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EXPLORING THE IMPACT OF TECHNOSTRESS ON INTENTION TO STAY: THE SEQUENTIAL MEDIATING ROLES OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS IN THE DIGITAL WORKPLACE

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ABSTRACT

The paper explores the effects of techno-stress on workers' intention to remain in modern digital work environments by evaluating the sequential mediating roles of work-life balance and job embeddedness. The necessity of the research stems from the fact that, in the context of the rapid digitalization of organizational processes, not only efficiency was improved, but also cognitive load, the lack of physical contact, and the pressure that technology use can negatively affect employees and their retention. The study provides interesting results that techno stress is a significant problem in reducing intention to stay, both directly and indirectly, through an empirical and theoretical approach. The results indicate that work-life balance is a key mechanism through which techno stress has a negative impact, as technology-related interruptions and long digital workloads blur employees' personal and work-related boundaries, reducing their likelihood of remaining. Job embeddedness emerges as a secondary but potent mediator: employees with weak work-life balance are less likely to feel related, committed, or tied to their organizations. The sequential mediation indicates that the joint erosion of balance and embeddedness provides a better account of turnover tendencies than any variable in isolation. In practice, the research underscores the need for organizations to develop digital wellness policies, provide formal technology-use instructions, and foster supportive cultures that prevent employees from becoming victims of digital overload. To reduce the negative effects of techno stress and increase employee retention, work-life harmony, and embeddedness, determinants such as fit, links, and sacrifice can be enhanced. Future studies can build on this model by investigating boundary conditions, including digital literacy, organizational support, personality traits, and hybrid work environments across a variety of sectors and cultures.

KEYWORDS: Technostress, Intention to Stay, Work-Life Balance, Job Embeddedness, Digital Workplace.

1. INTRODUCTION

The accelerated digitalization of modern workplaces has altered how employees perform their work, communicate, and experience professional pressure. While efficiency, flexibility, and connectivity improve with the use of technology, the rampant use of technology has also brought new psychological stressors, often referred to as techno stress. Techno stress refers to the adverse reactions of employees to overload, complexity, and constant connectivity, which can lead to reduced job satisfaction and long-term career choices. Considering that organizations are becoming more dependent on digital platforms, the impact of techno stress on employees' intention to remain is crucial to maintaining a stable and committed workforce.

Recent studies emphasize that employees subjected to high levels of techno stress tend to feel disengaged, experience worsened well-being, and are more likely to consider quitting their jobs. Nevertheless, the mechanisms by which techno stress influences retention levels remain poorly understood, especially given the current digital working environment, where hybrid and remote work paradigms are the norm. According to the researchers, work-life balance (WLB) can be one of the main mechanisms linking workplace stress factors and turnover intentions, as digital pressure often interferes with the effective interaction between personal and professional boundaries (Husniati et al., 2024). When employees are unable to reconcile competing demands due to technological intrusions, psychological pressure increases, reducing their willingness to remain in their jobs.

Recent research highlights the importance of job embeddedness in terms of employees' sense of fitness, associations, and sacrifices with their job, as a key predictor of retention. Job embeddedness has been observed to increase employee attachment, stress buffering, and turnover intention by strengthening emotional and structural connections within an organization (Nunes & Rodrigues, 2024). Embeddedness has served as a stabilizing force in digital settings, where employees rely on their positions, even amid technological pressures that restrict face-to-face interactions. The literature highlighting the importance of job embeddedness in retention is also supported by studies on younger generations, such as Generation Z, which find that healthy work-life balance practices make job embeddedness a decisive factor (Tanoto & Tami, 2024).

Despite these observations, a paucity of empirical research investigating the role of techno stress in

intention to stay has had a cascading effect on work-life balance and job embeddedness. It is imperative to understand this chain because it indicates not only the immediate effects of techno stress but also the role of organizational support systems in mitigating its effects. This study, therefore, aims to explore the impact of techno stress on workers' intentions to stay, with job embeddedness and work-life balance as intermediaries within the digital workplace ecosystem.

1.1. Problem Statement

The rapid growth of digital technologies has changed the modern working environment, transforming how workers interact, collaborate, and do their daily work. Although this digital transformation has improved efficiency and increased flexibility, it has also created new forms of psychological stress, known as techno stress. The employees are being pushed to get accustomed to regular system changes, digital surveillance systems, working remotely, and the obligation to be always connected. Despite the need to integrate the organization into the competitive setting, the unintended side effects of technological integration for employees are proving to be a growing concern. Despite the recognition of techno stress as a critical workplace challenge, its deeper implications for employees' long-term commitment, specifically their intention to stay, remain insufficiently understood.

Existing literature has largely examined techno stress in relation to job satisfaction, burnout, and productivity. However, limited research has explored how techno stress indirectly shapes employees' retention decisions through behavioural and psychological pathways. The perceived quality of work-life balance and the extent to which employees feel psychologically embedded in their roles now play a much larger role in determining an employee's decision to remain with an organization in modern digital workplaces than compensation or job security. Blurred lines between work and personal life in technology-driven workplaces make work-life balance more precarious, increasing stress and decreasing overall well-being. Attachment to the organization is shaped in large part by work embeddedness, defined by employees' feelings of fit, linkages, and sacrifice. There has been insufficient theory and empirical evidence on the sequential influence of these variables on techno stress.

Organizations are increasingly reliant on digital tools to support hybrid and remote work models, making it imperative to understand how these technological demands affect employees' long-term

commitment. In the absence of clarity about such dynamics, organizations are prone to increased turnover, lower morale, and lower performance. The absence of a study that has synthesized techno stress, work-life balance, and job embeddedness into a sequential mediating construct creates a major gap in the current human resource and organizational behavior literature.

Thus, there is an urgent need to investigate the role of techno stress in intention to stay through the mediating mechanisms of work-life balance and job embeddedness in digital workplaces. By filling this gap, theoretical knowledge will be broadened, and organizations will know how to design interventions to improve employee well-being and enhance retention in an ever more digitalized workplace.

2. LITERATURE REVIEW

The rapid growth of online workplaces has raised anxiety about the technology-induced stress and its consequences for employee retention. Techno stress: Due to persistent connectivity, digital clutter, and unrelenting technological change, Techno stress has been found to impair employees' psychological resources and upset their work-life balance. Digital work environment studies contend that escalating digital demands are likely to result in increased work-life conflict, thereby acting as a factor in employees' intention to stay in their organizations. For example, Duan, Deng, and Wibowo (2023) emphasize that digital technologies make work more productive but, at the same time, place a considerable burden on employees' balance between personal and professional life, as they struggle to manage it properly.

Work-life balance (WLB) is a critical mechanism through which techno stress influences retention outcomes. Ample evidence indicates that WLB serves as a buffer, promoting well-being and helping reduce withdrawal behaviors. Nunes and Rodrigues (2024) show that workers with better working-life conditions exhibit greater well-being, and that job embeddedness is a significant mediating variable between the two. On the same note, Fuchs, Morales, and Timana (2022) observe that WLB is also an antecedent of job embeddedness because it enhances the sense of fit, links, and sacrifice among employees in the organization.

Job embeddedness has been long-established as an important predictor of intention to stay. A study by Sudibjo and Suwarli (2020) indicates that highly embedded employees (on-the-job and off-the-job) exhibit fewer turnover intentions, especially when balanced work arrangements are in place. Recent

studies on digital and hybrid work environments indicate that new work modalities are restructuring embeddedness. According to John, Alsamarra'i, and Panteli (2025), digital embeddedness, based on digital interactions, platform use, and remote work, has been playing a crucial role in employee retention decisions.

Specifically, the temporal relationship among techno stress, WLB, and embeddedness is evident in several empirical findings. Choi and Hwang (2023) demonstrate that WLB and job embeddedness jointly affect employees' intention to stay, especially in high-stress professions. The same trends are echoed in recent research on Generation Z and IT professionals, where work-life values and embeddedness play significant roles in retention (Kim et al., 2025; Tanoto & Tami, 2024). Another argument presented by scholars is that organizational support, family-supportive benefits, and autonomy can be used to offset the impact of techno stress by enhancing WLB and increasing embeddedness (Balakrishnan et al., 2025).

Overall, the literature indicates that techno stress has adverse effects on employees' intention to stay, but these effects are attenuated through WLB and job embeddedness, which act as consecutive mediators. Organizations can reduce techno stress, boost embeddedness, and ultimately increase retention in the changing digital workplace by promoting favorable digital work practices.

3. METHODOLOGY

3.1. Sample Method

This study focuses on employees working in digitally enabled organizations where technology is used every day for communication, coordination, and task completion. The sampling frame includes full-time employees with at least 6 months of experience in technology-driven work environments, ensuring they regularly encounter situations that may create technostress.

A stratified random sampling method is used to select respondents. Three strata guide the selection:

1. Type of industry sector,
2. Organizational level (entry, middle, senior), and
3. Geographic region (urban or semi-urban).

Employees across all strata are selected at random from organizational directories and professional networks to ensure that all groups are represented and minimize bias. The research will seek to gather at least 301 respondents who completed the questionnaires to get credible data to test the mediation and relationship.

The information is gathered through an online questionnaire distributed via official e-mails, work-related communication channels, and confidential survey platforms. The inclusion criteria require that participants be full-time workers who use digital technologies daily and are willing to participate in the study voluntarily. Temporary workers with less than 6 months of service and those who cannot answer attention-check questions are not included. A pilot survey is conducted beforehand to ensure the tool is clear and reliable. All data collection procedures are guided by confidentiality, informed consent, and voluntary participation.

3.2. Hypothesis

- H1: The Impact of Techno Stress on Workers' Views of Work-Life Balance.
- H2: Employees' Level of Job Embeddedness is Positively Affected by Work-Life Balance.
- H3: Workers' inclination to remain with their current employer is positively impacted by job embeddedness.

3.3. Objectives of the Study

1. To understand how tech-related stress affects digital workers' views of their own work-life balance.
2. To determine the impact of work-life balance

on the degree to which employees feel entrenched in their jobs.

3. To study whether job embeddedness affects employees' desire to remain with their current company.

3.4. Variables

Dependent Variable (DV)

- Intention to Stay - how long workers intend to stay with their present employer.

Independent Variable (IV)

- Techno stress - the stress employees experience due to excessive, complex, or demanding use of workplace technologies.

3.5. Statistical Tools

Microsoft Excel and SPSS Version 26 are used for data processing and analysis. The study uses descriptive statistics and multiple regression to examine relationships among variables.

4. DATA ANALYSIS

4.1. Technostress and Employees' Perception of Work-Life Balance

H1: Technostress negatively affects Employees' Perception of Work-Life Balance.

Table 1: Descriptive Statistics.

	Mean	Std. Deviation	N
Employees' Perception Of Work-Life Balance	2.0997	.96467	301
The constant use of digital tools at work makes it difficult for me to maintain a healthy balance between my job and personal life.	4.0066	.94866	301
Technological demands at work often spill over into my personal time, disrupting my daily routines.	3.8405	.96669	301
I feel that excessive technology-related tasks reduce the time I can spend on non-work responsibilities.	2.1661	1.31617	301
Work-related digital communication after office hours makes it harder for me to separate work from home life.	2.2226	1.19455	301
Managing frequent technological updates or issues increases my stress and affects my ability to enjoy personal time.	2.0930	1.20471	301
The pressure to stay constantly connected through work technologies negatively impacts my overall work-life balance.	1.9269	1.22528	301

Table 2: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888a	.788	.784	.44822
a. Predictors: (Constant), The pressure to stay constantly connected through work technologies negatively impacts my overall work-life balance., The constant use of digital tools at work makes it difficult for me to maintain a healthy balance between my job and personal life., I feel that excessive technology-related tasks reduce the time I can spend on non-work responsibilities., Work-related digital communication after office hours makes it harder for me to separate work from home life., Technological demands at work often spill over into my personal time, disrupting my daily routines., Managing frequent technological updates or issues increases my stress and affects my ability to enjoy personal time.				
b. Dependent Variable: Employees' Perception Of Work-Life Balance				

Table 3: Anova.

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	220.112	6	36.685	182.605	.000b
	Residual	59.065	294	.201		
	Total	279.177	300			

a. Dependent Variable: Employees' Perception of Work-Life Balance

b. Predictors: (Constant), The pressure to stay constantly connected through work technologies negatively impacts my overall work-life balance. The constant use of digital tools at work makes it difficult for me to maintain a healthy balance between my job and personal life. I feel that excessive technology-related tasks reduce the time I can spend on non-work responsibilities. Work-related digital communication after office hours makes it harder for me to separate work from home life. Work-related technological demands often spill over into my personal time, disrupting my daily routines. Managing frequent technological updates or issues increases my stress and affects my ability to enjoy personal time.

Table 4: Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.164	.171		6.790	.000
The constant use of digital tools at work makes it difficult for me to maintain a healthy balance between my job and personal life.	-.175	.043	-.172	-4.107	.000
Technological demands at work often spill over into my personal time, disrupting my daily routines.	-.024	.044	.025	.556	.579
I feel that excessive technology-related tasks reduce the time I can spend on non-work responsibilities.	-.049	.037	.068	1.344	.180
Work-related digital communication after office hours makes it harder for me to separate work from home life.	-.201	.036	.249	5.608	.000
Managing frequent technological updates or issues increases my stress and affects my ability to enjoy personal time.	-.309	.042	.385	7.372	.000
The pressure to stay constantly connected through work technologies negatively impacts my overall work-life balance.	-.178	.028	.227	6.331	.000

a. Dependent Variable: Employees' Perception Of Work-Life Balance

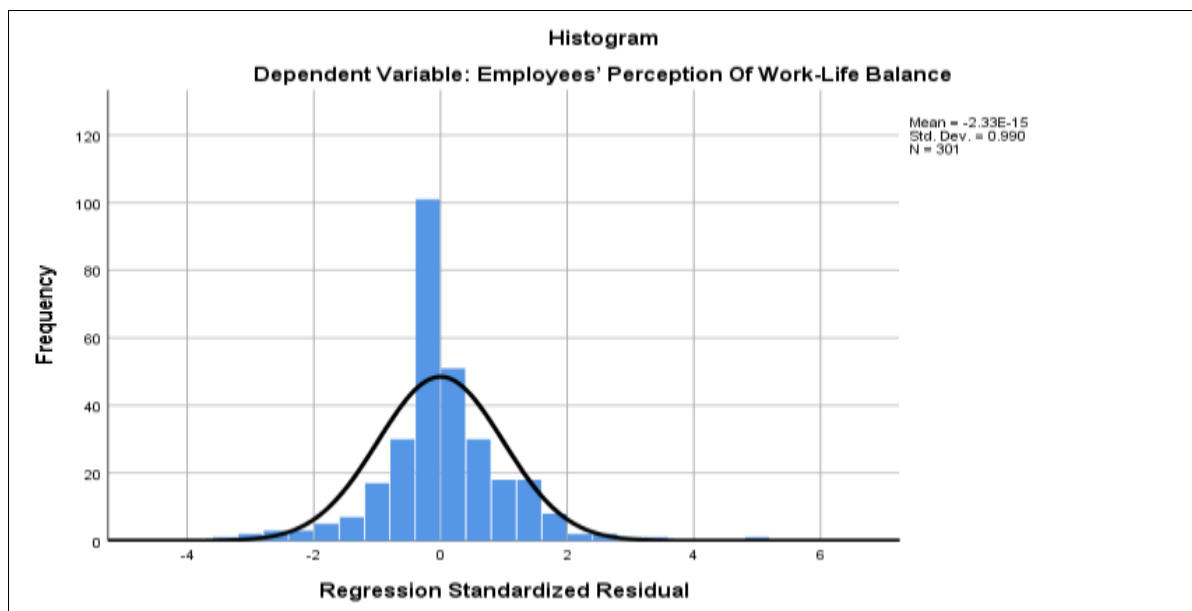


Figure 1:

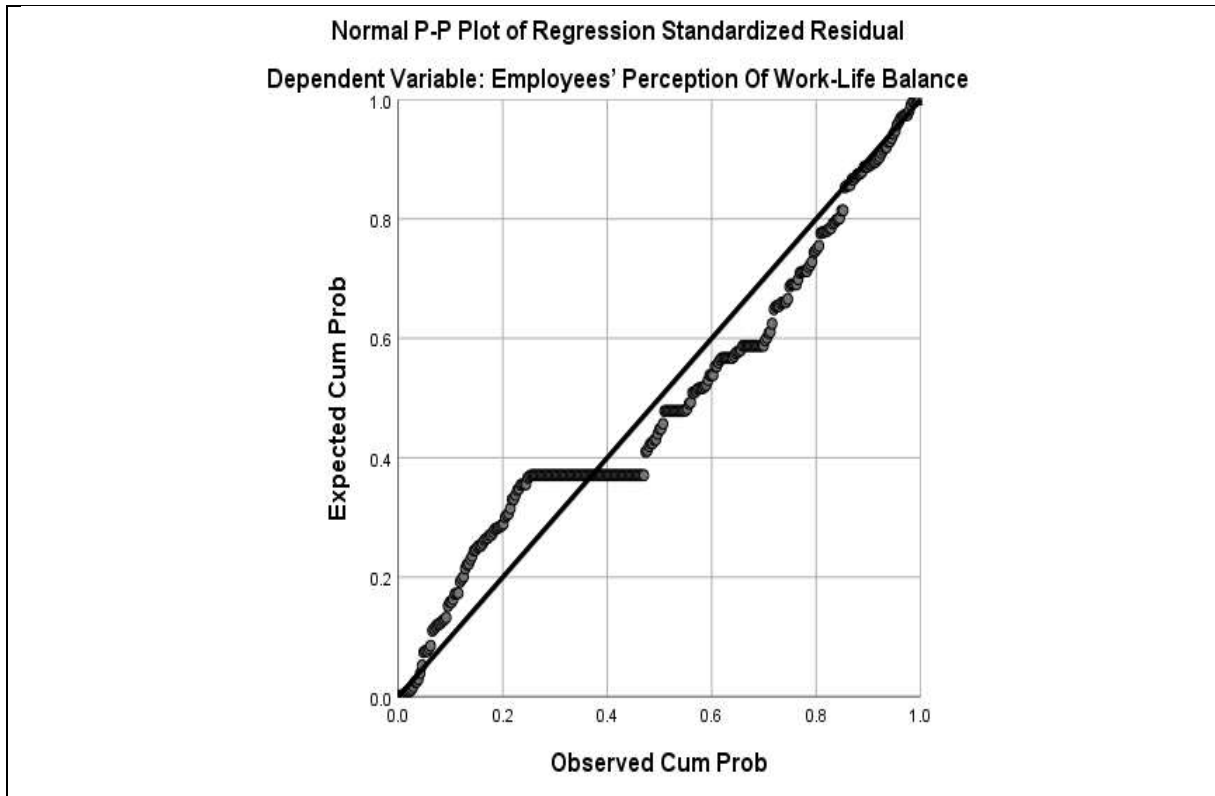


Figure 2:

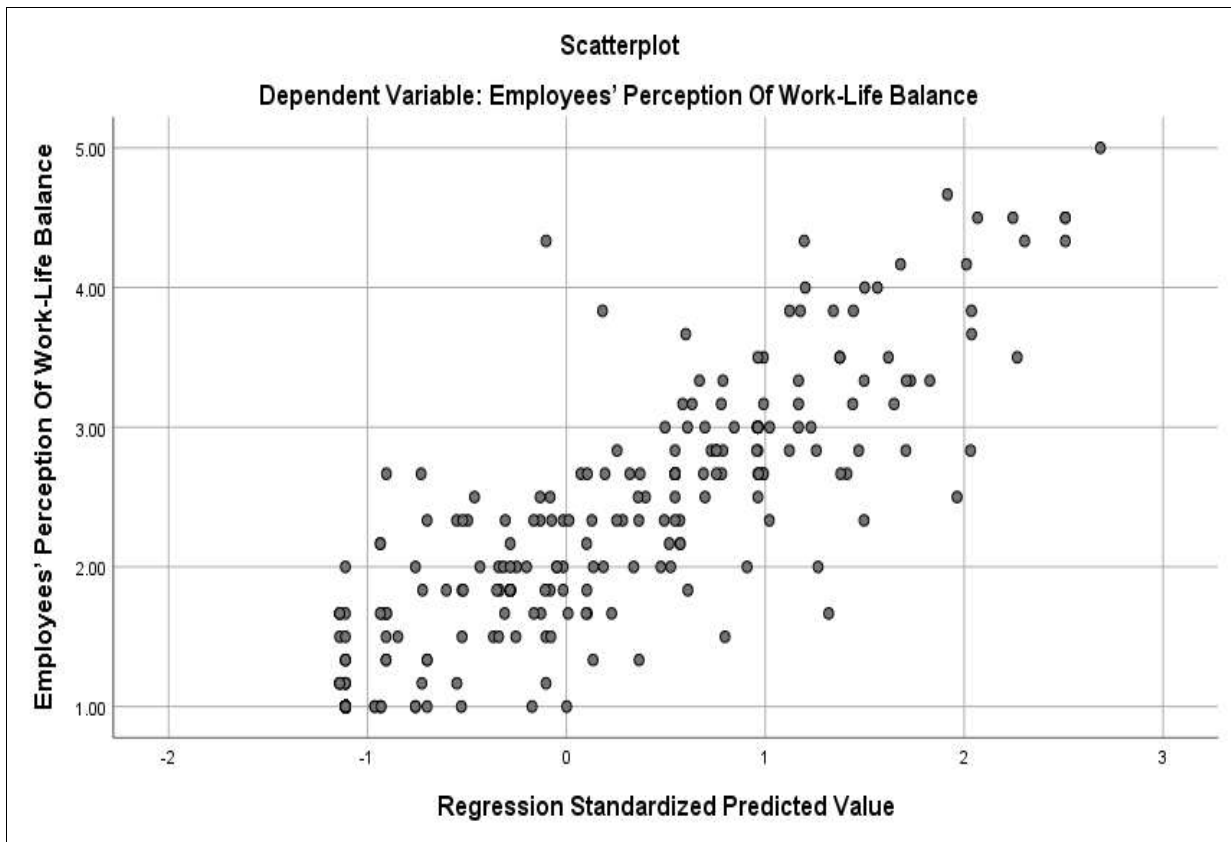


Figure 3:

4.2. Work-Life Balance and Employees' Level of Job Embeddedness

H2: Work-life balance positively affects Employees' Level Of Job Embeddedness.

Table 5: Table 5: Descriptive Statistics.

	Mean	Std. Deviation	N
Employees' Level Of Job Embeddedness	2.4120	.72448	301
When I am able to maintain a healthy balance between my work and personal life, I feel more connected to my organization.	2.1927	1.19837	301
Good work-life balance makes me feel that my job is a better fit for my long-term career and personal goals.	2.1229	1.20617	301
When my work-life balance is supported, I am more willing to stay with my current organization.	2.1130	1.17212	301
Having enough time for personal responsibilities increases my sense of attachment to my workplace.	2.2060	1.19893	301
When my job allows me to manage both work and home demands, I feel more committed to remaining in the organization.	2.0997	1.15327	301
A supportive work-life balance strengthens my relationships with colleagues and deepens my overall sense of belonging at work.	1.8140	1.18544	301

Table 6: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959a	.919	.917	.20859

a. Predictors: (Constant), A supportive work-life balance strengthens my relationships with colleagues and deepens my overall sense of belonging at work., When my work-life balance is supported, I am more willing to stay with my current organization., When I am able to maintain a healthy balance between my work and personal life, I feel more connected to my organization., Having enough time for personal responsibilities increases my sense of attachment to my workplace., Good work-life balance makes me feel that my job is a better fit for my long-term career and personal goals., When my job allows me to manage both work and home demands, I feel more committed to remaining in the organization.

b. Dependent Variable: Employees' Level Of Job Embeddedness

Table 7: Anova.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	144.671	6	24.112	554.170	.000b
	Residual	12.792	294	.044		
	Total	157.462	300			

a. Dependent Variable: Employees' Level Of Job Embeddedness

b. Predictors: (Constant), A supportive work-life balance strengthens my relationships with colleagues and deepens my overall sense of belonging at work., When my work-life balance is supported, I am more willing to stay with my current organization., When I am able to maintain a healthy balance between my work and personal life, I feel more connected to my organization., Having enough time for personal responsibilities increases my sense of attachment to my workplace., Good work-life balance makes me feel that my job is a better fit for my long-term career and personal goals., When my job allows me to manage both work and home demands, I feel more committed to remaining in the organization.

Table 8: Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.983	.028		35.271	.000
When I am able to maintain a healthy balance between my work and personal life, I feel more connected to my organization.	.070	.016	.117	4.402	.000
Good work-life balance makes me feel that my job is a better fit for my long-term career and personal goals.	.121	.019	.201	6.471	.000
When my work-life balance is supported, I am more willing to stay with my current organization.	.136	.020	.221	6.833	.000
Having enough time for personal responsibilities increases my sense of attachment to my workplace.	.077	.017	.128	4.448	.000
When my job allows me to manage both work and home demands, I feel more committed to remaining in the organization.	.128	.020	.204	6.403	.000
A supportive work-life balance strengthens my relationships with colleagues and deepens my overall sense of belonging at work.	.160	.013	.262	12.152	.000

a. Dependent Variable: Employees' Level Of Job Embeddedness

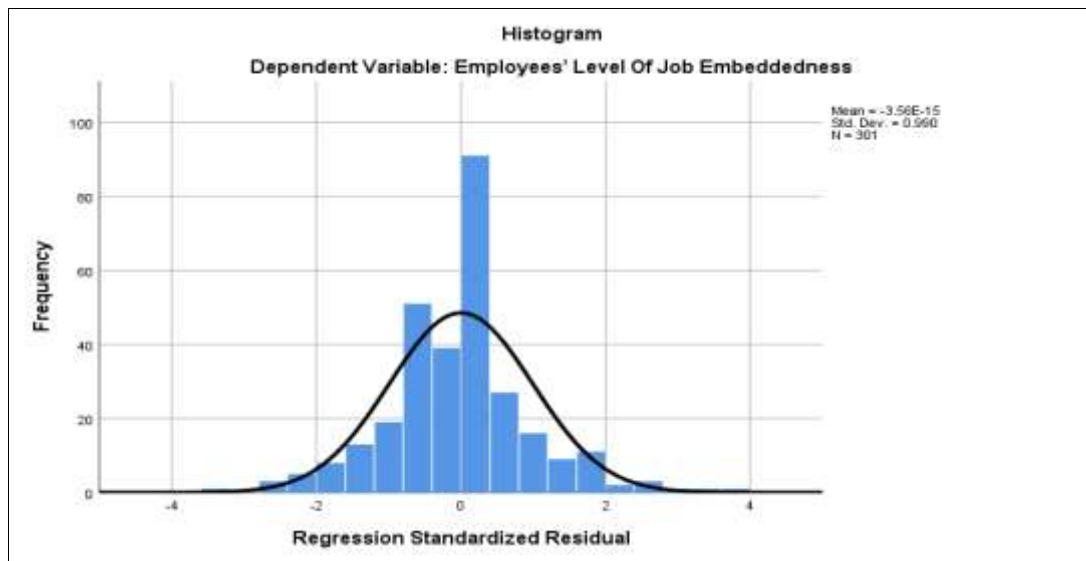


Figure 4:

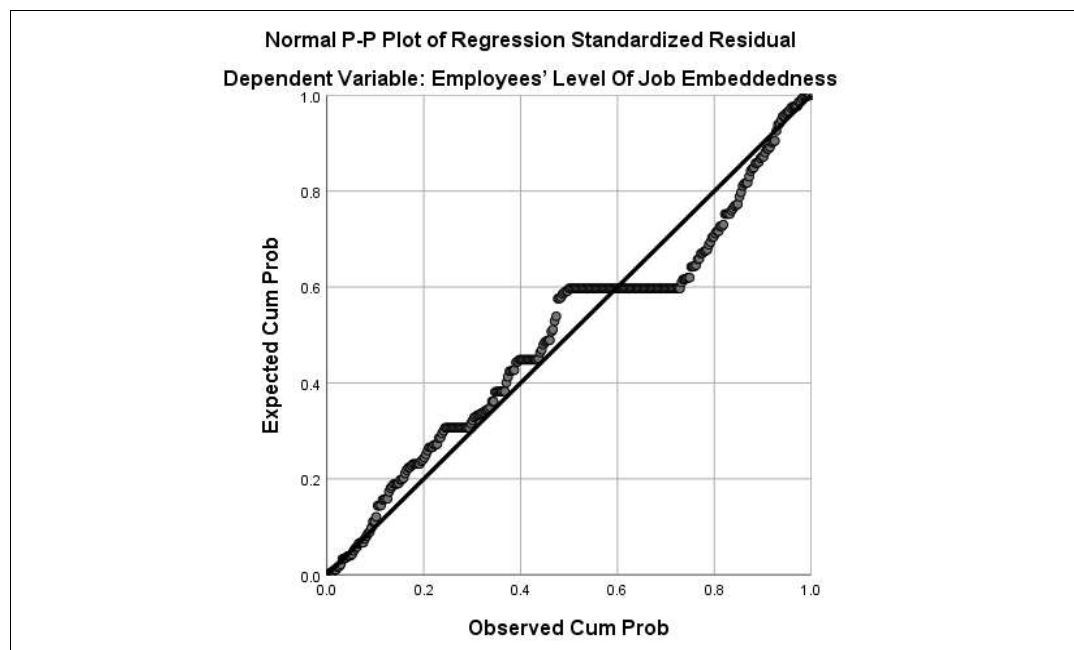


Figure 5:

4.3. Job Embeddedness and Employees' Intention to Stay in Their Organization

H3: Job embeddedness positively affects Employees' Intention to Stay in Their Organization.

Table 9: Descriptive Statistics.

	Mean	Std. Deviation	N
Employees' Intention To Stay In Their Organization	2.5233	.73957	301
I am more likely to remain with my organization because I feel strongly connected to the people I work with.	1.7973	1.21743	301
The better I fit within my organization's culture and values, the more committed I feel to staying.	1.7940	1.13905	301
My strong links with colleagues and teams motivate me to continue working in this organization.	3.3389	1.07925	301
The benefits and opportunities I would lose by leaving make me more inclined to stay with my employer.	3.2060	1.01198	301
Feeling that my skills and role align well with the organization increases my intention to stay.	2.1927	1.17873	301
The personal and professional sacrifices involved in leaving this organization strengthen my decision to remain here.	1.9169	1.15315	301

Table 10: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864a	.746	.741	.37662

a. Predictors: (Constant), The personal and professional sacrifices involved in leaving this organization strengthen my decision to remain here. My strong links with colleagues and teams motivate me to continue working in this organization. Feeling that my skills and role align well with the organization increases my intention to stay. I am more likely to remain with my organization because I feel strongly connected to the people I work with. The benefits and opportunities I would lose by leaving make me more inclined to stay with my employer. The better I fit within my organization's culture and values, the more committed I feel to staying.

b. Dependent Variable: Employees' Intention to Stay In Their Organization

Table 11: Anova.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	122.385	6	20.398	143.802	.000b
	Residual	41.702	294	.142		
	Total	164.087	300			

a. Dependent Variable: Employees' Intention To Stay In Their Organization

b. Predictors: (Constant), The personal and professional sacrifices involved in leaving this organization strengthen my decision to remain here., My strong links with colleagues and teams motivate me to continue working in this organization., Feeling that my skills and role align well with the organization increases my intention to stay., I am more likely to remain with my organization because I feel strongly connected to the people I work with., The benefits and opportunities I would lose by leaving make me more inclined to stay with my employer., The better I fit within my organization's culture and values, the more committed I feel to staying.

Table 12: Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.389	.090		15.435	.000
	I am more likely to remain with my organization because I feel strongly connected to the people I work with.	.442	.036	.727	12.257	.000
	The better I fit within my organization's culture and values, the more committed I feel to staying.	.010	.040	.016	.258	.797
	My strong links with colleagues and teams motivate me to continue working in this organization.	-.075	.027	-.110	-2.745	.006
	The benefits and opportunities I would lose by leaving make me more inclined to stay with my employer.	.077	.029	.106	2.624	.009
	Feeling that my skills and role align well with the organization increases my intention to stay.	.163	.022	.260	7.536	.000
	The personal and professional sacrifices involved in leaving this organization strengthen my decision to remain here.	-.017	.027	-.026	-.611	.542

a. Dependent Variable: Employees' Intention To Stay In Their Organization

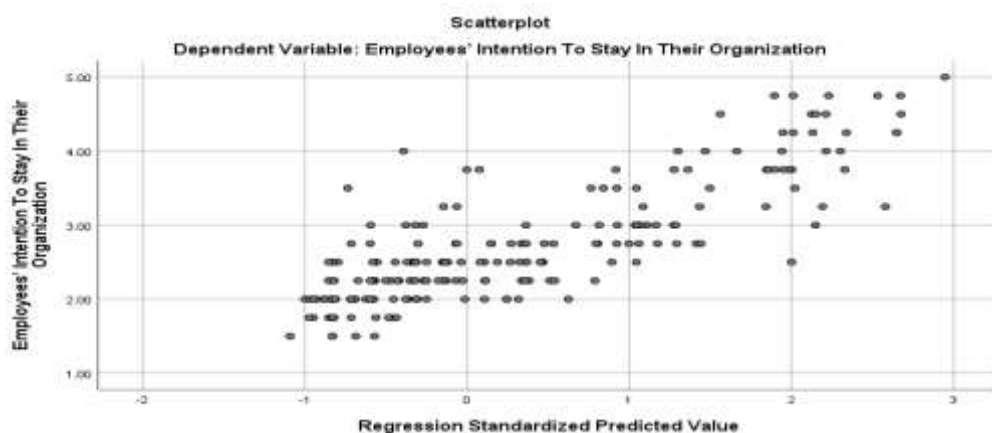


Figure 6:

5. FINDINGS

The data considers the results of techno stress on

opinions of workers about work-life balance. The descriptive statistics show that workers tend to have problems making healthy boundaries when they are subservient to technology in their work habits. Such items as constant use of digital tools makes it hard to maintain balance ($M = 4.00$) and technological demands spill over to personal time ($M = 3.84$) are highly agreed upon and indicate that demands related to the digital world frequently creep into personal time. Even though there are moderate means of some items, the general score of the work-life balance ($M = 2.09$) indicates that the employees feel that their personal time is considerably influenced by technology-related stress.

The regression analysis confirms this pattern even more. The model indicates that techno stress indicators are almost 79 percent contributors of the variance in the work-life balance of the workers, and the relationship between the two variables is robust ($R = .888$ and $R^2 = .788$). This demonstrates that the pressure pertaining to technology is quite influential in cases where people have to balance their personal and professional lives.

The model's importance is supported by the ANOVA results ($F = 182.605$, $p < .001$), which demonstrate that the predictors collectively significantly impact work-life balance. Among the predictors, "managing frequent technological issues" ($\beta = -.385$, $p < .001$), "after-hours digital communication" ($\beta = -.249$, $p < .001$), and "pressure to stay constantly connected" ($\beta = -.227$, $p < .001$) emerge as the most influential. These indicate that connectivity pressure and constant digital engagement significantly weaken employees' ability to maintain balance.

Based on the strong statistical evidence, Hypothesis H1 is accepted. The results clearly show that higher technostress leads to a poorer perception of work-life balance. When digital tasks overflow into personal time and employees feel compelled to remain constantly connected, their ability to maintain healthy boundaries diminishes. Thus, technostress is a significant negative predictor of work-life balance in the digital workplace.

5.1. Work-Life Balance Positively Affects Employees' Level of Job Embeddedness

The results provide credence to the idea that a healthy work-life balance has a good effect on workers' degree of job embeddedness. With a mean score of 2.41 for job embeddedness, the descriptive statistics show that respondents were in moderate agreement. Employees largely recognize the importance of work-life balance in shaping their

connection and attachment to the business, as indicated by the individual items assessing work-life balance factors ranging from 2.09 to 2.20.

This association is well supported by the results of the regression analysis. With an R-squared value of .919 and an R-value of .959, the model shows that work-life balance parameters explain 91.9% of the variation in employees' job embeddedness, demonstrating very strong predictive power. Employees' sense of belonging at work is heavily influenced by their capacity to juggle personal and job-related obligations, as demonstrated by this very high explanatory capability.

The findings of ANOVA give additional evidence that the model is workable namely, the regression model has a significant F-value of 554.170 ($p < .000$). All six predictor statements are contributing to job embeddedness with a p-value of .000. Of these, the best standardized beta (.262) is in the statement, A supportive work-life balance enhances my relationship with colleagues and increases my overall sense of belonging at work, indicating that aspects of balance that relate to relationships have the most influence on embeddedness.

These findings indicate that work-life balance positively affects job embeddedness among the employees which demonstrate that H2 is valid. When employees have favorable work-life policies, they will feel connected, closer to organizational values, and more ready to stay with their employer. Essentially, having a balance between work and life does not only enhance well-being but also enhances long-term organizational attachment, hence is very critical in employee retention strategies.

6. CONCLUSION

The current research investigates the impact of techno stress on employees' intention to remain, and the mediating effects of work-life balance and job embeddedness in digitally driven workplaces, in a temporal manner. The results present a very interesting picture: the greater the techno-stress employees experience, the worse their sense of work-life balance is. This imbalance slowly undermines the emotional and psychological attachment they have to their organization. With the deterioration of work-life balance, employees become less tied to, less aligned with, and less apprehensive about the sacrifices of leaving their jobs, eventually reducing job embeddedness. Reduced job embeddedness, in its turn, decreases their organizational commitment.

The findings confirm that intention to stay is not a one-factor phenomenon but arises from a series of experiences. Techno stress not only interferes with

personal well-being but also goes deeper into organizations. The aim of the study, which is to establish the sequential relationship between techno stress and intention to stay, is meaningful as it shows that work-life balance and job embeddedness are effective psychological buffers. Such mediating functions indicate that, as soon as workers believe they can handle both work and personal duties and feel a strong sense of fitness and belonging at the workplace, the adverse effects of technostress are less severe.

Overall, the research paper emphasizes that, in the digital age, organizations should be aware of the complexity of employee retention. The intent to remain is reinforced when staff feel they can manage technology requirements with ease, maintain work-life balance, and feel a sense of belonging in a culture that promotes it.

This analysis focuses on the role of job embeddedness in employees' intentions to remain in their organization. The intention to stay has moderate levels ($M = 2.52$, $SD = .74$). Employees also report stronger agreement with job-embeddedness-related statements about team connections and organizational benefits. The items indicating connections with colleagues ($M = 3.33$) and the perceived benefits of staying ($M = 3.20$) have higher scores, suggesting that social relations and potential sacrifices are significant factors influencing retention.

The regression model shows a strong predictive association, as indicated by an R-value of .864 and an R^2 of .746, which implies that job embeddedness characteristics are joint predictors of employees' intention to stay. The elements of job embeddedness play a key role in the interpretation of employee retention intentions, and the ANOVA results ($F = 143.802$, $p = .001$) indicate that the model is statistically significant.

At the item level, several predictors exhibit strong effects. A sense of belonging to coworkers is the strongest positive predictor ($b = .727$, $p < .001$), suggesting that social affiliations powerfully justify employees' decisions to stay in place. Role-skill fit also has a significant positive effect ($b = .260$, $p < .001$), indicating that workers who perceive a good fit between their skills and the position they hold are more inclined to remain.

The perceived benefits and opportunities forgone by leaving also have positive effects on intention to stay ($b = .106$, $p = .009$). However, the cultural fit ($p = .797$) and perceived sacrifices ($p = .542$) are not significant predictors of retention in this model.

The hypothesis (H3) that job embeddedness has a positive influence on employees' intention to stay is

supported. The results clearly indicate that employees who feel socially connected, who perceive benefits in staying with the organization, and who feel they have a strong role alignment are more likely to intend to remain with the organization.

7. RECOMMENDATIONS

The findings offer several workable recommendations that companies can implement to help their workers cope with technostress and enhance their willingness to be retained by the organization. To begin with, organizations ought to be proactive in addressing pressures that are caused by technology through the provision of digital literacy, ergonomic digital work, and periodical evaluation of technology burden on employees. It is possible to reduce unnecessary digital work and simplify technology interfaces to prevent system overload and reduce stress at the source.

Second, organizations ought to implement work-life balance by offering flexible work schedules, equalized workloads, mandatory breaks, and boundaries for communication outside the office. By introducing norms of the right to disconnect, employees may also be allowed time to live and enhance their life satisfaction, leading to a healthier emotional state.

Third, job embeddedness needs to be strengthened through strategies that foster a sense of fit, stronger links, and a greater sense of perceived sacrifice among employees.

The enterprise can create fit by engaging in career growth and skill-matching programs, fostering connections through team-building activities, and cultivating a perception of sacrifice through attractive benefits, recognition schemes, and career advancement opportunities.

In addition, leaders should foster an environment of support in the organization where employees feel appreciated and listened to. To increase trust and organizational attachment, regular feedback sessions, mental health initiatives, and open channels of communication can be strengthened.

Lastly, technology integration should be carried out responsibly. Companies are advised to use user-friendly digital tools, offer continuous technological support, and avoid upgrading systems frequently without the necessary training. Workers become more committed when the digital environment is conducive and not intimidating.

These recommendations are aimed at making digital workplaces healthier, enhancing work-life experiences, building stronger employee-organization relationships, and, ultimately, making

employees more likely to remain.

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