

**International Journal of Emerging Multidisciplinary Research And Innovation
(IJEMRI)****Impact of Remote Work Visibility Pressure on Employee Burnout:
The Moderating Role of Managerial Trust****¹Kiruthika M, ²V. Priyadarshini**

¹MBA Student, Sathyabama Institute of Science and Technology
Sriperumbudur Campus, Chennai.

²Assistant Professor, Sathyabama Institute of Science and Technology
Sriperumbudur Campus, Chennai.

ABSTRACT

The speed of remote and hybrid working has impacted the way workers communicate, collaborate and do their work. Working remotely has its benefits and drawbacks, and can sometimes place pressure on employees to be available, visible and responsive to managers and coworkers. This research suggests that the effect of Remote Work Visibility Pressure on Employee Burnout is moderated by Managerial Trust. Also included in the study is Digital Monitoring Pressure and After Hours Work Connectivity as other factors that contribute to employee burnout. The quantitative research design was used with 600 respondents who were obtained using a structured questionnaire. Data collected were analysed using SPSS and reliability and statistical analysis. The results show that there are significant positive relationships between Remote Work Visibility Pressure and Employee Burnout in the current study, and Digital Monitoring Pressure does not appear in the current study as a relation with statistically significant result. The study additionally centers on the job of Managerial Trust in comprehending the relationship between Remote Work Visibility Pressure and Employee Burnout. The findings show emphasis should be placed on trust-based management, reasonable expectations of communication, and maintaining boundaries in the workplace and personal sphere. The study offers some valuable insights for managers and HR professionals to ensure supportive and sustainable remote and hybrid work practices that will benefit employees' well-being and organizational effectiveness.

Keywords: *Employee Burnout; Managerial Trust, After Hours Work Connectivity, Remote Work, Digital Monitoring Pressure, Remote Work Visibility Pressure.*

DOI: <https://doi.org/10.65180/ijemri.2026.2.4.03>

1. Introduction

The growing popularity of remote work has not been without impact on the health of their employees, though the results have been mixed. In the literature, remote work can lead to greater autonomy and flexibility, but at the same time, it can also exacerbate feelings of isolation, boundaries, technostress, communication overload and burnout, especially when there is a lack of support from the organization (et al., Ferrara, B., 2022).

Remote work is work conducted outside of the traditional workplace and normally at home or a hybrid arrangement, and was rapidly adopted during the COVID-19 pandemic, transforming it from an option into a common organizational strategy and putting the focus on employee well-being in management research (Jaiswal, A., 2024; et al.). The evidence for remote working is mixed since it affects job resources and job demands. On the positive side, research finds increased autonomy, control, and flexibility, while on the negative side, there is increased work-family conflict, feelings of loneliness, communication issues, pressure to be constantly available, and emotional exhaustion (et al., Evans, A. M., 2024).

While collaboration software plays a crucial role in the shift towards traditional workplace to telecommuting, hybrid setups and digital environments, digital monitoring and telepressure create a significant risk of occupational strain (Jiang, N., 2025). This synthesis investigates digital visibility demands and how they increase employee burnout and the key moderating role of managerial trust. Cloud platforms, IM, and digital performance metrics have revolutionized how employees work and have brought new efficiencies and increased psychological stress.

With constant digital connectivity, workers are in what is becoming a new state of tele pressure, with a need to respond quickly and a lack of a healthy work-life balance. Overuse of digital tools and over-reliance on electronic performance monitoring hurt psychological separation from work in non-working time, directly leading to technostress and emotional exhaustion (Whelan, E., 2026). The increased digital

monitoring led to a decrease in autonomy and feelings of micro-scrutiny, which affects the employee's sense of autonomy in hybrid ways (Nieberle, K. W., 2023).

Trust between managers and workers serves as a crucial protective factor against work-related psychological impacts of digital visibility stress in remote working environments (Aghedo, L., 2026). Employers who replace formal work monitoring and constant surveillance with the sense of trust allow remote workers to have greater autonomy in their work and these employees typically experience much less stress and fatigue (Tønnessen, Ø., 2026). By contrast, when monitoring is variable, it undermines the trust that is felt, indicating managerial suspicion and increasing the rate of emotional exhaustion. Moreover, positive managerial communication helps to reduce the impacts of digital isolation and virtual presenteeism (Aghedo, L., 2026).

A robust psychosocial safety climate helps organizations to set boundaries for teleworkers' operations, which helps prevent the emergence of chronic burnout, technostress, and related symptoms (Spyridon, P., 2025). Ultimately, managerial trust is the key that transforms the remote working from a constant surveillance trap to an independent and sustainable working model. While there's no standardized term for remote work visibility pressure, the best available studies terminology is tele pressure, availability norms, online presenteeism, and controlling electronic monitoring.

The term quick reply, connect, be seen on the Internet and don't look inactive are all used in these studies to describe pressure to reply immediately. Lowering the feeling of trust increases strain in remote settings, as does the pressure to be accessible, active, and responsive outside of normal working hours (tele pressure) and the lack of autonomy (Online presenteeism). Constant connectivity, rumination, overload, and poor recovery are all most closely associated with the visibility-related demands of digital technologies and burnout. The mechanism in the various studies is similar to a job-demands model, in which the need to signal activity and responsiveness consumes resources.

The direct link between tele pressure and burnout is predicted by the latter, and the former partly explains this connection. Detachment is more difficult and the experience of techno-invasion and overload lead to higher exhaustion, anxiety, and lower wellbeing (Consiglio, C.,2023). The risk of remote burnout increases with low levels of support, too much work, feeling isolated and less autonomy (Costin, A.,2026).

As compared to organizational support, managerial trust seems to have received less attention as a direct mediator between digital demands and burnout, but the evidence is similar: supportive, autonomy-granting management attenuates the link between digital demands and burnout, while the opposite is true for monitoring and neglect. The felt trust is reduced with supervisor monitoring, and the resulting lower levels of felt trust further reduce daily well-being and exhaustion. High digital demands and supportive managerial practices are correlated with protection of health and well-being of remote workers (Mat-Artun, D.,2025).The intent of the managerial practices is related to developmental monitoring and its effects on reducing burnout, which is the case for controlling managerial practices (Miao, Q.,2024).

1.1 THEORETICAL BACKGROUND

The most suitable main framework for the article "Impact of Remote Work Visibility Pressure on Employee Burnout: The Moderating Role of Managerial Trust" is the Job Demands–Resources theory, with the most relevant article sets as follows: digital demands, burnout mechanisms, trust/support as buffer.

1. JD-R Fit: JD-R theory indicates that job demands are the components of the job that require persistent effort and psychological costs, while job resources are those components that facilitate the attainment of goals and buffer the job demands (Bakker, A. B.,2023). JD-R also suggests a health-impairment process in which demands drain emotional, cognitive and physical resources, and result in strain and exhaustion which may escalate to a burnout state. That is an apt analogy for remote work – the outcomes of telework rely on the right balance of demands, such as deadlines, overload, and constant digital engagement, and resources, such as autonomy, support, and work–life balance (Giovanis, E.,2026).

The theory is also particularly relevant in the contexts of digital and remote work, as noted in some recent JD-R reviews.

2. Demands and Burnout: Remote visibility pressure is typically examined by other related terms like tele pressure, electronic monitoring, availability pressure, work overload, and virtual presenteeism (Li, S., 2024). The demands are well aligned with your variables, as they represent pressures to respond quickly, be digitally present, and be seen by managers, and these demands are found to partially predict burnout with workplace tele pressure (Li, S.,2024). The management of electronic monitoring caused an increase in burnout, and development monitoring had the opposite effect, reducing EPM overall. There was no evidence that EPM was beneficial to performance.

3. Trust and Resources; Your moderator is well justified because there have been a series of JD-R studies which consistently found that resources dampened the pathway from demand to burnout. Autonomy, flexibility in work schedule, technology resources, managerial support, and work–life balance buffer the strain of remote work (Özdamar, B.,2026). The job demands–burnout relationship was negative (Bunjak, A.,2023) when people experienced collective trust. The fostering of well-being was linked to supportive managerial practices, and the ignoring of well-being was linked to increased stress and reduced ability to recover. Social belonging and support from organizations decreased work–family conflict and burnout in disrupted work contexts (Lamprinou, V. D. I., 2021).

1.2 Research Gap

The literature on telework primarily focuses on general topics like stress, work–life conflict, role clarity, overload, performance and technostress, whereas your focus is on a narrower psychological demand: to be seen, available, and productive in digital environments (Shin, I.,2025). The most powerful publication story is that this visibility demand is conceptually also close to tele pressure, techno-invasion, virtual presenteeism and electronic monitoring, but is not explored as a standalone concept, particularly as moderated by managerial trust (Mat-Artun, D., 2025). The most striking

difference is that burnout is quite well covered but visibility-specific mechanisms are studied, but not directly under the burnout label. For example, remote studies have consistently identified that constant connectivity, unrealistic levels of responsiveness, communication overload, and “technostress” or “techno-invasion” drain resources and lead to exhaustion, strain or “burnout”, but typically referred to as technostress or overload, not as pressure to be seen by managers (Singh, P.,2022). A second gap is that managerial trust is more likely to be one that is implied than modeled. Consistently, supportive leadership, participative leadership, supervisor support, autonomy, social support, are identified as protective resources while very few studies test trust as the moderator between a demand of a kind that resembles visibility and burnout (Girardi, D.,2025). This disconnect exists because the research on remote working has focused on overall adjustment and/or wellbeing, and the research on monitoring has focused on the effects of stress on surveillance, but there has been little monitoring research that has looked at the visibility–burnout–trust chain as a single model (Sivunen, A.,2021) . But your contribution is not so far-fetched as to think that remote working has a negative impact on employees, as that is already known from reviews and empirical studies (Charalampous, M., 2019). Your part is the pressure to be “visible” through new ways of working in the remote environment, where employees feel they have to respond right away, be online, show activity and not be seen as inactive, and which may not be fully covered by any of the other entries (Song, D., 2026). A third contribution is that managerial trust is a theoretically stronger boundary condition than general support because both qualitative research and leadership research demonstrate that trust, autonomy, and low-control leadership is one of the central aspects of healthy remote working, yet this has yet to be tested as a formal boundary condition surrounding visibility-related pressure (Costin, A., 2023; Ravid, D. M., 2023).

2) REVIEW OF LITERATURE

2.1 H1: There is a significant effect of Remote Work Visibility Pressure on Employee Burnout.

Remote work visibility pressure refers to the perceived pressure experienced by employees to demonstrate their availability, productivity, effort and contribution when working away from the traditional office environment. In a physical work environment, a manager and the other workers can see what workers are doing and how they are interacting with each other. Working remotely, however, decreases these opportunities for face-to-face interactions and can lead employees to worry about visibility of their work and contribution to supervisors. Employees might then feel the need to constantly prove their productivity to maintain their online presence, communicate with others regularly, and respond rapidly with some visible results. Lacey, Gray and Spector (2021) studied the stressors of working remotely and identified that lack of visibility is one of the stressors that is unique to remote working. They identified remote-work stressors as positively correlated with employee burnout in their three studies, and one such stressor that is especially relevant is the lack of visibility. The diminished visibility of remote workers can lead to uncertainty about job opportunities, performance assessments and recognition. Staff might feel their managers don't completely observe how much they put in and so they may do more to make their work noticeable. These constant attempts to prove productivity can lead to a greater number of psychological demands and less recovery time. Issues may also arise for remote workers that their visibility, which is less than their onsite counterparts, may impact their perception of recognition and their perceived contribution. Studies on well-being of remote workers have revealed that job demands, professional strain, lack of organizational support and emotional strain are risk factors for remote workers with regard to burnout. As an aspect of the stressor-strain relationship, if employees perceive remote-work conditions as stressful, then the ongoing psychological effort can cause a gradual depletion of resources and lead to emotional exhaustion. For some this can be a source of pressure in remote working areas, because they

have to be seen and productive. Lacey et al. (2021) offer empirical evidence of this relationship, finding increased evidence of employee burnout with reduced visibility of colleagues for remote workers. Hence, those who have to be active and productive more often are likely to develop burnout.

The above leads to the following hypothesis:

H1: Remote Work Visibility Pressure does have a significant impact on Employee Burnout.

2.2 H2: There is a significant effect of Digital Monitoring Pressure on Employee Burnout.

technologies to monitor, record, track or evaluate their work-related activities by an organization. Digital monitoring may include monitoring computer activity, online presence, login and logout information, task completion, communication activities, productivity software and other technology-based indicators of employee performance. While digital monitoring can aid the organization in coordinating remote workers and assessing their work activity, active monitoring can also lead to perceptions of surveillance and pressure among employees. Ravid et al. (2022) performed a meta-analysis across 70 independent samples, and they analyzed the impact of electronic monitoring on employee outcomes. They found that electronic monitoring was linked to slightly lower work satisfaction and slightly higher work stress. The authors found that the negative aspects of the use of electronic monitoring on employee well-being and work attitudes. The results indicate that the constant monitoring with digital technology can be a source of psychological stress for workers. Employees might also have different relationships with their supervisors depending on the use of digital monitoring. Zheng et al. (2023) examined the effects of supervisor monitoring, employees' felt trust and well-being in two experience-sampling studies of employees in hybrid work environments. They found that supervisor monitoring of these employees on a daily basis was negatively related to the employees' perceptions of being trusted by their supervisor. This decrease in felt trust was then correlated with lower daily well-being (such as increased exhaustion). The scientists said the researchers found that regular surveillance may make workers feel like their supervisor is watching them all the time, thus

lowering their sense of autonomy and trust. If staff think that they're being watched at all times, they might feel like they need to be productive and available at all times. This pressure can lead to psychological strain especially if the monitoring is seen as too much or the manager doesn't trust the employee. Employee burnout can also be caused by stress and exhaustion, which means that any stress on employees during digital monitoring can also add to burnout. As such, digital monitoring is an important factor remotely that could impact employee wellness.

Hence, the following hypothesis is proposed:

H2: Digital Monitoring Pressure has a significant impact on Employee Burnout.

2.3 H3: There is a significant effect of After-Hours Work Connectivity on Employee Burnout.

After-hours work connectivity: the ongoing relationship that employees have with their communication and activities outside of their work hours. This could involve answering emails, messages, phone calls, online meetings and/or notifications about work after the end of the normal working day. Digital technologies enable workers to stay connected to their companies, anytime, anywhere. While this connectivity can offer flexibility, it can also lead to challenges in the division of work and personal time, and impact employee health. Van Zoonen, Treem and Sivunen (2023) studied the longitudinal association between after-hours connectivity, autonomy and employee exhaustion in a three-wave study with 192 participants. They found that there are times when it is a demand and times when it is a resource; that after-hours connectivity can exist as a demand or as a resource. Interestingly, their study found that after-hours connectivity was negatively related to emotional exhaustion through increased autonomy. This means that connectivity is not necessarily a bad thing and the impact of connectivity can be shaped by the way that employees experience and use it. One study, however, clarifies that while after-hours connectivity may be a problem, it can also be a problem when it becomes an organizational expectation and when it is a barrier to recovery and psychological disengagement from work. The lack of a clear distinction between work and non-work becomes more confusing with continuous

connectivity. If workers feel they need to stay on-call following their hours of work, they may find it more difficult to unwind from work. The authors therefore stressed the need to have organizational practices that allow for employees to connect and disconnect from work in a manner that is respectful of employee preference. In addition, research on remote-work burnout suggests that the following issues are key to the remote-work environment: blurred work-life boundaries, increased work demands and emotional exhaustion. In a systematic review, Costin, Roman and Balica (2023) recognized that one of the important concerns of the remote working situation is the increased stress of the professionals, job demands and emotional exhaustion. If connectivity after hours is perceived as a pressure as opposed to a choice, open communication at work can lead to the feeling of being exhausted and burned out. Therefore, the impact of after-hours connectivity could be either positive or negative depending on how employees feel about it being available for their use or required of them. For the purpose of this research, after-hours work connectivity refers to the importance of work connectivity outside of regular working hours and is one of the most salient pressures that can be linked to employee burnout.

H3: There is a high impact of After-Hours Work Connectivity on Employee Burnout.

2.4 H4: Managerial Trust moderates the relationship between Remote Work Visibility Pressure and Employee Burnout.

Managerial trust is the level of confidence in managers' trust in employees' ability to work, commitment, reliability and desire to work without heavy supervision. In remote work, trust is especially crucial as managers won't have as much face-to-face interaction with employees. Under these conditions, staff might view the amount of supervision, communication and freedom of action given by supervisors as cues to trustworthiness. Zheng et al. (2023) investigated how the supervisor's monitoring affects the employees' perceived trust and daily well-being in hybrid working contexts. They found that higher levels of monitoring were related to lesser felt trust among employees, and that lower felt trust led to worse daily well-being and higher exhaustion among workers. This suggests that trust may be a critical

psychological influence on the relationship between managerial monitoring and remote working conditions of employees. A recent study also shows the role of trust in the workplace when working remotely. In a study by Tønnessen et al. (2026), the researchers analyzed trust, control, and performance of remote working arrangements by drawing on information from 288 managers who manage 8,351 employees. The study revealed that the relationship between the manager and employee was positively related to remote-work adoption, while trust and remote work were positively related to informal controls, but not to formal controls. The results suggest that trust is one of the factors that influences remote employee management. If managers are trusted, employees may not need to demonstrate their productivity or being seen at all times by the manager. Therefore, the amount of trust could lead to less psychological stress related to remote work visibility. However, employees who feel that there is low trust from the manager may feel the need to prove their impact, stay visible online and need to react to managerial requests promptly. This can put the individual under psychological stress and add to burnout. As such, managerial trust can modify the relationship between the visibility pressure from remote working and employee burnout. Based on this, managerial trust is therefore hypothesized in this study as a moderating variable.

Based on this, the next hypothesis is made: H4 predicts a moderating effect of managerial trust on the relationship between Remote Work Visibility Pressure and Employee Burnout.

H4 proposes that the relationship between Remote Work Visibility Pressure and Employee Burnout is moderated by managerial trust.

H1: There is a significant effect of Remote Work Visibility Pressure on Employee Burnout.

H2: There is a significant effect of Digital Monitoring Pressure on Employee Burnout.

H3: There is a significant effect of After-Hours Work Connectivity on Employee Burnout.

H4: Managerial Trust moderates the relationship between Remote Work Visibility Pressure and Employee Burnout.

3) RESEARCH METHODOLOGY

The research design employed in this study was a quantitative design, which aims to examine the influence of remote work related pressures on Employee Burnout, and the moderating effects of managerial trust. The study explores the effect of the three independent variables on Employee Burnout: Remote Work Visibility Pressure, Digital Monitoring Pressure and After-Hours Work Connectivity. Moreover, Managerial Trust is viewed as a moderating variable to evaluate if the relationship between Remote Work Visibility Pressure and Employee Burnout changes when looking at this mediating variable.

The main data collection tool used in the study was a structured questionnaire. The respondents were asked to provide their responses on a 5-point Likert scale (1 = Strongly Disagree and 5 = Strongly Agree). The questionnaire items were developed to assess the respondent's perceptions of the visibility pressure when working from home, digital monitoring pressure, connectivity to work outside of hours, managerial trust and employee burnout.

The collected data were analysed with the help of the Statistical Package for the Social Sciences (SPSS). The relationships between the variables were examined using reliability analysis, multiple regression analysis and moderation analysis. The total number of respondents was 600 with a total degree of freedom of 599 for the regression analysis.

There were three stages to the analysis:

Reliability Analysis To assess the internal consistency and reliability of the measurement items using:

Cronbach's Alpha

Item-Total Correlation

Multiple Regression Analysis

To assess the impact of:

Remote Work Visibility Pressure

Digital Monitoring Pressure

After-Hours Work Connectivity

Employee Burnout Moderation Analysis To explore if Managerial Trust mediates between Remote Work Visibility Pressure and Employee Burnout.

The interaction of the factors Remote Work Visibility Pressure and Managerial Trust is explored to see if there is a significant interaction where Managerial Trust changes the strength of this relationship. This is the correct one to use for your research as your H4 is a moderating, and not simply stating Managerial Trust as another independent variable would not properly test your stated research model.

Table 1: Model Summary

Model	R	R²	Adjusted R²	Std. Error
1	0.312	0.097	0.093	0.93880

Interpretation

The R² value yielded by the model was 0.097, meaning that the independent variables (Remote Work Visibility Pressure, Digital Monitoring Pressure and After-Hours Work Connectivity) had only 9.7% variance in Employee Burnout. The Adjusted R² value of the model is 0.093, meaning that about 9.3% of the variance in the outcome variable (Employee Burnout) is accounted for by the predictors in the model, after correcting for the number of independent variables in the model. The R value 0.312 shows that the predictors as a whole have a positive relationship with low-to-moderate strength with the dependent variable Employee Burnout. The Std. The values show the standard deviations of the residuals (errors): 0.93880 is the average error or variation between the actual and predicted values of Employee Burnout. Overall, the model suggests that the three remote-work related factors are statistically significant and have some impact on the variance in Employee Burnout, but not a complete or large one.

Table 2 : ANOVA

Source	Sum of squares	df	Mean square	f	Sig.
Regression	56.719	3	18.906	21.452	<0.001
Residual	525.281	59	0.881		
Total	582.000	59			

Interpretation

The results of the ANOVA test showed that the regression model was statistically significant ($F(3, 596) = 21.452$; $p < 0.001$). The significance value is below the set level of 0.05, which means that the regression model is statistically significant. This means that together, Remote Work Visibility Pressure, Digital Monitoring Pressure and After-Hours Work Connectivity exert a significant pressure on the Employee Burnout. Thus, the variables in the model have a significant effect on the variations in Employee Burnout. Therefore, the overall regression model is statistically significant and is appropriate for investigating the relationship between the independent variables selected and Employee Burnout.

Table 3 : RELIABILITY ANALYSIS

Construct	Cronbach's Alpha
Overall scale	0.398

Interpretation

The reliability analysis was conducted to check the internal consistency of the items used to measure the study variables. The Cronbach's Alpha obtained was 0.398. This is a low internal consistency for the items as a whole. Thus, it is advisable to evaluate the

reliability of each of the constructs individually before conclusions are drawn about the reliability of the measurement scales—specifically Remote Work Visibility Pressure, Digital Monitoring Pressure, After-Hours Work Connectivity, Managerial Trust and Employee Burnout.

Table 4 : REGRESSION COEFFICIENTS

Variables	B	(Beta β)	t-value	p-value
Constant	2.077	-	9.791	<0.001
Remote work visibility pressure	0.159	0.159	4.076	<0.001
Digital monitoring pressure	0.062	0.062	1.704	0.089
After hours work connectivity	0.258	0.258	6.048	<0.001

5) Regression Equation

The multiple regression equation is given by:

$$EB = 2.077 + 0.159(RWVP) + 0.062(DMP) + 0.258(AHWC)$$

Where:

EB = Employee Burnout

RWVP = Remote Work Visibility Pressure

DMP = Digital Monitoring Pressure

AHWC = After-Hours Work Connectivity

The findings from the regression analysis are helpful in understanding the factors affecting Employee Burnout. The overall regression model is statistically

significant ($F\text{-value} = 21.452$; $p < 0.001$). The model has an R value of 0.312 which suggests that there is a positive relationship between the independent variables and Employee Burnout. The $R^2 = 0.097$ suggests that the three independent variables together account for 9.7% of the variance in Employee Burnout. The adjusted R^2 is 0.093 which means that about 9.3% of the variance in Employee Burnout is explained by the model. The effect of Remote Work Visibility Pressure on Employee Burnout. The relationship between Remote Work Visibility Pressure and Employee Burnout.

H1: Remote Work Visibility Pressure $\rightarrow$ Employee Burnout The H1 result shows that the Remote Work Visibility Pressure positively influences Employee Burnout, and the result is statistically significant. The regression analysis reveals that the standardized coefficient ($\beta = 0.159$) is positive with a t -value of 4.076 and a significant value of $p < 0.001$. The relationship between Remote Work Visibility Pressure and Employee Burnout is statistically significant as the p -value is < 0.05 . An increase in Remote Work Visibility Pressure is correlated with an increase in Employee Burnout, as suggested by the positive coefficient. Staff members may feel pressured to be "on" and available, respond quickly to messages, be productive, and actively participate in work-related activities at all times when working remotely. These expectations can lead to an ongoing need to be seen by managers and co-workers even after work is finished. The discovery indicates that over-optimizing the visibility of employees in distance working situations could lead to over-working, mental fatigue and problems separating work and leisure. Staff might think that they need to be 'always on' in order to show commitment and productivity. This pressure can lead to greater sensation of tiredness and overwork over time. Hence the results support the research hypothesis H1 that the Remote Work Visibility Pressure has a significant and positive impact on Employee Burnout.

H2: Employee Burnout when using Digital Monitoring Pressure: A model with H2 included would not be statistically significant because Digital Monitoring Pressure does not affect the model. The standardized coefficient ($\beta = 0.858$) is positive, the t -value is 1.704 and the p -value is 0.089. The coefficient shows that there is a positive correlation

between Digital Monitoring Pressure and Employee Burnout, however the p -value (0.089) is not below the commonly accepted significance level of 0.05. Thus, the relationship is not statistically significant at 5% level. Therefore, this results in a lack of statistical significance to assert that Digital Monitoring Pressure is an independent contributing factor of Employee Burnout in the current study. Digital monitoring can involve employing employee-monitoring software, activity tracking, system logs, productivity dashboards or other digital tools to track work activities. Such monitoring could generate a sense of being monitored, but the present results suggest that this alone does not account for differences in Employee Burnout. This could indicate that the burnout of employees is more dependent on their direct working expectations, being always available, and the challenges associated with the need to disconnect from work, rather than on digital monitoring. Effect of monitoring can also be influenced by the extent to which monitoring systems are in place and communicated by managers and organizations. Thus, the statistical results do not support H2, suggesting that in the current model, Digital Monitoring Pressure does not statistically significantly directly influence Employee Burnout.

H3: After-Hours Work Connectivity $\rightarrow$ Employee Burnout H3 is supported, which is evidence that After-Hours Work Connectivity has a statistically significant and positive relationship with Employee Burnout. The regression analysis shows that the standardized coefficient (β) is positive (0.240), the t value is 6.048 and the p value is less than 0.001. However, the relationship is statistically significant because the value of the p is less than 0.05. Positive values of the coefficient suggest that a person's Employee Burnout scores are higher as their After-Hours Work Connectivity scores are higher. Continuing to check emails, text or talk with work colleagues after work hours on the job may make it harder to disconnect from work mentally. Increased connectivity can decrease the opportunities for relaxation, personal pursuits, family obligations and proper recovery from work demands. Employees working outside the established hours of work may have a blurring of the work/personal lines. This could lead to a high level of work engagement and inadequate recovery, potentially leading to emotional exhaustion and burnout. The statistically significant

positive association underscores the need to have sensible limits on work and leisure time in remote and digitally connected work contexts. Organizations might have to set clear boundaries with employees about what constitutes after-hours contact - and promote taking the time to turn off work when it's over. Therefore, the results are statistically significant enough to support H3: There is a significant positive effect of After-Hours Work Connectivity on Employee Burnout.

H4: Moderating role of managerial trust H4: Remote Work Visibility Pressure will significantly interact with Managerial Trust in influencing Employee Burnout. suggests that the mediating role of Managerial Trust between Remote Work Visibility Pressure and Employee Burnout exists in this relationship. Managerial Trust is the degree to which employees trust their managers to be reliable, supportive, fair and willing to assess employee performance through trust and work outcomes instead of over-monitoring or constant visibility. When working from outside the office, it can be difficult for the manager to see an employee in his office and may create a sense of pressure. If there is trust between staff and management, they can feel confident that their manager appreciates their efforts, without having to be on screen or constantly producing something. Therefore, Remote Work Visibility Pressure may be lessened by having higher managerial trust. However, if there is a lack of trust in their managers, employees may feel that they need to constantly prove they are still working and are still available for management. This could reinforce the connection between Remote Work Visibility Pressure and Employee Burnout. This will increase employee concerns regarding their work performance and lead to unneeded visibility behaviours such as answering messages promptly, spending more time on the internet or always being available. Thus, the relationship between Remote Work Visibility Pressure and Employee Burnout can change in strength in Managerial Trust. If there is a significant interaction between Remote Work Visibility Pressure and Managerial Trust, then it would mean that the relationship between Remote Work Visibility Pressure and Employee Burnout would vary across levels of managerial trust. The interaction term should be used in the moderation hypothesis: When employees do not see what is happening on the job

and managers do not trust them, it leads to employee burnout. In the event that the interaction term is statistically significant ($p < 0.05$), then H4 is supported, which means that the relationship between Remote Work Visibility Pressure and the Employee Burnout is significantly mediated by Managerial Trust. If the interaction term is not statistically significant ($p > 0.05$), then H4 is rejected, suggesting that the strength of the relationship does not significantly differ due to Managerial Trust

Hypothesis Testing

Hypothesis	Relationship	Result
H1	Remote Work Visibility Pressure → Employee Burnout	Supported
H2	Digital Monitoring Pressure → Employee Burnout	Not Supported
H3	After-Hours Work Connectivity → Employee Burnout	Supported
H4	Managerial Trust significantly moderates the relationship between Remote Work Visibility Pressure and Employee Burnout.	Requires moderation analysis

6) MANAGERIAL IMPLICATIONS

The results of the study have significant implications for managers who have implemented remote/hybrid working practices in their organizations. Based on the positive correlation between Remote Work Visibility Pressure and Employee Burnout, managers should not assess the performance of their employees primarily through online presence, instant responses or constant availability. Rather, staff must be judged by their work products and on the basis of the quality of their work and the achievement of targets. Clear communication expectations and giving employees autonomy and flexibility should be established by managers as well. Because of After-Hours Work

Connectivity's strong positive correlation with burnout, companies should draw lines around the outside-the-work hours communication and not invite any work-related messages outside of work. The results also show the value of establishing a trust-based and employee-friendly management approach. Through regular feedback, recognition, a supportive communication and reasonable flexibility, managers can build trust further. In the current study, Digital Monitoring Pressure was not statistically significant, however, organizations should make sure that monitoring is done transparently, reasonably and clearly communicated. HR managers can also carry out regular employee wellness surveys, workload evaluations and wellness programs to detect signs of burnout early. In summary, organisations should have a balance of productivity, accountability, flexibility, trust and employee well-being in order to provide a sustainable alternative working environment for those who are working remotely or hybrid.s and wellness activities.

CONCLUSION

This study focused on the Impact of Remote Work Visibility Pressure on Employee Burnout while taking into account the effect of Digital Monitoring Pressure and After-Hours Work Connectivity. The regression results revealed that the model was statistically significant, $F(3,596) = 21.452$, $p < 0.001$ and the model accounted for 9.7% of the variance in Employee Burnout ($R^2 = 0.097$). There was a significant positive relationship between Remote Work Visibility Pressure and Employee Burnout ($B = 0.159$, $\beta = 0.159$, $p < 0.001$), and after-hours connectivity at work was also found to be significant ($B = 0.258$, $\beta = 0.240$, $p < 0.001$). But Digital Monitoring Pressure was not statistically significantly related to Employee Burnout ($B = 0.062$, $\beta = 0.068$, $p = 0.089$). Overall, the answers suggest that burnout may be higher if workers feel like they have to be seen and engaged with work outside of the hours they are supposed to be at work. After-Hours Work Connectivity had the largest standardized beta value ($\beta = 0.240$) among the predictors and so is a relatively stronger predictor of burnout in this model. The study emphasizes the need to establish healthy working boundaries, lower the expectations of unnecessary visibility and establish trustful working relationships when working remotely. Therefore, the proposed

moderation effect of Managerial Trust needs to be explored through the interaction analysis to see whether the interaction of these three variables significantly affect the relationship between Remote Work Visibility Pressure and Employee Burnout.

7) LIMITATIONS OF THE STUDY

The study has some limitations which should be kept in mind while interpreting the finding. A cross-sectional research design is used in the study as the data were collected at a specific time. Thus, the study cannot conclude that there is a definitive cause-and-effect relationship between remote work pressures and employees' burnout. The data were also gathered by a self-reported questionnaire, which can be affected by the perceptions, experiences and honesty of the questionnaire takers. Furthermore, the study only accounted for some factors identified including Remote Work Visibility Pressure, Digital Monitoring Pressure and After Hours Work Connectivity, meaning other factors could impact Employee Burnout. A second drawback is that only 9.7% of the variance in Employee Burnout ($R^2 = 0.097$) was accounted for by the present model; thus, other important factors have not been included in the present model. Other factors that could lead to employee burnout include workload, work-life balance, organizational support, job autonomy, job satisfaction, psychological detachment. Results can also differ among industries, occupational groups and work arrangements (including full-time remote, hybrid and office-based work). Furthermore, the effect of moderating variables (Managerial Trust) was proposed in the study but was not confirmed from the current regression results without the moderation analysis.

RECOMMENDATIONS FOR FURTHER STUDY

A longitudinal research design is a suitable design to be used for future studies to analyze the changes in remote working stress and employee burnout over a longer time. The research can also consist of a larger and more varied sample of employees from a variety of industries, organizations, job positions, and work experience levels. Comparative research between fully remote and hybrid, as well as in-office workers, may help to understand the impact of working

arrangements on burnout. Other variables that could be added to future research are workload, work-life balance, organizational support, job autonomy, job satisfaction, and psychological detachment. Future research needs to specifically explore the moderating effect of Managerial Trust by incorporating an interaction term between Remote Work Visibility Pressure and Managerial trust. The next step is to investigate mediation and moderation models to grasp the ways and conditions by which remote working pressures contributes to burnout. Furthermore, objective measures like working hours, after-hours emails, meeting frequency, and digital activity and questionnaire responses will be utilized in future studies. These studies can offer more in-depth knowledge and guide the creation of robust strategies and policies for employee wellbeing, healthy working boundaries and sustainable remote/hybrid working arrangements.

Reference

1. Ferrara, B., Pansini, M., De Vincenzi, C., Buonomo, I., & Benevene, P. (2022). Investigating the role of remote working on employees' performance and well-being: an evidence-based systematic review. *International Journal of Environmental Research and Public Health*, 19(19), 12373.
2. Li, S., & Wang, Y. (2024). A study on the positive and negative effects of different supervisor monitoring in remote workplaces. *Frontiers in Psychology*, 15, 1383207.
3. Jaiswal, A., Sengupta, S., Panda, M., Hati, L., Prikshat, V., Patel, P., & Mohyuddin, S. (2024). Teleworking: role of psychological well-being and technostress in the relationship between trust in management and employee performance. *International Journal of Manpower*, 45(1), 49-71.
4. Stavrova, O., Spiridonova, T., van de Calseyde, P., Meyers, C., & Evans, A. M. (2023). Does remote work erode trust in organizations? A within-person investigation in the COVID-19 context. *Social and Personality Psychology Compass*, 17(7), e12762.
5. Whelan, E., O'Brien, A., & McCarthy, A. (2026). Burnout in hybrid work arrangements: unpacking the role of

- technostress, psychological detachment, and organisational supports. *Internet Research*, 36(7), 63-81.
6. Ravid, D. M., White, J. C., Tomczak, D. L., Miles, A. F., & Behrend, T. S. (2023). A meta-analysis of the effects of electronic performance monitoring on work outcomes. *Personnel Psychology*, 76(1), 5-40.
 7. Girardi, D., Rapisarda, S., Arcucci, E., Dal Corso, L., Riedl, R., Pividori, I., & Falco, A. (2025). Supervisor support and virtual leadership moderate the association between technostress creators and strain in remote work: Evidence based on hair cortisol and occupational physician's hetero-evaluations. *Plos one*, 20(6), e0323385.
 8. Van Zoonen, W., Sivunen, A., Blomqvist, K., Olsson, T., Ropponen, A., Henttonen, K., & Vartiainen, M. (2021). Understanding stressor-strain relationships during the COVID-19 pandemic: the role of social support, adjustment to remote work, and work-life conflict. *Journal of management & organization*, 27(6), 1038-1059.
 9. Song, D., & Kim, S. (2026). How enterprise social media use affects employee well-being. *Scientific Reports*, 16. <https://doi.org/10.1038/s41598-026-52766-3>
 10. Costin, A., Roman, A. F., & Balica, R. S. (2023). Remote work burnout, professional job stress, and employee emotional exhaustion during the COVID-19 pandemic. *Frontiers in psychology*, 14, 1193854.
 11. Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: A multidimensional approach. *European journal of work and organizational psychology*, 28(1), 51-73.
 12. Bunjak, A., Černe, M., Nagy, N., & Bruch, H. (2023). Job demands and burnout: The multilevel boundary conditions of collective trust and competitive pressure. *Human relations*, 76(5), 657-688.
 13. Qin, K., Yu, Z., Cai, Q., Jiang, N., & Chung, K. S. (2025). How workplace telepressure fuels job burnout among educators: Mediated by work-related rumination and moderated by perceived organizational support. *Behavioral Sciences*, 15(8), 1109.
 14. Zheng, X., Nieberle, K. W., Braun, S., & Schyns, B. (2023). Is someone looking over my shoulder? An investigation into supervisor monitoring variability, Subordinates' daily felt trust, and well-being. *Journal of Organizational Behavior*, 44(5), 818-837.
 15. Aghedo, L. (2026). Workplace Contexts and Stress: A Comparative Review of Social and Psychological Mechanisms in Remote, Hybrid, and In-Person Work. *International Journal of Research and Innovation in Social Science*, 10(7), 14494-14508.
 16. Miao, Q., Yin, H., Schwarz, G., & Hussain, M. A. (2024). Disentangling the impact of perceived electronic performance monitoring on employee burnout in the public sector. *Public Management Review*, 27, 3028 - 3056. <https://doi.org/10.1080/14719037.2024.2396080>
 17. Tønnessen, Ø., Baah-Peprah, P., Flåten, B. T., & Larsen, T. B. (2026). Managerial insights into trust, control, and performance in remote work environments. *Journal of Business Research*, 215, 116323.
 18. Georgia, K., Spyridon, P., Anna, T., & Katerina, K. (2025). When Work Moves Home: Remote Work, Occupational Stress, Mental Health, Burnout and Employee Well-Being: Trends and Strategic Roadmap. *Psychology International*, 7(4), 96.
 19. Singh, P., Bala, H., Dey, B. L., & Filieri, R. (2022). Enforced remote working: The impact of digital platform-induced stress and remote working experience on technology exhaustion and subjective wellbeing. *Journal of business research*, 151, 269-286.
 20. Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands-resources theory: Ten years later. *Annual review of organizational psychology and organizational behavior*, 10(1), 25-53.
 21. Consiglio, C., Massa, N., Sommovigo, V., & Fusco, L. (2023). Techno-stress creators, burnout and psychological health among remote workers during the pandemic: The moderating role of E-work self-efficacy.

- International Journal of Environmental Research and Public Health*, 20(22), 7051.
22. Costin, A., Roman, A. F., & Balica, R. S. (2023). Remote work burnout, professional job stress, and employee emotional exhaustion during the COVID-19 pandemic. *Frontiers in psychology*, 14, 1193854.
23. Mat-Artun, D., & Küskü, F. (2025). Virtual presenteeism and employee well-being in remote work from the perspective of the job demands–resources model. *International Social Science Journal*, 75(258), 859-868.
24. Giovanis, E., Özdamar, B., & Ozdamar, O. (2026). Managing digital work in the post-pandemic era: telework intensity, organisational support, and employee well-being. *International Journal of Workplace Health Management*. <https://doi.org/10.1108/ijwhm-09-2025-0245>
25. Lamprinou, V. D. I., Tasoulis, K., & Kravariti, F. (2021). The impact of servant leadership and perceived organisational and supervisor support on job burnout and work–life balance in the era of teleworking and COVID-19. *Leadership & Organization Development Journal*, 42(7), 1071-1088.
26. Shin, I., Riforgiate, S. E., Godager, E. A., & Coker, M. C. (2025). Remote worker communication technology use related to role clarity, coworker support, and work overload. *Sustainability*, 17(7), 2830.