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The Influence of Work Intensification on Employee Performance through Emotional Exhaustion and Technostress

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ABSTRACT

This study investigates the effect of work intensification on employee performance through the mediating roles of emotional exhaustion and technostress in the Indonesian work context. Rapid organizational changes and increasing reliance on digital technologies have intensified work demands, potentially affecting employees' psychological well-being and performance. Using a quantitative research design, data were collected from 150 employees in Indonesia through a structured questionnaire measured on a five-point Likert scale. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3. The results reveal that work intensification has a significant positive effect on emotional exhaustion and technostress. Furthermore, emotional exhaustion and technostress have significant negative effects on employee performance. Mediation analysis indicates that emotional exhaustion and technostress partially mediate the relationship between work intensification and employee performance, with emotional exhaustion showing a stronger mediating effect. These findings highlight that intensified work conditions may undermine employee performance primarily through psychological and technology-related stress. The study contributes to the literature on occupational stress and performance by providing empirical evidence from a developing-country context and offers practical insights for organizations seeking to balance productivity demands with employee well-being.

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1. INTRODUCTION

In recent years, the nature of work has undergone profound changes driven by globalization, digital transformation, and increasing competitive pressures [1]. Organizations are increasingly demanding higher levels of productivity, faster response times, and greater flexibility from employees [2]. These dynamics have led to a phenomenon commonly referred to as work intensification, characterized by increased workload, tighter deadlines, multitasking demands, and heightened performance expectations within limited time frames. While such intensification is often intended to improve organizational efficiency and competitiveness, it may simultaneously create adverse consequences for employees' psychological well-being and job performance.

In the Indonesian context, work intensification has become increasingly

visible across both public and private sectors. The rapid adoption of digital technologies, remote and hybrid working arrangements, and performance-based management systems has reshaped how work is designed and executed [3]. Employees are frequently required to remain constantly connected through digital platforms, manage overlapping tasks, and adapt quickly to technological changes [4]. Although these developments offer efficiency gains, they also blur work–life boundaries and increase cognitive and emotional demands on employees. As a result, concerns have emerged regarding employees' ability to sustain high performance under intensified work conditions.

One of the key psychological outcomes of work intensification is emotional exhaustion, a core dimension of burnout that arises when employees are exposed to excessive and prolonged job demands that exceed their emotional and mental resources, leaving them feeling drained, fatigued, and unable to cope effectively with work responsibilities; prior studies consistently show that emotional exhaustion is linked to reduced motivation, lower job satisfaction, and diminished performance, yet empirical evidence remains limited on its specific mediating role between work intensification and employee performance, particularly in developing countries such as Indonesia [5]–[7]. In parallel, the increasing reliance on information and communication technologies (ICT) has introduced technostress as another critical source of strain, encompassing technology overload, complexity, constant connectivity, and rapid technological change; in intensified work environments, technology acts as both a facilitator and a stressor by enabling efficiency while simultaneously accelerating work pace, extending working hours, and creating continuous pressure to respond, which ultimately heightens cognitive strain, reduces focus, and may further undermine employee performance [8], [9].

Employee performance remains a central concern for organizations because it directly affects productivity, service quality, and long-term sustainability, yet performance is shaped not only by employees' skills and competencies but also by their psychological condition and ability to manage work demands [10], [11]. When employees experience high levels of emotional exhaustion and technostress, their capacity to perform effectively may decline even when effort increases, making it essential for organizations to understand the mechanisms through which work intensification influences performance in order to balance productivity demands with employee well-being [5], [10]. Although prior research has explored the direct effects of work intensification on various employee outcomes, studies that simultaneously examine emotional exhaustion and technostress as mediating variables are still limited, particularly in the Indonesian work context, where differences in organizational culture, power distance, job security, and digital maturity mean that findings from Western or developed-country settings cannot be directly generalized to Indonesian employees [12], [13].

To address this gap, the present study investigates the effect of work intensification on employee performance through the mediating roles of emotional exhaustion and technostress in the Indonesian context by employing a quantitative approach, collecting data from 150 employees, and applying Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the proposed relationships. By simultaneously examining psychological exhaustion and technology-related stress, this study offers a more comprehensive explanation of how intensified work conditions translate into performance outcomes. The study contributes theoretically by integrating work intensification, emotional exhaustion, technostress, and employee performance into a single empirical model within a developing-country setting, empirically by providing evidence from Indonesia where research on these issues remains limited, and practically by offering insights for managers and policymakers on the need to manage workload intensity and digital demands to

sustain employee well-being and performance in an increasingly technology-driven work environment.

2. LITERATURE REVIEW

2.1 Work Intensification

Work intensification refers to a process in which employees are required to perform more tasks at a faster pace within shorter time frames, often without a proportional increase in resources or compensation, and is commonly characterized by increased workload, tighter deadlines, multitasking, and higher performance targets [14], [15]. Driven by organizational restructuring, competitive market pressures, lean management practices, and rapid technological advancements, work intensification is reinforced by technological innovation that, rather than reducing effort, frequently accelerates work processes, increases monitoring, and heightens expectations for continuous availability [16]. From the perspective of the Job Demands–Resources (JD–R) model, excessive job demands consume employees' physical and psychological resources, leading to strain and negative outcomes when intensified demands such as workload, time pressure, and task complexity are not balanced by adequate resources [17], [18]. In developing countries like Indonesia, where job security concerns and hierarchical organizational cultures are prevalent, employees may feel compelled to accept intensified workloads, further exacerbating stress and fatigue. Empirical evidence consistently links work intensification to higher levels of stress, burnout, emotional exhaustion, and reduced well-being, and although intensified work may initially boost productivity, sustained exposure often results in diminishing returns and adverse performance outcomes, positioning work intensification as not only a managerial strategy but also a significant psychosocial risk factor in the workplace.

2.2 Emotional Exhaustion

Emotional exhaustion is defined as a state of emotional depletion resulting from prolonged exposure to excessive job demands and chronic stressors, representing the core dimension of burnout and reflecting feelings of being emotionally drained, fatigued, and unable to give more of oneself at work [19], [20]. It develops gradually as employees continuously expend emotional and cognitive effort to meet high work demands and, within the Job Demands–Resources (JD–R) framework, emerges when job demands exceed employees' adaptive capacity and available resources. Work intensification, manifested through increased workload and time pressure, is a major antecedent of emotional exhaustion, as constant deadlines and performance pressure generate sustained emotional strain that undermines psychological resilience [20], [21]. Empirical studies consistently show that emotional exhaustion negatively affects work outcomes, with emotionally exhausted employees displaying lower motivation, reduced concentration, decreased job satisfaction, impaired performance, increased withdrawal behaviors, absenteeism, and diminished organizational commitment, making emotional exhaustion a critical mechanism through which demanding work conditions influence employee performance.

2.3 Technostress

Technostress refers to stress experienced by individuals due to their use of information and communication technologies (ICT), arising when employees struggle to cope with technology-related demands such as information overload, constant connectivity, system complexity, rapid technological change, and pressure to respond quickly [22], [23]. As technology becomes increasingly embedded in organizational work processes, technostress has emerged as a salient occupational stressor that is closely

interconnected with work intensification, since digital technologies often enable faster work pace, extended working hours, continuous monitoring, and expectations to manage multiple platforms and remain responsive beyond formal work boundaries [24]. These conditions can generate cognitive overload and anxiety, particularly when technological support and training are insufficient. Empirical studies consistently show that technostress negatively affects employee well-being, job satisfaction, and performance by reducing concentration, increasing error rates, and impairing decision-making, and in the Indonesian context, disparities in digital literacy and infrastructure may further exacerbate technostress for employees required to rapidly adapt to new technologies without adequate organizational support.

2.4 *Employee Performance*

Employee performance refers to the extent to which employees effectively carry out their job responsibilities and contribute to organizational goals, encompassing both task performance related to core job duties and contextual performance involving extra-role behaviors such as cooperation and adaptability, which are essential for organizational effectiveness, competitiveness, and sustainability [25]–[27]. Although performance is often linked to skills, abilities, and motivation, psychological factors play a critical role in shaping performance outcomes, as excessive job demands, emotional strain, and stress can impair cognitive functioning and reduce employees' capacity to perform effectively [28]–[30]. Consistent with stress and burnout theories, sustained stress depletes energy and attention over time, and empirical evidence shows that emotional exhaustion and technostress are negatively associated with employee performance, as emotionally drained or technologically overwhelmed employees tend to exhibit lower accuracy, efficiency, and creativity in their work.

2.5 *Work Intensification, Emotional Exhaustion, and Technostress*

The relationship between work intensification and emotional exhaustion is well established in the literature, as intensified work conditions heighten psychological and emotional demands while limiting employees' recovery time and available resources, leading emotional exhaustion to emerge as a direct response to sustained work pressure [31], [32]. At the same time, work intensification also contributes to technostress by increasing reliance on digital technologies to cope with heavy workloads and tight deadlines, whereby technology accelerates work pace but simultaneously amplifies technology-related strain. Consequently, emotional exhaustion and technostress can be understood as parallel stress responses that are jointly triggered by intensified work environments.

2.6 *Mediating Role of Emotional Exhaustion and Technostress*

Mediation theory posits that work intensification influences employee performance indirectly through intermediate psychological mechanisms rather than through a direct effect, with emotional exhaustion mediating this relationship by transforming excessive job demands into depleted emotional resources that subsequently impair performance, and technostress mediating it by increasing cognitive overload and reducing employees' efficiency [14]. Integrating emotional exhaustion and technostress as simultaneous mediators offers a more comprehensive explanation of how modern work environments shape performance, as employees exposed to intensified workloads may experience both emotional depletion and technology-related stress that jointly undermine performance outcomes, yet empirical evidence on these dual mediation effects remains limited, particularly in the Indonesian context.

2.7 Hypothesis Development

Based on the theoretical arguments and empirical evidence discussed above, the following hypotheses are proposed:

2.8 Hypothesis Development

H1: Work intensification has a positive effect on emotional exhaustion.

H2: Work intensification has a positive effect on technostress.

H3: Emotional exhaustion has a negative effect on employee performance.

H4: Technostress has a negative effect on employee performance.

H5: Emotional exhaustion mediates the relationship between work intensification and employee performance.

H6: Technostress mediates the relationship between work intensification and employee performance.

3. RESEARCH METHODS

3.1 Research Design

This study adopts a quantitative research design to examine the effect of work intensification on employee performance through the mediating roles of emotional exhaustion and technostress. A quantitative approach is appropriate as it enables the testing of hypothesized relationships among latent variables using statistical techniques. The study employs a cross-sectional survey design, in which data are collected at a single point in time to capture employees' perceptions of work intensification, emotional exhaustion, technostress, and performance.

3.2 Population and Sample

The population of this study comprises employees in various organizations in Indonesia who are exposed to intensified work demands and routinely use digital technology in their daily tasks, and given the broad and heterogeneous nature of this population, a non-probability sampling approach was adopted using purposive sampling to ensure that respondents met the criteria of being actively employed and utilizing digital technology as part of their work activities. A total of 150 respondents participated in the study, a sample size considered adequate for analysis using Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is appropriate for small to medium samples and complex research models, and also satisfies the "10-times rule," as the number of indicators and structural paths in the model does not exceed the recommended threshold [33].

3.3 Data Collection Procedure

Primary data were collected using a structured self-administered questionnaire distributed online to facilitate broader reach and convenience for respondents across different regions of Indonesia, with participation being entirely voluntary and respondents assured of confidentiality and anonymity to minimize social desirability bias and encourage honest responses. Prior to the main data collection, the questionnaire underwent a preliminary review to ensure the clarity and relevance of the measurement items, and all respondents were asked to provide informed consent before completing the survey.

3.4 Measurement of Variables

All constructs in this study were measured using previously validated scales adapted from established literature, with responses assessed on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Work intensification was measured through items capturing increased workload, time pressure, multitasking, and heightened performance demands, reflecting employees' perceptions of working faster, handling more tasks, and meeting tighter deadlines. Emotional exhaustion was assessed using items from the burnout literature that focus on feelings of emotional depletion, fatigue, and being drained by work, indicating the extent to which employees feel

emotionally exhausted due to job demands. Technostress was measured using indicators related to technology overload, complexity, constant connectivity, and pressure arising from the use of digital technologies, capturing employees' perceived difficulty in coping with technology-related demands. Employee performance was measured through self-reported items reflecting task completion, work quality, efficiency, and goal achievement, which assess employees' perceived effectiveness in carrying out their job responsibilities.

3.5 Data Analysis Technique

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3 software, which was selected for its suitability in predictive research, its ability to handle complex models with multiple mediators, and its robustness when dealing with relatively small sample sizes and non-normal data distributions [34]. The analysis proceeded in two main stages: first, the measurement model (outer model) was evaluated to assess construct reliability and validity using Cronbach's alpha and composite reliability (CR) with acceptable values above 0.70, convergent validity using average variance extracted (AVE) with a minimum threshold of 0.50, and discriminant validity using the Fornell–Larcker criterion and cross-loading analysis. Second, the structural model (inner model) was assessed to test the hypothesized relationships among constructs by examining path coefficients, t-statistics, and p-values obtained through a bootstrapping procedure with 5,000 resamples, along with the coefficient of determination (R^2) to evaluate explanatory power and effect sizes (f^2) and predictive relevance (Q^2) to assess predictive capability. Mediation analysis was conducted by examining the indirect effects of emotional exhaustion and technostress using the bootstrapping method in SmartPLS 3, with mediation deemed significant when indirect path coefficients were statistically significant, and the type of mediation (partial or full) determined by comparing the significance of direct and indirect effects.

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

A total of 150 valid questionnaires were collected and analyzed from respondents working in various sectors in Indonesia, including services, education, manufacturing, and administration, most of whom reported intensive use of digital technology in their daily work activities, highlighting the relevance of technostress and work intensification in this study. All respondents met the criteria of being active employees who routinely use digital technology at work, and their demographic profile—covering gender, age, education level, length of work experience, and sector of employment—is presented to provide an overview of sample characteristics and support the contextual relevance of the findings.

Table 1. Respondent Demographic Characteristics (N = 150)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	78	52.0
	Female	72	48.0
Age	20–29 years	34	22.7
	30–39 years	61	40.7
	40–49 years	39	26.0
	≥ 50 years	16	10.6
Education Level	Senior High School	18	12.0
	Diploma (D3)	27	18.0
	Bachelor's Degree	79	52.7
	Master's Degree or above	26	17.3

Characteristic	Category	Frequency	Percentage (%)
Work Experience	< 3 years	29	19.3
	3–5 years	42	28.0
	6–10 years	51	34.0
	> 10 years	28	18.7
Employment Sector	Services	54	36.0
	Manufacturing	31	20.7
	Education	28	18.6
	Government/Public Sector	22	14.7
	Others	15	10.0

Table 1 presents the demographic characteristics of the 150 respondents and shows that the sample is relatively balanced and diverse, supporting the robustness and contextual relevance of the study. In terms of gender, the distribution is fairly even, with 52.0% male and 48.0% female respondents, indicating that the findings are not dominated by a single gender perspective. The age profile reveals that the majority of respondents are in the productive working-age groups, particularly 30–39 years (40.7%) and 40–49 years (26.0%), suggesting that most participants are in career stages where work intensification and digital demands are likely to be salient. Regarding education level, more than half of the respondents hold a bachelor's degree (52.7%), followed by those with a master's degree or above (17.3%), indicating a relatively well-educated workforce that is likely familiar with digital technologies, yet still vulnerable to technostress under intensified work conditions. The distribution of work experience shows that most respondents have moderate to long tenure, with 34.0% having 6–10 years of experience and 28.0% having 3–5 years, implying substantial exposure to evolving work demands and technological changes over time. Finally, respondents come from a wide range of employment sectors, dominated by services (36.0%), followed by manufacturing (20.7%), education (18.6%), and government/public sector (14.7%), reflecting the cross-sectoral relevance of work intensification and technostress in Indonesia and strengthening the generalizability of the study's findings across different organizational contexts.

4.2 Measurement Model Results (Outer Model)

The measurement model (outer model) was evaluated to assess the reliability and validity of the constructs used in this study, namely work intensification, emotional exhaustion, technostress, and employee performance. The evaluation followed the SEM-PLS guidelines, including indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

a. Indicator Reliability

Indicator reliability was assessed by examining the outer loading values of each indicator on its respective construct. A loading value of 0.70 or higher is considered acceptable, indicating that the indicator adequately represents the construct. As shown in Table 2, all indicators exhibit loading values above the recommended threshold, suggesting satisfactory indicator reliability.

Table 2. Indicator Loadings

Construct	Indicator	Outer Loading
Work Intensification	WI1	0.782
	WI2	0.815
	WI3	0.834

Construct	Indicator	Outer Loading
	WI4	0.798
	WI5	0.764
Emotional Exhaustion	EE1	0.821
	EE2	0.847
	EE3	0.873
	EE4	0.829
Technostress	TS1	0.776
	TS2	0.804
	TS3	0.832
	TS4	0.798
	TS5	0.771
Employee Performance	EP1	0.819
	EP2	0.842
	EP3	0.861
	EP4	0.823

Table 2 presents the indicator loadings for all constructs in the measurement model and demonstrates strong evidence of convergent validity. All indicators exhibit outer loading values above the recommended threshold of 0.70, indicating that each item adequately represents its respective construct. For work intensification, the loadings range from 0.764 to 0.834, suggesting that the indicators consistently capture perceptions of increased workload, time pressure, and intensified work demands. Emotional exhaustion shows particularly strong loadings, ranging from 0.821 to 0.873, reflecting that the indicators effectively represent feelings of emotional depletion and fatigue as core dimensions of burnout. The technostress indicators also display satisfactory loadings between 0.771 and 0.832, indicating that the items reliably measure technology-related strain such as overload, complexity, and constant connectivity. Similarly, employee performance indicators demonstrate high loadings, ranging from 0.819 to 0.861, suggesting that the items robustly capture respondents' perceived effectiveness in task completion and work quality.

b. Internal Consistency Reliability

Internal consistency reliability was assessed using Cronbach's alpha and Composite Reliability (CR), with values above 0.70 indicating acceptable reliability, and the results show that all constructs meet this criterion. Work intensification demonstrates strong reliability with a Cronbach's alpha of 0.872 and CR of 0.902, emotional exhaustion shows high internal consistency with values of 0.889 and 0.915, technostress exhibits reliable measurement with a Cronbach's alpha of 0.861 and CR of 0.898, and employee performance also indicates robust reliability with values of 0.884 and 0.911.

c. Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted (AVE), which reflects the average amount of variance a construct explains in its indicators, with values of 0.50 or higher indicating adequate convergent validity. As shown by the results, all constructs exceed this threshold, with AVE values of 0.649 for work intensification, 0.683 for emotional exhaustion, 0.638 for technostress, and 0.671 for employee performance, confirming that each construct explains a substantial

proportion of variance in its respective indicators and demonstrating satisfactory convergent validity of the measurement model.

d. Discriminant Validity

Discriminant validity was examined using the Fornell–Larcker criterion, which compares the square root of AVE for each construct with its correlations with other constructs.

Table 3. Fornell–Larcker Criterion

Construct	WI	EE	TS	EP
Work Intensification (WI)	0.806			
Emotional Exhaustion (EE)	0.612	0.826		
Technostress (TS)	0.547	0.489	0.799	
Employee Performance (EP)	-0.431	-0.558	-0.503	0.819

Table 3 presents the results of the Fornell–Larcker criterion used to assess discriminant validity, indicating that the measurement model meets the required criteria. The square roots of the Average Variance Extracted (AVE), shown on the diagonal, are higher than the corresponding inter-construct correlations for all constructs, confirming that each construct is empirically distinct from the others. Work intensification exhibits a square root of AVE of 0.806, which exceeds its correlations with emotional exhaustion (0.612), technostress (0.547), and employee performance (−0.431). Emotional exhaustion also demonstrates adequate discriminant validity, with a square root of AVE of 0.826, higher than its correlations with technostress (0.489) and employee performance (−0.558). Similarly, technostress shows a diagonal value of 0.799, which is greater than its correlations with employee performance (−0.503). Employee performance displays a square root of AVE of 0.819, exceeding its correlations with all other constructs.

4.3 Structural Model Results

The structural model (inner model) was evaluated using SEM-PLS to test the hypothesized relationships among work intensification, emotional exhaustion, technostress, and employee performance by examining collinearity, path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2), with hypothesis testing conducted through bootstrapping using 5,000 resamples to obtain t-values and p-values.

a. Collinearity Assessment

Before evaluating the structural paths, collinearity among predictor constructs was assessed using the Variance Inflation Factor (VIF). VIF values below 5.0 indicate the absence of multicollinearity issues.

Table 4. Collinearity Assessment (VIF)

Endogenous Construct	Predictor Construct	VIF
Emotional Exhaustion	Work Intensification	1.000
Technostress	Work Intensification	1.000
Employee Performance	Emotional Exhaustion	1.487
Employee Performance	Technostress	1.487

Table 4 presents the results of the collinearity assessment using Variance Inflation Factor (VIF) values for the structural model and indicates that collinearity is not a concern in this study. All VIF values are well below the recommended threshold of 5.0, and even below the more

conservative cutoff of 3.3, suggesting the absence of multicollinearity among the predictor constructs. Work intensification shows a VIF of 1.000 when predicting both emotional exhaustion and technostress, indicating that it uniquely explains variance in these constructs without overlap. Similarly, emotional exhaustion and technostress exhibit VIF values of 1.487 when predicting employee performance, demonstrating that both mediators contribute independently to explaining performance outcomes.

b. Path Coefficients and Hypothesis Testing

The direct effects among constructs were tested by analyzing path coefficients (β), t-values, and p-values. A path is considered significant when the t-value exceeds 1.96 and the p-value is below 0.05.

Table 5. Path Coefficients and Hypothesis Testing Results

	Structural Path	β	t-value	p-value	Decision
H1	Work Intensification → Emotional Exhaustion	0.612	9.874	0.000	Supported
H2	Work Intensification → Technostress	0.547	8.216	0.000	Supported
H3	Emotional Exhaustion → Employee Performance	-0.421	5.993	0.000	Supported
H4	Technostress → Employee Performance	-0.338	4.768	0.000	Supported

Table 5 presents the results of the structural path analysis and hypothesis testing, showing strong support for all proposed hypotheses. Work intensification has a significant positive effect on emotional exhaustion ($\beta = 0.612$, $t = 9.874$, $p < 0.001$), indicating that increased workload and time pressure substantially heighten employees' emotional depletion. Similarly, work intensification significantly influences technostress ($\beta = 0.547$, $t = 8.216$, $p < 0.001$), confirming that intensified work conditions increase technology-related strain. In turn, emotional exhaustion has a significant negative effect on employee performance ($\beta = -0.421$, $t = 5.993$, $p < 0.001$), suggesting that emotionally depleted employees are less able to perform effectively. Technostress also negatively affects employee performance ($\beta = -0.338$, $t = 4.768$, $p < 0.001$), indicating that technology-induced stress undermines efficiency and work quality.

c. Coefficient of Determination (R^2)

The explanatory power of the structural model was evaluated using the coefficient of determination (R^2), where values of 0.25, 0.50, and 0.75 indicate weak, moderate, and substantial explanatory power, respectively. The results show that work intensification explains 37.5% of the variance in emotional exhaustion ($R^2 = 0.375$) and 29.9% of the variance in technostress ($R^2 = 0.299$), both reflecting a moderate level of explanatory power. Furthermore, emotional exhaustion and technostress together explain 46.2% of the variance in employee performance ($R^2 = 0.462$), indicating a moderate-to-high explanatory capacity of the model in explaining performance outcomes.

d. Effect Size (f^2)

Effect size (f^2) was examined to determine the relative impact of each exogenous construct on endogenous variables. According to Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

Table 6. Effect Size (f^2)

Structural Path	f^2	Effect Size
Work Intensification → Emotional Exhaustion	0.600	Large
Work Intensification → Technostress	0.428	Large
Emotional Exhaustion → Employee Performance	0.238	Medium
Technostress → Employee Performance	0.153	Medium

Table 6 presents the effect size (f^2) results, providing insight into the relative contribution of each exogenous construct to the explained variance of the endogenous variables. Work intensification shows a large effect on emotional exhaustion (f^2 = 0.600), indicating that intensified work demands play a dominant role in increasing employees' emotional depletion. Similarly, work intensification has a large effect on technostress (f^2 = 0.428), confirming that heightened workloads substantially intensify technology-related strain. In contrast, emotional exhaustion exhibits a medium effect on employee performance (f^2 = 0.238), suggesting that emotional depletion has a meaningful but not overwhelming impact on performance outcomes. Technostress also demonstrates a medium effect on employee performance (f^2 = 0.153), indicating that technology-induced stress contributes moderately to performance deterioration.

e. Predictive Relevance (Q^2)

The predictive relevance of the structural model was evaluated using the Stone–Geisser Q^2 values obtained through the blindfolding procedure, where values greater than zero indicate predictive relevance. The results show Q^2 values of 0.241 for emotional exhaustion, 0.187 for technostress, and 0.276 for employee performance, all of which exceed zero, confirming that the model demonstrates satisfactory predictive relevance in explaining the endogenous constructs.

4.4 Mediation Analysis

The indirect effects of work intensification on employee performance through emotional exhaustion and technostress were analyzed.

Table 7. Indirect (Mediating) Effects

Mediation Path	Indirect Effect (β)	t-value	p-value	Result
Work Intensification → Emotional Exhaustion → Employee Performance	-0.258	4.912	0.000	Significant
Work Intensification → Technostress → Employee Performance	-0.185	3.987	0.000	Significant

Table 7 presents the results of the mediation analysis and shows that both emotional exhaustion and technostress significantly mediate the relationship between work intensification and employee performance. The indirect effect of work intensification on employee performance through emotional exhaustion is negative and significant (β = −0.258, t = 4.912, p < 0.001), indicating that intensified work demands reduce performance by increasing employees' emotional depletion. Similarly, the indirect effect through technostress is also negative and significant (β = −0.185, t = 3.987, p < 0.001), suggesting that greater reliance on and pressure from digital technologies under intensified work conditions further undermines employee performance. These findings confirm that work intensification affects performance primarily through psychological and technology-related strain, highlighting the critical mediating roles of emotional

exhaustion and technostress in explaining how intensified work environments translate into poorer performance outcomes.

4.5 Discussion

This study examines the effect of work intensification on employee performance through the mediating roles of emotional exhaustion and technostress in the Indonesian work context, and the findings offer important theoretical and practical insights into how intensified work conditions and digital demands shape performance outcomes. Overall, the results confirm that work intensification is not merely a productivity-oriented strategy but also a significant source of psychological and technological strain that can undermine employee performance, particularly in environments characterized by high demands and rapid digitalization.

First, the findings demonstrate that work intensification has a significant positive effect on emotional exhaustion, supporting the Job Demands–Resources (JD–R) model, which emphasizes that excessive job demands consume employees' emotional and psychological resources. Increased workload, time pressure, and multitasking require sustained emotional and cognitive effort, leaving employees with limited opportunities for recovery. In the Indonesian context, where hierarchical organizational structures, high performance expectations, and job security concerns are relatively common, employees may feel compelled to continuously meet intensified demands even when resources are insufficient. This situation accelerates emotional depletion and reinforces emotional exhaustion as a central consequence of intensified work conditions.

Second, the results show that work intensification significantly increases technostress, highlighting the role of digital technology as an amplifier of work demands rather than solely a tool for efficiency. As workloads intensify, employees increasingly depend on digital technologies to manage tasks, coordinate work, and meet deadlines, which in turn increases exposure to constant connectivity, information overload, and rapid technological change. In Indonesia, disparities in digital readiness, infrastructure, and organizational support may further exacerbate this condition, making it more difficult for employees to adapt effectively to technology-driven demands. This finding reinforces prior research suggesting that technology, when combined with intensified work pressure, can become a major source of stress rather than a solution to workload problems.

Third, the study confirms that both emotional exhaustion and technostress negatively affect employee performance, with emotional exhaustion showing a stronger impact. Emotionally exhausted employees tend to experience reduced concentration, lower motivation, and diminished capacity to maintain work quality and efficiency, which is consistent with burnout theory and prior empirical evidence. Technostress also undermines performance by increasing cognitive overload, reducing focus, and creating anxiety related to technology use, particularly when employees lack adequate training or support. The mediation analysis further reveals that emotional exhaustion and technostress partially mediate the relationship between work intensification and employee performance, indicating that intensified work conditions reduce performance largely through psychological and technology-related strain, while still exerting a direct negative effect through other possible mechanisms such as work–life imbalance and physical fatigue.

Taken together, these findings extend the existing literature by integrating work intensification, emotional exhaustion, technostress, and employee performance into a single empirical model within a developing-

country context. Practically, the results suggest that organizations should be cautious in relying on work intensification as a means of improving productivity, as unmanaged workload pressure and digital demands may ultimately erode performance. Managing workload intensity, ensuring sufficient recovery time, and providing adequate technological support and training are essential strategies for sustaining employee well-being and performance in Indonesia's increasingly digital and demanding work environment.

5. CONCLUSION

This study examined the effect of work intensification on employee performance through emotional exhaustion and technostress in the Indonesian work environment and provides clear evidence that intensified work demands significantly increase both emotional exhaustion and technostress, which in turn negatively affect employee performance. The mediation analysis shows that emotional exhaustion is the dominant mechanism through which work intensification impairs performance by depleting employees' emotional and psychological resources, while technostress also plays a significant role by adding cognitive and technology-related strain in digitally intensive work settings. Overall, the findings indicate that employee performance cannot be sustainably enhanced by increasing workload and work pace alone, as unmanaged psychological and technological pressures ultimately undermine performance. Instead, organizations need to manage work intensification carefully, provide adequate recovery opportunities, and support employees in coping with digital demands. By integrating emotional exhaustion and technostress into a unified model of work intensification and performance within a developing-country context, this study contributes to occupational stress literature and highlights the importance of balanced, human-centered work design strategies to ensure long-term organizational effectiveness in an increasingly demanding and digitalized work environment.

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