcher to keep the questions open to probe into various areas of the interview. The participants were selected in accordance with their involvement, either directly or indirectly, with the chatbot technology and its application. The interview guide was framed from the various theories and the findings from the literature. From this, the researcher was able to create a guide that was semi structured and open ended. The researcher used broad questions to give a general context, and used the follow up questions to funnel in on a more narrow context. The researcher used the literature review to help analyze the interview and used related studies to fortify the research.

Purposive sampling was conducted in the direction of those participants who were closest to, had some but varying degrees of familiarity and knowledge regarding the object to have that diversity across the sample. The authors expressed a cross-sectional variety of principal stakeholders. Active chatbot practitioners across lines of businesses and businesses who had operationalized commercial chatbot as well as users/customers of use/chatbot technologies. 30, Your donations ensured that the personalized bracelets were within reach for every patient and supporter. In line with the operational definition given above, sampling stopped when thematic saturation was reached across the stakeholders groups; the final sample captured a wide range of data for triangulation purposes while maintaining richness of data.

Table 1: Summarizes The Main Characteristics of the Interviewees of the Various Groups who Are Involved in Different Capacities in Chatbot Activities.

Group	Organization	Qualifications
1	Government Organizations, Private Companies, Independent Contractors	**Chatbot Developers** People who have computer programming skill and/ or NLP knowledge, AI and machine learning skills as well as are developers of chatbot systems themselves.
2	Private Sector Organizations	**Executives and Entrepreneurs** Decision-makers of private companies, SMEs or startups who have the power to access and deploy AI chatbot technology in business operations and customer service.
3	-	**General Users** People who are aware of or personally use chatbots such as those found in service platforms or communication services in their daily life.

3.4. Data Collection

Primary Data: This data is from the researcher's face to face interviews with different industry experts, government and private sector executives, stakeholders of chatbot industry and users who utilized chatbots for transactions. Secondary Data: This data is from the analysis of different literature, for example, academic articles, industry reports and transcripts of interviews with experts in design and implementation of chatbots. This literature analysis helped in building the theoretical framework and refining study research questions.

3.5. Research Instruments

The purpose of the outlined framework of the questionnaire for the study "Driving AI Innovation in Emerging Economies: An Empirical Study of Technology Acceptance and Organizational Transformation in Thailand" is to obtain as much comprehensive and diverse data as possible concerning the ecosystem of chatbots in Thailand. Mapping the ecosystem requires general questions, while specifics demand particular questions. The construction of the questionnaire is based on the six primary issues that emerged from the literature review in Chapter 2 and are directed towards the determinants of user acceptance of chatbot technology. The resultant data, therefore, is expected to yield practical insights to chatbot developers and other stakeholders in AI innovation. The scope of the interviews and the outline of the questionnaire have been determined as follows:

1. The Ecosystem of Chatbots

The aim of the first question is to facilitate the development of an understanding of the chatbots ecosystem in Thailand. The interview respondents are asked to express their views and describe the potential ecosystems and market spaces for business where chatbots can be introduced. The respondents

are asked to describe their experiences with the development of chatbots and to explain their views concerning the principal obstacles to the development and adoption of chatbots. Above all, the respondents are asked to describe and make recommendations for the development of chatbots to stimulate the adoption of chatbots in a wide range of industries and areas.

2. The Usefulness of Technology

The second part centers on the six factors derived from the analysis of the literature concerning the chatbot acceptance: Perceived Usefulness, Ease of Use, Risk, Compatibility, Media Richness, and Perceived Persona. (Useful Perception: The degree to which chatbots foster efficiency and help achieve organizational goals., Ease of Use Perception: The degree to which chatbots are easy to use and interact with., Risk Perception: The degree to which concerns exist about data confidentiality, malfunctioning systems and erroneous answers., Compatibility: The degree to which chatbot systems fit the existing systems and workflows., Media Richness: The degree to which chatbots provide elaborate and human-like conversations., Perceived Persona: The degree to which users' trust and engagement are influenced by the personality of the chatbots.)

3.6. Data Analysis

As the variables in the theory guided the categorization of the qualitative data, the directed content analysis method was appropriate in this case. Theory, in this instance, was used to understand the outcomes related to the variable(s) of interest. The research questions were framed around a theory, and the fieldwork and in-depth interview data were coded based on the theory. For this purpose, a chap was constructed and the six builds were assessed using the semi-structured interview. With the coding of agree, partially agree, and disagree predetermined, the respondents were then invited to explain their answers. The same was done for the AI chatbot ecosystem, although to indicate degrees of preparedness, high, moderate, and low were utilized for coding. The outcome of this method was, in relation to support or the alternative, to extend the theory. The information is presented relative to what the responses and the range of data show regarding the patterns of coding and the themes identified. The approach taken here aligns with what Morgan (1995) describes on the integration of qualitative and underlying quantitative frameworks, and this is the balance I sought to maintain when applying qualitative designs for the analysis of the data.

4. FINDINGS

This study engaged in fieldwork which incorporated in-depth interviews with stakeholders from various sectors working with AI chatbot technology. Developer participants are in the know regarding the technology's capabilities; executive participants understand the potential for profit from embedding chatbots in their organizations; and users have experience working with chatbot systems. Each of these groups helps us understand different contextual elements as well as a variety of convergent and/or divergent viewpoints due to their experience and roles.

The acceptance of AI chatbot technology is influenced by various factors, which, based on the perspectives of each group, are outlined as follows:

Table 2: Comparison Of Factors Influencing Chatbot Acceptance Based on the Perspectives of Each Sample Group.

Rank	Chatbot Developers	Organizational Executives	Chatbot Users
1	Perceived Ease of Use and Media Richness Factors: 100% agreement	Media Richness Factors 90% agreement	Technological Compatibility Factors – 87.5% agreement
2	Technological Compatibility Factors: 90% agreement	Technological Compatibility Factors – 80% agreement – 20% partial agreement	Media Richness Factors – 80% agreement
3	Perceived Persona Factors: 80% agreement	Perceived Risk Factors – 80% agreement – 10% partial agreement	Perceived Ease of Use Factors – 72.5% agreement
4	Perceived Usefulness and Perceived Risk Factors: 70% agreement	Perceived Usefulness, Perceived Ease of Use, and Perceived Persona Factors – 70% agreement	Perceived Persona Factors – 70% agreement
5	-	-	Perceived Usefulness Factors – 57.5% agreement
6	-	-	Perceived Risk Factors – 45% agreement

Differences among the three groups of stakeholders in factors that affect AI chatbot adoption A comparison between the acceptance determinant for each stakeholder group indicates some differences.

Media s richness is the primary determinant of consumer adoption according to chatbot developers and business leaders. On the contrary, for users of chatbot, technological compatibility is perceived to influence their intention to use chatbot technology. Moreover, compatibility is perceived by both developers and managers to be the second most influencing aspect, after media richness, in forming individuals' attitudes and intentions towards chatbot use. Perceived risk was one of the most controversial factors for the study subjects. For chatbot developers and corporate managers, risk had a significant effect on consumer adoption (70% agreement and 80% agreement). Chatbot the user had concerns far less than fear of users being a chatbot: this was an influencing factor in only 45 per cent of respondents' adoption decisions. This difference indicates that users in general have less concerns of perceived risks than developers and executives who with a higher technical background have better understanding on potential risks of the technology.

Compiling all the factors influencing AI Chatbot acceptance in Thailand, we took the averages from all stakeholders. Table 3. and Figure 3. illustrates the aggregated results that indicate both agreement and disagreement among developers, organizational managers and users on factors influencing chatbot acceptance.

Table 3: Comparison Of Factors Influencing Chatbot Acceptance.

Rank	Factor	Agree (%)	Partially Agree (%)	Disagree (%)
1	Media Richness	90.00	6.25	3.75
2	Technological Compatibility	85.83	12.50	1.67
3	Perceived Ease of Use	80.83	19.17	-
4	Perceived Persona	73.33	22.50	4.17
5	Perceived Usefulness	65.83	34.17	-
6	Perceived Risk	65.00	24.17	10.83

Table 3 provides the graded research results from the perspectives of chatbot developers, organizational executives and chatbot users (5 each for chatbot developers and organization executives survey respondents; whereas there were 20 bubble response user surveys). The overall effects of the variables on the levels are shown in Figure 3., which presents a bar chart with means for each VARIABLE level by all groups (based on the data in Tables 2 through 3).

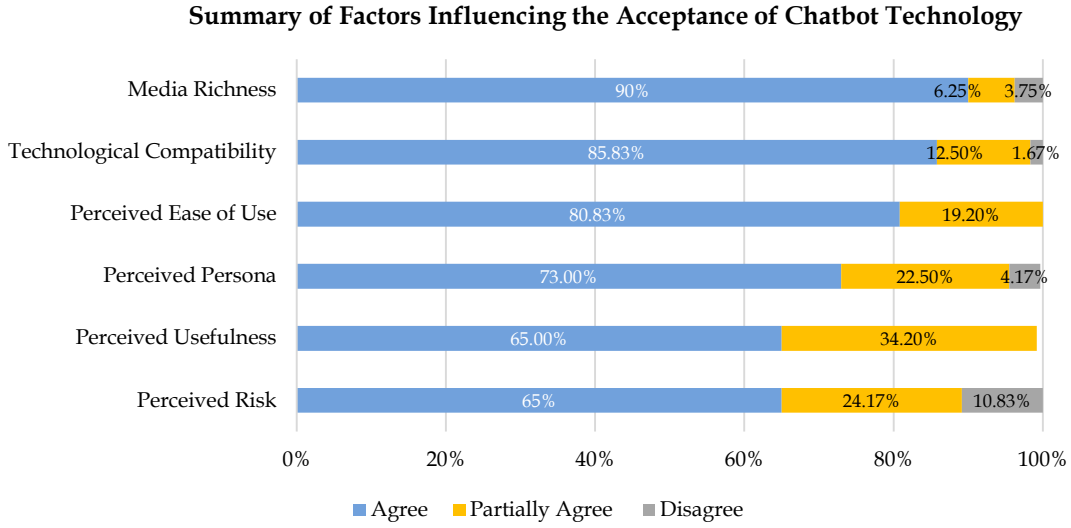

Figure 3: Summary Of Factors Influencing the Acceptance of AI Chatbot Technology.

5. SUMMARY AND DISCUSSION

According to the research objective, which was to investigate factors affecting AI chatbot technology acceptance in the Thai society, it can be seen in figure 3. that all six variables influencing the technology acceptance of an AI chatbot could be ranked according to its influences on the acceptance (using criteria that having more than 50% of sample agreed contributed towards their ability to predict technology) from most influential until least influence in predicting the use of adoption of AI chatbot technology. A full explanation of the determinants of AI chatbot acceptance is as follows:

5.1. Media Richness Factors

The moderating effect of media richness on chatbot use was also explored by using three stakeholder groups in line with the theory of media richness Abad et al., (2026) for antecedents to study. The results indicate a clear level of agreement: all chatbot developers, 90% of the organization executives and 80% of the chatbot users consider that media richness has an important influence in terms of chatbot adoption. Taken together, these findings allow to explain in total 90% of the variance and emphasize media richness as a strong determinant driving intention to use AI chatbot.

5.2. Perceived Ease Of Use Factors

The study was guided by Lin, (2025) Technology Acceptance Model and investigated the impact of perceived ease of use in chatbot technology acceptance. Three stakeholders were asked to indicate for a degree of consensus/ approval that ease of use has influence on chatbot integration. Results were in varying agreement with one another: 100% among chatbot developers, 70% among organizational leaders, and 72.5% among chatbot consumers. These responses resulted in the average agreement of 80.83%, highlighting that ease to use play an essential role in user acceptance towards chatbot technology.

5.3. Perceived Persona Factors

The effect of perceived persona on chatbot acceptance was investigated in this article with a sample from three stakeholders, using the CASA (computers are social actors) paradigm (Singh & Kunja, (2025). Results indicated mixed agreement; with 80% of chatbot developers, 70% of organizational administrators, and 70% of chatbot users agreeing that perceived personality (i.e., tone, language, responsiveness) was influencing user acceptance/ usage. This resulted in a 73.33% of general agreement, demonstrating that the influence of perceived persona on chatbot adoption was moderate and significant.

5.4. Perceived Usefulness Factors

Based on the Technology Acceptance Model by Panigrahi et al., (2023), this research examined the impact of perceived usefulness on chatbot acceptance. The perceived usefulness dimension and its influence on chatbot technology has been measured using data collected from three groups of stakeholders. Organizational executives and chatbot developers had a 70% agreement rate in the replies, while chatbot users stood at 57.5%. The overall agreement of these answers was 65.83%, which indicates a medium general perception of chatbots usefulness as predictors for adoption in all groups.

5.5. Perceived Risk Factors

This research investigates the relationship between perceived risk and adoption of chatbot technology in three different stakeholder groups. This study pursues this on (1) consumers, (2) businessmen and (3) software developers. The degree was varied: for chatbot developers, 70%, for organization heads, as many as 80% were agreeable with this statement, while users' level of agreement dropped to 45%. These results demonstrate discrepancies regarding perceived risk between groups, with a level of agreement of 65%, which confirms the moderate impact of perceived risk on chatbot acceptance (Peng et al., 2025).

6. RECOMMENDATIONS

Studies that investigate the constructs affecting user acceptance of chatbot technology suggest perceived usefulness is not the strongest predictor in relation to user acceptance between that and other factors. This observation stresses the need for transparent communication with all partners on what are the potential outcomes as well capabilities of a chatbot system in order to avoid any unnecessary confusion or disappointment. For companies who plan to integrate chatbot technology, it's important to define and articulate what a chatbot can do for target users. This is so that user and organizational needs are balanced. Some of the clearly defined objectives could be: Informing as to products and services, providing sales assistance and processing orders, FAQ: Frequently Asked Questions, dealing with or answering high volumes of customer enquiries and complaints. By setting the right expectations with open communication, there will be increased user engagement and higher satisfaction levels overall.

7. CONCLUSION AND IMPLICATIONS

This research offers qualitative insights for AI chatbot adoption in an emerging-economy context through the triangulation of views from both developers, organizational leaders and users. For stakeholders, Media Richness and Technology Compatibility were the most significant, followed by Perceived Ease of Use and Perceived Persona with moderation exerted from Perceived Usefulness and Perceived Risk. In theory, the results further classical technology-acceptance predictors by demonstrating that conversational AI adoption intentions are largely influenced through communication quality

(media richness) and socio-technical fit (compatibility), with human-like interaction cues (perceived persona, consistent with CASA) remaining relevant yet secondary. Furthermore, the ecosystem readiness assessment provides a framing device for organisational transformation according to which market and application readiness are separate issues from technical feasibility, thereby shedding light on why diffusion might lag even in the face of strong demand. In practice, organizations rolling out chatbots should focus on rich, context-aware conversational design and integration with core workflows and data systems in addition to user-centered usability, transparent risk management and expectation setting. Future research can conduct mixed-method or large-sample quantitative testing of these qualitative insights in other sectors and regions to verify and extend the current findings.

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