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(Research/ Review) Article

The Impact of Stress Due to Remote Working (Teleworking) Caused by Tecnostress on Employee Satisfaction, Anxiety, and Performance in DIY

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Abstract: The advancement of information technology has significantly transformed work patterns, leading to the widespread adoption of remote work or teleworking. While teleworking offers flexibility and convenience, excessive use of technology can result in technostress, which can negatively impact employees' psychological well-being and job performance. This study aims to examine the effect of technostress on job satisfaction, anxiety, and performance among teleworkers in the Special Region of Yogyakarta (DIY). A quantitative approach utilizing Partial Least Square Structural Equation Modeling (PLS-SEM) was applied, with 100 respondents participating in the study. The results indicate that technostress has a negative effect on job satisfaction, suggesting that high levels of stress caused by technology usage in teleworking reduce employees' satisfaction with their jobs. Additionally, technostress has a positive effect on work-related anxiety, meaning that increased technostress leads to heightened anxiety levels among teleworkers. Anxiety, in turn, was found to negatively influence job satisfaction, highlighting the detrimental impact of anxiety on employees' contentment with their work. However, anxiety did not show a significant impact on performance, indicating that while anxiety affects satisfaction, it does not directly hinder job performance. On the other hand, job satisfaction has a significant positive effect on performance, meaning that employees who are more satisfied with their jobs tend to perform better. These findings emphasize the importance of managing technostress to maintain a productive and healthy digital work environment. Practical implications include the need for digital training to help employees manage technology effectively, psychological support to alleviate stress and anxiety, and the development of structured remote work policies that prioritize employee well-being. By addressing these factors, organizations can improve job satisfaction, reduce anxiety, and enhance overall performance in teleworking environments.

Keywords: technostress; job satisfaction; anxiety; Performance; teleworking

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1. Introduction

The rapid digital transformation has encouraged organizations to adopt technology-based work systems, including teleworking models (Ferliana et al., 2025; Hassan Mustapa, 2025). While offering flexibility, the intensity of technology use also causes psychological stress known as technostress, which is stress that arises from the demands, complexity, and disruptions of technology used in work (Molino et al., 2020). In managerial practice, technostress can reduce the quality of human resources through increased anxiety, decreased job satisfaction, and decreased performance (Ponce-Blandón et al., 2021). The phenomenon of teleworking has become increasingly dominant in various sectors, particularly after the COVID-19 pandemic (Hartanto & Sanica, 2021; Rachman et al., 2024). While it offers benefits such as flexibility and efficiency, teleworking also poses significant challenges, particularly related to work stress, job satisfaction, anxiety, and performance (Prasad et al., 2023). Social isolation and limited face-to-face interaction are stress triggers (Sumarno et al.,

2024), which are further exacerbated by role ambiguity, high work expectations, and distractions from the home environment. High levels of stress have the potential to trigger burnout and decrease job satisfaction (Fhauzan & Ali, 2024), as well as increase the risk of anxiety due to job uncertainty, minimal social support, and pressure to be constantly online (Nguyen et al., 2024; To et al., 2024). These impacts further lead to decreased motivation and work efficiency (Lange & Kayser, 2022), while limited communication and coordination exacerbate the situation (Mungkasa, 2020).

Several studies indicate that implementing strategies such as flexible work hours, increased online interaction, and managerial support can mitigate the negative impact of remote work stress (Akmalia & Prihartono, 2023). However, comprehensive studies examining the influence of technostress on employee job satisfaction, anxiety, and performance in the context of teleworking, particularly in the Special Region of Yogyakarta (DIY), are still limited (Andryan & Suminar, 2024). Therefore, the purpose of this study is to analyze in depth the influence of technostress on employee job satisfaction, anxiety levels, and performance in DIY (Andryan & Suminar, 2024a; Ismail.V. & Sekarsari.M., 2022). The research focuses on the extent to which technostress affects job satisfaction (Azizi Hadid Muhammad, 2023), its relationship with anxiety levels, and its implications for performance. The results are expected to provide empirical evidence that serves as a basis for organizations in formulating effective technostress management strategies, thereby improving psychological well-being while maintaining and optimizing employee productivity in the flexible work era (Andryan & Suminar, 2024; Euis Kakay, 2023).

2. Preliminaries or Related Work or Literature Review

A. Teleworking

Teleworking, or remote work, is a work model that allows individuals to perform work tasks outside of a physical office, typically from home, with the support of information and communication technology. In modern management literature, teleworking is viewed as a work flexibility strategy aimed at improving efficiency, work-life balance, and employee satisfaction (Wang et al., 2021). The widespread adoption of teleworking increased rapidly during and after the COVID-19 pandemic, making it a mainstream work practice in many global organizations.

Theoretically, teleworking has a dual dimension: on the one hand, it increases autonomy and flexibility, while on the other hand, it creates new challenges such as social isolation, digital communication overload, and blurred work time boundaries (Charalampous et al., 2019). In the context of organizational behavior, the effects of teleworking are influenced by factors such as managerial support, technology quality, and organizational culture. A study by (Spagnoli et al., 2020) states that the success of teleworking is determined by the individual's ability to manage technology overload and the organization's ability to provide an adaptive and supportive work structure.

Teleworking emphasizes the importance of inclusive and human-centered work design, where the use of technology is not only geared towards productivity but also considers the psychological well-being of employees. This requires organizations to design remote work policies that are not only responsive to technological changes but also adapt to the dynamic needs of the modern workforce.

B. Technostress

Technostress is a form of modern work stress that arises from psychological pressure arising from the use of information technology in a work context. This phenomenon encompasses various dimensions such as digital workload (techno-overload), disruption of personal time boundaries (techno-invasion), technological complexity (techno-complexity), techno-uncertainty, and techno-insecurity (Molino et al., 2020). In a digital work environment, technostress can disrupt employee mental well-being and reduce overall work effectiveness.

Theoretically, technostress is positioned as part of the Stressor–Strain–Outcome (SSO) model, where external pressures from work technology act as stressors that trigger negative psychological reactions such as anxiety and emotional exhaustion (Spagnoli et al., 2020).

These responses, if left unchecked, will negatively impact outcomes such as decreased job satisfaction, disengagement, and even decreased performance. Therefore, technostress is not only a psychological issue but also a strategic challenge in human resource management and the design of modern work organizations.

Various studies show that technostress tends to be higher in remote work systems that rely heavily on digital devices, virtual communication, and expectations of constant connectivity (Ponce-Blandón et al., 2021). Effective technostress management requires a systemic approach, including technology training, limits on digital work hours, and organizational support to reduce the psychological burden of intensive technological interactions.

C. Anxiety

Occupational anxiety is a psychological condition characterized by feelings of worry, tension, or insecurity that arise in the work context. This anxiety can be triggered by excessive pressure, role uncertainty, high job demands, or constant interaction with complex technology. In modern organizations that rely heavily on digital technology, job anxiety is becoming an increasingly prominent issue, particularly in remote or hybrid work systems (Wang et al., 2021).

Contemporary research shows that anxiety levels increase significantly in digital work environments that demand high speed, constant responsiveness, and openness to technological change (Ponce-Blandón et al., 2021). Therefore, managing job anxiety is a crucial part of an organization's management strategy to maintain employee well-being and work performance. Interventions such as psychological support, role clarity, technology training, and flexible work policies have been shown to reduce anxiety in both the short and long term.

D. Performance and Innovation

Employee performance is the work results achieved by an individual in carrying out their responsibilities, both quantitatively and qualitatively. From a management perspective, performance is influenced by individual factors such as competence, motivation, and psychological well-being, as well as external factors such as the work environment, organizational systems, and technology use (Mulia & Saputra, 2017). In a digital work environment, employee performance is largely determined by the ability to adapt to remote work systems, virtual communication, and the dynamics of technology use (Aktiva et al., 2023).

Theoretically, employee performance is often positioned as an outcome in the Stressor–Strain–Outcome (SSO) model or organizational behavior model, where job stress, satisfaction, and psychological well-being are the primary determinants (Molino et al., 2020b). Performance can decline if employees experience psychological stress such as technostress or anxiety, as this interferes with focus, efficiency, and decision-making abilities. Conversely, organizational support, job satisfaction, and role clarity have been shown to enhance individual contributions and accomplishments at work.

Innovation in an organizational context refers to the ability of individuals or groups to create, develop, and implement new ideas that add value to processes, products, or services. In the digital and flexible work era, innovation has become a crucial element for organizational competitive advantage. Employees who have access to technology and freedom of expression at work tend to be more active in generating innovative solutions (Boukis & Kabadayi, 2020). Workplace innovation theory emphasizes the importance of work conditions that support creativity, such as job autonomy, team collaboration, and leadership that is open to change. On the other hand, technological pressure and digital anxiety can hinder the innovation process by reducing the space for exploration and increasing mental stress (Li-Ying et al., 2022). Therefore, innovation is directly and indirectly influenced by psychological conditions and the work system design adopted by the organization.

E. Satisfaction

Job satisfaction is a positive emotional state that arises from an individual's assessment of their job, encompassing aspects of tasks, the environment, work relationships, and organizational systems. In organizational behavior management, job satisfaction is considered an important indicator of employee psychological well-being and a key determinant of commitment and performance (Sousa & Neves, 2021).

Conceptually, job satisfaction is influenced by the interaction between job characteristics and individual expectations. The two-factor model emphasizes that intrinsic factors such as recognition, responsibility, and personal growth, as well as extrinsic factors such as working conditions and job security, influence levels of satisfaction. In the context of digital and remote work, the role of technology becomes particularly significant. Technology that supports flexibility can increase satisfaction, but if technology use causes excessive stress (technostress), satisfaction can actually decrease (Ponce-Blandón et al., 2021).

Recent research shows that employees who perceive technology as disrupting their work-life balance or who encounter repeated technical difficulties tend to experience decreased satisfaction. Conversely, if organizations are able to provide control, support, and clarity in digital work systems, job satisfaction can increase. Therefore, job satisfaction is not only related to the physical conditions of the job, but also to employee perceptions of the burden and benefits of using technology in the work process (Toscano & Zappalà, 2020).

3. Proposed Method

This study used a quantitative approach with a survey design and data collection through an online questionnaire, an effective method to reach a wide population of remote workers in Yogyakarta in the post-pandemic situation. The sample consisted of 100 employees from the private sector, government, education, and creative industries who participated through social media platforms (Instagram, WhatsApp, TikTok, and X) between March–July 2025. The instrument was validated by the supervisor and ethically approved by the Ethics Committee of Nahdlatul Ulama University Yogyakarta, with an emphasis on data anonymity and confidentiality. The questionnaire was divided into five blocks, all measured using a 5-point Likert scale, which is common and reliable in psychometric research (Pereira et al., 2024).

Construct	Indicator Statements
Anxiety (Fernández-Fernández *et al.*, 2023)	1. I am hesitant about using digital platforms for remote work because I might make mistakes. 2. Using digital platforms for remote work intimidates me. 3. I feel unsafe using digital platforms for remote work.
Satisfaction (Fernández-Fernández *et al.*, 2023)	1. I am very satisfied with the use of digital platforms in teleworking. 2. My experience with the use of digital platforms in the workplace has met my expectations. 3. I am proud of my work in the use of digital platforms in tele-working.

Construct	Indicator Statements
Performance (Fernández-Fernández *et al.*, 2023)	1. I am very satisfied with the use of digital platforms in teleworking. 2. My experience with the use of digital platforms in the workplace has met my expectations. 3. I am proud of my work in the use of digital platforms in tele-working.
Overload (Fernández-Fernández *et al.*, 2023)	1. I feel pressured to work faster because of the use of digital platforms in teleworking. 2. I feel pressured to do more work than I can handle because of the use of digital platforms in teleworking. 3. I feel pressured to work to a very tight schedule because of the use of digital platforms in teleworking.
Invasion (Fernández-Fernández *et al.*, 2023)	1. I spend less time with my family due to working from home and using digital platforms. 2. I have to monitor my work during my free time due to working from home and using digital platforms. 3. I feel that my personal life has been disrupted by teleworking and using digital platforms.
Complexity (Fernández-Fernández *et al.*, 2023)	1. I spend less time with my family due to working from home and using digital platforms. 2. I have to monitor my work during my free time due to working from home and using digital platforms. 3. I feel that my personal life has been disrupted by teleworking and using digital platforms.
Job Insecurity (Fernández-Fernández *et al.*, 2023)	1. I feel a constant threat to my job security because of new technology. 2. I don't share knowledge with coworkers for fear of being replaced.

Construct	Indicator Statements
	3. I feel threatened by coworkers who work from home and have more advanced technological knowledge.
Uncertainty (Fernández-Fernández *et al.*, 2023)	1. In our organization, new technologies are constantly being used for teleworking. 2. In our organization, there are constant changes in the computer equipment we use for teleworking. 3. In our organization, there are frequent updates to the digital platforms we use for teleworking.

Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS version 4, which was chosen for its ability to handle complex latent models, non-normal data assumptions, and relatively small samples (Hair et al., 2022; Pereira et al., 2024). Construct validity and reliability were assessed through outer model measures (loadings, composite reliability, AVE), while relationships between latent variables were tested in the structural model, including direct paths, mediation, and path coefficients supported by bootstrapping procedures (e.g., 5,000 resamples) for significance estimation without relying on normal distribution (Hair et al., 2022; Pereira et al., 2024).

4. Results and Discussion

A. Outer Model Evaluation

Table 1. Reliability and validity of the measures

No	Variabel	Outer loadings	CA	CR	AVE	HTMT[1]			
						1	2	3	4
1	*technostress*	0.71–0.89	0.87	0.91	0.65	–			
2	*Anxiety*	0.73–0.88	0.85	0.90	0.64	0.46	–		
3	*Satisfaction*	0.75–0.88	0.88	0.92	0.69	0.49	0.42	–	
4	*Performance*	0.78–0.90	0.89	0.93	0.71	0.55	0.44	0.51	–

Source: Processed by the author (2025)

This table shows the results of the reliability and construct validity tests, including outer loadings, Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), and the Heterotrait–Monotrait ratio (HTMT) between constructs.

The measurement model evaluation aims to ensure that the research instrument has high reliability and validity. In this study, all indicators showed superior outer loadings above the 0.70 threshold, indicating good construct convergence and high consistency between indicators (Hair et al., 2022). Cronbach's Alpha (CA) values varied between 0.85 and 0.89, while Composite Reliability (CR) values ranged from 0.90 to 0.93, all exceeding the theoretical threshold of 0.70 and confirming the model's internal consistency (Hair et al., 2019).

Furthermore, the Average Variance Extracted (AVE) values were above 0.50 (range 0.64–0.71), indicating that the majority of the indicator variance was explained by the latent

construct. For discriminant validity, the HTMT values between constructs did not exceed the critical threshold, which was below 0.85, indicating that the constructs are conceptually distinct (Chin et al., 2020; Hair et al., 2022).

Overall, these results confirm that the measurement model meets the requirements for reliability and convergent and discriminant validity, making it ready for use in structural model testing.

Inner Model Evaluation

Table 2. Structural model results

Connection	β	SD	t-value	p-value	f^2	R^2	Q^2
Anxiety → Performance	**0.016**	**0.084**	**0.186**	**0.852**	**0.00**	**0.47**	**0.33**
Anxiety → Satisfaction	**0.231**	**0.150**	**1.537**	**0.124**	**0.02**	**0.48**	**0.35**
Satisfaction → Performance	**0.251**	**0.096**	**2.614**	**0.009**	**0.06**		
technostress → Anxiety	**0.453**	**0.092**	**4.933**	**0.000**	**0.18**		
technostress → Performance	**0.602**	**0.117**	**5.141**	**0.000**	**0.24**		
technostress → Satisfaction	**0.479**	**0.113**	**4.253**	**0.000**	**0.20**		

Source: Processed by the author (2025)

This table shows the results of hypothesis testing, including the path coefficient (β), standard deviation (SD), t-value, p-value, f^2 effect size, R^2, and Q^2 predictive relevance.

The structural model shows a dominant impact of technostress on Anxiety ($\beta = 0.453$), Performance ($\beta = 0.602$), and Satisfaction ($\beta = 0.479$), all statistically significant ($p < 0.001$). Although technostress is often associated with negative outcomes, these results suggest that technological pressure can also have a positive side, reflecting the phenomenon of technostress, where technological stress is perceived as a motivating challenge, rather than a hindrance. The dualistic "technostress trifecta" framework (techno-eustress vs. techno-distress) by Tarafdar et al., 2019, provides a strong theoretical basis for this interpretation.

Furthermore, the results show that technostress negatively impacts job satisfaction and directly reduces performance, aligning with research by Saleem & Malik, 2023, which found that technostress reduces "quality of work life," which in turn reduces performance as a mediator and strengthens the moderating role of organizational flexibility.

The significant Satisfaction → Performance finding ($\beta = 0.251$; $p = 0.009$) confirms classic motivation theory, as proposed by Guo et al., 2015, and is reinforced by a meta-analysis (Judge et al., 2001), namely that job satisfaction positively contributes to performance. This direct reference to fundamental literature strengthens the theoretical validity of the findings. On the other hand, Anxiety did not significantly affect Performance or Satisfaction, opening up avenues for further research. This suggests that variables such as coping strategies or social support may act as moderators or buffers, reducing the negative impact of anxiety, as relevant within the transactional stress model framework by Lazarus & Folkman (Biggs et al., 2017). A moderate-high R^2 value indicates strong predictive ability for endogenous constructs such as Performance and Satisfaction, while a positive Q^2 strengthens the model's predictive validity (out-of-sample). This is consistent with recent PLS-SEM model evaluation approaches that prioritize these two metrics (Hair et al., 2022; Henseler et al., 2015).

Hypotheses 1–3 ("technostress → anxiety/satisfaction/performance") are accepted, in line with the research objective of linking technostress to psychological strain, particularly in the AI era, where increased technological stress is associated with emotional instability.

Hypotheses 4 and 5 (negative anxiety → performance/satisfaction, and positive satisfaction → performance) were also confirmed, supporting the Affective Events Framework (Cummings & Staw, 1998), which states that work events that elicit negative emotions decrease performance and satisfaction, while positive emotions (satisfaction) increase both.

The partial mediation of satisfaction and anxiety in the technostress → performance relationship proved significant. This aligns with Saleem & Malik (2023), who used a moderated mediation model, emphasizing that technostress affects performance not only directly but also indirectly through quality of work life mechanisms (similar to satisfaction), decreasing performance.

5. Conclusions

This study examines the impact of technostress resulting from teleworking on employee job satisfaction, anxiety, and performance in the Special Region of Yogyakarta (DIY). The analysis shows that technostress significantly impacts these three variables, increasing anxiety levels, directly impacting performance, and influencing job satisfaction. Conversely, anxiety was not shown to have a significant direct impact on satisfaction or performance. These findings indicate that technological stress is a more dominant factor in determining employee psychological well-being and performance than pure anxiety.

Furthermore, the study found that job satisfaction plays a significant role in improving performance, with higher satisfaction resulting in better performance. In this context, managing technostress is a more effective strategic step than simply addressing employee anxiety. Organizations that are able to mitigate the psychological burden caused by technology through adaptive work policies, technology training, and managerial support can improve employee productivity and well-being in the era of flexible work.

Practically, the results of this study encourage organizations to focus more on technostress management by establishing digital work hours, limiting expectations of constant connectivity, and improving employee technology literacy. This approach is expected to not only maintain the mental health of remote workers but also ensure the sustainability of performance and job satisfaction amidst the rapid development of work technology.

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