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Technostress and Remote Workload as Predictors of Job Burnout

ABSTRACT

This study aimed to examine the predictive roles of technostress and remote workload on job burnout among remote employees in Mexico. A correlational descriptive research design was employed with a sample of 380 remote workers selected based on the Krejcie and Morgan table. Standardized tools were used to measure the variables: the Maslach Burnout Inventory – General Survey (MBI-GS) for job burnout, the Technostress Creators Scale for technostress, and the Remote Work Overload Scale for remote workload. Data were analyzed using SPSS version 27. Pearson correlation coefficients were calculated to assess the bivariate relationships between the dependent and independent variables. Multiple linear regression analysis was then conducted to evaluate the combined predictive capacity of technostress and remote workload on job burnout. The results indicated that both technostress ($r = .62$, $p < .01$) and remote workload ($r = .58$, $p < .01$) had significant positive correlations with job burnout. The multiple regression model was significant, $F(2, 377) = 123.36$, $p < .001$, explaining 47% of the variance in burnout ($R^2 = .47$). Technostress ($B = 0.41$, $\beta = .46$, $p < .001$) and remote workload ($B = 0.67$, $\beta = .33$, $p < .001$) were both significant positive predictors of job burnout, with technostress having a stronger effect. The findings confirm that both technostress and remote workload significantly contribute to job burnout among remote workers, with technostress emerging as the stronger predictor. These results emphasize the need for organizations to implement strategies that reduce digital strain and manage workload effectively in remote work environments to prevent employee burnout.

Keywords: Job burnout, Technostress, Remote workload, Remote work, Digital strain, Employee well-being.

Introduction

In recent years, the accelerating digital transformation of the workplace—further intensified by the global COVID-19 pandemic—has dramatically reshaped the nature of work, particularly through the proliferation of remote work environments. While remote work has introduced advantages such as flexibility and autonomy, it has also exacerbated psychosocial challenges for employees, among which job burnout has emerged as a prominent concern [1]. Job burnout is a multidimensional syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, typically arising in response to prolonged exposure to stressors in the work environment [2]. Scholars and practitioners alike are increasingly alarmed by the high prevalence of burnout across occupational sectors, with mounting evidence indicating that its onset is significantly influenced by modern job demands such as technostress and excessive workload [3, 4].

Technostress, broadly defined as the stress induced by the use of information and communication technologies (ICTs), has become a pervasive phenomenon in the digital age. First conceptualized as a maladaptive response to new technologies, technostress now encompasses various stressors, including techno-overload, techno-invasion, and techno-complexity [5, 6]. Employees experiencing technostress often struggle with feelings of anxiety, inefficacy, and mental fatigue, all of which are

precursors to burnout [7]. Recent studies confirm that persistent exposure to digital demands without adequate coping resources amplifies the risk of psychological distress and burnout among remote workers [8, 9]. Notably, technostress does not merely result from the volume of digital interaction but from the cognitive and emotional strain of navigating constant digital connectivity and rapidly changing digital tools [10, 11].

Simultaneously, remote workload has intensified in both volume and complexity, presenting another critical antecedent to burnout. The remote work environment, while flexible in structure, often blurs the boundaries between professional and personal life, thereby increasing the overall job burden [12]. Research consistently shows that high workload, particularly in remote contexts, is a robust predictor of emotional exhaustion and disengagement from work tasks [13, 14]. The Job Demands-Resources (JD-R) model provides a useful theoretical framework to understand how workload operates as a job demand that depletes individual resources, ultimately leading to burnout [15]. Several empirical studies have validated this relationship across professions, noting a significant linear correlation between perceived workload and the intensity of burnout symptoms [16, 17].

The detrimental impact of workload on psychological health has been observed across global contexts and occupational domains. In a study of hospital staff, workload was found to significantly elevate burnout levels, particularly in emotionally demanding roles [18]. Similarly, teachers working in high-stress environments reported high burnout symptoms associated with increased work demands and limited support [19, 20]. The cumulative pressure of fulfilling digital communication expectations, managing synchronous and asynchronous responsibilities, and balancing work-life dynamics exacerbates the likelihood of burnout in remote workers [21, 22]. Importantly, these effects are not isolated; studies have demonstrated that workload operates in conjunction with other stressors—such as job insecurity, poor managerial support, and digital overload—to magnify burnout risk [23, 24].

Technostress and remote workload, when considered together, offer a comprehensive explanation for the increasing rates of job burnout in digitally connected work environments. Empirical models suggest that technostress amplifies the subjective intensity of workload and accelerates emotional exhaustion through cognitive overload and work-life interference [3, 25]. Furthermore, studies reveal that these factors interact with turnover intentions, job dissatisfaction, and organizational disengagement—effects that are particularly salient in remote work settings [26, 27]. Technostress and workload have also been linked to "quiet quitting" behaviors and declining work performance, mediated by burnout [28, 29]. Such findings underscore the urgent need for organizations to recognize and mitigate the dual threat of technostress and remote workload on employee well-being and productivity.

Recent scholarship has advanced several explanatory models for understanding the burnout phenomenon. For instance, the JD-R model posits that while demands such as workload and digital stress deplete energy, available resources—such as autonomy, social support, and self-efficacy—can buffer these effects [30, 31]. Additionally, studies on digital labor emphasize the role of work–technology interface in shaping stress experiences, suggesting that the pace of technological change outpaces employees' adaptive capacities, leading to chronic stress reactions [32, 33]. From a systems perspective, organizations that fail to redesign workflows, clarify expectations, and support digital transitions may unwittingly institutionalize burnout risks in their work cultures [34, 35].

At the same time, the literature indicates that burnout is not merely an individual psychological response but a systemic outcome of poor organizational design and work planning [36, 37]. It manifests not only in affective symptoms but also in

behavioral outcomes such as absenteeism, presenteeism, and cyberloafing [38]. Research from various domains—including healthcare, education, and logistics—has confirmed the mediating role of burnout in the link between workload and performance outcomes [39, 40]. Furthermore, interventions such as job crafting and organizational resilience programs have been found to reduce burnout levels by addressing these root stressors [41, 42].

Despite the burgeoning body of research on burnout, limited studies have jointly examined the predictive roles of technostress and remote workload in specific cultural and occupational contexts. In the case of Mexico, where the shift to remote work has occurred rapidly and unevenly across sectors, little empirical data exists on how these digital demands contribute to burnout. Moreover, most existing studies have examined technostress and workload in isolation rather than assessing their combined influence. This research gap is particularly relevant as organizations in Mexico continue to embrace hybrid and remote work models post-pandemic, necessitating a deeper understanding of the psychosocial risks involved [43, 44].

In response to these gaps, the current study aims to examine the extent to which technostress and remote workload predict job burnout among remote workers in Mexico.

Methods and Materials

Study Design and Participants

This study employed a correlational descriptive research design to examine the relationships between technostress, remote workload, and job burnout. The target population consisted of employees engaged in remote work across various sectors in Mexico. Based on the Krejcie and Morgan sample size determination table, a total of 380 participants were selected using a stratified random sampling method to ensure representation across gender, age, and occupational fields. Participants were informed of the purpose and confidentiality of the study, and their consent was obtained prior to participation. Inclusion criteria involved being employed in a remote work setting for at least six months and fluency in Spanish. Data collection was conducted via an online survey that included standardized scales for each study variable.

Data Collection

Job burnout was assessed using the Maslach Burnout Inventory – General Survey (MBI-GS) developed by Maslach, Jackson, and Leiter in 1996. This widely used instrument evaluates burnout across three subscales: Emotional Exhaustion (5 items), Cynicism (5 items), and Professional Efficacy (6 items), totaling 16 items. Each item is rated on a 7-point Likert scale ranging from 0 (“never”) to 6 (“every day”), with higher scores on Emotional Exhaustion and Cynicism and lower scores on Professional Efficacy indicating greater burnout. The MBI-GS has been extensively validated and has shown high internal consistency, with Cronbach’s alpha coefficients typically exceeding 0.70 for all subscales. Its construct and criterion-related validity have been confirmed in various occupational settings, including remote work contexts.

Technostress was measured using the Technostress Creators Scale developed by Tarafdar, Tu, Ragu-Nathan, and Ragu-Nathan in 2007. This standard scale comprises 23 items that assess five dimensions of technostress: Techno-Overload, Techno-Invasion, Techno-Complexity, Techno-Insecurity, and Techno-Uncertainty. Respondents rate items on a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”), with higher scores indicating greater levels of technostress.

This tool has been validated across multiple studies in organizational and remote work settings, showing strong internal consistency (Cronbach's alpha values typically above 0.80) and robust factorial validity.

Remote workload was assessed using the Remote Work Overload Scale adapted from the Workload subscale of the Job Demands-Resources Questionnaire by Bakker and Demerouti (2007), with contextual modifications for remote settings introduced by Molino et al. (2020). This adapted scale contains 5 items that capture the intensity and demands of remote work tasks, such as time pressure and volume of work. Each item is rated on a 5-point Likert scale ranging from 1 ("never") to 5 ("always"), with higher scores reflecting greater perceived remote workload. The adapted version has demonstrated good psychometric properties, including Cronbach's alpha values above 0.75 and confirmed construct validity in studies examining remote work conditions during the COVID-19 pandemic and beyond.

Data analysis

The collected data were analyzed using SPSS version 27. Descriptive statistics were first calculated to summarize the demographic characteristics and main study variables. Pearson correlation analysis was conducted to assess the relationships between job burnout (dependent variable) and each independent variable (technostress and remote workload). Subsequently, multiple linear regression analysis was used to evaluate the combined predictive power of technostress and remote workload on job burnout. Prior to conducting the regression analysis, relevant assumptions including normality, linearity, homoscedasticity, and multicollinearity were assessed and confirmed.

Findings and Results

The final sample consisted of 380 remote employees from Mexico, including 217 women (57.1%) and 163 men (42.9%). Participants ranged in age from 23 to 58 years, with the majority aged between 31 and 40 years (n = 146, 38.4%), followed by those aged 41 to 50 years (n = 102, 26.8%). The remaining age groups included participants aged 23–30 years (n = 88, 23.2%) and over 50 years (n = 44, 11.6%). In terms of professional sector, 152 participants (40%) worked in education, 93 (24.5%) in finance, 78 (20.5%) in information technology, and 57 (15%) in health-related services. Most participants had at least a bachelor's degree (n = 248, 65.3%), while 86 (22.6%) held a master's degree, and 46 (12.1%) had completed high school or technical education.

Table 1

Descriptive Statistics for Study Variables

Variable	Mean	Standard Deviation
Job Burnout	52.87	11.46
Technostress	72.34	13.58
Remote Workload	18.92	4.76

Participants reported moderate to high levels of job burnout (M = 52.87, SD = 11.46) as measured by the MBI-GS. Technostress scores were relatively elevated (M = 72.34, SD = 13.58), consistent with the intensive ICT demands in remote environments. Remote workload also showed a moderately high average (M = 18.92, SD = 4.76), indicating that participants perceived their remote work responsibilities as demanding.

Prior to conducting the regression analysis, key statistical assumptions were tested and confirmed. The normality of residuals was verified using the Kolmogorov–Smirnov test (p = 0.087), and visual inspection of histograms and Q-Q plots

supported this result. Linearity was confirmed through scatterplots, which showed a linear relationship between the independent variables and the dependent variable. Homoscedasticity was checked using the Breusch–Pagan test, yielding non-significant results ($\chi^2 = 2.17$, $p = 0.141$), indicating constant variance of errors. Multicollinearity diagnostics revealed acceptable variance inflation factor (VIF) values for technostress (VIF = 1.34) and remote workload (VIF = 1.28), well below the threshold of 10, confirming no multicollinearity concerns.

Table 2

Pearson Correlation Coefficients Between Variables

Variable	1	2	3
1. Job Burnout	—	.62**	.58**
2. Technostress		—	.51**
3. Remote Workload			—

Significant positive correlations were found between job burnout and technostress ($r = .62$, $p < .01$), as well as between job burnout and remote workload ($r = .58$, $p < .01$), indicating that both variables are strongly associated with increased burnout levels. Additionally, technostress and remote workload were positively correlated with each other ($r = .51$, $p < .01$), suggesting that these job demands may co-occur and compound the risk of burnout.

Table 3

Summary of Regression Model (ANOVA Table)

Source	Sum of Squares	df	Mean Square	R	R^2	Adjusted R^2	F	p
Regression	14257.83	2	7128.91	.69	.47	.47	123.36	<.001
Residual	16208.71	377	42.99					
Total	30466.54	379						

The regression model was statistically significant, $F(2, 377) = 123.36$, $p < .001$, with an R value of .69 and an R^2 of .47, indicating that technostress and remote workload together explained 47% of the variance in job burnout. This large effect size suggests that these two predictors account for nearly half of the variation in burnout levels among remote employees.

Table 4

Coefficients for Multivariate Regression Predicting Job Burnout

Predictor	B	Std. Error	β	t	p
Constant	21.76	2.98	—	7.30	<.001
Technostress	0.41	0.05	.46	8.72	<.001
Remote Workload	0.67	0.09	.33	7.44	<.001

The regression coefficients showed that both technostress ($B = 0.41$, $\beta = .46$, $t = 8.72$, $p < .001$) and remote workload ($B = 0.67$, $\beta = .33$, $t = 7.44$, $p < .001$) were significant positive predictors of job burnout. This means that for every one-point increase in technostress and remote workload scores, job burnout increased by 0.41 and 0.67 points, respectively, controlling for the other predictor. Standardized coefficients revealed that technostress was the stronger predictor of the two.

Discussion and Conclusion

The primary aim of this study was to examine the predictive roles of technostress and remote workload on job burnout among employees working remotely in Mexico. The results revealed significant positive correlations between both independent variables—technostress and remote workload—and the dependent variable, job burnout. Furthermore, the regression analysis demonstrated that both technostress and remote workload significantly predicted job burnout, together explaining a substantial portion of its variance. These findings align with the Job Demands-Resources (JD-R) theory, which posits that elevated job demands, especially in the absence of sufficient resources, can deplete employee energy and lead to burnout.

The significant relationship between technostress and job burnout highlights the psychological strain posed by excessive reliance on digital tools, frequent connectivity, and the need to adapt continuously to evolving technology. This outcome is consistent with the findings of [7] and [6], who emphasized that technology-related stressors, such as techno-overload and techno-invasion, are directly associated with emotional exhaustion and cognitive fatigue. Moreover, [3] noted that primary health workers exposed to constant digital demands during the COVID-19 pandemic reported higher burnout levels, supporting the notion that technostress undermines occupational well-being. The Mexican remote workers in this study similarly reported high levels of digital fatigue, validating concerns raised by [11] regarding digital saturation and reduced psychological resilience.

The role of remote workload as a significant predictor of job burnout further supports the well-established premise that excessive job demands contribute to psychological depletion. Participants who reported heavier workloads also indicated elevated burnout symptoms, particularly in the form of emotional exhaustion. This pattern mirrors the findings of [12], who documented that remote work structures, despite their flexible nature, can blur boundaries between work and home life, leading to intensified work expectations and extended hours. [4] similarly found that workload in remote contexts exacerbates the sense of constant availability, increasing the risk of burnout. These effects appear to be exacerbated when organizational expectations are unclear, or when workers have limited autonomy in structuring their workday.

Furthermore, our results are in agreement with studies that have analyzed the compounding impact of technostress and workload on burnout. For example, [13] found that technostress and workload function synergistically to elevate burnout levels in educational professionals. [16] and [10] both reported that digital stressors intensify the perception of workload, making the job demands feel even more overwhelming, particularly when deadlines are tight and tasks are unstructured. Our study adds to this body of knowledge by demonstrating that the dual presence of technostress and remote workload poses a significant threat to the well-being of remote workers in Latin American contexts, where digital infrastructure and organizational support may not be uniformly distributed.

This study also finds support in the broader body of empirical research that identifies workload as a central component in burnout development. [45] reported that teachers in vocational colleges in China experienced burnout as a direct response to fluctuating workloads and inconsistent support systems. Similarly, [24] and [23] observed that workload pressures significantly elevated burnout among healthcare professionals during the pandemic, a pattern echoed in [27], which emphasized how workload intensified turnover intentions and disengagement. The alignment of our results with these studies underscores the global and cross-sector relevance of workload as a critical determinant of burnout.

In addition, technostress as a predictor of burnout has gained considerable empirical validation in recent literature. [1] found that digital fatigue among knowledge workers directly translated into emotional exhaustion and job disengagement.

Likewise, [8] and [9] emphasized that constant exposure to technology-mediated work tasks leads to cognitive overload, which drains attentional resources and contributes to burnout. Our findings further corroborate this by demonstrating that Mexican employees who experienced higher levels of technostress also reported higher burnout scores, suggesting that the psychological demands of digital work environments are not confined to any single national or occupational boundary.

Moreover, these findings resonate with research that links technostress and workload to mediating and moderating variables such as job satisfaction, organizational support, and emotional resilience. For instance, [30] and [32] suggested that perceived support and access to coping resources moderate the effect of stressors on burnout. [15] reported that employees with limited digital self-efficacy are more susceptible to burnout when exposed to technostress. While our study did not test mediators or moderators, the robust predictive effect of technostress and workload confirms their independent impact on burnout and highlights the need for future studies to explore potential buffering factors.

The present results also align with studies focusing on organizational outcomes of burnout. For example, [28] and [29] noted that both technostress and workload significantly contribute to "quiet quitting" and high turnover intentions. Similarly, [26] demonstrated that high workload among teachers not only impairs satisfaction but also reduces commitment to the profession. These studies reinforce the urgent need for organizations to intervene proactively in managing these digital and structural demands. The implications extend beyond individual well-being to include team cohesion, service quality, and institutional performance.

While the JD-R model served as the conceptual framework for this study, our findings also find relevance within other psychological models such as the Conservation of Resources (COR) theory, which posits that individuals strive to preserve their resources, and burnout occurs when these resources are threatened or depleted. In this light, technostress and remote workload can be viewed as resource-draining conditions that erode the employee's capacity to cope effectively. As noted by [46] and [47], interventions that aim to reduce demands or increase resources—such as through flexible policies, technology training, or emotional support—can mitigate burnout effects. Our study affirms this theoretical proposition by empirically showing how high job demands, in the form of digital and workload-related stressors, contribute directly to burnout.

Despite its contributions, this study has certain limitations that should be acknowledged. First, the use of a cross-sectional design limits causal inference; while technostress and workload predict burnout, the directionality of these relationships cannot be conclusively established. Second, the reliance on self-report measures introduces the potential for response bias, especially concerning subjective variables such as perceived workload and burnout. Third, although the study was conducted in Mexico to address the lack of regional data, the generalizability of findings may be constrained to similar sociocultural and economic settings. Finally, the study did not account for potential moderating or mediating variables, such as digital literacy, organizational support, or emotional regulation, which could further illuminate the mechanisms underlying these relationships.

Future research should consider adopting longitudinal designs to examine changes in technostress, workload, and burnout over time, allowing for more robust causal interpretations. It would also be beneficial to investigate potential mediators, such as job satisfaction or self-efficacy, and moderators, such as gender, age, or organizational support, to better understand how these variables interact. Expanding the sample to include other countries or sectors, particularly those undergoing rapid digitalization, could enhance the external validity of the findings. In addition, qualitative studies could offer deeper insights

into the lived experiences of remote workers dealing with these stressors, complementing the quantitative results presented here.

Organizations should implement targeted strategies to reduce employee exposure to technostress and manage remote workload more effectively. This can include offering regular digital literacy training, setting clear boundaries for after-hours communication, and promoting asynchronous communication methods to reduce cognitive load. Workload management can be improved through better task distribution, realistic performance expectations, and the use of project management tools to monitor task progression. Finally, cultivating a remote work culture that prioritizes psychological safety, flexibility, and open communication will be essential in mitigating burnout and enhancing employee engagement in the long term.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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