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Trapped In The Digital Rush: The Impact Of Technostress, Digital Work Overload, And Supervisor Support On Employee Wellbeing

Teknostres, Beban Kerja Digital, Dan Dukungan Atasan: Pengaruhnya Terhadap Kesejahteraan Karyawan Di Era Kerja Digital

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ABSTRACT
As digital transformation accelerates in the post-pandemic workplace, employees face increasing pressure to remain constantly connected and responsive. While technology enhances flexibility and efficiency, it also introduces new psychological demands that can undermine employee wellbeing. This study investigates the influence of technostress, digital work overload, and supervisor support on employee wellbeing among professionals working in hybrid and digitally integrated organizations in 2025. Grounded in the Job Demands–Resources (JD-R) theory and the Conservation of Resources (COR) model, this research proposes that technostress and digital work overload function as job demands that exhaust personal resources, while supervisor support serves as a critical job resource that can buffer negative effects and promote wellbeing. Data were collected through an online survey involving 210 respondents from various service and technology-based companies operating in Jakarta and Bandung. Results from that technostress and digital work overload have significant negative effects on employee wellbeing, while supervisor support has a significant positive effect. These findings confirm that maintaining digital balance and supportive leadership are essential for sustaining psychological health in the digital work environment. The study contributes to discussions on digital wellbeing in HRM by emphasizing the need for mindful technology use and empathetic leadership in hybrid workplaces.
Keywords: *Digital Work Overload, Employee Wellbeing, Hybrid Work, Supervisor Support, Technostress*

ABSTRAK
Seiring dengan percepatan transformasi digital di tempat kerja pasca-pandemi, karyawan menghadapi tekanan yang semakin besar untuk tetap terhubung dan responsif secara terus-menerus. Meskipun teknologi meningkatkan fleksibilitas dan efisiensi, hal ini juga memperkenalkan tuntutan psikologis baru yang dapat merusak kesejahteraan karyawan. Studi ini menyelidiki pengaruh technostress, beban kerja digital yang berlebihan, dan dukungan atasan terhadap kesejahteraan karyawan di kalangan profesional yang bekerja di organisasi hybrid dan terintegrasi secara digital pada tahun 2025. Berlandaskan Teori Kebutuhan dan Sumber Daya Pekerjaan (JD-R) dan Model Konservasi Sumber Daya (COR), penelitian ini mengusulkan bahwa stres teknologi dan beban kerja digital berfungsi sebagai tuntutan pekerjaan yang menguras sumber daya pribadi, sementara dukungan atasan berperan sebagai sumber daya pekerjaan kritis yang dapat meredam efek negatif dan mempromosikan kesejahteraan. Data dikumpulkan melalui survei online yang melibatkan 210 responden dari berbagai perusahaan jasa dan berbasis teknologi yang beroperasi di Jakarta dan Bandung. Hasil menunjukkan bahwa stres teknologi dan beban kerja digital memiliki dampak negatif yang signifikan terhadap kesejahteraan karyawan, sementara dukungan atasan memiliki dampak positif yang signifikan. Temuan ini menegaskan bahwa menjaga keseimbangan digital dan kepemimpinan yang mendukung merupakan hal esensial untuk mempertahankan kesehatan psikologis di lingkungan kerja digital. Studi ini berkontribusi pada diskusi tentang kesejahteraan digital dalam Manajemen Sumber Daya Manusia (MSDM) dengan menekankan pentingnya penggunaan teknologi yang sadar dan kepemimpinan yang empati di tempat kerja hibrida.
Kata Kunci: Kelebihan Beban Kerja Digital, Kesejahteraan Karyawan, Lingkungan Kerja Hybrid, Dukungan Atasan, Stres Teknologi

1. Introduction

In the modern workplace, digital technologies have become indispensable tools for communication, collaboration, and performance (Leeladharan & Yadav, 2023; Potter et al., 2022). The post-pandemic years have accelerated the adoption of hybrid and remote work arrangements, forcing employees and organizations to embrace digital transformation faster than ever before (Bakhai et al., 2022; H. Wang et al., 2023). Platforms such as Slack, Microsoft Teams, Zoom, and AI-based productivity tools have reshaped how employees manage tasks, connect with colleagues, and deliver outcomes. While these technologies have created new opportunities for flexibility and efficiency, they have also blurred the boundaries between work and personal life, creating new forms of psychological strain commonly referred to as technostress (De' et al., 2020; Schmitt et al., 2021; Xu, 2023).

Currently, the discussion surrounding digital wellbeing has become increasingly urgent. Employees are now expected to be "always on," constantly reachable through multiple channels, and responsive to real-time digital communication (Berger et al., 2024; Thomson et al., 2017; Z. Zhang et al., 2022). This constant connectivity, while intended to foster agility and responsiveness, can lead to digital work overload, where employees feel overwhelmed by the volume of online communication, virtual meetings, and information flow (Decataldo & Fiore, 2022). Studies have shown that excessive exposure to technology can result in fatigue, reduced concentration, emotional exhaustion, and eventually lower levels of overall wellbeing (Jackman et al., 2023; Potter et al., 2022; Whelan et al., 2022). In Indonesia and other developing economies, the accelerated digitalization of work—often without adequate training or boundaries—intensifies this challenge.

According to the Job Demands–Resources (JD-R) theory (Bakker & Demerouti, 2007; Demerouti et al., 2001; Pansini et al., 2023), job demands such as workload, time pressure, and technological pressure can deplete employees' physical and psychological resources, leading to strain and lower wellbeing (Demerouti et al., 2001). Conversely, job resources such as autonomy, feedback, and supervisor support can mitigate these effects by fostering motivation and resilience. Within this framework, technostress and digital work overload can be conceptualized as job demands, while supervisor support functions as a job resource that helps employees cope with digital demands and maintain balance (Bon & Shire, 2022; Karatuna et al., 2022). This dynamic interaction between demands and resources provides a valuable theoretical foundation for understanding how digital work environments influence employee wellbeing.

The Conservation of Resources (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018) further explains that individuals strive to protect and accumulate valued resources, such as time, energy, and social support. When employees experience technostress or digital overload, their psychological and emotional resources are drained, potentially leading to burnout or disengagement (Harunavamwe & Ward, 2022; Nastjuk et al., 2024). Supportive supervisors play a key role in resource replenishment by providing empathy, flexibility, and recognition, allowing employees to recover and maintain their wellbeing (Penning de Vries et al., 2022; Sen & Yildirim, 2023; Yang et al., 2019). Hence, leadership behaviors that prioritize digital empathy and respect work-life boundaries are increasingly seen as critical for organizational sustainability in the digital era (Thomson et al., 2017).

Despite growing awareness of digital wellbeing, many organizations still focus on technological innovation without addressing its human consequences (Bondanini et al., 2020; Khlaif et al., 2023; X. Wang et al., 2021). Empirical studies exploring how digital stressors interact with social support mechanisms to influence employee wellbeing remain limited, particularly within the Indonesian context. As organizations continue to rely heavily on digital communication and hybrid work models, it is crucial to understand not only the challenges posed by technology but also the protective factors that can sustain employee wellbeing.

Therefore, this study aims to examine the effects of technostress, digital work overload, and supervisor support on employee wellbeing among hybrid and digitally connected workers in Indonesia. By integrating JD-R theory and COR theory, this research provides a contemporary view of how job demands and resources shape employee wellbeing in an increasingly technology-saturated environment. The results are expected to enrich the literature on digital HRM and offer practical insights for organizations seeking to create healthier, more sustainable digital workplaces.

2. Literature Review

Technostress and Employee Wellbeing

The rise of digital technologies has transformed workplace practices, but it has also generated a new type of occupational stress known as technostress, which refers to a psychological state resulting from the inability to cope with new technological demands (Molino et al., 2020; Nastjuk et al., 2024). Technostress emerges when employees perceive technology as complex, unpredictable, or intrusive, leading to feelings of frustration, fatigue, and anxiety (Derra et al., 2022; Ioannou, 2023). Common symptoms include difficulty concentrating, constant connectivity pressure, and the fear of missing important information.

From the lens of the Job Demands–Resources (JD-R) theory, technostress acts as a job demand that consumes cognitive and emotional resources (Bakker & Demerouti, 2007; Demerouti et al., 2001). The more employees experience technological strain, such as rapid software updates, multitasking across digital platforms, and the pressure to respond quickly, the higher their risk of emotional exhaustion and decreased psychological wellbeing (Abu Talib et al., 2022; Ali et al., 2023; Potter et al., 2022). Consistent with the Conservation of Resources (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018), continuous exposure to such demands depletes employees' personal resources, which, if not replenished, leads to stress and reduced wellbeing.

Empirical research has demonstrated that technostress significantly lowers job satisfaction, increases burnout, and negatively affects life satisfaction (Ali et al., 2023; Choi, 2023; Derra et al., 2022). As employees become overwhelmed by digital expectations, they may struggle to maintain work–life boundaries, which are essential for mental health. Based on these theoretical and empirical arguments, the following hypothesis is proposed:
H1: Technostress has a negative effect on employee wellbeing.

Digital Work Overload and Employee Wellbeing

Digital work overload refers to the perception that the volume, pace, or complexity of work conducted through digital tools exceeds an employee's capacity to manage it effectively (Decataldo & Fiore, 2022; Thomson et al., 2017). Unlike traditional workload, digital overload extends beyond task quantity—it includes constant notifications, overlapping online meetings, and the expectation to multitask across digital platforms. In the hybrid and remote work settings, employees face unprecedented levels of digital information flow that demand sustained attention and adaptability (Leeladharan & Yadav, 2023; Potter et al., 2022).

According to the JD-R theory, excessive digital workload represents another form of job demand that strains employees' psychological resources. Over time, the accumulation of online communication, email pressure, and virtual fatigue can erode wellbeing, manifesting as stress, irritability, and emotional exhaustion. The COR theory also highlights that continuous exposure to high digital demands drains cognitive energy and disrupts recovery processes, thereby diminishing wellbeing (Hobfoll et al., 2018).

Empirical findings support this relationship. Studies have shown that digital overload is associated with lower psychological wellbeing, increased fatigue, and decreased job satisfaction (Schmitt et al., 2021; H. Wang et al., 2023; Xu, 2023). When employees feel that digital demands

outpace their ability to cope, they may disengage, experience burnout, or even withdraw from digital interactions. Thus, the following hypothesis is proposed:
H2: Digital work overload has a negative effect on employee wellbeing

Supervisor Support and Employee Wellbeing

While technostress and digital work overload represent job demands that threaten wellbeing, supervisor support serves as a job resource that can buffer these effects. Supervisor support encompasses the degree to which managers provide emotional, informational, and practical assistance to employees (Kaabomeir et al., 2023; J. Zhang et al., 2023). In the context of digital work, supportive supervisors play a key role by helping employees prioritize tasks, manage expectations, and maintain a healthy balance between online and offline responsibilities (Sekhar & Patwardhan, 2023; Yang et al., 2019).

According to the JD-R theory, job resources such as social and supervisory support foster motivation and protect employees from the negative consequences of excessive demands. Similarly, the COR theory posits that social support replenishes depleted psychological resources, allowing employees to recover and maintain positive wellbeing (Hobfoll, 2011). In a digital environment, supervisors who encourage open communication, show empathy toward digital fatigue, and respect employees' boundaries contribute significantly to emotional recovery and resilience.

Empirical research consistently highlights the importance of supportive leadership in enhancing wellbeing and reducing burnout (Hamzah & Nordin, 2022; Scheepers et al., 2024; Swanzy, 2020; Zeb et al., 2023). Employees who perceive their supervisors as understanding and approachable report higher satisfaction and lower stress, even in high-demand digital environments. Therefore, the following hypothesis is formulated:
H3: Supervisor support has a positive effect on employee wellbeing

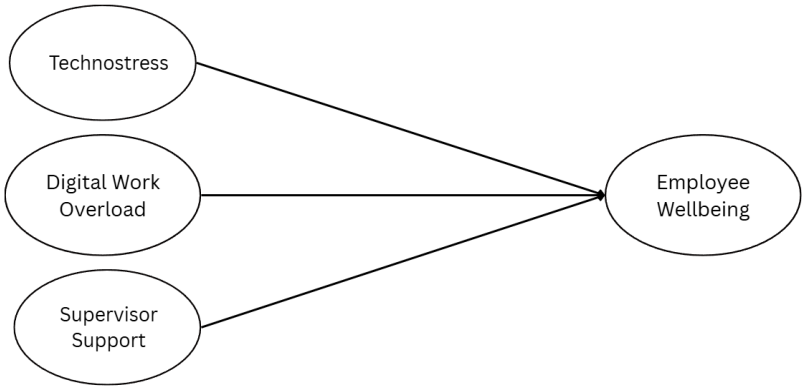

Fig. 1. Research Model

3. Research Methods

This study employed a quantitative research design using a cross-sectional survey to examine the effects of technostress, digital work overload, and supervisor support on employee wellbeing. The approach was chosen to capture a snapshot of employee perceptions within Indonesia's increasingly digitalized work environment in 2025. The design aligns with the objectives of descriptive and explanatory research, aiming to explain how digital job demands and resources jointly influence wellbeing.

The population of this study consisted of employees working in hybrid or digitally integrated organizations in Indonesia, particularly in the service, education, and technology sectors—industries where remote communication and online collaboration tools are heavily utilized. The sampling technique used was purposive sampling, with the following criteria: (1)

employees aged 25-40 years old, (2) actively involved in digital communication (via email, chat platforms, or virtual meetings), and (3) having at least one direct supervisor.

Data were collected from 210 respondents through an online questionnaire distributed via LinkedIn, company groups, and professional communities. The sample size exceeded the minimum requirement for multiple regression analysis, ensuring adequate statistical power. Data were collected between February and April 2025. Respondents were informed of the study's purpose and assured of the confidentiality of their responses. The online questionnaire consisted of two sections: (1) demographic information (age, gender, job tenure, work mode) and (2) items measuring the study's main constructs. All items were rated on a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Data were analyzed using multiple linear regression via SPSS 27.0 to examine the direct effects of technostress, digital work overload, and supervisor support on employee wellbeing. Before hypothesis testing, classical assumption tests, covering normality, multicollinearity, and heteroscedasticity, were performed and met. Significance levels were determined at $p < 0.05$.

Measurement of Variables

- Technostress (IV1): Measured using four items adapted from Whelan et al. (2022), including statements such as *"I feel stressed when I have to use too many digital tools at the same time."*
- Digital Work Overload (IV2): Measured using items adapted from (Leeladharan & Yadav (2023) and Thomson et al. (2017)such as *"I receive more digital messages than I can effectively respond to during working hours."*
- Supervisor Support (IV3): Measured using items from Sekhar & Patwardhan (2023), e.g., *"My supervisor understands when I need time to disconnect after work hours."*
- Employee Wellbeing (DV): Measured using five items from Xu (2023) such as *"I feel emotionally stable and positive about my work."*

4. Results and Discussions

Respondent Profile

Table 1 presents the demographic characteristics of the 210 respondents. The majority of participants were between 26–35 years old (46.2%), predominantly female (58.1%), and working in hybrid or remote settings (72.9%). Most respondents were employed in service and technology sectors (68%), reflecting Indonesia's ongoing transition toward digitally integrated workplaces.

Table 1. Respondent Profile

Category	Description	Frequency (n)	Percentage (%)
Gender	Male	88	41.9
	Female	122	58.1
Age Group	20–25 years	59	28.1
	26–35 years	97	46.2
	36–40 years	54	25.7
Work Arrangement	On-site	57	27.1
	Hybrid	108	51.4
	Fully Remote	45	21.5
Industry Sector	Services	94	44.8
	Technology	49	23.2
	Education	39	18.6
	Other	28	13.4

Reliability and Validity Test

Reliability and validity tests were conducted for all constructs prior to hypothesis testing. As displayed in Table 2, all variables showed strong internal consistency, with Cronbach's alpha values ranging from 0.832 to 0.912 and composite reliability (CR) values above 0.85. The average variance extracted (AVE) values also exceeded the 0.50 threshold, indicating acceptable convergent validity.

Table 2. Descriptive Statistics and Reliability Test

Variable	Mean	Std. Deviation	Cronbach's Alpha	CR	AVE
Technostress	3.48	0.72	0.883	0.903	0.657
Digital Work Overload	3.76	0.66	0.832	0.871	0.606
Supervisor Support	4.05	0.70	0.912	0.935	0.704
Employee Wellbeing	3.89	0.61	0.857	0.889	0.624

Regression Analysis

Regression analysis results (Table 3) indicate that technostress ($\beta = –0.342$, $p < 0.01$) and digital work overload ($\beta = –0.281$, $p < 0.05$) have significant negative effects on employee wellbeing, while supervisor support ($\beta = 0.419$, $p < 0.001$) has a significant positive effect. The overall model explains 62.4% of the variance in employee wellbeing ($R^2 = 0.624$), indicating strong explanatory power.

Table 3. Descriptive Statistics and Reliability Test

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (β)	t-value	Sig. (p-value)	Result
(Constant)	0.712	—	2.642	0.009	—
Technostress	–0.316	–0.342	–4.890	0.000	Supported (H1)
Digital Work Overload	–0.264	–0.281	–3.772	0.002	Supported (H2)
Supervisor Support	0.431	0.419	6.014	0.000	Supported (H3)

Model Summary: $R = 0.790$, $R^2 = 0.624$, Adjusted $R^2 = 0.617$, $F = 113.847$, Sig. = 0.000

Discussion

The results confirm that digital demands, specifically technostress and digital work overload, negatively affect employee wellbeing, while supervisor support enhances it. These findings align with the Job Demands–Resources (JD-R) theory, which explains that excessive demands consume employees' psychological resources, leading to strain, whereas job resources replenish energy and motivation.

The negative influence of technostress supports prior findings, showing that employees who struggle with digital tools or constant online pressure experience emotional exhaustion and cognitive fatigue. As hybrid work becomes the norm, employees face growing pressure to remain available and responsive, which blurs the boundary between professional and personal time. Without proper management, these pressures can erode wellbeing and engagement.

Similarly, the significant impact of digital work overload reflects the strain caused by multitasking and information overload. As employees juggle multiple communication platforms and continuous streams of digital information, they may suffer from mental fatigue and reduced concentration. This result resonates with recent research (Wang et al., 2021; Xu, 2023; Yin & Wu, 2023), suggesting that the acceleration of digital communication requires organizations to introduce boundaries and recovery strategies to sustain employee health.

Conversely, the strong positive influence of supervisor support highlights the critical role of empathetic leadership in digital workplaces. When supervisors provide guidance, emotional

understanding, and flexibility, employees perceive a sense of psychological safety that offsets digital strain. This finding is consistent with the Conservation of Resources (COR) theory, which posits that social support functions as a resource that helps individuals recover from stress and maintain wellbeing. In the hybrid work era, where face-to-face interactions are limited, digital empathy—expressed through understanding messages, flexible deadlines, and recognition—has become a vital leadership skill.

Taken together, these results emphasize the duality of digitalization: while technology can enhance productivity and connectivity, it can also create hidden psychological costs. HR leaders and organizations must recognize that technological efficiency must go hand-in-hand with human sustainability. Proactive strategies such as digital wellbeing policies, training on healthy tech use, and supervisor coaching are necessary to balance digital demands with adequate support.

5. Conclusion

This study examined the effects of technostress, digital work overload, and supervisor support on employee wellbeing among hybrid and digitally connected workers in Indonesia in 2025. The findings revealed that technostress and digital work overload significantly reduce employee wellbeing, while supervisor support exerts a strong positive influence. These results confirm the theoretical assumptions of the Job Demands–Resources (JD-R) theory and the Conservation of Resources (COR) model, showing that digital stressors act as job demands that deplete employees' mental and emotional energy, whereas supportive leadership serves as a critical resource that helps replenish and maintain psychological health.

The growing integration of technology in work processes has brought not only efficiency and flexibility but also new sources of strain. Employees increasingly face blurred work–life boundaries, constant online communication, and information overload that undermine their wellbeing. Therefore, organizations must move beyond the assumption that digitalization is universally beneficial and begin addressing its human costs. Managers and HR practitioners should focus on designing digital work systems that balance connectivity with recovery opportunities. Encouraging employees to take digital breaks, set boundaries for after-hour communication, and manage notification flow are small yet effective steps toward preventing burnout.

Equally important, supervisor support emerged as the strongest predictor of wellbeing, highlighting the human side of digital transformation. Supervisors who demonstrate empathy, provide emotional reassurance, and respect employees' need for balance can buffer the negative effects of digital demands. Leadership training programs that foster digital empathy and awareness of technostress can enhance this support function. When employees feel cared for and trusted, their resilience and motivation are strengthened even under heavy technological pressures.

In conclusion, this study underscores that in the technology-driven workplace of 2025, wellbeing is not merely a personal responsibility but an organizational priority. As hybrid work and digital tools continue to evolve, organizations must actively create environments that protect psychological health while sustaining performance. Future research can expand this model by examining mediating factors such as digital resilience, work engagement, or psychological safety to provide deeper insight into how employees can thrive amidst digital demands.

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