



From Work to Home: The Psychological Impact of an Always-On Culture

Dewi Yullianty ¹; Aryana Satrya ²

^{1,2} University of Indonesia

Email: ¹ dewi.yullianty@gmail.com

How to Cite :

Yullianty, D., Satrya, A. (2026). From work to home: The psychological impact of an always-on culture. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(3). doi: <https://doi.org/10.37676/ekombis.v14i3>

ARTICLE HISTORY

Received [26 December 2025]

Revised [14 July 2026]

Accepted [18 July 2026]

KEYWORDS

Work Stress, Work Connectivity Behavior After Hour, Psychological Distress, Work Family Conflict, Employee Public Sector.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

The study aims to analyze the effect of Work Connectivity Behavior After Hours (WCBA) on Work Stress (WS), Work-Family Conflict (WFC), and Psychological Distress (PD) among civil servants in a public sector institution responsible for managing the commercial sector. A cross-sectional design was employed, with 357 responses analyzed using the CB-SEM approach. The findings indicate that WCBA significantly influences work stress and work-family conflict, both of which, in turn, directly affect psychological distress. Moreover, work stress and work-family conflict significantly mediate the relationship between WCBA and psychological distress. These results highlight the need for public sector institutions to implement the right-to-disconnect principle to protect employees' psychological well-being and reduce work-related stress and conflict.

INTRODUCTION

Mental health has become a critical global issue that requires serious attention. Within the context of the modern workplace, the World Health Organization documented that approximately 15% of the global working-age population was affected by psychological disorders in 2019. Additionally, cross-national surveys indicate that many workers face mental pressure in their work activities (Lyra Health, 2024; World Health Organization, 2024). The 2023 Indonesian Health Survey (SKI) recorded that 0.7% of public sector employees experienced mental health issues (Meilina, 2024). Employees in government institutions are confronted with the complexities of bureaucracy, political interventions, and demands for excellent public service (Rainey, 2014).

An internal survey on psychological well-being in one government institution revealed significant indications of employees experiencing symptoms of depression, anxiety, and stress (Organization, 2025). This condition highlights that psychological distress is a real issue that affects individuals and the effectiveness of the organization. Psychological distress is a consequence of prolonged work pressure, marked by depression, anxiety, and emotional exhaustion (Hughes et al., 2022). Psychological pressure increases when work-related stress does not correspond with an individual's ability to manage work and family responsibilities (Sankar, 2025).

One of the sources of pressure in the modern work context is Work Connectivity Behavior After Hour (WCBA), which describes employees engagement in work through digital devices beyond regular working hours (M. Dong et al., 2022; Yang et al., 2022). Post-COVID-19, telework work practices and blended work systems have grown, creating an “always-on” work culture that encourages continuous availability in response to work demands anytime and anywhere. This transformation in work systems has caused the fuzziness of the lines separating personal and professional life, reducing opportunities for individuals to achieve adequate psychological recovery (Mcphail et al., 2023).

Various empirical studies show that WCBA has the potential to increase work stress and disrupt work-family role balance. Difficulties in psychologically detaching from work have been identified to intensify role conflict at work and family (Barber & Santuzzi, 2015; Derks et al., 2014; Dong et al., 2022). In remote work systems, the demand to always be responsive to work significantly increases psychological pressure and role conflict (Chen & Zhang, 2025). This condition indicates that WCBA is not only a digital work demand but also, indirectly, a trigger for psychological distress through work stress and work-family conflict.

Most studies on WCBA, work stress, work-family conflict, and psychological distress have focused on the private sector, while empirical evidence is still quite small in the public sector. Furthermore, the mediating processes of work stress and work-family conflict in linking WCBA and psychological distress have not been widely tested integratively in a single research model. Accordingly, this study analyzes the relationship between WCBA and psychological distress by incorporating work stress and work family conflict as mediating factors within a public sector institution. This research contributes by positioning WCBA as a digital work demand that explains the process of psychological pressure formation among public sector employees and provides empirical evidence for human resource policies focused on well-being and sustainable performance.

LITERATURE REVIEW

Work Connectivity Behavior After Hour as a Digital Job Demand

In modern work settings, the fast advancement of digital technologies and shifts in work patterns have intensified job demands beyond standard office hours, causing the emergence of digital job demands. The Job Demands-Resources (JD-R) framework states that job needs and job resources are the two basic categories into which job characteristics belong (Demerouti, E. et al., 2001). While job resources include tools that assist people in achieving their objectives and lessening the effects of job demands, job demands are aspects of the workplace that need constant physical and mental effort from workers and may cause weariness. Health impairment and motivation are two important psychological processes that are explained by the JD-R model. An increase in job demands without adequate support from job resources can trigger fatigue and psychological health issues (Bakker & Demerouti, 2017; Schaufeli & Taris, 2014). In line with JD-R, one manifestation of digital job demands is Work Connectivity Behavior After Hour (WCBA), which describes employees behavior of keeping in touch with work after office hours through the use of digital technology, such as checking emails, answering work-related communications, or finishing task on the weekends and in the evening (Fenner & Renn, 2010; Schlachter et al., 2017). The advancement of technology has made it increasingly common to extend job demands into personal time, increasing cognitive load, thus positioning WCBA as a digital job demand in the context of modern work.

Work Stress as an Initial Psychological Response

Sustained digital work demands are closely related to increased work stress, which arises when individuals perceive job demands as exceeding their available resources (Leka, S., Griffiths et al., 2003; Siegrist et al., 2009). In this sense, work stress is not incidental but rather develops

cumulatively as a result of repeated and ongoing work demands. Within the JD-R framework, work stress represents an early response to the misalignment between job demands and personal resources which, if not effectively managed, can develop into emotional exhaustion and mental health disorders (Cooper et al., 2001). Work stress plays a transitional role by linking job characteristics with various long-term psychological health consequences (Ganster & Rosen, 2013). Moreover, research shows that work stress tends to extend beyond the workplace into other areas of life. Psychological tension accumulated in the workplace reduces a person's ability to manage and regulate emotions, hence making them more susceptible to role conflict and issues with work-family balance (Allen et al., 2000). Longitudinal studies have also shown that work stress, if not effectively managed, exacerbates the intensity of pressure transfer from work to family life, ultimately contributing to broader psychological distress (Kelloway et al., 1999; Michel et al., 2011). Thus, in this study, work stress is positioned as an initial psychological response that bridges work demands with cross-domain consequences before evolving into psychological distress.

Work Family Conflict as a Spillover Mechanism

Work-family conflict reflects a situation in which work role demands impede individuals' ability to meet family-related roles and obligations, either through time constraints, emotional exhaustion, or psychological tension (Carlson et al., 2000; Greenhaus & Beutell, 1985). High work stress drains an individual's energy and attention, thereby reducing their capacity to perform family roles optimally. In digital work settings, WCBA makes work more permeable to the family sphere and personal time, which intensifies work-family conflict. Various studies show that work connectivity outside of formal working hours, based on technology, has a significant impact on how work-family conflict escalates, particularly when people find it difficult to balance the demands of job and family obligations (Derks et al., 2014; Park et al., 2018).

This process is theoretically supported by boundary theory, which emphasizes the management of borders between responsibilities connected to the work domain and roles outside of it (Ashforth et al., 2000). WCBA increases work-life boundary flexibility, enabling work to intrude into personal time, which makes it challenging for individuals to clearly separate their roles. An individual's preference for boundary management, whether as a segmenter or an integrator, determines the extent to which digital demands trigger stress and role conflict. For individuals with a preference for role separation, their susceptibility to work-life conflict is increased by the blurring of technology boundaries (Kossek et al., 2012; Kreiner, 2009).

Psychological Distress as a Health Impairment Outcome

Work stress and work-family conflict, when experienced at high levels, simultaneously contribute to psychological distress, a state marked by persistent mental strain, worry, and emotional tiredness (Drapeau et al., 2007; Ridner, 2004). Psychological distress reflects the ultimate outcome of the health impairment process in JD-R Theory, where high job demands and sustained role conflict deplete individual resources. Empirical studies have shown that work stress and work-family conflict are significant antecedents of psychological distress, especially in high-demand work contexts with limited recovery opportunities (Cho & Tay, 2016b; Viertiö et al., 2021).

Based on previous empirical research, WCBA is positioned as a digital job demand that indirectly increases psychological distress through the escalation of work stress and work-family conflict. A conceptual framework that explains how work connectedness after hours increases work-family role conflict, causes work stress, and ultimately has a detrimental effect on employees psychological well-being is provided by the integration of JD-R Theory and Boundary Theory. The integration of these theories and prior empirical evidence provides a theoretical underpinning for the design of a study explaining the mediating mechanisms of work stress and work family conflict in the WCBA and psychological distress relationship.

METHODS

Sampling and Data Collection

This research utilizes a quantitative cross-sectional design to analyze effects of work-related connection after hours on psychological distress through work stress and work-family conflict within government employees. The choice of a cross-sectional design reflects its suitability for assessing interrelationships among variables within a specific time frame. This approach is a commonly used methodology in organizational behavior and occupational health studies (Spector, 2019). The research concentrates on civil servants employed in a government institution involved in managing the commercial sector. Analysis in this study is conducted at the individual employee level.

This study used a non probability sampling that combined convenience and purposive sampling. This method involves collecting respondents who are easily accessible and willing to participate, and to ensure that the characteristics of the respondents are consistent with the research objectives (Saunders et al., 2020). The respondents come from various positions, including mid-level structural positions, functional positions, and operational positions. Senior-level structural officials were not included due to the distinct characteristics of their strategic roles. The determination of The minimum required size of the sample was calculated according to the Krejcie and Morgan (1970) table, which provides a practical and efficient estimate size of the sample with a 5% error margin, ensuring sufficient size of the sample for SEM analysis (Hair et al., 2019).

Data collection utilized an online questionnaire via Google Forms, disseminated through social media channels. The online questionnaire was selected because of its broad respondent reach, time efficiency, and cost-effectiveness, especially in the context of an organization with diverse work unit distributions (Evans & Mathur, 2005). The survey was conducted in 2025, with voluntary participation from respondents, accompanied by guarantees of confidentiality and anonymity to minimize social desirability bias and enhance respondent honesty (Podsakoff et al., 2003).

Variable Measurement

Well-established and validated instruments from previous studies were used to assess all study variables. Respondents provided answers using a Likert type scale with seven points, which is recommended to enhance the sensitivity of measuring response variation (Hair et al., 2019). The Kessler Psychological Scale (K10) was used in this investigation to gauge psychological distress, an instrument developed to detect non-specific psychological distress, especially depressive and anxiety-related symptoms in the general population. Work stress was assessed using an instrument modified from Siegrist et al., (2009). Work connectivity behavior after hours was assessed using an instrument adapted from Fenner & Renn, (2010) which assesses the level of employees connectivity to work outside of formal working hours through digital devices.

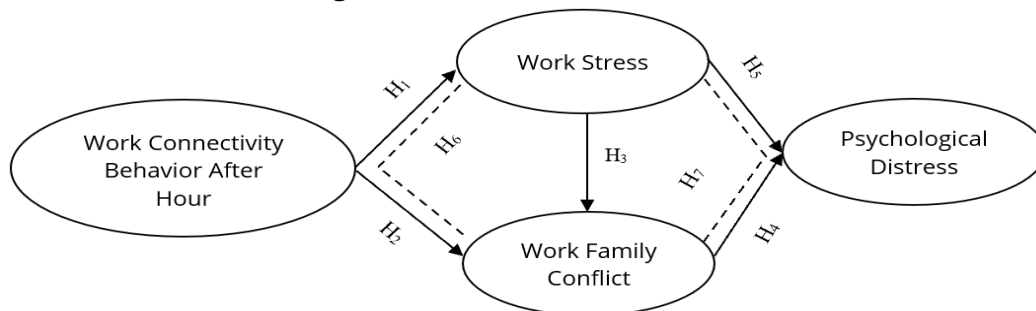
Work-family conflict was assessed using a multidimensional instrument constructed by Carlson et al., (2000) which includes time-based conflict, tension, and behavior. The Multidimensional Scale of Perceived Social Support (MSPSS), which evaluates perceived support from friends, family, and significant others, was used to measure social support (Zimet et al., 1988). All instruments demonstrated adequate dependability and internal consistency, in line with the criteria recommended in empirical research.

Data Analysis

Data were analyzed using a CB-SEM approach supported by SmartPLS 4 software. A CB-SEM approach was selected to analyze the confirmatory research (Hair et al., 2019). CB-SEM analysis can utilize SmartPLS 4, which offers a more modern interface, is easy to use, and generates comprehensive output reports (Hair et al., 2025). The analytical process was divided

into measurement model evaluation, focusing on construct-indicator relationships, and structural model assessment, which explains the interrelationships among latent constructs inside the theoretical model (Hair et al., 2019). Bootstrapping was used to assess the significance of both direct and indirect effects, including mediation effects (Preacher & Hayes, 2008). Conceptually The proposed research model examined in this study is shown in Figure 1.

Figure 1 Research Framework Model



RESULTS

Demographic Characteristic of Participants

Out of the total 427 questionnaires received, 70 responses were excluded following data cleaning. There were 357 responders in the final sample, which were deemed suitable for further analysis. The respondent characteristics details are provided in Table 1. Overall, the majority of respondents were between the ages of 31 and 40 (49.9%), reflecting the dominance of employees within the productive age range. Most respondents were married (77.6%), making it relevant to examine work-family conflict. Regarding employment status, the majority were civil servants (83.2%), with functional positions dominating (67.1%).

Table 1 Participants Demographic Information

Demographics	Number	Percentage (%)
Age Employees		
21 - 30 years	57	16,0%
31 - 40 years	178	49,9%
41 - 50 years	103	28,9%
> 50 yeras	19	5,3%
Marital Status		
Single	74	20,7%
Married	277	77,60%
Others (i.e., divorce/widowers)	6	1,7%
Employee Status		
Civil Servant	297	83,2%
Government Employees with Employment Agreements	60	16,8%
Position		
Administrator	7	1,9%
Supervisor	17	4,7%
Functional Staff	240	67,1%
Operational Staff	93	26,2%
Total	357	100%

Source : Data Processed, 2025

Measurement Model Testing

To begin testing the measurement model, confirmatory factor analysis (CFA) was applied which showed that $\chi^2/df = 2.608$, falling within the good fit category. The absolute fit indices indicated an RMSEA = 0.067 and SRMR = 0.070, suggesting an adequate fit. incremental goodness of fit measures showed CFI = 0.899 and TLI = 0.892, which fall within the marginal to acceptable fit category. The key fit indices collectively indicated that the model is appropriate for further analysis.

After the measurement model showed adequate fit based on the CFA fit indices, internal reliability and convergent validity tests were conducted. In the initial testing phase, some indicators showed very low standardized factor loadings, such as WCBA2 (0.085), WCBA6 (0.221), and WSR5 (0.357), which were below the recommended minimum threshold (Hair et al., 2022). After removal and remeasurement, all retained indicators had standardized factor loadings above 0.50, indicating adequate indicator reliability. Although some indicators showed moderate loading values (around 0.50 – 0.69), Constructs were retained because they demonstrated good internal reliability (Cronbach's alpha and CR > 0.70) and met convergent validity criteria (AVE > 0.50). The psychological distress construct showed very high reliability, while WCBA and the dimensions of work-family conflict and work stress all exhibited satisfactory reliability and convergent validity. These results show that the final measurement model is reliable, valid, and prepared for structural model testing.

Table 2 Reliability and Convergent Validity of Constructs

Construct	α	(CR)	AVE
Psychological Distress	0,966	0,967	0,749
Work Connectivity Behavior After Hour (WCBA)	0,832	0,836	0,560
Work Family Conflict /WFCT	0,903	0,905	0,761
Work Family Conflict /WFCS	0,913	0,916	0,785
Work Family Conflict /WFCB	0,778	0,806	0,581
Work Stress/WSE	0,746	0,765	0,514
Work Stress/WSO	0,865	0,867	0,527
Work Stress/WSR	0,874	0,864	0,539

Source : Data Processed, 2025

Structural Model Testing

After the validity and reliability of the measurement model were confirmed, structural model evaluation was carried out to ascertain the alignment between the theoretical model and observed data. The results demonstrate that the χ^2/df value = 2.605, which is within the permissible range. The RMSEA value = 0.067 and SRMR = 0.071 fall under the good fit category. The incremental fit indices show a CFI value = 0.900 and TLI = 0.892, which fall under the marginal to acceptable fit category. Based on the model fit evaluation guidelines in CB-SEMCollectively, The results validate the structural model's adequate empirical fit, justifying its use for examining hypothesized causal relationships between constructs. (Hu & Bentler, 1999; Kline, 2023).

Hypothesis Testing

Hypotheses were examined using the bootstrapping technique. Table 3 shows a detailed of the direct and mediating effects of Work Connectivity Behavior After Hours on work stress, work-family conflict, and psychological distress.

Tabel 3 Hasil Pengujian Hipotesis

Hypothesis Path	β	t	p	Result
WCBA -> WS	0,220	3,240	0,001	Accepted
WCBA -> WFC	0,553	10,404	0,000	Accepted
WS -> WFC	0,281	4,581	0.000	Accepted
WS -> PD	0,183	3,643	0.000	Accepted
WFC -> PD	0,638	13,355	0.000	Accepted
WCBA -> WS -> PD	0,040	2,247	0,013	Accepted
WCBA -> WFC -> PD	0,353	8,553	0.000	Accepted

Source : Data Processed, 2025

Table 3 displays the outcomes of hypothesis testing, highlighting both direct effects and those mediated through work stress and work-family conflict. Empirical evidence confirms the proposed hypotheses, resulting in their acceptance.

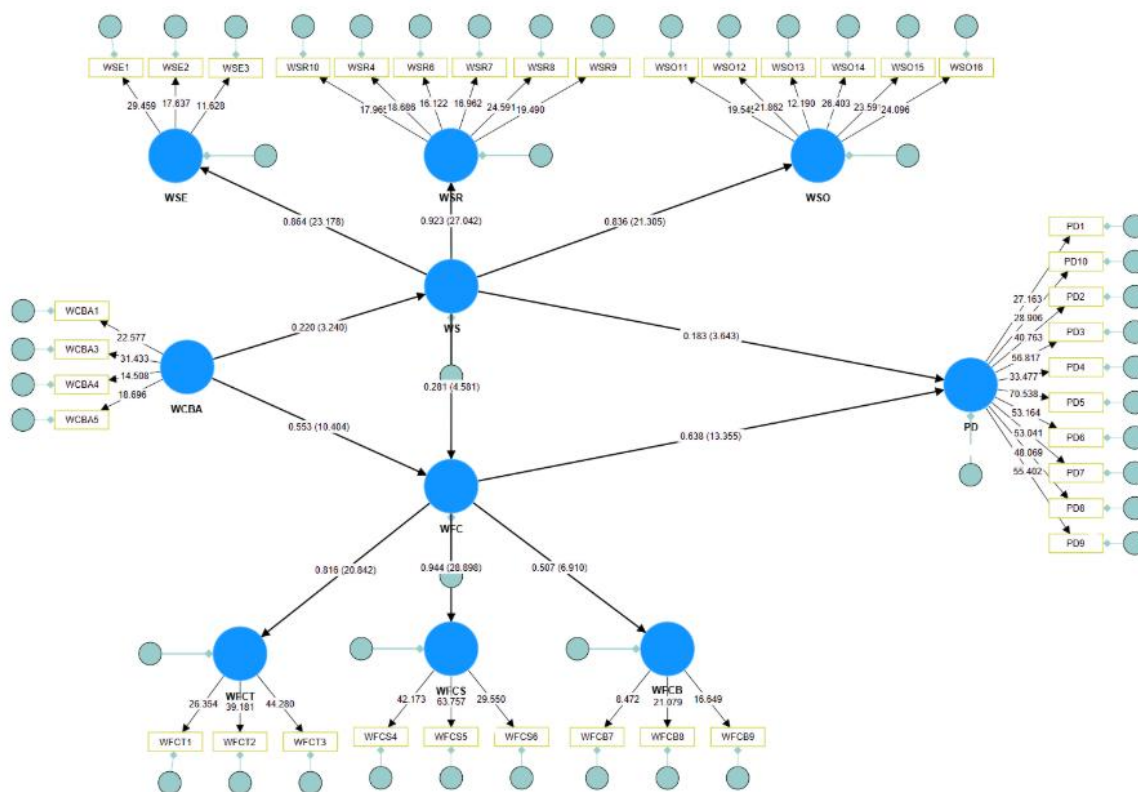
Findings from the direct effects assessment indicate that all main paths in the model have a positive and significant impact. First, Hypothesis 1, which posits that work connectivity behavior after hours (WCBA) positively influences work stress, is empirically supported by the research findings ($\beta = 0.220$; $t = 3.240$; $p = 0.001$), indicating that technology-based work connectivity increases work stress. These findings support previous research (Chiang et al., 2025; Jian & Zhou, 2025) which asserts that WCBA can exacerbate work stress.

Second, Hypothesis 2, which suggests that WCBA positively influences work-family conflict ($\beta = 0.553$; $t = 10.404$; $p = 0.000$), shows that work connectivity after hours increases role conflict between work and family. This indicates that high work stress can spill over into family life, triggering work-family role conflict. The findings are corroborated by earlier empirical studies. (Khalid et al., 2025; Yang et al., 2022; Zhu et al., 2024). Third, Hypothesis 3, which posits that work stress positively and significantly affects work-family conflict ($\beta = 0.281$; $t = 4.581$; $p = 0.000$), These results suggest that the conflict between work and family obligations is significantly exacerbated by work-related stress, corroborating past studies (Smith et al., 2018; Yuan et al., 2023).

Fourth, Hypothesis 4, indicating that work-family conflict positively and significantly affects psychological distress, is supported by the research findings ($\beta = 0.638$; $t = 13.355$; $p = 0.000$). This suggests that psychological suffering is directly predicted by work-family conflict, supporting previous research (Cho & Tay, 2016a; Lee & Fung, 2023; Shimazu et al., 2010). Next, Hypothesis 5, which asserts that work stress plays a direct and positively significant role in predicting psychological distress ($\beta = 0.183$; $t = 3.643$; $p = 0.000$), shows that work stress is a antecedent of psychological distress, supporting previous research (Li et al., 2020; Marey- et al., 2022). Therefore, all hypotheses regarding direct effects are proven true, supported by empirical data.

Next, the results of the indirect effects testing show that Hypothesis 6 indicates that work stress significantly mediates the correlation between WCBA and psychological distress ($\beta = 0.040$; $t = 2.247$; $p = 0.013$), Despite the effect is relatively minor, the findings indicate that work stress serves to intensify psychological distress triggered by WCBA. These results support previous studies (Chiang et al., 2025; Jian & Zhou, 2025). Similarly, Hypothesis 7 shows that work-family conflict significantly mediates the correlation between WCBA and psychological distress ($\beta = 0.0353$; $t = 8.553$; $p = 0.000$), confirming that the impact of WCBA on psychological distress occurs mostly through work-family conflict. The results are corroborated by prior empirical studies. (Abdou et al., 2024; Y. Dong et al., 2023).

As previously explained, significant direct and indirect correlations between the constructs in this study model are revealed by the hypothesis testing outcomes. To clarify these relationships, see Figure 2 below:

Figure 2 Structural Model

Based on Figure 2, the complete structural model is shown, visualizing the paths between variables as well as the estimated path coefficients based on the research data. In this model, Work Connectivity Behavior After Hour (WCBA) directly affects Work Stress (WS) and Work Family Conflict (WFC), and Work Stress (WS) subsequently influences Psychological Distress (PD). Furthermore, Work Stress (WS) and Work Family Conflict (WFC) also act as mediators, bridging the effect of WCBA on Psychological Distress.

DISCUSSION

This study seeks to assess the influence of Work Connectivity Behavior After Hours (WCBA) on Work Stress (WS), Work–Family Conflict (WFC), and Psychological Distress (PD), while also exploring the mediating effects of work stress and work–family conflict in these relationships. The results of the study demonstrate how after-hours work connectivity affects public sector workers' psychological health. A notable contribution of this research is its focus on the mediating effects of Work Stress (WS) and Work–Family Conflict (WFC) in the pathway from WCBA to Psychological Distress.. The study's findings are consistent with boundary theory, which asserts that blurred work–life boundaries increase work–family role tension (Ashforth et al., 2000).

Furthermore, the study strengthens the Job Demand-Resource (JD-R) Theory, which highlights that high job demands, such as WCBA, can increase stress and impact psychological well-being (Bakker & Demerouti, 2017). These findings are corroborated by prior empirical studies (Derks et al., 2014) And (Jian & Zhou, 2025) which shows that sustained work connectivity outside of working hours contributes to increased work stress and work-family conflict, both of which are closely connected to burnout and psychological distress. The findings advance understanding of the spillover effect, where work demands that extend past formal hours

interfere with employees' work-life balance, thereby intensifying work-family conflict and contributing to elevated psychological distress.

Collectively, the results substantiate the research hypotheses, demonstrating that WCBA positively and significantly affects Work Stress (WS) and Work-Family Conflict, which consequently have a favorable and substantial impact on psychological distress. The study demonstrates that work-family conflict and stress are mediators of these effects. In this study, work-family conflict is a significant mediator between WCBA and Psychological Distress, supporting prior findings that role conflict from excessive work demands can carry over into personal life and compromise psychological well-being (Greenhaus & Beutell, 1985).

One noteworthy conclusion is that work-family conflict mediates the connection between WCBA and psychological distress more than work stress. The study indicates that work-family conflict has a more dominant effect on psychological distress than work stress. This evidence highlights that imbalance between professional and personal or family life has a more pronounced effect on employees' psychological well-being.

The study's findings have practical implications for HRM policies aimed at enhancing employee well-being. In this regard, organizations need to consider policies such as the implementation of the right to disconnect principle, which limits work connectivity after hours and helps reduce work-family conflict and work stress, thus preventing negative impacts on psychological well-being. Additionally, organizations should also consider policies that promote flexible working hours by establishing more flexible work patterns, for instance, by implementing Flexible Working Arrangements (FWA) to support employees' work-life balance. Flexible work arrangements offered by the organization can play a crucial role in helping employees manage stress and maintain a balanced work-life interface.

CONCLUSION

The study investigates the relationship between Work Connectivity Behavior After Hours (WCBA) and Psychological Distress (PD) among public sector employees, focusing on the mediating roles of Work Stress (WS) and Work-Family Conflict (WFC) in these pathways. Based on the structural model analysis, it was found that WCBA has a positive and significant impact on Work Stress and Work Family Conflict, which subsequently significantly contribute to the increase in Psychological Distress. The findings of this study support the Job Demands-Resources (JD-R) Theory, which emphasizes that excessive job demands, such as WCBA, can reduce employees' psychological well-being.

Specifically, Work Stress and Work Family Conflict were found to mediate the effect of WCBA on Psychological Distress. In this case, work stress triggers tension in the workplace, which ultimately exacerbates employees' psychological well-being. Work-Family Conflict plays a mediating role, illustrating the pathway through which WCBA influences Psychological Distress. Therefore, although WCBA may seem like an additional factor in work, its influence can be pronounced if it leads to work-family conflict, ultimately raising employees' psychological pressure.

SUGGESTION

The findings contribute to the knowledge of WCBA's effects on WS, WFC, and PD, but certain methodological and contextual limitations need to be acknowledged. First, Employing a cross-sectional design limits the study's ability to infer causality. On the future research suggest to implementing a longitudinal design could provide richer insights into how the variables interact over time.

Second, The participants in this study are limited to employees from one public sector agency engaged in managing the commercial sector which may restrict the generalizability of the

findings. Future research involving samples from various sectors and organizations with diverse characteristics could help ensure that the findings are broadly applicable in different contexts.

Third, this study examines direct and mediation relationships limited to the variables of WCBA, work stress, work-family conflict, and psychological distress, without considering other contextual factors that may influence these relationships. Additional factors in the organizational context, including culture, leadership style, and flexibility in work hours, may moderate or influence the relationships among WCBA, work stress, work-family conflict, and psychological distress. Organizational culture that encourages work-life balance may attenuate the negative outcomes of WCBA, whereas rigid work hour structures may amplify these effects.

Fourth, this study uses self-assessment data from employees, which may be subject to social bias or individual perceptions related to psychological well-being, work stress, and work-family conflict. Such biases may influence the results, as respondents may tend to provide answers that align with social expectations, particularly in the context of work and well-being. To reduce bias, future studies may consider using objective data to measure WCBA, such as digital device usage data.

REFERENCES

- Abdou, A. H., El-Amin, M. A. M. M., Mohammed, E. F. A., Alboray, H. M. M., Refai, A. M. S., Almakhayitah, M. Y., Albohnayh, A. S. M., Alismail, A. M., Almulla, M. O., Alsaqer, J. S., Mahmoud, M. H., Elshazly, A. I. A., & Allam, S. F. A. (2024). Work stress, work-family conflict, and psychological distress among resort employees: a JD-R model and spillover theory perspectives. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1326181>
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278.
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review*, 25(3), 472–491.
- Bakker, A. B., & Demerouti, E. (2017). Job Demands – Resources Theory : Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- Barber, L. K., & Santuzzi, A. M. (2015). Please Respond ASAP : Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172–189.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). *Construction and Initial Validation of a Multidimensional Measure of Work – Family Conflict*. 276, 249–276. <https://doi.org/10.1006/jvbe.1999.1713>
- Chen, L., & Zhang, S. (2025). *The Dual Effects of Work Connectivity Behavior After-Hours on Employee Behaviors : Balancing Psychological Job Control and ICT Anxiety*.
- Chiang, N., Kao, R., Ma, H., & Cho, C. (2025). The impact of after-hours messaging on job stress and burnout among Taiwan's border police: the roles of social support and coping strategies. *Humanities and Social Sciences Communications*, 12, 1–15. <https://doi.org/10.1057/s41599-025-04827-7>

- Cho, E., & Tay, L. (2016b). Domain satisfaction as a mediator of the relationship between work-family spillover and subjective well-being: A longitudinal study. *Journal of Business and Psychology*, 31(3), 445–457.
- Cooper, C. L., Dewe, P., & O'Driscoll, M. P. (2001). *Organizational stress: A review and critique of theory, research, and applications*.
- Demerouti, E., Bakker, A. B., & Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Derks, D., Mierlo, H. Van, & Schmitz, E. B. (2014). A diary study on work-related smartphone use , psychological detachment and exhaustion : Examining the role of the perceived segmentation norm. *Journal of Occupational Health Psychology*, 19(1), 74–84. <https://doi.org/10.1037/a0035076>
- Dong, M., Zhang, T., Li, Y., & Ren, Z. (2022). The effect of work connectivity behavior after-hours on employee psychological distress: The role of leader workaholism and work-to-family conflict. *Frontiers in Public Health*, 10(February), 1–10. <https://doi.org/10.3389/fpubh.2022.722679>
- Dong, Y., Zhu, Q., Chang, R., Wang, R., Cai, Y., & Huang, H. (2023). Association between work stress and mental health in Chinese public health workers during the COVID-19 epidemic: mediating role of social support and. *Frontiers in Public Health*, 11, 1–11. <https://doi.org/10.3389/fpubh.2023.1236645>
- Drapeau, A., Marchand, A., & Beaulieu-prévost, D. (2007). *Epidemiology of Psychological Distress. Mental illnesses-understanding, prediction and control*.
- Evans, J. R., & Mathur, A. (2005). The value of online surveys. *Internet Research*, 15(2), 195–219.
- Fenner, G. H., & Renn, R. W. (2010). Technology-assisted supplemental work and work-to-family conflict: The role of instrumentality beliefs , organizational expectations and time management. *Human Resource Management*. <https://doi.org/10.1177/0018726709351064>
- Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of Management*, 39(5), 1085–1122.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 1.
- Hair, J. F., Babin, B. J., Ringle, C. M., Sarstedt, M., & Becker, J.-M. (2025). Covariance-based structural equation modeling (CB-SEM): A SmartPLS 4 software tutorial. *Journal of Marketing Analytics*, 13, 709–724.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM) (3rd Edition)*. SAGE Publications Inc.
- Hu, L., & Bentler, P. M. (1999). Structural Equation Modeling : A multidisciplinary journal cutoff criteria for fit indexes in covariance structure analysis : Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, July 2012, 37–41.

- Hughes, R., Kinder, A., & Cooper, C. L. (2022). *Employee Well-being Support: A Workplace Resource*. Wiley Blackwell.
- Jian, J., & Zhou, M. (2025). Exploring the relationship between after-hours work-related social media use and teacher job burnout. *Scientific Reports*, 15(36188), 1–11.
- Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: a longitudinal investigation. *Journal of Occupational Health Psychology*, 4(4), 337.
- Khalid, J., Weng, Q. D., & Rasheed, M. I. (2025). After-hours work-related technology use and individuals' deviance: the role of other-initiated versus self-initiated interruptions. *Information Technology & People*, 35(7), 1955–1979. <https://doi.org/10.1108/ITP-03-2020-0136>
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford publications.
- 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.
- Kreiner, G. E. (2009). Balancing borders and bridges : negotiating the work-home interface via boundary work tactics. *Journal of Organizational Behavior*, 52(4), 704–730.
- Lee, H., & Fung, J. (2023). Associations Between Work–Family Conflict, Psychological Distress, and Well-Being Among Taiwanese Clergy. *Journal of Psychology and Theology*, 51(1), 32–47. <https://doi.org/10.1177/00916471221099543>
- Leka, S., Griffiths, A., Cox, T., & Organization, W. H. (2003). *Work organisation and stress: systematic problem approaches for employers, managers and trade union representatives*. World health organization.
- Li, L., Yao, C., Zhang, Y., & Chen, G. (2020). Trait forgiveness moderated the relationship between work stress and psychological distress among final-year nursing students: A pilot study. *Frontiers in Psychology*, 11, 1674.
- Lyra Health. (2024). *State of workforce mental health report*. <https://www.lyrahealth.com/2024-state-of-workforce-mental-health-report/>
- Marey-, L. H. I., Hamama-, S. Y., Nakad, R. B., & Asadi, A. (2022). Psychological distress and perceived job stressors among hospital nurses and physicians during the COVID- - 19 outbreak. *Journal of Advanced Nursing*, 78(6), 1642–1652. <https://doi.org/10.1111/jan.15041>
- Mcphail, R., Wen, X., Chan, C., May, R., & Wilkinson, A. (2023). Post-COVID remote working and its impact on people , productivity , and the planet : an exploratory scoping review. *The International Journal of Human Resource Management*, 0(0), 1–29. <https://doi.org/10.1080/09585192.2023.2221385>
- Meilina, K. (2024). Kemenkes Soroti Kesehatan Mental Pekerja Swasta hingga ASN, Singgung Beban Kerja. *Katadata.Co.Id*. <https://katadata.co.id/berita/nasional/6749ec4bc40bb/kemenkes-soroti-kesehatan-mental-pekerja-swasta-hingga-asn-singgung-beban-kerja>

- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work–family conflict: A meta-analytic review. *Journal of organizational behavior*, *Journal of Organizational Behavior*, 32(5), 689–725.
- Organization, A. (2025). *Laporan Survei Kesejahteraan Psikologis Pegawai*.
- Park, Y., Fritz, C., & Jex, S. M. (2018). *Daily Cyber Incivility and Distress: The Moderating Roles of Resources at Work and Home*. 44(7), 2535–2557. <https://doi.org/10.1177/0149206315576796>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891.
- Rainey, H. G. (2014). *Understanding and Managing Public Organizations (5th ed.)*. John Wiley & Sons.
- Ridner, S. H. (2004). Psychological distress: concept analysis. *Journal of Advanced Nursing*, 45(5), 536–545.
- Sankar, J. P. (2025). *Psychological distress as a mediator between work family conflict emotional exhaustion and job embeddedness*.
- Saunders, M. N. K., Thornhill, A., & Lewis, P. (2020). *Research Methods for Business Students (8th ed.)*. Pearson International Content.
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the job demands-resources model: Implications for improving work and health. *International Journal of Management Reviews*, 20(4), 825–846. <https://doi.org/10.1007/978-94-007-5640-3>
- Schlachter, S., Mcdowall, A., Cropley, M., & Inceoglu, I. (2017). Voluntary work-related technology use during non-work time: A narrative synthesis of empirical research agenda. *International Journal of Management Reviews*, 00, 1–22. <https://doi.org/10.1111/ijmr.12165>
- Shimazu, A., Bakker, A. B., Demerouti, E., & Peeters, M. C. (2010). Work-family conflict in Japan: how job and home demands affect psychological distress. *Industrial Health*, 48(6), 766–774.
- Siegrist, J., Wege, N., & Pühlhofer, F. (2009). A short generic measure of work stress in the era of globalization: e V ort – reward imbalance. *International Archives of Occupational and Environmental Health*, 1005–1013. <https://doi.org/10.1007/s00420-008-0384-3>
- Smith, T. D., Hughes, K., Dejoy, D. M., & Dyal, M. (2018). Assessment of relationships between work stress , work-family con fl ict , burnout and fi re fi ghter safety behavior outcomes. *Safety Science*, 103(May 2017), 287–292. <https://doi.org/10.1016/j.ssci.2017.12.005>
- Spector, P. E. (2019). Do not cross me: Optimizing the use of cross-sectional designs. *Journal of Business and Psychology*, 34(2), 125–137.

- Viertiö, S., Kiviruusu, O., Piirtola, M., Kaprio, J., Korhonen, T., Marttunen, M., & Suvisaari, J. (2021). Factors contributing to psychological distress in the working population, with a special reference to gender difference. *BMC Public Health*, 21(1), 611.
- World Health Organization. (2024). *Mental health at work*. WHO. <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>
- Yang, Y., Yan, R., & Meng, Y. (2022). Can ' t Disconnect Even After-Hours : How Work Connectivity Behavior After-Hours Affects Employees ' Thriving at Work and Family. *Frontiers in Psychology*, 13, 1–13. <https://doi.org/10.3389/fpsyg.2022.865776>
- Yuan, L., Li, Y., Yan, H., Xiao, C., Liu, D., Liu, X., Guan, Y., & Yu, B. (2023). Effects of work-family conflict and anxiety in the relationship between work-related stress and job burnout in Chinese female nurses: A chained mediation modeling analysis. *Journal of Affective Disorders*, 324(March 2022), 309–316. <https://doi.org/10.1016/j.jad.2022.12.112>
- Zhu, F., Gao, Y., & Chen, X. (2024). Freedom or bondage ? The double-edged sword e ff ect of work connectivity behavior after-hours on employee occupational mental health. *Chinese Management Studies*, 18(1), 265–285. <https://doi.org/10.1108/CMS-01-2022-0008>
- Zimet, G. D., Dahlem, N. W., Zimet, S. G., & Farley, G. K. (1988). The Multidimensional Scale of Perceived Social Support. *Journal of Personality Assessment*, 52(1), 30–41.