

Technostress and work–family balance: Perceived Organisational Support (POS)

E. Rebecca¹, A. K. L. Jayawardana² and T. Amarasekere³

¹Department of Human Resources Management, University of Kelaniya

^{2,3}Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka
rebecca@kln.ac.lk¹, ananda@pim.sjp.ac.lk², tharindu@pim.sjp.ac.lk³

Abstract: Prior research confirms the detrimental effects of Technostress on employees; however, the specific contribution of perceived organizational support (as a moderator) in mitigating its impact on work-family balance is not well understood. This study examines the relationship between Technostress and work-family balance, testing perceived organizational support as a moderator. This study has used a survey design across various sections in the IT Industry, by selecting 300 employees from Sri Lanka's IT Industry through convenience sampling emphasizing employee workplace technostress. The findings show that the perceived organizational support impacts the connection between technostress and work - family balance. This study extends existing theories on work-family balance by integrating the Job Demands-Resources (JD-R) theory and Organizational Support Theory (OST) with concept of perceived organizational support (POS). The findings contribute to a deeper understanding of how organizational-level factors interact to influence the effects of Technostress on employees' ability to manage work-family balance. Based on JD-R, and OST, this study gives a novel framework which is associated with POS. The outcomes improve the understanding of how these organizational level dimensions' impact to the effects of technostress on employee work family balance. This research creates an original influence by identifying how Technostress and POS help with Work Family balance.

Keywords: *JD-R theory, Perceived organizational support, Technostress, Work-family balance*

Background

Introduction

The rapid growth of technology is reshaping the workplace, especially in the IT sector. It offers numerous benefits, including increased efficiency, flexibility, and real-time collaboration (Buchanan & Huczynski, 2019). Tools such as cloud computing improve data access and security, while AI and machine learning automate routine tasks, allowing workers to focus on innovation (Marston et al., 2011; Brynjolfsson & McAfee, 2014). However, these advances also bring challenges, mainly *Technostress*, which arises from constant connectivity, information overload, and the pressure to

stay updated with evolving tools (Tarafdar et al., 2007). Technostress can lead to anxiety, fatigue, and mental strain. The constant flow of digital communication blurs the line between work and family life, making it increasingly difficult to disconnect and leading to higher levels of work-family conflict (Chesley, 2014). While these technologies facilitate faster communication and productivity, they can also contribute to burnout and disrupt the work-family balance (Tarafdar et al., 2015).

Work-family balance involves effectively managing professional duties and personal time, including family, leisure, and self-care (Greenhaus & Allen, 2011). A key

aspect is work-family balance, reducing conflict between work and family roles (Frone, 2003). The Job Demands–Resources (JD-R) model explains that job demands, such as Technostress, tax employees' emotional and cognitive resources (Demerouti et al., 2001). While organizational resources can reduce this strain, little is known about which resources help manage technostress and preserve work-family boundaries. Thus, Supportive organizational cultures play a vital role. They can promote psychological detachment and help employees maintain healthy boundaries, reducing the negative effects of Technostress (Allen et al., 2000). However, the link between psychological boundaries and organizational support requires further research, especially in today's tech-heavy work environment.

This study examines how organizational resources enhance psychological boundaries and promote work-family balance in the context of Technostress. It contributes to theory by extending the JD-R and organizational support theories in the digital context. Empirically, it examines the role of perceived organizational support (POS) as a buffer against Technostress. The study aims to provide evidence-based strategies to manage work-family boundaries in tech-driven jobs. From a practical perspective, the research provides guidance for organizations to create supportive environments that enable employees to manage stress, enhance their resilience, and manage balance, leading to improved performance and well-being. As digital demands grow, understanding and addressing Technostress becomes increasingly important.

Statement of the Problem and Justification

Technostress has emerged as a significant challenge in the global IT sector, including Sri Lanka, where the increasing reliance

on digital technologies has disrupted the work-family balance and compromised employee well-being. In Sri Lanka, a 2020 ICTA report revealed that over 45% of IT professionals experience high stress due to technology overload. International studies have also linked Technostress to reduced productivity and job satisfaction (Tarafdar et al., 2015). Given the growing prevalence of Technostress, further research is essential to examine how organizational support and targeted interventions can mitigate its impact, particularly in developing economies like Sri Lanka, where digital transformation is accelerating without adequate stress-management frameworks.

Building on the growing concern over Technostress in Sri Lanka's IT sector, the Job Demands-Resources (JD-R) model provides critical frameworks for understanding its impact on work-family balance. The JD-R Theory (Demerouti et al., 2001) frames Technostress as a job demand that depletes psychological resources, thereby impairing work-family balance; however, it overlooks actionable mitigation strategies (Bakker & Demerouti, 2007). These gaps are compounded by emerging AI-driven work systems, which intensify Technostress and demand new coping mechanisms (Vaast et al., 2020). Extending prior research (Tarafdar et al., 2019; Elyousfi et al., 2020), this study integrates Organizational Support Theory (OST) and JD-R to examine organizational support as a moderator (Hassan et al., 2019; Rhoades & Eisenberger, 2002), addressing how institutions can collaboratively mitigate Technostress's spillover into work and family life.

Extending the JD-R theory, this study examines how technostress impacts work-family balance and how perceived organisational support (POS) moderates this relationship. JD-R theory suggests that high job demands, such as those

related to technology, draining employees' psychological resources, leading to stress and poor work-family balance (Demerouti et al., 2001). In this context, POS serves as a key resource that helps individuals cope with such demands and maintain their balance between the domains (Eisenberger et al., 1986; Akhtar et al., 2021). Drawing on OST, the study highlights how a supportive work environment can buffer the negative impact of Technostress. Employees who perceive strong institutional backing are better equipped to handle digital pressures while maintaining clear boundaries between their work and family lives. By integrating these perspectives, the research examines the moderating role of organizational support in mitigating Technostress and fostering better work-family balance.

Although Technostress is a growing concern, research linking it to work-family balance remains limited and fragmented (Demerouti et al., 2001; Ayyagari et al., 2011). Few studies have thoroughly examined how organisational support can alleviate this strain. In particular, there is a lack of research into how modern technologies challenge employees' ability to manage both work and family roles (Elyousfi et al., 2020; Jackson et al., 2019). These gaps underscore the need for further investigation across diverse industries and cultures to enhance the generalizability of findings (Jackson et al., 2019). The Sri Lankan IT sector presents a relevant and timely setting for such research, owing to its rapid technological growth and distinct socio-cultural context. This study aims to address these gaps by examining how organizational support can help employees in tech-driven workplaces better manage Technostress and achieve a healthy work-family balance.

Research Questions and Research Objectives

Research Questions

1. To what extent does technostress affect the ability of IT professionals in Sri Lanka to balance their work and family life?
2. To what extent does perceive organizational support moderate the relationship between Technostress and work-family balance?

Research Objectives

1. To identify the impact of Technostress on work-family balance among IT professionals in Sri Lanka.
2. To identify the moderating effect of perceived organizational support on the relationship between technostress and work-family balance.

Significance of the study

Empirical contributions

This study makes two key contributions to the literature on technostress and work-family balance. First, it fills a contextual gap by examining how Technostress affects work-family balance among Sri Lankan IT professionals, a group shaped by rapid digitalization and unique cultural dynamics (Jayanandana & Jayathilaka, 2023; Samarakoon & Arachchige, 2020). Second, it extends organizational support theory by exploring how POS can buffer the negative impact of technostress, offering practical and theoretical insights for managing employee well-being in tech-driven contexts (Saeed et al., 2022; Eisenberger et al., 2021).

Theoretical contributions

This study makes two key contributions. First, it addresses an important gap by theorizing how Technostress affects work-family balance, a distinct yet underexplored aspect of work-family

balance, particularly relevant in technology-driven workplaces (Bencsik & Juhasz, 2023; Tarafdar et al., 2020). Although work-family balance is widely studied, the specific pathways through which Technostress disrupts work-family boundaries remain theoretically underdeveloped (Elyousfi et al., 2020; Ragu-Nathan et al., 2023). Second, the study integrates JD-R theory and organizational support theory to explain how Technostress challenges and manages WFB. It highlights the perceived organizational support as a key factor in reducing technostress and achieving balance, offering a fresh multi-theoretical framework for understanding employee well-being in digital work environments (Kossek et al., 2022; Eisenberger et al., 2021).

Literature review

Work–family balance (WFB)

Work-family balance and work-life balance are related but distinct concepts. Work-family balance focuses on managing responsibilities between work and family roles (Greenhaus & Beutell, 1985), while work-life balance takes a broader view, including leisure, personal development, and community life (Guest, 2002). Both aim to help individuals manage their professional and family lives, but work-family balance specifically addresses the challenges of juggling family duties with work (Allen et al., 2021).

Today's workplace has undergone significant changes due to socio-economic shifts and digitalisation. While technology enables flexible work, it also creates challenges, especially by increasing stress between work and family demands (Banerjee & Gupta, 2024). A major contributor is *technostress*, stress caused by overreliance on technology, which blurs the lines between work and family life, often leaving individuals feeling

overwhelmed and unmotivated (Atanasoff & Venable, 2017; Zhao et al., 2020).

The use of technology can exacerbate role conflicts and erode boundaries between family and professional life, ultimately harming work-family balance. It can also lead to cognitive, psychological, and physical strain, lowering employee satisfaction and well-being (Zhao et al., 2020). Studies show that high Technostress Results from heavy workloads, job pressures, and difficulty disconnecting from work, emphasising the need for strategies to mitigate its impact (Scaramuzzino & Martinell Barfoed, 2023).

Supportive organisational policies, such as flexible schedules and family-friendly benefits, are crucial in reducing these conflicts and promoting work-family balance (Allen et al., 2021). As workplace demands evolve, both individuals and organizations must adopt effective strategies to manage Technostress and support employee well-being. Addressing the relationship between technology, work, and family is crucial for achieving sustainable employee performance and organisational success.

Technostress

Brod (1984) describes technostress as a psychological state where individuals experience stress due to their interaction with technology, particularly when the technological demands exceed their ability to cope with the growing integration of digital tools into professional environments. Technostress has become a significant factor affecting employees' ability to balance work and family responsibilities. The pressures with constant connectivity, especially through emails, messaging apps, and virtual meetings, cause work to spill over into work and family time, thereby disrupting individuals' capacity to balance these roles effectively (La Torre et al., 2020). Core technostress manifestations—techno-

overload (overwhelm) and techno-invasion (boundary erosion)—challenge the work-family balance (Tarafdar et al., 2015), generating stress that spills into family life and impedes the management of work and family roles (Fuglseth & Sorebo, 2014).

The rapid pace of technological advancement has increased the challenges of managing work-family balance. Employees are under constant pressure to stay available, often outside of regular working hours, due to technological tools that facilitate communication and task management (Suh & Lee, 2017). This persistent connection leads to emotional exhaustion and stress, as individuals struggle to disengage from work tasks during family time, making it harder to fulfil family obligations. Studies have shown that workers experiencing technostress report lower levels of job satisfaction, emotional well-being, and higher levels of burnout, which further reduce their ability to engage in fulfilling family activities (La Torre et al., 2020; Bencsik & Juhasz, 2023; Tarafdar et al., 2019). The inability to disconnect from work technologies during off hours creates a cycle where work interferes with family life, escalating the conflict between work and family roles (Ragu-Nathan et al., 2008).

Managing psychological boundaries is crucial in managing Technostress and preserving a work-family balance. As digital tools blur the borders between work and family, individuals need to actively set psychological boundaries to protect their work and family time (Derks et al., 2016). By establishing mental and emotional limits, individuals can prevent work from intruding into family-related activities, thus helping to mitigate the harmful effects of Technostress. Effective border management allows employees to navigate the demands of modern work environments while managing their well-

being and family relationships (Derks et al., 2016; Suh & Lee, 2017). In turn, this can mitigate the negative impact of Technostress on work-family balance, enabling individuals to strike a healthier balance between their professional and family lives.

Perceived organizational support (POS)

POS refers to employees' belief that their organisation values their contributions and cares about their well-being, which significantly influences their ability to balance work and family responsibilities (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). In environments characterised by Technostress, where employees face pressures from digital technologies and constant connectivity, POS becomes a critical factor in enhancing work-family balance. Organisations that offer flexible work arrangements, family-friendly policies, and foster a culture that acknowledges technological challenges enable employees to manage work and family demands better (Kossek et al., 2011; Hammer et al., 2005). Such support not only contributes to a positive work environment but also mitigates the adverse effects of Technostress, facilitating a healthier work-family balance (Dolcos & Daley, 2009; Thompson & Prottas, 2006).

In the context of Technostress, employees often experience feelings of being overwhelmed by excessive technological demands, such as constant connectivity and the pressure to remain available outside of working hours. This stress can interfere with family commitments, leading to greater work-family imbalance (Tarafdar et al., 2015). Studies show that POS can buffer these effects by enabling employees to access resources that help manage Technostress. It reports that the perception that the organization is

supportive can reduce feelings of stress and increase employees' ability to disconnect from work, thereby fostering a better work-family balance (Lapierre et al., 2008). Recent research also emphasizes that POS is particularly important in the era of digital transformation, where the rapid adoption of technology can exacerbate the work-family imbalance. When employees feel supported by their organizations, they are more likely to perceive their workplace as understanding and responsive to their needs, including the challenges posed by Technostress. Furthermore, this will lead to the establishment of borders between their work and family roles (Harunavamwe & Ward, 2022). Research by Harunavamwe (2023) highlights that perceived organizational support is a form of policy that respects work-family borders.

Theoretical background

JD- R theory

The Job Demands-Resources (JD-R) Theory, introduced by Demerouti et al. (2001), categorizes job characteristics into two main groups: job demands and job resources. Job demands refer to aspects of work that require sustained effort and are associated with physiological and psychological costs, such as high workload and conflicting demands. In contrast, job resources are factors that facilitate achieving work goals, mitigate job demands, and promote personal growth, including social support, job control, and opportunities for advancement (Schaufeli & Taris, 2014). In the realm of Technostress, IT employees face significant job demands due to factors such as techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. These challenges necessitate continuous adaptation to new technologies, management of substantial workloads,

and maintaining digital connectivity beyond standard work hours. Such demands can lead to increased work-family conflicts and a work-family imbalance (Tarafdar et al., 2019). The continuous nature of digital work creates persistent pressure to be available, leading to emotional exhaustion and imbalance of work and family among IT professionals (Salanova et al., 2013).

However, the JD-R theory posits that job resources can mitigate the adverse effects of these demands. Resources such as social support from colleagues, job autonomy, and perceived organizational support play a crucial role in this context. For example, organizations that offer training, flexible work arrangements, and clear digital communication policies can enhance job resources, thereby reducing the stress associated with excessive digital demands (Bakker & Demerouti, 2017; Xie et al., 2021). Furthermore, the JD-R theory emphasizes that access to sufficient job resources promotes work engagement and psychological well-being, even in high-demand settings. In the IT context, robust job resources enable employees to effectively manage Technostress, maintain a work-family balance, and sustain performance amid ongoing technological changes (Maier et al., 2015; Schaufeli, 2017). Therefore, organizations that invest in resource-enhancing mechanisms create a healthier work environment and empower IT professionals to cope effectively with Technostress (Chen & Karahanna, 2018). Balancing job demands with adequate resources is essential for mitigating the negative impacts of Technostress and promoting a supportive digital work environment with work-family balance.

Perceived Organizational Support Theory

The Perceived Organizational Support (POS) theory explains how employees'

perceptions of organizational care and support influence their attitudes, behaviours, and overall well-being (Eisenberger et al., 1986). When employees feel that their organization values their contributions and is concerned about their well-being, they are more likely to exhibit positive work attitudes and a higher level of commitment. In the context of Technostress and work-family balance, employees who perceive strong organizational support are better equipped to manage the challenges associated with workplace technology, reducing the negative effects of stress caused by digital demands (Tarafdar et al., 2019). One critical factor influencing Technostress and POS is the organization's approach to integrating technology and communication. Employees who receive clear guidelines, training, and support for digital tools are less likely to experience the negative effects of Technostress (Ragu-Nathan et al., 2008). According to Hwang et al. (2021), when organizations provide consistent communication about the purpose, benefits, and expectations of technology use, employees experience lower uncertainty and anxiety, which in turn improves their confidence and efficiency in handling technological changes.

Furthermore, the availability of resources and support mechanisms has a significant impact on employees' perceptions of organizational support in managing Technostress. Employees who receive adequate IT support, workload flexibility, and stress management initiatives are more likely to perceive their organization as supportive, which helps mitigate the negative consequences of excessive digital demands (Safadi et al., 2022). Overall, POS Theory provides a useful framework for understanding how OS can buffer the adverse effects of Technostress. Organizations that implement clear communication strategies, structured

digital training programs, and policies promoting digital well-being enhance employees perceived support, ultimately fostering a healthier, more productive workforce in the digital era (Ward & Harunavamwe, 2025)

Methodology

Theorization of the Research Problem

This study uses the Job Demands Resources (JD-R) theory and Organizational Support Theory (OST) to explore how Technostress affects work-family balance. According to JD-R theory, stress happens when job demands like long hours, constant digital interruptions, and information overload are greater than the resources employees have to handle them.

In tech-heavy workplaces, Technostress has become a major demand that drains employees' time, energy, and focus, often leading to conflict between work and family life. If workers don't have enough support, this stress can hurt both their performance and well-being. JD-R theory highlights the importance of job resources, such as supportive work environments, to reduce these negative effects and help employees stay engaged and balanced. To strengthen this idea, the study also draws on Organizational Support Theory, which explains that employees cope better with work stress when they feel valued and supported by their organization through fair treatment, helpful supervisors, and positive work conditions.

This study suggests that Perceived Organizational Support (POS) acts as a moderator between Technostress and work-family balance. In other words, high levels of support from the organization can reduce the negative impact of Technostress, helping employees maintain healthier boundaries between work and family life. As a result, the study introduces a JD-R-based framework that

links job demands, organizational support, and work-family balance in technology-driven workplaces.

Development of hypotheses

Technostress and work–family balance

Few studies have explored the relationship between Technostress and work-family balance (Tarafdar et al., 2019; Ma et al., 2021). Technostress can be defined as the stress experienced by individuals due to the use of information and communication technologies (ICTs), which disrupt their work and family lives (Ayyagari et al., 2011). In examining Technostress within the context of work-family balance, Tarafdar et al. (2019) highlighted that high levels of Technostress negatively impact employees' ability to manage their work and family roles effectively. This occurs when the demands of technology, such as constant connectivity, information overload, and pressure to remain responsive, create conflicts between work and family responsibilities (Ragu-Nathan et al., 2008). From a theoretical lens, this study draws on the Job Demands–Resources (JD-R) theory, which explains how excessive job demands—such as digital pressures—can deplete employees' psychological and emotional resources, leading to stress and role conflict (Demerouti et al., 2001). Without adequate resources to manage these demands, employees may struggle to maintain a healthy work-family balance. Empirically, studies have shown that Technostress is a significant predictor of work-family imbalance and affects employees' work-family domains (Huang et al., 2021). Furthermore, Karajeh et al. (2020) emphasise that the constant technological demands on employees often lead to heightened stress levels, thereby diminishing the quality of time spent with family and negatively impacting overall well-being. Despite the growing body of research on Technostress, studies directly linking it to

work-family balance remain limited, underscoring the need for further exploration of these relationships.

Thus, based on the above theoretical and empirical evidence, the hypothesis below is advanced.

H1: There is an impact of Technostress on work-family balance among IT employees.

Moderating role of perceived organizational support

Perceived Organizational Support is how much employees believe their organization values their work and cares about their well-being. Research shows that when employees feel supported by their organization, they experience less stress, greater job satisfaction, and better work outcomes. Riggle et al. also pointed out that POS strongly influences how employees feel about their organization. When they feel valued, they are more motivated and resilient. Similarly, Williams and Chen found that employees are more engaged and better able to handle workplace challenges when they believe their organization is committed to their well-being.

For IT professionals, POS is especially important because it helps reduce the negative impact of Technostress and supports a better work-family balance. Organizations can strengthen this support by offering the right resources, policies, and a positive work environment. Riggle et al. further noted that strong POS helps employees feel more in control and confident in managing their work challenges. According to Brown et al., POS also creates a positive work culture, helping employees use their mental and emotional energy more effectively to balance both work and family life.

Furthermore, Davis et al. (2021) noted that during periods of high workplace stress, such as the demands of digital work

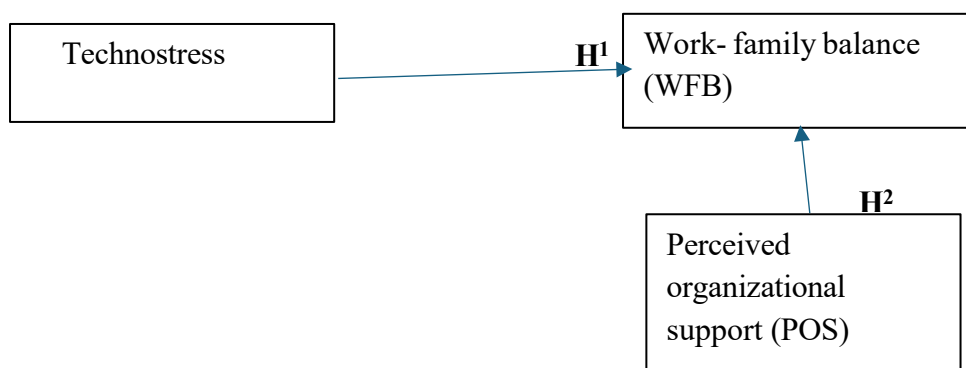
environments, perceived organizational support plays a crucial role in sustaining employee well-being and preventing burnout. Thus, it could be argued that POS strengthens the positive relationship between Technostress and work-family balance. However, when organizations provide flexible work arrangements, digital wellness initiatives, and supportive leadership, employees are more likely to sustain their work-family balance

effectively (Garcia et al., 2023). Consequently, POS is expected to act as a moderator, amplifying the positive impact of Technostress on work-family balance.

Thus, the following hypothesis is advanced:

H2: The stronger the POS, the stronger the relationship between Technostress and work-family balance.

Conceptual Framework of the Study



Source: Author, 2025

According to Brod (1984), technostress is "a modern disease of adaptation caused by an inability to cope with new computer technologies in a healthy manner." Technostress refers to the psychological strain and stress caused by the excessive use of information and communication technology (ICT), characterized by information overload, constant connectivity, rapid technological changes, and increased work demands. It manifests in various forms, including techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Tarafdar et al., 2007, 2019).

Work-family balance refers to an individual's ability to effectively manage and fulfil both work and family responsibilities without significant conflict or negative spillover between the two domains. It involves the negotiation and management of roles in both the work and family spheres in a way that allows individuals to meet expectations in both areas while minimizing stress and conflict (Greenhaus & Beutell, 1985).

Perceived organizational support (POS) refers to employees' belief that their organization values their contributions and genuinely cares about their well-being. Higher POS is associated with greater job satisfaction, reduced stress,

and improved work-family balance, as employees feel more supported in managing workplace demands (Eisenberger et al., 1986).

Analytical Strategies.

The unit of analysis for this study comprises ICT professionals in Sri Lanka's IT sector, particularly those working in the IT sector. Given the high reliance on digital tools, remote collaboration, and continuous technological advancements, these employees are highly susceptible to Technostress and its impact on work-family balance (Gamage et al., 2013). A convenience sampling approach will be used, employing a non-probability sampling method due to the absence of a well-defined sampling frame (Sekaran & Bougie, 2018).

Since the study follows quantitative research design and relies on primary data, data will be collected through a self-administered, pre-tested questionnaire, ensuring validity and reliability. The questionnaire will be designed using established measurement scales: Technostress (Independent Variable): Tarafdar et al. (2007); Work-Family Balance (Dependent Variable): measured using Carlson et al. (2009); Perceived Organizational Support (Moderator): assessed through Eisenberger et al. (1986). The data analysis will be conducted using SPSS and AMOS software, incorporating correlation analysis, regression analysis, and structural equation modelling (SEM). This approach aims to provide empirical evidence on how Technostress affects employees' ability to balance work and family roles, and whether perceived organizational support can help mitigate its negative consequences.

Ethical and Legal Considerations

This research was conducted in accordance with ethical standards, with a

strong commitment to integrity, responsibility, and respect for all participants. Informed consent was obtained from each participant, ensuring that their involvement was voluntary, and their anonymity and confidentiality were fully protected. All data collected was securely stored and used solely for research purposes, safeguarding participants' privacy. Additionally, the study was carefully designed to minimize any potential harm to individuals, communities, or society at large. Ethical research practices were strictly followed, including the proper citation of sources and full compliance with APA referencing guidelines, ensuring that all contributions were appropriately acknowledged.

Data analysis

Initially, the data collected was entered into IBM SPSS 22.0 software for processing to identify missing values and outliers (Kline, 2023). As part of the data-cleaning process, this study examined demographic profiles and assessed multivariate assumptions. Structural Equation Modeling (SEM) was conducted using Analysis of Moment Structure (AMOS) 21.0 software, following the two-step approach. This approach facilitated the development of the measurement model and the structural model. The goodness of fit indices was then used to assess the model's adequacy.

In this study, females represent 56% of the sample, while males account for 44%. Most respondents (69%) are between the ages of 25 and 34, with only 3.6% of respondents over 60. Regarding professional experience, the majority (68.5%) have between 1 and 5 years of experience, while 22.6%, 7.5%, and 1.4% of respondents have 6-10 years, 11-15 years, and more than 15 years of experience, respectively. Educationally, 48.5% of respondents are graduates, and no respondent has an education level

lower than G.C.E. Ordinary Level. The remaining respondents have attained secondary education (4.2%), postgraduate degrees (22.5%), and professional certifications (24.8%).

This study followed Hair et al.'s (2021) methodology for SEM-based data analysis, which involved evaluating multivariate assumptions. The first step included conducting the Hermann Single Factor test (Podsakoff et al., 2003) to check for common method bias. Subsequently, a one-way ANOVA test was performed, confirming the absence of non-response bias in the data ($P = 1.00$). Before developing the measurement model for confirmatory factor analysis, the multivariate assumptions for structural equation modelling (SEM) were tested and validated, including normality, linearity, homoscedasticity, and multicollinearity.

Measurement Model of the Study

To assess convergent validity, items with standardized regression weights below 0.50 (Kline, 2023) were removed, and the model's validity was reassessed. Based on

the revised factor loadings, the computed reliability and validity statistics are shown in Table 01.

The convergent validity of the study was verified using Average Variance Extracted (AVE) and Composite Reliability (CR). For AVE, values must exceed 0.50 (Fornell & Larcker, 1981; Hair et al., 2021), and CR should exceed 0.70 (Nunnally, 1978; Hair et al., 2021). In this study, only the latent variables (Ts and POS) met the required thresholds. However, Fornell and Larcker (1981) argue that a composite reliability above 0.60 is considered acceptable for convergent validity, even if the average variance extracted (AVE) is below 0.50. As a result, it can be concluded that the current study demonstrates adequate convergent validity. Furthermore, discriminant validity was ensured, as the squared correlations between the latent variables were lower than their respective AVE values (Fornell & Larcker, 1981; Hair et al., 2021). Furthermore, this study employs the following abbreviations: Ts for Technostress, WFB for work-family balance, and POS for perceived organizational support.

Table 1: Reliability and Validity Measures

Dimension	No of items	Factor loading (Min – Max)	AVE	CR	Cronbach's alpha	AVEs vs SME			
						WFB	Ts	IM	POS
WFB	5	0.510 – 0.884	0.46	0.75	0.72	0.46			
Ts	5	0.557 – 0.710	0.52	0.88	0.81	0.14	0.52		
POS	6	0.610 – 0.825	0.52	0.80	0.81	0.18	0.29	0.44	0.52

As a result, the analysis revealed that the validation statistics and model fit indices

are satisfactory, indicating that the measurement model is appropriate for use

in structural equation modeling to test the advanced hypotheses.

Structural Model

The second stage focused on testing the causal relationships between the latent variables to evaluate the proposed hypotheses. To assess the significance of the standardized parameter estimates in the structural model, 95% confidence intervals were calculated using the

bootstrap method in AMOS, as recommended by Hayes (2009).

Initially, all direct effects were tested, and the significance of the direct paths was assessed (Carlotto, 2017). The effect tested in the study included the impact of Technostress on work-family balance. The standardized regression weights and p-values for these direct effects are presented in Table 2.

Table 2: Standardized Regression Weights and p - p-Values

	Path	Beta value	P value	Decision
Direct effects	Ts and WFB	0.448	0.000	Accepted
Moderation effect of POS	IM and WFB	0.123	0.012	Accepted

According to Table 2, the p-values for all direct relationships (standardized estimates of direct effects) fall below 0.05, confirming that these direct effects are statistically significant.

The moderating effects of perceived organizational support (POS) were tested using the multiplication method. An interaction term was introduced for each structural model to evaluate the moderating influence. As presented in Table 2, POS significantly moderates the relationship between Technostress and work-family balance (p-value = 0.012), with an effect size of 0.123 on work-family balance. Consequently, this finding supports the alternative hypothesis (H2), confirming that perceived organizational support moderates the effect of Technostress on work-family balance.

Discussion of Findings

The present study investigated the impact of Technostress on work-family balance (WFB) and examined whether perceived organizational support (POS) moderates this relationship among IT professionals in Colombo, Sri Lanka. Grounded in the Job Demands-Resources (JD-R) theory, the findings provide empirical support for

both hypothesized relationships. First, the study confirms a significant negative relationship between Technostress and work-family balance, aligning with prior literature (Tarafdar et al., 2019; Ayyagari et al., 2011). As digital demands increase, such as constant connectivity, information overload, and the pressure to respond, employees face greater difficulty in managing the boundaries between their work and family roles. This study supports the main idea of the Job Demands Resources theory, which says that when work demands become too high, they can use up a person's mental and emotional energy. This makes it harder for employees to balance their work and family responsibilities. In Sri Lanka's fast-growing IT sector, these high demands seem to cause stress, role conflicts, and lower well-being, which hurt employees' ability to keep work and family life in balance. These results agree with earlier studies showing that Technostress stress caused by too much technology makes it harder for people to switch off from work and spend quality time with their families.

Secondly, the findings show that Perceived Organizational Support plays an important role in reducing the negative effects of Technostress on work family

balance. Employees who feel supported by their organization through fair treatment, helpful supervisors, and family-friendly policies are better able to handle the pressure caused by technology. This supports the JD-R theory's idea that having enough resources at work can help reduce stress. It also agrees with past research showing that POS improves employees' ability to bounce back from stress and helps them feel emotionally supported.

Overall, even though Technostress can make work-family balance difficult, support from the organization can protect employees and help them cope better. In demanding fields like IT, things like flexible work hours, clear communication, and supportive managers can help reduce Technostress and improve work life balance. This study adds to existing research by confirming that Technostress harms work-family balance but also shows that organizational support can reduce this harm. It highlights how important it is for companies especially those in tech heavy industries to include stress management and employee support systems in their workplace practices.

Theoretical implications

This study helps us better understand how Technostress affects the balance between work and family life, in two main ways. Firstly, the study shows that Technostress is a type of job pressure that uses up employees' mental and emotional energy. In tech-heavy jobs like those in IT, things like always being connected, too much information, and constant digital interruptions make it hard for employees to separate work from home life. This causes conflict between work and family roles and affects well-being. This supports the Job Demands Resources (JD-R) theory, which says that too many demands at work can harm both personal health and work-family balance.

Secondly the study also finds that support from the organization can help reduce the negative impact of Technostress. When employees feel their company cares about them and supports their well-being, they're better able to cope with the stress caused by digital work environments. This adds to the JD-R theory by showing that specific types of support can protect employees from stress, especially in fast-changing tech environments. In summary, this study explains how Technostress harms work-family balance and how company support can help. It adds to the JD-R theory by applying it to modern, tech-heavy workplaces and gives useful ideas for improving employee well-being.

Managerial Implications

This study gives practical advice for IT managers who want to reduce technostress and improve work-life balance for their employees. The research shows that technostress harms employee well-being and disrupts the balance between work and family life. But companies can reduce these negative effects by providing the right kind of support. Using the Job Demands Resources theory, the study suggests that increasing support can help employees deal with heavy digital workloads. It recommends setting clear rules about after-hours communication to reduce the pressure of being constantly connected and offering training programs to help employees manage digital work better, organize tasks, and avoid burnout. These steps reduce stress and help employees stay productive and healthy.

The study also highlights the importance of Perceived Organizational Support (POS) when employees feel their company supports and values them, they can handle stress more easily. To encourage this, managers should encourage "digital detox" time after work so employees can mentally recharge, change performance goals to focus on results and well-being, not just being

constantly available train leaders to be more supportive by offering flexible schedules and using empathetic communication.

Importantly, these practices should be part of the company's official policies, not just optional extras. When support is built into the workplace structure, it helps employees feel valued, reduces technostress, and leads to better job satisfaction, employee retention, and performance. In short, by creating a more supportive and thoughtful work environment, IT companies can help employees maintain a healthier balance between work and home life even in today's highly digital world.

Limitations

This study has a few important limitations. First, it focuses only on the IT sector in Sri Lanka, which is known for its high use of technology, flexible work styles, and fast-paced work culture. Because of these specific conditions, the findings may not apply to other industries or countries. The way technostress is experienced in this environment may be different elsewhere, so the results should be used carefully in other settings.

Second, there are some research method issues. The study used convenience sampling, which might not represent the full variety of people in the IT sector. It

also relied on self-reported data, which can sometimes lead to biased results, even though steps were taken to reduce this risk. Finally, the study only looked at data from one point in time, which means it can't show how technostress and work-family balance might change over time. Since these experiences can vary with changing work and family demands, future research should track changes over time to better understand cause and effect.

Areas for further research

Future research should expand on these findings by using long-term studies to understand how the connection between Technostress and work family balance changes over time. To make the results more widely applicable, future studies should also explore different industries and cultures. It would be helpful to look at personal traits like coping skills and emotional intelligence, as well as organizational factors such as leadership style and policies that support digital wellbeing. Researching how different age groups experience Technostress, along with the new pressures created by AI driven work environments, could also offer valuable insights. This would help create better strategies to manage Technostress and support a healthy balance between work and family life across various workplaces.

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