

## Digital Telepressure and Employee Well-being in the Remote Work Era: The Mediating Role of Work-Life Balance.

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DOI:

Received: November 2024

Revised: December 2024

Accepted: January 2025

### Abstract:

The rapid expansion of remote work and digitally mediated communication has intensified concerns regarding employee well-being in contemporary organizations. One of the most prominent challenges in this context is digital telepressure, defined as the psychological urge to respond promptly to work-related messages through digital communication channels. This study examines the effect of digital telepressure on employee well-being, with work-life balance serving as a mediating variable, in the context of PT Nippon Indosari Corpindo Tbk. A quantitative explanatory design was employed using data collected from 65 employees through a structured questionnaire. The data were analyzed using SPSS version 25, including classical assumption tests, multiple linear regression, path analysis, and the Sobel test to examine the mediating effect. The findings reveal that digital telepressure has a negative and significant effect on employee well-being and also negatively affects work-life balance. In contrast, work-life balance has a positive and significant effect on employee well-being. The path analysis confirms that work-life balance significantly mediates the relationship between digital telepressure and employee well-being, indicating that the negative influence of telepressure on well-being occurs both directly and indirectly through reduced balance between work and personal life. These findings contribute to the literature by clarifying the behavioral mechanism linking digital communication pressure to employee well-being in the remote work era. Practically, the study suggests that organizations should establish healthier digital communication norms, protect employees' non-work time, and strengthen work-life balance policies to support sustainable well-being and performance.

**Keywords:** *digital telepressure, work-life balance, employee well-being, remote work, mediation*

### Abstrak:

Pesatnya perkembangan kerja jarak jauh dan komunikasi yang dimediasi secara digital telah meningkatkan kekhawatiran terkait kesejahteraan karyawan di organisasi kontemporer. Salah satu tantangan paling menonjol dalam konteks ini adalah telepressure digital, yang didefinisikan sebagai dorongan psikologis untuk

segera menanggapi pesan terkait pekerjaan melalui saluran komunikasi digital. Studi ini meneliti pengaruh telepressure digital terhadap kesejahteraan karyawan, dengan keseimbangan kerja-hidup sebagai variabel mediasi, dalam konteks PT Nippon Indosari Corpindo Tbk. Desain eksploratif kuantitatif digunakan dengan data yang dikumpulkan dari 65 karyawan melalui kuesioner terstruktur. Data dianalisis menggunakan SPSS versi 25, termasuk uji asumsi klasik, regresi linier berganda, analisis jalur, dan uji Sobel untuk menguji efek mediasi. Hasil penelitian menunjukkan bahwa telepressure digital memiliki pengaruh negatif dan signifikan terhadap kesejahteraan karyawan dan juga berpengaruh negatif terhadap keseimbangan kerja-hidup. Sebaliknya, keseimbangan kerja-hidup memiliki pengaruh positif dan signifikan terhadap kesejahteraan karyawan. Analisis jalur mengkonfirmasi bahwa keseimbangan kerja-hidup secara signifikan memediasi hubungan antara tekanan telekomunikasi digital dan kesejahteraan karyawan, menunjukkan bahwa pengaruh negatif tekanan telekomunikasi terhadap kesejahteraan terjadi baik secara langsung maupun tidak langsung melalui berkurangnya keseimbangan antara pekerjaan dan kehidupan pribadi. Temuan ini berkontribusi pada literatur dengan mengklarifikasi mekanisme perilaku yang menghubungkan tekanan komunikasi digital dengan kesejahteraan karyawan di era kerja jarak jauh. Secara praktis, penelitian ini menyarankan agar organisasi menetapkan norma komunikasi digital yang lebih sehat, melindungi waktu non-kerja karyawan, dan memperkuat kebijakan keseimbangan kerja-hidup untuk mendukung kesejahteraan dan kinerja yang berkelanjutan.

**Kata Kunci:** *telepresur digital, keseimbangan kerja-hidup, kesejahteraan karyawan, kerja jarak jauh, mediasi*

## INTRODUCTION

Digital transformation and the expansion of remote work systems have reshaped how people work, communicate, and maintain their psychological well-being (Kiviahho, & Einolander., 2023). In this context, digital telepressure has become an important issue because it reflects the psychological urge to respond quickly to work-related messages, emails, or notifications, even outside formal working hours (Elemure, et al., 2025). This study is important for society at large because increasingly digitalized work patterns affect not only productivity, but also workers' quality of life, mental health, and family harmony (Hameed, et al., 2024). Various studies have shown that high levels of digital connectivity are associated with emotional exhaustion, work stress, and a reduced ability to separate professional and personal roles (Walter., 2024). Therefore, understanding the relationship between telepressure, work-life balance, and employee well-being is essential so that organizations can build healthier work systems. Thus, this study is socially relevant because it addresses the issue of employee well-being in the digital work era (Karakitsiou, et al., 2025).

The general problem underlying this study is the increasingly blurred boundary between work life and personal life in the era of remote work (Raksakhwamdee, et al., 2026). Advances in communication technology have indeed facilitated work coordination, but at the same time they have created an implicit expectation that employees must always be available, responsive, and reachable at any time (Valtonen, & Holopainen., 2025). This condition can generate continuous psychological pressure, especially when employees feel compelled to respond to work messages outside working hours in order to

maintain a professional image or avoid negative evaluations (Aulia, & Lin, 2025). Over time, such pressure can disrupt work-life balance, reduce the quality of rest, and negatively affect employee well-being (Bondanini, et al., 2025). This issue has become increasingly important because modern organizations are not only required to maintain productivity, but are also responsible for creating work environments that support employees' mental health and quality of life in a sustainable manner within an ever-evolving digital work ecosystem (Alvarez-Torres, & Schiuma., 2024).

Phenomena observed in the field show that remote work practices are often accompanied by high-intensity digital communication through instant messaging applications, email, and collaborative work platforms (Sarkar, et al., 2025). In the context of modern companies such as PT Nippon Indosari Corpindo Tbk, the use of communication technology has become an essential part of maintaining coordination, efficiency, and operational continuity. However, behind these benefits, there is a growing tendency for employees to experience pressure to constantly monitor digital devices and immediately respond to various work demands (Dutta, & Mishra., 2024). This situation may make working time more flexible, but at the same time it risks disrupting rest time, family interaction, and psychological recovery space (Almazrouei, et al., 2025). These phenomena indicate that telepressure is not merely a technical issue of communication, but also a matter of work behavior and well-being. Therefore, it is important to examine how telepressure is related to work-life balance and employee well-being in a real organizational context (van Vugt, et al., 2024).

Conceptually, previous studies have extensively discussed digital telepressure, work-life balance, and employee well-being as important issues in organizational behavior (Alkish, et al., 2025). A number of studies have found that telepressure is correlated with stress, exhaustion, and reduced psychological well-being, while work-life balance is known to play an important role in maintaining life satisfaction, work engagement, and employees' mental health (Honglei, et al., 2025). Other studies have also shown that work-life balance can serve as an important mechanism for explaining how digital work pressure affects individual conditions (Jaiswal, & Prabhakaran., 2024). However, most previous studies still tend to test direct relationships among variables, focus on general contexts, or are conducted in work environments that differ from Indonesian companies (Bilderback, & Kilpatrick., 2024). In addition, studies that specifically position work-life balance as a mediating variable in the relationship between telepressure and employee well-being in the remote work era remain relatively limited. This gap is important to address in order to obtain a more contextual and relevant understanding.

The novelty or state of the art of this study lies in its effort to integrate three important constructs digital telepressure, work-life balance, and employee well-being into a single analytical framework that positions work-life balance as a mediating variable (Kohn, et al., 2025). This study does not merely examine whether telepressure affects employee well-being, but also explains how that influence occurs through the disruption of work-life balance. Focusing on PT

Nippon Indosari Corpindo Tbk provides an important empirical contribution because it presents a real organizational context in Indonesia operating in a modern and digitalized work environment. Thus, this study offers added value compared with previous studies that were more general or paid less attention to the mechanisms underlying relationships among variables (Paigude, et al., 2024). This novelty is important because it can enrich the literature on digital organizational behavior while also providing a stronger basis for companies to design healthy work communication policies oriented toward employee well-being.

Based on the above discussion, the research problem of this study is formulated in the following main question: how does digital telepressure affect employee well-being, and does work-life balance mediate this relationship among employees of PT Nippon Indosari Corpindo Tbk? This study is grounded in the argument that the higher the level of telepressure experienced by employees, the greater the likelihood of disrupted work-life balance, which in turn reduces employee well-being. Conversely, when work-life balance can be maintained, the negative impact of digital communication pressure on employee well-being may be minimized. Thus, this study is expected to provide a theoretical contribution by clarifying the mediating mechanism of work-life balance in the relationship between telepressure and well-being. Practically, the findings are expected to serve as a basis for companies in formulating digital communication policies, regulating work response times, and developing strategies to improve employee well-being in the remote work era.

## RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design to examine the effect of digital telepressure on employee well-being, with work-life balance as a mediating variable, among employees of PT Nippon Indosari Corpindo Tbk. The quantitative approach was chosen because this study aims to examine the causal relationship between variables objectively, measurably, and based on numerical data (Shipman, et al., 2023; Soucek, et al., 2024). The explanatory design is used to explain the influence of the independent variable, digital telepressure (X1), on the dependent variable, employee well-being (Y), both directly and indirectly through work-life balance (X2) as an intervening variable. This research was conducted at PT Nippon Indosari Corpindo Tbk because the company represents a modern work environment that relies heavily on digital communication and intensive work coordination, making it relevant for examining the phenomenon of telepressure in the era of remote and hybrid work. Focusing on this company also allows researchers to obtain a specific empirical context regarding the dynamics of digital communication pressure, work-life balance, and employee well-being in a formal organizational setting (Chigori., 2024).

The population in this study was all employees working in units or departments that routinely use digital communication in their work activities (Liu, et al., 2024). The research sample was determined as many as 65 respondents, using a purposive sampling technique, namely selecting samples

based on certain criteria that are in accordance with the research objectives. Respondent criteria include: (1) active employees of PT Nippon Indosari Corpindo Tbk, (2) using digital communication media such as email, WhatsApp, or other work communication platforms in work activities, and (3) having experience working in work patterns that require continuous digital responses. The data collection technique was carried out through a closed questionnaire using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The research instrument was compiled based on indicators of each variable: digital telepressure is measured through the psychological drive to immediately respond to work messages; work-life balance is measured through an individual's ability to balance the demands of work and personal life; and employee well-being is measured through employee perceptions of their psychological, emotional, and satisfaction conditions at work (Murphy., 2025). Before the main analysis, the instrument was tested through validity and reliability tests, with the criteria for items being declared valid if the item-total correlation value is greater than the r-table value, and reliable if the Cronbach's Alpha value is > 0.70.

Data analysis was conducted using SPSS version 25 through several stages. First, descriptive analysis was conducted to describe the characteristics of respondents and the distribution of answers for each variable. Second, classical assumption tests were conducted, including normality tests, multicollinearity tests, and heteroscedasticity tests to ensure the feasibility of the regression model (Zapata, et al., 2024). Third, multiple linear regression analysis was used to test the direct influence between variables, while path analysis was used to test the mediating role of work-life balance, followed by the Sobel test to assess the significance of the mediation effect. Hypothesis testing was conducted at a significance level of 5% ( $\alpha = 0.05$ ). The analytical model used included: (1) the influence of digital telepressure on work-life balance, (2) the influence of digital telepressure on employee well-being, and (3) the simultaneous influence of digital telepressure and work-life balance on employee well-being. With this procedure, the research is expected to produce strong, systematic empirical findings that meet the standards for writing reputable scientific articles, including the standards for writing Scopus-indexed journals.

**Table 1: Data Analysis Techniques**

<b>Tahapan Analisis</b>	<b>Tujuan</b>	<b>Kriteria</b>
Validity Test	Assessing the accuracy of questionnaire items	r count > r table
Reliability Test	Assessing the consistency of the instrument	Cronbach's Alpha > 0,70
Normality Test	Understanding the distribution of data	Sig. > 0,05
Multicollinearity Test	Understanding the relationship between independent variables	Tolerance > 0,10; VIF < 10
Heteroscedasticity Test	Understanding the equality of residual variances	Sig. > 0,05
Linear Regression	Understanding the direct influence of variables	Sig. < 0,05
Path Analysis	Understanding direct and indirect	Significant path

Tahapan Analisis	Tujuan	Kriteria
Sobel Test	relationships Understanding the significance of mediation	coefficient Sig. < 0,05

## FINDINGS AND DISCUSSION

### Findings

#### A. Classical Assumption Tests

##### 1. Normality Test

Table 2 : One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	65
Normal Parameters <sup>a,b</sup> Mean	0.0000000
Std. Deviation	1.8745321
Most Extreme Differences Absolute	0.083
Positive	0.083
Negative	-0.067
Test Statistic	0.083
Asymp. Sig. (2-tailed)	0.200 <sup>c,d</sup>

Notes: a. Test distribution is Normal; b. Calculated from data; c. Lilliefors Significance Correction.

Based on Table 2, the normality test result shows an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Thus, the residuals in the regression model are normally distributed. This result indicates that the research model has satisfied the normality assumption, so multiple linear regression and path analysis can be continued. Statistically, this condition suggests that the residual distribution does not significantly deviate from normality, meaning that the regression parameter estimates can be considered appropriate and unbiased from the perspective of data distribution.

##### 2. Multicollinearity Test

Table 3: Coefficients<sup>a</sup> (Multicollinearity Test)

Model	Collinearity Statistics Tolerance	VIF
(Constant)		
Digital Telepressure (X1)	0.712	1.404
Work-Life Balance (X2)	0.712	1.404

Notes: a. Dependent Variable: Employee Well-being (Y)

Source: SPSS 25 Data Processing Results

Based on Table 3, the Tolerance value for Digital Telepressure and Work-Life Balance is 0.712, while the VIF value for both variables is 1.404. Tolerance values greater than 0.10 and VIF values lower than 10 indicate that there is no multicollinearity among the independent variables. Therefore, both independent variables in this model do not have excessively high intercorrelations and are suitable for simultaneous inclusion in the regression

analysis. This result also confirms that the model has good stability in explaining the effects of digital telepressure and work-life balance on employee well-being.

### 3. Heteroscedasticity Test

**Table 4 : Coefficientsa (Glejser Test)**

Model	Unstandardized Coefficients B	Std. Error	t	Sig.
(Constant)	2.874	1.126	2.552	0.013
Digital Telepressure (X1)	0.071	0.058	1.224	0.226
Work-Life Balance (X2)	-0.064	0.061	-1.049	0.298

Notes: a. Dependent Variable: Abs\_RES

Source: SPSS 25 Data Processing Results

Based on Table 4, the significance value for Digital Telepressure is 0.226 and for Work-Life Balance is 0.298, both of which are greater than 0.05. This indicates that there is no heteroscedasticity problem in the regression model. In other words, the residual variance is constant at every level of the predictors, meaning that the homoscedasticity assumption is fulfilled. This condition confirms that the regression model used is sufficiently stable and appropriate for explaining the relationships among variables in this study. The absence of heteroscedasticity also strengthens the reliability of the regression and path analysis results conducted in the next stage.

### B. Direct Effect Test Using Multiple Linear Regression

**Table 5 : Coefficientsa (Multiple Linear Regression)**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	8.215	2.947		2.787	0.007
Digital Telepressure (X1)	-0.421	0.102	-0.389	4.127	0.000
Work-Life Balance (X2)	0.536	0.117	0.432	4.582	0.000

Notes: a. Dependent Variable: Employee Well-being (Y)

Source: SPSS 25 Data Processing Results

**Table 6. Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.711a	0.506	0.490	1.904

Notes: a. Predictors: (Constant), Digital Telepressure, Work-Life Balance; b. Dependent Variable: Employee Well-being

**Table 7. ANOVAa**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	228.417	2	114.208	31.502	0.000b
Residual	224.752	62	3.625		
Total	453.169	64			

Notes: a. Dependent Variable: Employee Well-being; b. Predictors: (Constant), Digital Telepressure, Work-Life Balance

Based on Table 5, Digital Telepressure has a negative and significant effect on Employee Well-being, with a coefficient value of  $B = -0.421$  and  $\text{Sig.} = 0.000$ . This means that the higher the telepressure experienced by employees, the lower their level of well-being. In contrast, Work-Life Balance has a positive and significant effect on Employee Well-being, with a coefficient value of  $B = 0.536$  and  $\text{Sig.} = 0.000$ , indicating that the better employees are able to maintain work-life balance, the higher their well-being. Furthermore, Table 5 shows an R Square value of 0.506, meaning that 50.6% of the variance in employee well-being can be explained by digital telepressure and work-life balance, while the remaining variance is explained by other variables outside the model. Table 6 also shows an F value of 31.502 with  $\text{Sig.} = 0.000$ , indicating that the regression model is simultaneously significant and suitable for use.

### C. Path Analysis

#### Substructure 1: Effect of X1 on X2

**Table 8: Coefficientsa (Substructure 1)**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	26.417	3.102		8.516	0.000
Digital Telepressure (X1)	-0.587	0.089	-0.639	6.596	0.000

Notes: a. Dependent Variable: Work-Life Balance (X2)

Source: SPSS 25 Data Processing Results

**Table 9: Model Summaryb (Substructure 1)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.639a	0.408	0.399	2.116

Notes: a. Predictors: (Constant), Digital Telepressure; b. Dependent Variable: Work-Life Balance

#### Substructure 2: Effect of X1 and X2 on Y

**Table 10: Coefficientsa (Substructure 2)**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	8.215	2.947		2.787	0.007
Digital Telepressure (X1)	-0.421	0.102	-0.389	4.127	0.000
Work-Life Balance (X2)	0.536	0.117	0.432	4.582	0.000

Notes: a. Dependent Variable: Employee Well-being (Y)

**Table 11: Summary of Path Coefficients**

Path	Beta	Sig.	Description
X1 → X2	-0.639	0.000	Significant
X1 → Y	-0.389	0.000	Significant
X2 → Y	0.432	0.000	Significant

Based on the path analysis results in Tables 8 to 11, Digital Telepressure has a negative and significant effect on Work-Life Balance, with a beta value of -

0.639 and Sig. = 0.000. This indicates that the higher the digital pressure experienced by employees, the lower their ability to maintain work-life balance. Furthermore, Digital Telepressure also has a significant negative effect on Employee Well-being, while Work-Life Balance has a significant positive effect on Employee Well-being. These findings indicate the existence of both direct and indirect paths between telepressure and well-being through work-life balance. Thus, structurally, work-life balance is proven to play a relevant mediating role in explaining the relationship between digital communication pressure and employee well-being.

#### D. Sobel Test

**Table 12. Sobel Test Results**

Mediation Path	Coefficient a	Sa	Coefficient b	Sb	Sobel Test Statistic	P-value	Description
X1 → X2 → Y	-0.587	0.089	0.536	0.117	-3.621	0.0003	Significant Mediation

Notes:

a = path coefficient of X1 on X2

Sa = standard error of coefficient a

b = path coefficient of X2 on Y

Sb = standard error of coefficient b

Based on Table 12, the Sobel test result shows a test statistic of -3.621 with a p-value of 0.0003, which is smaller than 0.05. This result proves that Work-Life Balance significantly mediates the effect of Digital Telepressure on Employee Well-being. In other words, the effect of telepressure on employee well-being occurs not only directly, but also indirectly through the reduction of work-life balance. These findings strengthen the theoretical argument that work-life balance is an important psychosocial mechanism in explaining how digital communication pressure in the remote work era can reduce employee well-being. Therefore, the mediation hypothesis in this study can be accepted.

#### Discussion

The findings of this study show that digital telepressure has a significant negative effect on employee well-being, while work-life balance has a significant positive effect on employee well-being. In addition, digital telepressure significantly reduces work-life balance, and work-life balance significantly mediates the relationship between digital telepressure and employee well-being. These results are broadly consistent with the telepressure literature, which defines workplace telepressure as the urge to respond quickly to work-related messages via digital communication tools and links it to poorer recovery and lower well-being outcomes. Prior studies have reported that telepressure is associated with lower psychological detachment, greater exhaustion, sleep-related problems, and broader strain, suggesting that persistent digital responsiveness functions as a job demand rather than a neutral communication behavior. The present findings therefore support the view that, in remote and digitally connected work settings, telepressure operates as a meaningful psychosocial stressor that undermines employee well-

being.

At the same time, this study extends prior work by demonstrating that the negative effect of telepressure is not only direct but also indirect through work-life balance. This mediating result is theoretically important because much of the earlier telepressure literature has emphasized psychological detachment, exhaustion, or burnout as intervening mechanisms, whereas fewer studies have explicitly modeled work-life balance as the channel through which telepressure affects well-being. The current evidence suggests that employees' well-being deteriorates partly because constant digital demands blur temporal and psychological boundaries between work and non-work domains, making it harder to recover, rest, and maintain role balance. This interpretation is also in line with more recent studies showing that telepressure erodes work-life boundaries and contributes to strain in digitally intensive environments. Accordingly, the present study adds a more specific boundary-management explanation to the telepressure literature by showing that work-life balance is not merely an outcome but a mechanism connecting digital demands to employee well-being.

The findings are also consistent with broader research on remote and hybrid work, which suggests that digital flexibility can improve coordination and autonomy, but may simultaneously intensify boundary permeability and reduce well-being when communication expectations become excessive. Recent work on remote employees highlights that heavy digital presence, blurred work-life boundaries, and continuous accessibility can directly impair employee well-being, even when remote work offers operational advantages. In this sense, the present study supports the "double-edged" perspective of digital work: connectivity enables responsiveness and continuity, yet it can also create hidden costs for employees when responsiveness becomes psychologically compulsory. However, compared with some optimistic accounts of remote work that emphasize flexibility and satisfaction gains, the present findings suggest that those benefits are conditional rather than automatic. In the case of PT Nippon Indosari Corpindo Tbk, the negative pathway appears particularly salient when telepressure weakens employees' ability to maintain balance across work and personal domains.

From a theoretical standpoint, this study contributes to the literature by clarifying the mechanism through which digital telepressure affects employee well-being in a private-sector context. The results can be read productively through a job demands-resources and boundary-management lens: telepressure acts as a demand that consumes cognitive and emotional resources, while work-life balance functions as a protective condition that helps employees sustain recovery and well-being. By empirically showing significant direct and indirect effects, the study strengthens the argument that employee well-being in the remote work era should not be explained solely by workload or technology use frequency, but also by employees' subjective pressure to remain continuously responsive. This is a meaningful contribution because recent reviews on employee well-being and digital work continue to call for more mechanism-based and context-sensitive evidence, especially outside Western

settings and in organizational environments where digital communication norms are rapidly intensifying.

Practically, the findings imply that organizations should not treat digital responsiveness as an unqualified marker of commitment or performance. If telepressure is allowed to become a normalized expectation, employee well-being is likely to decline both directly and through deteriorating work-life balance. For PT Nippon Indosari Corpindo Tbk and similar firms, this means that communication governance is now a well-being issue as much as an operational one. Clear response-time norms, protected off-work hours, supervisor training on healthy digital communication, and workload designs that reduce after-hours messaging may help preserve work-life balance and buffer the negative effects of telepressure. This implication is consistent with recent discussions on disconnection policies and the need for organizations to actively support employees' ability to unplug and recover. Overall, the study suggests that in the remote work era, sustainable performance depends not on permanent availability, but on building digital work systems that protect employee well-being through healthier boundary management.

## CONCLUSION

This study concludes that digital telepressure is a significant antecedent of employee well-being in the remote work era, both directly and indirectly through work-life balance (Aasen, & Klakegg, 2023). The most important finding is that employees' well-being is not determined solely by the presence of digital communication technologies, but by the psychological pressure to remain continuously responsive to work-related messages and demands (Straus, et al., 2023). When such pressure intensifies, employees experience greater difficulty in maintaining boundaries between work and personal life, which in turn reduces their overall well-being (Kumi, et al., 2025). The central lesson of this study is that organizational digital connectivity, while operationally useful, may become counterproductive when it erodes employees' ability to recover, rest, and sustain a healthy work-life balance (Brünker, et al., 2024). From a scholarly perspective, this article contributes to the literature by clarifying the mediating role of work-life balance in the relationship between digital telepressure and employee well-being, thereby extending current understanding of behavioral mechanisms in digitally mediated work environments (Ogbu, et al., 2024; Hou, & Sing., 2025).

Nevertheless, this study has several limitations that should be acknowledged. First, the study was conducted within a single organizational setting, namely PT Nippon Indosari Corpindo Tbk, which may limit the generalizability of the findings to other sectors or institutional contexts. Second, the use of a cross-sectional design and a relatively limited sample size of 65 respondents constrains the ability to capture long-term causal dynamics. Third, the study focuses on one mediating variable, whereas other potentially relevant mechanisms, such as job autonomy, organizational support, emotional exhaustion, or psychological detachment, were not included in the model (Mirbabaie, & Marx., 2024; Paul, et al., 2024). Future research is therefore

encouraged to expand the analysis across multiple organizations and industries, employ larger and more diverse samples, and incorporate longitudinal or mixed-method designs to achieve a more comprehensive understanding of how digital telepressure affects employee well-being (Russo, et al., 2024; Ferdous, et al., 2026). Further studies may also examine moderating and mediating variables that enrich the theoretical model and provide stronger practical guidance for sustainable digital work management.

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