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The Interplay of Remote Work, Technological Dependence, and Management Support in Achieving Work-Life Balance: Evidence from Hybrid Workplaces

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ABSTRACT

The growing adoption of hybrid work arrangements has reshaped how employees manage professional responsibilities alongside personal life, making work–life balance a critical concern for contemporary organizations. This study examines the relationships between remote work intensity, technological dependence (technostress), and management support in influencing employees' work–life balance within hybrid work environments. Grounded in Conservation of Resources (COR) theory, the study posits that both remote work intensity and technological dependence directly affect work–life balance, while management and organizational support play a crucial role in shaping balance outcomes by offering guidance, emotional support, and boundary clarity. A quantitative research approach was adopted using a structured questionnaire administered to employees working under hybrid arrangements. The collected data were analyzed using appropriate statistical techniques to examine the proposed relationships among variables. The findings contribute to the growing body of literature on hybrid work by integrating work practices, technological dependence, and managerial support within a single empirical framework. From a practical perspective, the study provides actionable insights for organizations seeking to design sustainable hybrid work policies that promote employee well-being and long-term work–life balance.

Keywords: *Remote work intensity; Hybrid workplaces; Technological dependence; Technostress; Management support; Work-life balance; Employee well-being; Conservation of Resources (COR) theory*

INTRODUCTION

The rapid transformation of global work environments—accelerated by digitalization and the COVID-19 pandemic—has significantly reshaped how employees manage professional responsibilities alongside personal life. Remote work, once considered a flexible alternative, has now become a central feature of modern organizational structures, particularly through **hybrid workplace models** where employees divide their time between remote and onsite work. As these working arrangements expand, the issue of maintaining a healthy **work-life balance (WLB)** has gained growing attention among researchers and organizations.

Although remote and hybrid work arrangements offer advantages such as flexibility, autonomy, and reduced commuting time, they also introduce challenges related to blurred work–home boundaries, extended working hours, and heightened expectations of constant availability. Prior research indicates that while remote work can enhance work–life balance for some employees, inadequate boundary management may intensify work–family conflict and psychological strain (Shirmohammadi et al., 2022). These mixed outcomes highlight the importance of examining contextual and organizational factors that shape employees' experiences of remote work.

Technological dependence represents a critical factor influencing employee experiences in hybrid work environments. Employees increasingly rely on digital tools such as laptops, mobile devices, communication platforms, and online collaboration systems to perform their work tasks. While these technologies support efficiency and connectivity, excessive reliance may give rise to technostress,

manifested through information overload, constant connectivity, and pressure to remain available beyond standard working hours (Stankevičiūtė, 2022). Consequently, technology functions simultaneously as a productivity enabler and a potential source of strain in employees' work–life integration.

Management and organizational support further shape how employees navigate hybrid work demands. Supportive managerial practices—including clear communication, fair workload distribution, emotional support, and respect for personal boundaries—enable employees to manage job demands more effectively. Empirical studies suggest that organizational support reduces work-related stress and enhances employee satisfaction in remote and hybrid settings (Palumbo, 2020; Buonomo et al., 2024). In contrast, insufficient managerial guidance and ambiguous expectations may exacerbate work–life conflict and psychological exhaustion.

Given these factors, understanding the **interplay between remote work intensity, technological dependence, and management support** is crucial for supporting employee well-being in hybrid workplaces. Although existing research has explored remote work and work-life balance, limited studies have jointly examined how technology reliance and management support interact to shape WLB outcomes in hybrid work contexts. Therefore, this study aims to bridge this gap by investigating how remote work influences employee work-life balance, and how technological dependence and management support contribute to this relationship.

This study is grounded in the **Conservation of Resources (COR) Theory** (Hobfoll, 1989), which suggests that individuals strive to acquire and protect valuable resources such as time, energy, and social support. In this context, management support acts as an important resource that can buffer the stress created by technological dependence and work demands, ultimately promoting improved work-life balance and job satisfaction (Buonomo et al., 2024). By addressing these relationships, the study contributes to a deeper understanding of sustainable hybrid work strategies that enhance employee well-being and organizational effectiveness.

Recent evidence also suggests that hybrid work arrangements can benefit both organizations and employees when supported by appropriate managerial practices (Stanford University, 2024).

RESEARCH OBJECTIVES

1. To examine the relationship between remote work intensity and employees' work-life balance in hybrid workplaces.
2. To analyze the role of technological dependence (technostress) in shaping employees' work- life balance in remote and hybrid work settings.
3. To assess the direct effect of technological dependence (technostress) on employee well-being and work-life balance.
4. To evaluate how management and organizational support influences employee work-life balance under hybrid work conditions.
5. To determine whether management support reduces the negative effects of technological dependence on work-life balance.
6. To propose a sustainable hybrid work framework integrating remote work intensity, technological dependence, and management support to improve work-life balance outcomes.

LITERATURE REVIEW

Research on remote and hybrid work has expanded considerably in recent years, particularly in response to the COVID-19 pandemic and accelerated digital transformation of work processes. Prior studies have examined the effects of remote work on employees' work–life balance, identifying positive outcomes such as flexibility and autonomy, alongside challenges including boundary blurring and work–family conflict. Simultaneously, scholars have increasingly focused on technological dependence and technostress, which emerge from continuous connectivity, digital overload, and intensified work demands. Management and organizational support have also been recognized as key resources that

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enable employees to cope with these challenges and sustain well- being in flexible work arrangements. Despite these advances, existing research remains fragmented, with limited empirical studies integrating remote work intensity, technological dependence, and management support within a unified framework, particularly in hybrid workplace contexts.

Table 1. Summary of Literature Review

Author–Year	Variables Studied	Key Findings
Palumbo (2020)	Work From Home / Remote Work → Work-life balance; fatigue & work engagement	Remote work can harm work-life balance when it increases work-related fatigue and reduces employees' ability to disconnect. WLB becomes negative if boundary control is weak.
Vyas & Butakhieo (2022)	Work from home (COVID) → work & life domains	WFH influences both work and personal life outcomes; benefits like flexibility exist but challenges arise due to home conditions, space constraints, and role overload, impacting balance.
Bencsik & Machová (2023)	Technostress → work-life balance	Technostress increases due to ICT overuse, which threatens employees' well-being and weakens work-life balance, especially with continuous connectivity demands.
Ma, Tarafdar, & Stich (2024)	Technostress → work-life balance	The study highlights that technostress undermines employees' WLB by creating overload and pressure from digital work expectations, reducing personal recovery time.
Kumar (2024)	Technostress dimensions → psychological/organizational impacts	This comprehensive review identifies technostress creators (overload, invasion, complexity) that negatively affect mental well-being, job outcomes, and work-life harmony.
Prasad & Satyaprasad (2023)	Remote working → WLB; role of social support	Remote working influences WLB, and support systems (similar to management support) help employees manage stress and improve work-life outcomes by reducing imbalance.
Eurofound (2025)	Hybrid work → management challenges & support needs	Hybrid workplaces require active management support (clear expectations, workload fairness, trust-based management) to maintain employee well-being and prevent work-life conflict.
Parin (2022)	Work from home → employee health & family relationship	WFH creates both comfort and pressure; prolonged online work affects health and family relationships, showing that remote work requires structured controls to protect WLB.

Source: Compiled by the author based on previous studies

The above studies confirm that remote work can impact WLB positively or negatively. Increased dependence on digital tools creates technostress, reducing balance, while management/organizational support plays a protective role in hybrid workplaces.

RESEARCH QUESTION

1. Does remote work intensity significantly influence employees' work–life balance in hybrid workplaces?
2. How does technological dependence (technostress) affect employees' work–life balance?
3. Does technological dependence mediate the relationship between remote work intensity and work–life balance?
4. What role does management support play in influencing employees' work–life balance in hybrid work settings?

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5. Does management support reduce the negative effects of technological dependence on work–life balance?

RESEARCH GAP

1. Most studies analyze **remote work and work-life balance** directly, but there is limited research combining **remote work, technological dependence, and management support** in one model.
2. The role of **technological dependence/technostress** as a key factor influencing work-life balance in hybrid workplaces is still **underexplored**.
3. Few studies test **technological dependence as a mediating variable** between remote work intensity and work-life balance.
4. Limited empirical evidence exists on **management/organizational support as a moderating (buffering) factor** that reduces the negative impact of technostress on work- life balance.
5. Research focusing specifically on **hybrid workplaces** (not fully remote or fully onsite) is still emerging, creating a gap for context-specific findings.

RESEARCH HYPOTHESES

- **$H1_0$:** Remote work intensity has no significant relationship with employees' work-life balance in hybrid workplaces.
- **$H1_1$:** Remote work intensity has a significant relationship with employees' work-life balance in hybrid workplaces.
- **$H2_0$:** Technological dependence has no significant impact on employees' work-life balance in hybrid workplaces.
- **$H2_1$:** Technological dependence has a gnificant impact on employees' work-life balance in hybrid workplaces.
- **$H3_0$:** Management support does not significantly reduce the negative effects of technological dependence on employees' work-life balance.
- **$H3_1$:** Management support significantly reduces the negative effects of technological dependence on employees' work-life balance.
- **$H4_0$:** Management support does not significantly influence work-life balance outcomes among remote/hybrid employees.
- **$H4_1$:** Management support significantly influences work-life balance outcomes among remote/hybrid employees.

CONCEPTUAL FRAMEWORK

1. **Independent Variable (IV)**

- **Remote Work Intensity / Remote Work Practices**- (Extent/frequency of working remotely in a hybrid workplace)
- **Technological Dependence (Technostress)**- (Dependency on digital tools resulting in continuous connectivity, information overload, and technology-related stress that influences work–life balance)

2. **Dependent Variable (DV)**

- **Work-Life Balance (WLB)**- (Ability of employees to balance work demands with personal life)

3. **Moderating Variable (Moderator)**

- **Management / Organizational Support**- (Support from supervisors + organizational policies + emotional & workload support)

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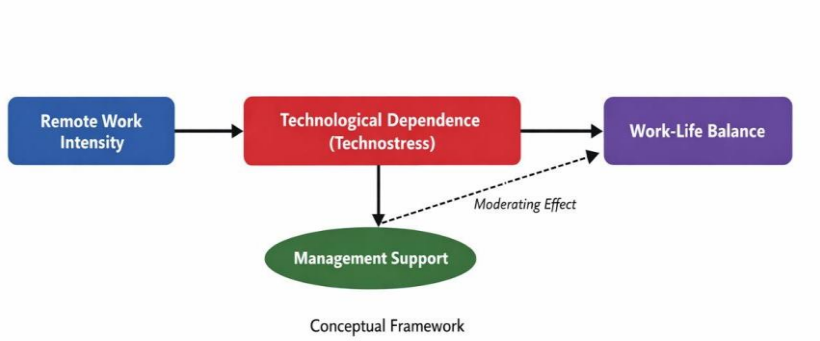
Figure 1. Conceptual Framework of the Study



Source: Author's conceptualization

RESEARCH METHODOLOGY

1. Research Design and Approach:

The present study follows **a quantitative research approach** and adopts **a descriptive and explanatory research design** to examine the relationships between remote work intensity, technological dependence (technostress), management support, and work–life balance (WLB) in hybrid workplace settings.

A descriptive design is used to summarize and understand employees' perceptions regarding remote work practices, technology reliance, organizational support, and their impact on work–life balance. At the same time, an explanatory (causal) design is applied to test the hypothesized relationships among variables using regression-based statistical models.

The research is **cross-sectional** in nature, meaning that primary data was collected at one point in time through a structured questionnaire. This design is suitable as the study seeks to capture current hybrid work experiences and statistically test the proposed conceptual framework involving direct and interaction effects.

2. Sample Design and Size:

The population of this study includes working professionals employed in organizations that follow remote or hybrid working models. The respondents represent employees who use digital communication tools such as laptops, email, mobile devices, online meeting platforms, and organizational applications for completing work tasks. The study employed a **non-probability** convenience sampling technique.

The final sample size considered for analysis in this study consisted of **200 respondents** (N = 200). This sample size was adequate for conducting statistical procedures such as descriptive analysis, reliability testing, correlation analysis, multiple regression, and moderation testing.

3. Instrument Development:

Primary data for the study was collected using a structured self-administered questionnaire developed to measure employees' perceptions of remote work and its impact on work–life balance in hybrid workplaces. The questionnaire was designed on the basis of the conceptual framework proposed in the study and supported by relevant literature on remote work, technostress, and organizational support.

4. Reliability and Validity of the Instrument:

To assess the internal consistency of the questionnaire, reliability was tested using Cronbach's Alpha. **Cronbach's Alpha values above 0.70 are generally considered acceptable**, indicating adequate scale reliability. Validity ensured by designing items consistent with the conceptual framework and existing literature on hybrid work, technostress, and organizational support. Also, by analyzing correlations and regression relationships among constructs, showing meaningful patterns aligned with theoretical expectations.

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5. Statistical Tools:

The statistical analysis was conducted using quantitative statistical methods suitable for hypothesis testing. The key tools/techniques used include:

- Descriptive Statistics (Mean, Standard Deviation, Minimum, Maximum)
- Cronbach's Alpha (Reliability testing)
- Pearson Correlation Analysis
- Multiple Regression Analysis
- Moderated Regression Analysis (interaction effect testing)

RESULT AND DISCUSSION

1. Demographic Profile of Respondents

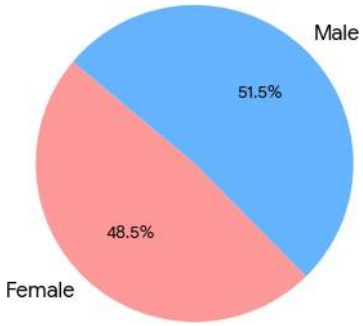
A demographic analysis was conducted to understand the background characteristics of the respondents and to ensure that the sample represents the targeted hybrid/remote working population. The demographic profile provides context for interpreting the relationships between remote work intensity, technostress, management support, and work–life balance. The survey collected responses from a total of N = 200 working professionals.

Table 2. Demographic Profile of Respondents (Employment Type)

Employment Type	Frequency (n)	Percentage (%)
Fully Onsite	102	51.0
Hybrid	72	36.0
Full Remote	26	13.0

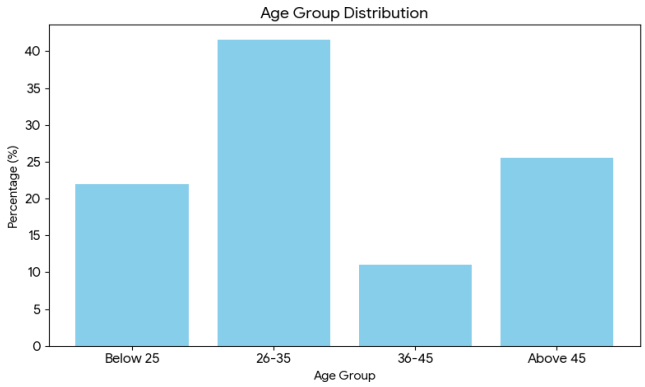
Source: Primary survey data

Figure 2. Gender Distribution of Respondents (N = 200)



Source: Primary survey data

Figure 3. Age Group Distribution of Respondents (N = 200)



Source: Primary survey data

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Figure 4. Work Experience Distribution of Respondents (N = 200)

Source: Primary survey data Interpretation:

The sample shows a nearly balanced gender distribution. A large proportion of respondents belonged to the 26–35 age group, while respondents with more than 10 years of work experience formed the largest experience category. Employment type distribution indicates that most respondents were working fully onsite or in hybrid mode, reflecting diverse working arrangements. Additionally, more than half of the respondents reported zero remote working days per week, while the remaining respondents worked remotely between 1 to 5 days, enabling comparative assessment of remote work intensity and its outcomes.

1. Descriptive Statistics of Study Constructs

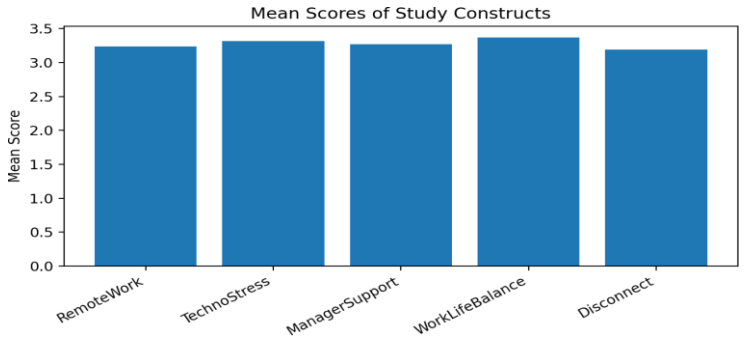
Descriptive statistics were computed to summarize the central tendency and dispersion of the constructs used in the study. Mean values indicate the overall level of agreement among respondents on each construct, while the standard deviation reflects response variability.

Table 3. Descriptive Statistics of Study Constructs

Construct	count	Mean	Std	min	max
Remote Work	200.0	3.241	0.839	1.0	5.0
Techno Stress	200.0	3.316	0.938	1.0	5.0
Manager Support	200.0	3.268	0.839	1.0	5.0
Work Life Balance	200.0	3.369	0.86	1.0	5.0
Disconnect	200.0	3.19	1.221	1.0	5.0

Source: Primary data analysis

Figure 5. Mean Scores of Study Constructs



Source: Author's computation based on survey data Interpretation:

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Higher mean scores indicate stronger agreement or higher perceived levels of the measured construct. The mean values indicate moderately high perceived levels across all constructs. Work– Life Balance (M = 3.369) is relatively high, but Technostress (M = 3.316) is also notable, indicating that technology-driven demands co-exist with employees' efforts to maintain balance in hybrid workplaces.

1. Reliability Analysis (Cronbach's Alpha)

Reliability was tested using Cronbach's Alpha to assess internal consistency. **Values above 0.70 indicate acceptable reliability.**

Table 4. Reliability Statistics (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha (α)
Remote Work Intensity	7	0.790
Technostress	5	0.841
Management Support	6	0.789
Work–Life Balance	5	0.811

Source: Primary data analysis Interpretation:

The reliability values for all constructs fall between 0.789 and 0.841, confirming that the scale items are consistent and suitable for further inferential analysis.

Pearson correlation analysis was conducted to examine relationships among Remote Work Intensity, Technostress, Management Support, Ability to Disconnect, and Work–Life Balance.

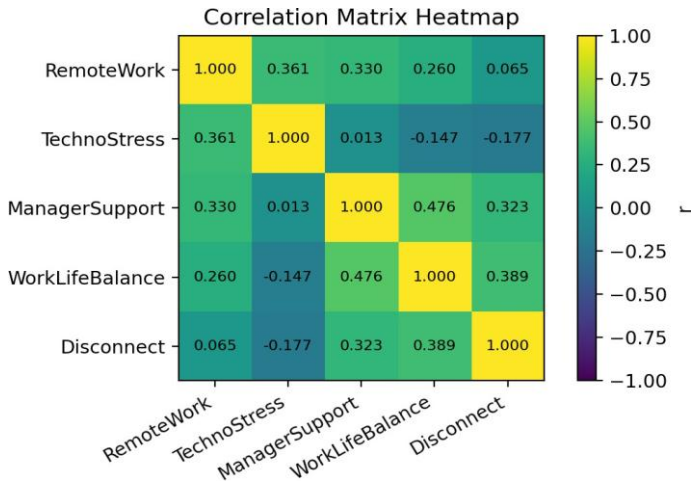
1. Correlation Analysis

Table 5. Correlation Matrix of Study Variables

Variables	Remote Work	Techno Stress	Manager Support	Work Life Balance	Disconnect
Remote Work	1.000	0.361	0.330	0.260	0.065
Techno Stress	0.361	1.000	0.013	-0.147	-0.177
Manage Support	0.330	0.013	1.000	0.476	0.323
Work Life Balance	0.260	-0.147	0.476	1.000	0.389
Disconnect	0.065	-0.177	0.323	0.389	1.000

Source: Primary data analysis

Figure 6. Correlation Heatmap of Study Variables



Source: Author's computation based on survey data Interpretation:

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Work–Life Balance is positively associated with Management Support (r = 0.476) and Remote Work Intensity (r = 0.260). Technostress shows a negative correlation with Work–Life Balance (r

= -0.147), indicating that increased technology-related stress reduces perceived balance. Ability to Disconnect is positively correlated with Work–Life Balance (r = 0.389).

1. Multiple Regression Analysis (Predicting Work–Life Balance)

Multiple regression analysis was performed with Work–Life Balance as the dependent variable. Remote Work Intensity, Technostress, Management Support, and Ability to Disconnect were entered as predictors.

Table 6. Multiple Regression Results Predicting Work–Life Balance

Predictor	B	SE	T	p-value	Decision
Constant	1.6053	0.2983	5.3817	0.0000	Significant (p<0.05)
Remote Work Intensity	0.2042	0.0688	2.9679	0.0034	Significant (p<0.05)
Techno stress	-0.1664	0.0591	-2.8165	0.0054	Significant (p<0.05)
Management Support	0.3448	0.0673	5.1246	0.0000	Significant (p<0.05)
Ability to Disconnect	0.1652	0.0445	3.7172	0.0003	Significant (p<0.05)

Source: Primary data analysis Interpretation:

Remote Work Intensity significantly and positively predicts Work–Life Balance (B = 0.2042, p = 0.0034), supporting the view that remote work flexibility contributes to balance. Technostress significantly and negatively predicts Work–Life Balance (B = -0.1664, p = 0.0054), confirming that technology-related strain undermines balance. Management Support is the strongest positive predictor (B = 0.3448, p < 0.001), indicating that supportive leadership improves balance. Ability to Disconnect also positively predicts Work–Life Balance (B = 0.1652, p = 0.0003), showing the importance of boundary management.

2. Moderation Analysis: Role of Management Support

Moderation analysis was performed to examine whether management support changes the relationship between predictors and work–life balance. Interaction models were evaluated and compared using model fit indicators.

Table 7. Model Fit Statistics for Moderation Analysis

Model	N	R2	Adj_R2	F_p
M1 TSxMS	200	0.331	0.314	1.682749728563652e-15
M2 RWxMS	200	0.341	0.324	4.2442620588268656e-16
M3 both	200	0.341	0.32	2.016816552935785e-15

Source: Primary data analysis

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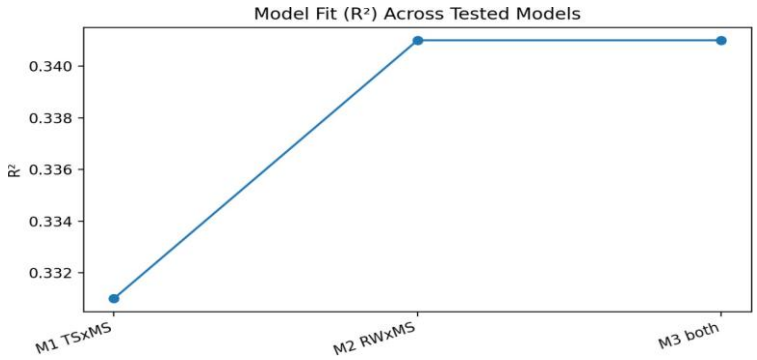
Figure 7. Model Fit (R^2) Across Tested Regression Models



Source: Author's computation based on survey data Interpretation:

The moderation models explain approximately 33%–34% of variance in Work–Life Balance (R^2 = 0.331 to 0.341). The Technostress × Management Support interaction was not statistically significant ($p = 0.5309$). The Remote Work × Management Support interaction was marginal ($p = 0.0725$), suggesting weak evidence of moderation that should be interpreted cautiously. Overall, management support operates primarily as a strong direct predictor of Work–Life Balance rather than as a statistically confirmed moderator in this dataset.

PRACTICAL / MANAGERIAL IMPLICATIONS

The findings of this study offer several important practical and managerial implications for organizations operating in hybrid and remote work environments:

1. **Design of Hybrid Work Policies-** Organizations should carefully design hybrid work policies that balance flexibility with structure. While remote work intensity positively influences work–life balance, unregulated remote work may increase technostress if clear boundaries are not established.
2. **Managing Technological Dependence-** Managers should recognize technostress as a critical risk factor in hybrid workplaces. Reducing unnecessary digital communication, setting realistic response-time expectations, and limiting after-hours connectivity can help minimize technology-driven stress.
3. **Strengthening Management Support-** Management support emerged as the strongest positive predictor of work–life balance. Supervisors should actively provide emotional support, fair workload allocation, and clear guidance to help employees cope with hybrid work demands.
4. **Encouraging the Ability to Disconnect-** Organizations should promote a culture that respects employees' non-working time. Policies encouraging disconnection after work hours can significantly enhance work–life balance and employee well-being.
5. **Leadership Training for Hybrid Management-** Managers should be trained to lead hybrid teams effectively by focusing on trust-based management, outcome-oriented performance evaluation, and empathetic leadership practices.
6. **Sustainable Employee Well-Being Strategies-** By integrating supportive leadership with controlled use of digital technologies, organizations can create sustainable hybrid work systems that enhance productivity while protecting employee well-being.

ETHICAL CONSIDERATIONS

The study was conducted in accordance with established ethical research standards to ensure the protection and well-being of participants:

1. **Voluntary Participation-** Participation in the survey was entirely voluntary, and

respondents were free to withdraw at any stage without any obligation or consequence.

2. **Informed Consent**- Respondents were clearly informed about the academic purpose of the study, and consent was obtained prior to data collection.
3. **Confidentiality and Anonymity**- No personally identifiable information was collected. All responses were kept confidential and used solely for research purposes.
4. **Non-Deceptive Practices**- The study did not involve deception, coercion, or misleading information, ensuring transparency throughout the research process.

LIMITATIONS OF THE STUDY

Despite its contributions, the study has certain limitations that should be acknowledged:

1. **Sampling Method Limitation**- The use of convenience sampling may limit the generalizability of the findings to all organizational contexts or industries.
2. **Moderation Effects**- Although management support had a strong direct effect, its moderating role was not statistically significant, suggesting the need for further investigation with larger or diverse samples.
3. **Contextual Scope**- The study focuses primarily on hybrid and remote work settings and does not compare outcomes with fully onsite work environments.

CONCLUSION

This study investigated the relationships between remote work intensity, technological dependence (technostress), and management support in shaping employees' work–life balance within hybrid workplace settings. Anchored in **Conservation of Resources (COR) theory**, the findings demonstrate that while remote work intensity can enhance work–life balance by offering flexibility, excessive technological dependence undermines balance by increasing continuous connectivity and stress. **Management support emerged as the most influential positive factor**, underscoring the importance of supportive leadership practices in contemporary hybrid work environments.

The results confirm that technostress negatively affects employees' ability to maintain work–life balance, reinforcing concerns regarding digital overload in modern work systems. Although management support did not exhibit a statistically significant moderating effect, its strong direct influence highlights its central role in promoting employee well-being.

Overall, the study contributes to existing literature by integrating remote work practices, technological dependence, and management support within a single empirical model. From a practical standpoint, the findings emphasize the need for organizations to adopt balanced hybrid work strategies that combine flexibility, controlled technology use, and strong managerial support to achieve sustainable work–life balance and organizational effectiveness.

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