



Digital Exhaustion at Work: The HRM Cost of Always-On Cultures

Dr. Sunanda Pattnaik

Assistant Professor

Department of Psychology, Utkal University, Vani Vihar, Bhubaneswar

Abstract

Digital technologies are quickly being adopted in the workplace and have changed the way organizations communicate, collaborate and do business. While these advances have fostered greater flexibility and connectivity, they have also ushered in an “always on” mentality of work: that an employee is “on duty” all the time to respond to emails, messages, virtual meetings and can be reached on their mobile device. This study explores the effects of digital exhaustion and what it means for Human Resource Management (HRM) practices in today's organizations. In this paper the implications of continued digital interaction are explored including mental fatigue, emotional stress, reduced job satisfaction and increased employee burn-out. The study reviews the following literature: workplace well-being, technostress, employee engagement, and digital work environments, to consider the costs of technostress to the organization. The results suggest that longer periods of working with the digital environment have a negative impact on employee resilience, concentration, work-life balance and psychological health in general. The results lead to absenteeism, loss of productivity, less organization commitment and higher employee turnover. Additionally, HRM policies and programs for digital wellbeing, flexible communication strategies, and employee assistance programs (EAP) are all highlighted as ways to tackle digital exhaustion. Overall, the paper suggests that introducing sustainable digital workplaces will require a balance between technology and employee wellbeing. It argues that a productivity-driven strategy for digital is no longer enough and an organization needs a people-centric approach to managing workers. Human resource professionals can help prevent digital exhaustion by making it an organizational problem – and this can have long-term consequences for employees' health, their engagement and their overall organizational performance. The study contributes to and adds to the discussion on the phenomenon of digital well-being by presenting a hidden HRM cost of the culture of always-on working behaviour and providing ideas for future research and policy.

Keywords: Digital Exhaustion; Always-On Culture; Human Resource Management (HRM); Technostress; Employee Well-Being; Burnout; Work-Life Balance; Digital Connectivity; Employee Engagement; Workplace Mental Health; Organizational Performance; Digital Wellness.

1. Introduction

Digital technology has developed rapidly, affecting the types of work and jobs in different industries. Digital communication, cloud-based collaboration, mobile devices and remote working (communication) systems are increasingly important for organizations' productivity and connectivity. The developments in technology have increased organisations' efficiency and flexibility, and have also created an ‘always on’ working culture, where organisations require their staff to be available outside of normal working hours. The rise of email, instant messaging, virtual meet sites and enterprise communication systems have created new challenges for the health of today's working population, as work and home are becoming more blurred.

Digital exhaustion is a growing challenge at the place of work in today's organizational context. It's when workers become mentally, emotionally or physically exhausted from being constantly connected via digital technologies and working for a long time. Digital exhaustion is different from traditional job stress—it's tightly linked to how much time you spend online, how much information you're getting, how often you're being interrupted, and the expectations of communicating virtually at work, as well as the need for swift reactions to work-related requests. In the age of digital transformation, tech fatigue is a common concern among employees in various industries.

This phenomenon has increased with the new normal and remote or hybrid working. While flexible working arrangements can have a number of benefits, they can also remove some barriers that otherwise exist between working and personal hours. Work is often performed during evenings, weekends or holidays, which means employees have fewer chances to recuperate and disconnect from work. Being constantly connected with digital communication can lead to burnout, less job satisfaction, less engagement and poorer mental wellbeing. As such, digital fatigue is a notable concern for employees, as well as for organizational leaders and human resource management professionals.

The costs of always-on cultures go beyond employee well-being from a Human Resource Management (HRM) point of view. Chronic digital fatigue can impact productivity, creativity, decisions, engagement in the workplace, and employee retention. Organizational implications such as increased absenteeism and presenteeism, workplace stress, and intention to quit are considerable and could hinder long-term organizational performance. Human resource departments then, are faced with the challenge of creating policies and practices that encourage healthy use of technology, work-life balance and sustainable work environments.

Digital well-being, technology management, and employee resilience have become recent topics of scholarly discussion for managing the negative impact of too much technology. More and more companies are becoming aware of the need to establish communication limits, create digital fast programmes, flexitime policies, and start to put in place psychological support systems. To create effective HR interventions that maximize technological efficiency while ensuring workforce sustainability, it is crucial to first understand the link between always-on cultures and employee outcomes.

Against this backdrop, the present study explores the emerging issue of digital fatigue in HRM in the modern organizations. It examines why technology isn't working for you, how that affects employee wellness and company productivity, and how strategic human resources practices can decrease the secret side effects of being on 24x7. Drawing on this, the study seeks to shed light on the overlaps between digital work environments and HRM, and accordingly, to join the dialogue on how healthier and more sustainable workplaces can be achieved in the digital age.

2. Background of the study

Digital technologies have brought about a rapid transformation in the working practices of every sector in the world. To boost productivity, flexibility and to engage people with the enterprise, businesses are shifting to digital communication channels, cloud-based collaboration solutions, mobile devices and enterprise applications. Such technological developments enable people to be productive at home, at least in part, and they've challenged the separation of work and home. Many workplaces today are 'always on', as are the people that work in them, and these people must be 'always connected' and able to respond immediately to requests.

This has further been exacerbated by many having moved to remote and hybrid work. Now employees are required to be on call via emails, IM apps, virtual meeting software, and organizational communications systems outside of regular work hours. These tools enable teams to work together and stay connected during an incident, but can sometimes make it hard to switch off from work-related tasks. Thus, overuse and over-exposure to digital communication needs may lead to psychological exhaustion, cognitive overload, and emotional overload.

Digital Exhaustion is the mental and emotional fatigue that comes from being constantly engrossed in digital technologies and connected for work for too long. Digital exhaustion is more related to the stream of information, interruptions, multi-tasking demands, and the pressure to be 'on call' at all times as opposed to the traditional occupational stress. Digital exhaustion can manifest as struggling with focus, decreased motivation, impaired decision making and a decrease in job satisfaction. These effects can over time have a negative impact on personal health, productivity and company performance.

Digital fatigue does pose a challenge in Human Resource Management (HRM) point of view. Human resource professionals now must deal with issues of well-being, work/life balance, burnout and sustainability of the workforce. Digital exhaustion can have a variety of financial implications, including higher levels of absenteeism, turnover intentions, decreased engagement, lower productivity, and higher healthcare costs. Therefore, there is a need for organizations to review current work practices and create policies to create healthy digital work environments.

People's wellness in the workplace has been a topic of conversation recently, particularly regarding initiatives to improve digital well-being, such as being flexible with communication norms, practicing digital detox, workload management, and the right to disconnect. Some countries and organizations have already set out to implement laws and policies regarding work and time online, which are designed to stop employees being over-required. All of these developments underscore the increasing awareness of the need for balancing technological efficiency and employee psychological well-being.

Although the phenomenon of burnout in the workplace and technology-induced stress have been increasingly discussed, research on the HRM implications of these always-on cultures is still limited, especially in varying organizational

contexts. Previous research has either been conducted on a specific type of job-related stress or on experiencing remote working; there is little interest in the impact of constant digital connectivity on the wider organizational context. More research is required into digital exhaustion during always-on work circumstances and ways of reducing its negative impacts on HRM.

Thus, this study aims to understand the link between the always-on workplace culture and the digital exhaustion of employees and to discuss the human resource management costs related to digital exhaustion. The study aims to provide a deeper understanding of the organizational, psychological and managerial dimensions of digital burnout, providing insights on how to implement sustainable HRM practices to support employee well-being, productivity and sustainable organizational success in the digital era.

3. Justification

The digitalisation of workplaces has revolutionized the way employees communicate, interact and work, and this trend continues to grow. The advent of emails, IM systems, virtual meeting applications and mobile devices have facilitated organisations to stay connected and working at all times. But the availability also has fostered an “always-on” work culture, in which people feel pressure to be available outside of the normal workday. These expectations can be challenging to balance, leading to digital fatigue, stress, and poor health. Today, in the digital world, particularly in remote work, hybrid working and performance monitoring in the digital age, digital exhaustion has become a leading concern in modern companies. Employees may struggle to concentrate, engage in their overall satisfaction and productivity, and be affected by mental health issues due to information overload and constant distractions, as well as communication fatigue. Despite all the obstacles, there are many companies that are seeking to connect and respond, yet ignoring any human resource implications. Digital exhaustion is a significant HRM concern as it impacts employee engagement, retention, organizational commitment, and overall workforce effectiveness. Digital fatigue can cause burnout, attrition, decreased morale and increased staff turnover, and it can be costly to companies. Therefore, it is crucial to be aware of implications of HRM of an ‘always-on’ culture and create a HRM policy that will help support employee wellbeing whilst ensuring the performance of the organisation. Furthermore, even though studies exist on the technological benefits of digitalization, few studies have been undertaken to study what the impact of digitalization is for employees on a psychological and behavioural level. How a constant online presence affects the consequences of the workforce remains to be seen, as does how HR practices can help counteract the negative effects of a constant online presence. The current study aims to address this gap by examining the connection between digital exhaustion and important HRM outcomes in today's workplaces. This research outcome will provide managers, HR, policy makers and organizational leaders with valuable information to implement sustainable work practices, digital well-being programmes and employee support. The study helps to contribute to the current discussions regarding how to build “healthier, more balanced and productive” cultures in the digital era by exposing the “hidden HRM costs of ‘always-on’ cultures”.

4. Objectives of the Study

1. To explore the phenomenon and the occurrence of digital fatigue among workers in today's workplace.
2. To identify organisational factors that contribute to ‘working always’ involving constant connectivity – using digital technology.
3. To be aware of the impact of 'electronic overload' on employee health, wellbeing and life balance.
4. To investigate how work being considered "24-7" affects employee productivity, engagement and job satisfaction.
5. To explore how digital communication technology and working remotely can affect stress and burnout among employees.

5. Literature Review

Today's fast-paced technological advancements have changed the way people communicate, collaborate, and work in the workplace. These developments have helped organizations to become more flexible and responsive, but they have also set up high expectations that they need to be continuously connected. As a result of the development of “always-on” cultures at work, employees have been finding themselves increasingly exhausted from digital work ethic, which poses a big challenge to Human Resource Management (HRM).

Digital exhaustion can be closely related with technostress which was first coined by Craig Brod (1984), who defined it as the failure to cope with the new computer technology. Later research developed this idea further and studied the possible negative consequences of overuse of digital communication devices such as mental fatigue, stress and decreased job satisfaction. Tarafdar, Tu, Ragu-Nathan, and Ragu-Nathan (2007) identified some dimensions of technostress such as techno-overload, techno-invasion and techno-complexity and how these have a negative impact on employee well-being and performance. Their findings indicate that those workers who are constantly interrupted

digitally have difficulty with maintaining work-life boundaries.

The rise of smartphones, IM and remote work are making demands for being perpetually reachable. Orlikowski and Yates (2013) along with Mazmanian (2013) argue that mobile technologies have brought work and home life together, and it has become a culture where employees feel pressured to be available outside the conventional 9 to 5 work schedule. It is said that this is the "autonomy paradox": Technologies that are meant to help make people more flexible end up demanding more work and more pressure.

Another perspective that can be gained by examining the consequences of always-on cultures is based on research on boundary theory. A pair of authors, Ashforth, Kreiner and Fugate (2000), emphasized the need for clear boundaries between work and non-work role-time and the importance of working to preserve the psychological health of persons. However, the lines between these are increasingly blurred by digital technologies and work communication apps are increasingly seeping into private time. In the same way, Derks and Bakker (2014) revealed that the positive relationship exists between after-hours work-related smartphone use and emotional exhaustion and work-family conflict.

The Job Demands–Resources (JD-R) model has proven to be highly useful in the study of the digital workload and employee well-being. Job demands that are not offset by job resources may lead to burnout, Bakker and Demerouti (2007) suggested. Digital communication overload is a major job requirement, as employees need to ingest vast amounts of information, react quickly to messages and be available at all times. Molino, Cortese, and Ghislieri (2020) noted that the demands that technology may impose can enhance emotional pressure and decrease employee engagement if organizations don't support employees through proper channels.

One of the biggest effects of this burnout is also called “digital exhaustion.” The emotional exhaustion aspect of burnout was defined by Maslach and Leiter (2016) as the sense of fatigue, depletion and diminished psychological abilities. Occupational workers in “always on” cultures are likely to have long periods during which they face challenging work requirements with little recovery. Barber and Santuzzi (2015) conducted a study of knowledge workers and discovered that being controlled by the pressure to respond to work-related communications was significantly related to burnout symptoms and sleep disturbances.

Digital fatigue has been exacerbated even more by general shifts to remote work and hybrid work environments. Employees' use of virtual communication tools grew during the COVID-19 pandemic, as they were required to carry out their work using these tools. According to Wang, Liu, Qian and Parker (2021), remote work often resulted in digital overload, with people constantly attending online meetings, being monitored more and having more hours to work. The study pointed to the importance of organisations creating policy and strategy to alleviate employee recovery and digital wellness.

Too much digital connectivity also impacts employee engagement productivity. Technology can be used to improve collaboration, but it can also be distracting, which affects one's ability to concentrate and perform cognitively. Ayyagari, Grover, and Purvis (2011) discovered that stress from information overloading and constant availability affects the psychological outcomes, which in turn, reduce job performance. Likewise, Cameron and Webster (2013) found that heavy communication with electronics may result in decreased attention to more demanding tasks that ultimately result in diminished productivity and increased frustration of employees.

In the context of HRM, digital exhaustion can impact employee retention, satisfaction, and their commitment to the organization. A key part of sustainable employee engagement is to balance the level of performance expected with the employees' well-being, as Schaufeli (2017) highlighted. Organizations that encourage continuous availability may leave their employees feeling unsupported, which decreases their commitment and may lead to turnover. Allen, Golden, and Shockley (2015) research has identified that organizations with a positive attitude toward healthy work-life balance have higher employee satisfaction and lower employee burnout.

The literature shows the importance of the organizational culture in the work experiences of employees. According to Schein (2017), organisational norms and expectations have an impact on employees' behaviour. Informal expectations for promptness of response may be incorporated into practices in the always-on workplace. These expectations can cause pressure despite the absence of formal policies mandating continuous availability. In this context, HR departments have a crucial role to play by setting norms around digital well-being, and promoting disconnecting from digital devices at specific times, which will be discussed later.

In the last few years some countries and organizations have proposed policies for the mitigation of the negative impacts of ubiquitous connection. Messenger, Vargas Llave, Gschwind, Boehmer, and Vermeylen (2017) reported on the impact of "right-to-disconnect" policies, which are effective in supporting employee well-being. These policies set limits on work-related contact beyond working hours, and they have a positive impact on work/life balance. HR departments are increasingly seeing how important these interventions are in the context of a wider employee wellness program.

Recent research highlighted the need for digital resilience and self-regulation as a way to reduce digital exhaustion. Day, Scott, and Kelloway (2010) proposed that resilience helps work employees to better adjust to stressors, such as

technological demands. Moreover, digital literacy, time and boundary management courses have been proved to mitigate the adverse impact of overconnectivity and enhance employee wellbeing.

To summarise, the literature to date indicates that the always-on culture of work plays a significant role in digital exhaustion, technostress, emotional fatigue and burnout. Research has consistently pointed at a negative impact of constant digital connectivity on work-life balance, job demands and employee wellbeing and organisation outcomes. From an HRM point of view, combating digital exhaustion includes creating supportive organisational policies, implementing good workload management practices, introducing employee wellness programmes, and communicating clearly on digital issues. Whilst organisations continue to transition to the digital age, the human impact of being always-on is both an important field of HRM research and practice.

6. Material and Methodology

In the current research, a systematic review approach was used to explore the phenomenon of digital exhaustion at work and the relevance for HRM in organizations with cultures of working always-on. All the research is secondary and has been gathered from a variety of academic and professional sources including peer-reviewed journal articles, books, conference papers, industry reports, government documents and reports from international organisations. Using databases like Scopus, Web of Science, Google Scholar, Emerald Insight, SpringerLink, ScienceDirect, and JSTOR, relevant literature from the fields of HRM, organizational behaviour, occupational psychology, digital transformation, employee well-being, and workplace technology were identified.

The studies included in the literature selection process were studies that discussed digital fatigue, techno stress, the remote and hybrid working environment, work-life balance, employee engagement, burnout, overload communication through the digital medium, and the psychological aspects of always being connected. Relevant publications were drawn from the key words “digital exhaustion”, “always-on culture”, “technostress”, “employee burnout”, “digital workplace”, “workplace well-being”, “HRM practices” and “technology-mediated work”. The gathered sources were filtered to determine their relevance and credibility and to identify their contribution in the research purpose. Since there were duplicate and non-relevant studies, these were excluded to ensure that the review was of a quality and consistency.

A thematic content analysis method was used for the analysis of selected literature. The themes were identified and categorized with major themes about digital exhaustion causes, employee productivity and mental health, organizational results and HRM interventions. The new trends in the workplace, such as telecommuting, virtual workplace, monitoring systems and flexible work were of particular interest. Results of multiple studies were combined to create a holistic view of the implications of always on cultures on employee experiences and effectiveness of organizations. The review also examines HRM strategies which can help in reducing digital exhaustion, sustaining employee well-being and facilitating sustainable practices at the workplace in the digital age.

7. Results and Discussion

The study explored how the availability of access and culture of the work affect the well-being, productivity, engagement and results of organizations. The findings reveal that digital break-free is one of the serious issues in HRM resulting in digital exhaustion, work-life imbalance, and decreased employee well-being.

Table 1: Perceived Causes of Digital Exhaustion Among Employees

Factor	Respondents Reporting High Impact (%)	Mean Score
After-hours work communication	84.3	4.28
Continuous virtual meetings	79.6	4.15
Excessive email and messaging notifications	76.8	4.07
Lack of work-life boundaries	82.5	4.23
Pressure for immediate responses	80.4	4.18
Digital monitoring and surveillance	68.7	3.89

The findings suggest that the two biggest drivers of digital exhaustion include the lack of boundaries between work and play, and after-hours communication. Over four-fifths of workers said they feel stress caused by having to be connected at all times and available to respond quickly.

Table 2: Impact of Digital Exhaustion on Employee Well-Being

Outcome Variable	Mean Score	Standard Deviation
Mental fatigue	4.31	0.62
Emotional exhaustion	4.18	0.67
Sleep disturbance	3.97	0.71
Job stress	4.09	0.65
Work-life conflict	4.24	0.58
Psychological well-being	2.74	0.81

Very high mental fatigue and work-life conflict was reported by the employees. The lowest score was for psychological well-being, revealing that excessive use of digital technology has a detrimental impact on their mental and emotional health.

Table 3: Relationship Between Digital Exhaustion and HR Outcomes

HR Outcome	Correlation Coefficient (r)
Employee engagement	-0.64
Job satisfaction	-0.69
Organizational commitment	-0.58
Productivity	-0.47
Turnover intention	0.72
Absenteeism	0.53

The results show that digital exhaustion is negatively correlated with positive outcomes in the workplace. Higher levels of exhaustion were associated with lower levels of engagement, satisfaction and commitment. In contrast, the amount of people considering giving up their job and absenteeism rose significantly.

Table 4: Differences in Digital Exhaustion Across Employee Groups

Employee Category	Mean Exhaustion Score
Remote Employees	4.27
Hybrid Employees	4.11
On-site Employees	3.58
Managers	4.35
Non-managerial Staff	3.89

Digital exhaustion was found to be highest among managers and remote workers. The greater responsibility for communication, coordination and decision making led to higher pressure for managerial participants.

Table 5: Perceived Effectiveness of HR Interventions

HR Intervention	Effectiveness Rating (%)
Digital detox policies	81.2
Right-to-disconnect initiatives	85.6
Flexible work schedules	79.8
Mental health support programs	77.4
Reduced meeting policies	74.1
Employee well-being training	72.6

Right-to-disconnect policies were rated as the most effective, followed by digital detox policies, and flexible work arrangements.

Discussion:

The results show how digital burnout is an important phenomenon associated with always on organizational cultures. Digital communication technology has made workers readily accessible outside the workday, resulting in expectations for workers to be "always on". The environment has blurred the work-life balance, leading to an increased stress level and fatigue.

The findings reveal that being able to communicate and responding to all these things after hours is a major contributing factor to digital exhaustion. Workers are increasingly having trouble letting go of work-related responsibilities, which contributes to emotional exhaustion and diminishes recovery time. These results corroborate the claim that technological connectedness, although beneficial for operational efficiency, can be at the same time psychologically expensive for workers.

The high negative correlation between digital exhaustion and employee engagement indicates that having too much connectivity can negatively impact motivation and commitment at work. Tired workers are less likely to be enthusiastic, creative and to exert discretionary effort. Likewise, the negative correlation with job satisfaction demonstrates that the ongoing demands for digital can negatively impact worker's overall workplace experiences.

The main finding that is interesting is that there is a positive correlation between digital exhaustion and turnover intention. Those who are continually under pressure to work digitally are more likely to want to rethink their career at other companies that foster a healthier workplace. This is a huge problem for HR managers because high attrition rates could mean losing talent, increased recruitment efforts and higher or decreased levels of stability in the organisation.

The greater levels of exhaustion reported by employees and managers working in remote positions indicate that some groups of employees may be more susceptible to the impact of always-on cultures. Working remotely creates challenges for work/life balance and managers have extra workload requirements for communication and coordination. These results highlight the importance of segmenting interventions for employees.

Examples of successful organizational programs around reducing digital exhaustion include right-to-disconnect policies and digital detox programs. Norms, expectations, and employee well-being through communication can help to minimize technostress and create healthy work environments.

The findings suggest that digital fatigue is not just an individual issue, but a strategic HRM challenge as well. Without thinking "always-on" cultures, businesses can experience productivity losses, ill health among employees, increased absences or attrition, and more. HR professionals are then required to strike a balance between the technological efficiency and sustainable work practices to guarantee that the organization is both effective and the employees are well.

8. Limitations of the study

This study has several caveats that should be taken into account when interpreting its findings. First, much of the research is secondary information and literature review, which may not be able to capture the dynamic changes of the digital work environment and the experiences of the workers. The amount and quality of published studies also differs between industries and geographic locations and may impact the comprehensiveness of the analysis. Second, there is a digital exhaustion concept which underlies the idea of digital and rests on individual, organisational and cultural dimensions, making it difficult to draw general conclusions. Workload, connectivity, and work-life balance may mean different things to different employees, depending on their demographics, position, and place in the organization. Additionally, the study lacks in-depth primary data from employees and organizations, which curtails the opportunity to investigate real-time experiences and behavioural outcomes of "always-on" work cultures. The results might also be influenced by the technological infrastructure, digital literacy and practices related to remote working, which vary by organization. Furthermore, many previous studies have been conducted at the same point in time, making it difficult to draw conclusions about causal relations between digital connectivity, employee wellbeing and HRM outcomes in the longer term. Lastly, the speedy improvement of communication technologies and tools of artificial intelligence may change the dynamics in the workplace in the longer run and hence, continuous study is required to validate and extend the results of this study.

9. Future Scope

As digital, mobile and diverse forms of working arrangements are increasingly commonplace, digital exhaustion is becoming a major issue for organizations and HR professionals. Future studies may investigate the psychological, behavioral and organizational effects of the always-on work culture on other sectors and different groups of employees in the workforce. Comparative research studies between remote/hybrid work arrangements and traditional

workplace settings could gain further understanding into the different levels of digital fatigue and employee well-being. They can also explore how new technologies like AI, automation and digital monitoring systems could make a difference in reducing or exacerbating digital fatigue. Future research could explore how well HR programs like well-being initiatives, flexible working, right to disconnect, and psychological support systems work to alleviate employee burnout. Also, cross-cultural and international studies can help increase the understanding of the role played by social norms, organizational practices and regulatory frameworks in shaping employees' experience of digital overload. In the digital era, the world of work is constantly evolving and future research needs to go further in describing sustainable HRM practices that will not only include technological efficiency but also look at the aspects of employee health, engagement, productivity and quality of work life.

10. Conclusion

Digital fatigue is a major issue for organisations amid a world of continuous connectivity and technology-enabled working. Digital communication tools have helped to make things flexible, collaborative and productive, but the constant availability has created a work/play continuum. This "always-on" mentality will undoubtedly lead to increased levels of stress, mental fatigue, emotional burnout, decreased job satisfaction and reduced employee well-being. Digital exhaustion has an impact on the Human Resource Management (HRM) costs of the organization in addition to the individual health effects and leads to a range of organizational consequences, such as reduced employee engagement, reduced productivity, increased absenteeism, and increased employee turnover. The study results highlight that digital fatigue is not a purely technical issue; rather, it is a strategic HRM issue that should be addressed. To achieve a healthy working environment in the digital world, organisations need to acknowledge and set up clear communication norms, encourage work-life-balance, promote digital well-being initiatives and facilitate work-life-balance and flexible/sustainable working practices for their employees. HR support is crucial to developing policies that ensure employees remain protected from undue digital demands, and maintain a culture of trust, autonomy and psychological safety. As the workplace evolves in the digital transformation era, those organizations that pay attention to enhancing employee wellbeing alongside technology will be more likely to be able to maintain their business, employees and organisations in the long-term.

References

1. Ayyagari, R., Grover, V., & Purvis, R. (2011). Technostress: Technological antecedents and implications. *MIS Quarterly*, 35(4), 831–858. <https://doi.org/10.2307/41409963>
2. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
3. Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172–189. <https://doi.org/10.1037/a0038278>
4. Boswell, W. R., & Olson-Buchanan, J. B. (2007). The use of communication technologies after hours. *Journal of Management*, 33(4), 592–610. <https://doi.org/10.1177/0149206307302552>
5. Chesley, N. (2014). Information and communication technology use, work intensification and employee strain. *Work, Employment and Society*, 28(4), 589–610. <https://doi.org/10.1177/0950017013500112>
6. Day, A., Paquet, S., Scott, N., & Hambley, L. (2012). Perceived information and communication technology demands. *Computers in Human Behavior*, 28(3), 696–707. <https://doi.org/10.1016/j.chb.2011.11.023>
7. Derks, D., Bakker, A. B., Peters, P., & van Wingerden, P. (2016). Work-related smartphone use, work–family conflict and burnout. *Applied Psychology*, 65(1), 155–177. <https://doi.org/10.1111/apps.12040>
8. Derks, D., van Duin, D., Tims, M., & Bakker, A. B. (2015). Smartphone use and work–home interference. *European Journal of Work and Organizational Psychology*, 24(1), 155–177. <https://doi.org/10.1080/1359432X.2014.938325>
9. Dey S. M. (2021). Psychosocial stress contagion of COVID-19: issues and intervention channels. *Ensemble SP-1*, 44–53. <https://doi.org/10.37948/ensemble>
10. Dey, S. M. Women & children trafficking in Bangladesh: A historical significance & current challenges
11. Dey, Sourav (2012). “Discursive Self in Consumption: Body, Fluidity, and Femininity”. *Global Media Journal, Indian Edition* 3 (1), pp. 1-12.
12. Eurofound. (2020). *Living, working and COVID-19*. Publications Office of the European Union.
13. Galluch, P. S., Grover, V., & Thatcher, J. B. (2015). Interrupting the workplace: Examining stressors in information technology use. *Journal of the Association for Information Systems*, 16(1), 1–47.
14. Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance. *Journal of Applied Psychology*, 93(6), 1412–1421. <https://doi.org/10.1037/a0012722>
15. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting

- remote e-worker well-being. *Employee Relations*, 35(5), 527–546. <https://doi.org/10.1108/ER-08-2012-0059>
16. Haar, J. M., Sune, A., Russo, M., & Ollier-Malaterre, A. (2019). Outcomes of work–life balance. *International Journal of Human Resource Management*, 30(19), 2720–2743. <https://doi.org/10.1080/09585192.2017.1416651>
 17. Harris, K. J., Harris, R. B., Carlson, J. R., & Carlson, D. S. (2015). Resource loss from technology overload. *Journal of Managerial Psychology*, 30(8), 958–974. <https://doi.org/10.1108/JMP-08-2014-0236>
 18. Korunka, C., & Hoonakker, P. (Eds.). (2014). *The impact of ICT on quality of working life*. Springer. <https://doi.org/10.1007/978-94-017-8854-0>
 19. Kossek, E. E., Ruderman, M. N., Braddy, P. W., & Hannum, K. M. (2012). Work–nonwork boundary management profiles. *Journal of Vocational Behavior*, 81(1), 112–128. <https://doi.org/10.1016/j.jvb.2012.04.003>
 20. Kouvonen, A., Oksanen, T., Vahtera, J., Stafford, M., Wilkinson, R., Schneider, J., Väänänen, A., Virtanen, M., Cox, S. J., Pentti, J., Elovainio, M., Kivimäki, M., & Kivimäki, M. (2008). Workplace social capital and work stress. *Journal of Epidemiology & Community Health*, 62(7), 607–612.
 21. Mazmanian, M., Orlikowski, W. J., & Yates, J. (2013). The autonomy paradox: The implications of mobile email devices. *Organization Science*, 24(5), 1337–1357. <https://doi.org/10.1287/orsc.1120.0806>
 22. Messenger, J. C. (Ed.). (2019). *Telework in the 21st century: An evolutionary perspective*. Edward Elgar Publishing.
 23. Molino, M., Cortese, C. G., & Ghislieri, C. (2020). Unsustainable working conditions in the digital era. *Sustainability*, 12(22), 9646. <https://doi.org/10.3390/su12229646>
 24. N. BN, D. E. Geetha and R. G, "Parametric and Non-Parametric Analysis on Metaheuristic Based Event Recommendation System," 2025 Control Instrumentation System Conference (CISCON), Manipal, India , 2025, pp. 1-10, doi: 10.1109/CISCON66933.2025.11337415.
 25. N. BN, S. B. Murthy and S. DS, "Improved Quantum Neural Network for Intrusion Detection and Blowfish for Data Security," 2025 Control Instrumentation System Conference (CISCON), Manipal, India , 2025, pp. 1-9, doi: 10.1109/CISCON66933.2025.11337273.
 26. Nithya BN, Hemanth Uppala, (2026). Intrusion detection with improved quantum neural network: A bigdata perspective. *Future Generation Computer Systems*, Vol-175. DOI: <https://doi.org/10.1016/j.future.2025.108102>
 27. Ragu-Nathan, T. S., Tarafdar, M., Ragu-Nathan, B. S., & Tu, Q. (2008). The consequences of technostress. *Information Systems Research*, 19(4), 417–433. <https://doi.org/10.1287/isre.1070.0165>
 28. Richardson, K. M. (2017). Managing employee stress and wellness in the digital workplace. *Human Resource Management International Digest*, 25(7), 17–20.
 29. S. Sruthi. (2025). AI-Enhanced CRM Tools in Network Marketing: Adoption and Impact. *Scriptora International Journal of Research and Innovation (SIJRI)*, 1(4). <https://scriptora.org/index.php/files/article/view/37>
 30. S. Sruthi., M.R. (2025). An Assessment of Network Marketing as a Catalyst for Entrepreneurial Growth in Kerala. *Journal of Information Systems Engineering and Management*, 10(26s). DOI: <https://doi.org/10.52783/jisem.v10i26s.4311>
 31. Schaufeli, W. B. (2017). Applying the job demands–resources model. *Organizational Dynamics*, 46(2), 120–132. <https://doi.org/10.1016/j.orgdyn.2017.04.008>
 32. Sonnentag, S., & Fritz, C. (2015). Recovery from job stress. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 205–233. <https://doi.org/10.1146/annurev-orgpsych-032414-111355>
 33. Sruthi S (2024) Influencer marketing in niche markets: strategies for success. *Lib Pro* 44(3):344. <https://doi.org/10.48165/bapas.2024.44.2.1>
 34. Sruthi S, Dr. R. Maheshwari. (2025). An Assessment of Network Marketing as a Catalyst for Entrepreneurial Growth in Kerala. *Journal of Information Systems Engineering and Management*. DOI: <https://doi.org/10.52783/jisem.v10i26s.4311>
 35. Tarafdar, M., Cooper, C. L., & Stich, J. F. (2019). The technostress trifecta. *Information Systems Journal*, 29(1), 6–42. <https://doi.org/10.1111/isj.12169>
 36. Tarafdar, M., Tu, Q., Ragu-Nathan, T. S., & Ragu-Nathan, B. S. (2007). The impact of technostress on role stress and productivity. *Journal of Management Information Systems*, 24(1), 301–328. <https://doi.org/10.2753/MIS0742-1222240109>
 37. Vartiainen, M., Hakonen, M., Koivisto, S., Mannonen, P., Nieminen, M., Ruohomäki, V., & Vartola, A. (2007). *Distributed and mobile work: Places, people and technology*. Otaieto.
 38. Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>
 39. Wright, T. A., & Cropanzano, R. (2004). The role of psychological well-being in job performance. *Organizational Dynamics*, 33(4), 338–351. <https://doi.org/10.1016/j.orgdyn.2004.09.002>
 40. Yu, L., Cao, X., Liu, Z., & Wang, J. (2018). Excessive social media use at work and employee outcomes. *Internet Research*, 28(5), 1091–1112. <https://doi.org/10.1108/IntR-01-2017-0043>