

Burnout in The Digital Age: The Role of Tech Fatigue and Job Demands in Employee Well-Being

Irma Yudit Ayu Puspita^{1✉}, Noor Lusty Putri Setiawati², Nuraida Wahyu Sulistyani³

Institut Kesehatan Hermina, Indonesia¹, STIKES Bhakti Husada Cikarang, Indonesia²,
Universitas 17 Agustus 1945 Samarinda, Indonesia³

e-mail: *irma.yudithayu@gmail.com¹

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ABSTRACT

This study investigates the impact of technological fatigue (tech fatigue) and job demands on employee burnout in the digital era. The rapid adoption of digital technologies has transformed work practices, but it has also created new challenges for employee well-being. Using a quantitative explanatory design, data were collected from 120 employees in technology-based and service industries through an online survey. The instruments consisted of validated scales measuring tech fatigue, job demands, and burnout, with responses assessed using a five-point Likert scale. Descriptive statistics and multiple regression analysis were applied to test the hypotheses. The findings reveal that both tech fatigue ($\beta = 0.41$, $p < 0.01$) and job demands ($\beta = 0.37$, $p < 0.01$) significantly and positively affect burnout. Together, these variables explain 52% of the variance in employee burnout. The results highlight that burnout in the digital age is not solely driven by traditional workload factors, but also by excessive exposure to digital technology. This study contributes to the Job Demands-Resources (JD-R) framework by emphasizing tech fatigue as a contemporary factor influencing burnout. Practically, the findings suggest that organizations should implement preventive strategies such as workload management, digital well-being programs, and organizational support systems to reduce burnout risk. Future research may adopt longitudinal designs, include moderating variables such as organizational support, and explore cross-industry comparisons to deepen understanding of digital-age burnout.

Kata kunci: *Burnout; Tech Fatigue; Job Demands; Employee Well-being; Digital Era; Job Demands-Resources Model*

INTRODUCTION

The digital age has brought fundamental changes in the way humans work, interact, and manage daily lives. The development of information and communication technology, especially through the internet, smart devices, and digital-based applications, allows work to be done faster, more flexibly, and more efficiently, even without the limitations of space and time. Employees can now access work documents from home,



collaborate across countries through virtual platforms, and leverage artificial intelligence and automation to support productivity (Wahyudi et al., 2023). These innovations do indeed provide significant benefits for companies and individuals, especially in terms of increasing competitiveness in an increasingly competitive global market. However, behind the great opportunities offered, the digital era also poses serious challenges that are often overlooked, particularly those related to the psychological health and well-being of employees (Harto et al., 2023).

One issue that is gaining attention is burnout or chronic work fatigue. Previously, burnout was often associated with physical workload, role pressure, and high organizational expectations. Now, however, a new factor has emerged that is no less significant, namely fatigue due to constant exposure to technology. This phenomenon is known as tech fatigue, a condition in which individuals feel bored, stressed, and drained of energy because they have to interact intensively with various digital devices and applications. The burden lies not only in the length of time spent using technology, but also in the demands to always be on call, respond to work messages outside of office hours, attend repeated virtual meetings, and quickly adapt to new systems or software. In the long term, this condition can trigger prolonged stress, which ultimately increases the risk of burnout (Adi & Fithriana, 2021).

The phenomenon of tech fatigue confirms that the use of digital technology does not always have a positive impact on productivity. Instead of lightening the workload, technology can actually add new pressures due to its demanding nature of continuous connectivity. Employees are required to be responsive, multitask, and constantly keep up with the latest developments in work applications (Sulianta, 2025). This situation blurs the line between personal life and work, limiting opportunities for rest and recovery. Thus, the digital era presents a paradox: on one hand, it opens up significant opportunities for increased efficiency, but on the other, it poses serious challenges in the form of threats to employees' mental health and well-being (Suryani, 2025).

Burnout itself is defined as a psychological condition characterized by emotional exhaustion, feelings of cynicism, and a decline in personal achievement. This condition was initially associated with professions that involve high work intensity, such as healthcare workers, social workers, and educators, who often face emotional pressure and heavy physical burdens in carrying out their duties. However, in the context of digital transformation, the phenomenon of burnout is no longer exclusive to certain professions. Almost all employees who work with a high level of dependence on digital technology are now at risk of experiencing it, both in the formal and informal sectors, and in multinational companies and small businesses (Sari & Hastono, 2022). The pressures faced by employees in the digital era are more subtle but continuous. For example, the demand to always be online makes it difficult for individuals to separate their work and personal spaces.

Employees feel obligated to respond to work messages even outside of office hours due to the “always connected” work culture. Similarly, repeated online meetings not only reduce productive time but also add to mental stress due to cognitive fatigue. Furthermore, the rapid pace of technological development requires employees to quickly master new work applications, even without adequate training. This situation creates an additional layer of burden that is often unrecognized by both organizations and individuals, as it is considered a natural consequence of technological advancement (Maharani et al., 2023).

The result of this condition is the emergence of tech fatigue, which is a feeling of exhaustion, boredom, overwhelm, and even loss of motivation due to excessive exposure to digital technology. Tech fatigue is not just temporary fatigue, but can develop into chronic stress that affects psychological well-being and work performance. Individuals experiencing this condition tend to have decreased concentration, difficulty maintaining a work-life balance, and feel trapped in a cycle of non-stop technology use. At a certain point, this not only disrupts mental health but can also affect the quality of interpersonal relationships in the workplace and family. Therefore, burnout in the digital age is a multidimensional phenomenon triggered by complex interactions between job demands, organizational culture, and excessive exposure to technology. In addition to technological fatigue, job demands are also an important variable that significantly contributes to employee burnout levels (Febreza & Junaidi, 2022). These job demands can take many forms, ranging from excessive workloads, unrealistic targets, tight deadlines, to increasing organizational expectations in a global competitive climate. In the context of modern organizations, companies often demand high productivity with ever-increasing standards, while employees are required to adapt quickly to changes in procedures, work systems, and market dynamics. These conditions create constant pressure that puts employees in a situation where they are psychologically and physically vulnerable (Suwardi et al., 2024).

If job demands are not balanced with adequate resources, whether in the form of organizational support, relevant competencies, or opportunities to maintain a work-life balance, then the potential for burnout increases. The Job Demands-Resources (JD-R) model explains that high job demands without equivalent resources will accelerate emotional exhaustion and reduce work engagement (Tenriawaru, 2023). Employees in this situation not only face the risk of decreased performance, but are also prone to mental health disorders, such as prolonged stress, anxiety, and even depression. Furthermore, the combination of high job demands and the emergence of technological fatigue creates increasingly complex conditions (Ilzar et al., 2024). Employees not only have to complete heavy workloads in a limited time, but are also forced to constantly interact with technology that is sometimes not user-friendly or requires new skills. This layered pressure narrows the space for recovery, making it difficult for employees to achieve work-life balance, and ultimately reducing their overall well-being. In other words, burnout in the digital age is not the result of a single factor, but rather the consequence of the interaction between external pressures from the organization and internal burdens due to increasing technological fatigue (Yuza, 2024).

Employee well-being is a very important aspect for the sustainability of an organization. Employees who are well-being are not only more productive, but also more creative, innovative, and loyal to the company. Conversely, employees who experience burnout tend to show a decline in performance, high absenteeism, and even a desire to leave their jobs. This certainly has a negative impact on the organization, especially in the digital age where employees are required to be adaptive and highly competitive. Therefore, understanding how tech fatigue and job demands contribute to burnout is crucial, both for the development of knowledge and for human resource management strategies in the modern workplace (Dwiputrianti, 2025).

A number of previous studies have highlighted the factors that cause burnout, but most of them still focus on traditional aspects such as workload, role conflict, and lack of social support in the workplace. Relatively few studies specifically highlight fatigue due to the use of digital technology. In fact, this phenomenon is becoming increasingly relevant as the intensity of technology use in the workplace increases, especially since the

COVID-19 pandemic accelerated the digitization of various sectors. Thus, there is a research gap that needs to be filled, namely how technological fatigue, together with work demands, affects employee well-being in the digital age (Zeirliana, 2025).

Based on this background, this study aims to analyze the relationship between technological fatigue, job demands, and employee well-being. This study will not only enrich the literature on burnout, but also provide practical contributions to organizations in designing prevention and intervention strategies. For example, organizations can design healthier technology use policies, provide digital stress management training, and balance work demands with employee capacity. In this way, employee well-being can be maintained, which in turn supports the sustainability and competitiveness of organizations in the digital age. The research questions that can be asked in this study are as follows: (1) How does technological fatigue affect employee burnout? (2) What is the role of job demands in increasing the risk of burnout in the digital era? (3) How does burnout due to technological fatigue and job demands affect employee well-being? These research questions are expected to address gaps in the literature and provide a more comprehensive understanding of the factors that influence burnout in the digital age. Thus, this introduction emphasizes the importance of reviewing the factors that cause burnout amid the dynamics of digitalization. If not managed properly, technological fatigue and work demands can pose a serious threat to employee mental health, organizational productivity, and overall quality of work life. Conversely, by understanding and anticipating these risks, organizations can create a more sustainable, healthy digital work environment that supports employee well-being in this interconnected era.

Burnout has long been a concern in occupational psychology and human resource management studies. Early studies emphasized the role of excessive workload, role conflict, and lack of social support as the main factors that trigger burnout (Maslach & Leiter, 2016). With the advent of the digital age, a new phenomenon known as tech fatigue has emerged, which is exhaustion resulting from excessive exposure to digital devices and applications (Tarafdar et al., 2019). Previous research has found that intensive use of technology is associated with stress, boredom, and decreased work engagement (Ayyagari et al., 2011). On the other hand, job demands remain a strong predictor of burnout, especially when high work targets and time pressure are not balanced with adequate resources (Bakker & Demerouti, 2017).

However, most studies still emphasize traditional factors such as physical workload and organizational roles, while aspects of technological fatigue are relatively rarely studied, especially in the context of developing countries. This research gap is important to fill, as digitization has become an integral part of the modern workplace. Therefore, this study places tech fatigue and job demands as two key variables that have the potential to explain burnout in the digital age, thereby contributing theoretically to expanding our understanding of contemporary factors that trigger burnout.

METHOD

This study uses a quantitative approach with a survey method to examine the effect of tech fatigue and job demands on employee burnout in the digital age. The research design used is explanatory research with the aim of explaining the causal relationship between variables. Data were collected cross-sectionally, at a specific point in time, through the distribution of structured online questionnaires. The research population consisted of employees who worked in organizations that were highly dependent on

digital technology in their daily activities. The sample was determined using purposive sampling, namely full-time employees who used digital devices intensively and had at least one year of work experience. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a sufficient number of respondents for statistical analysis.

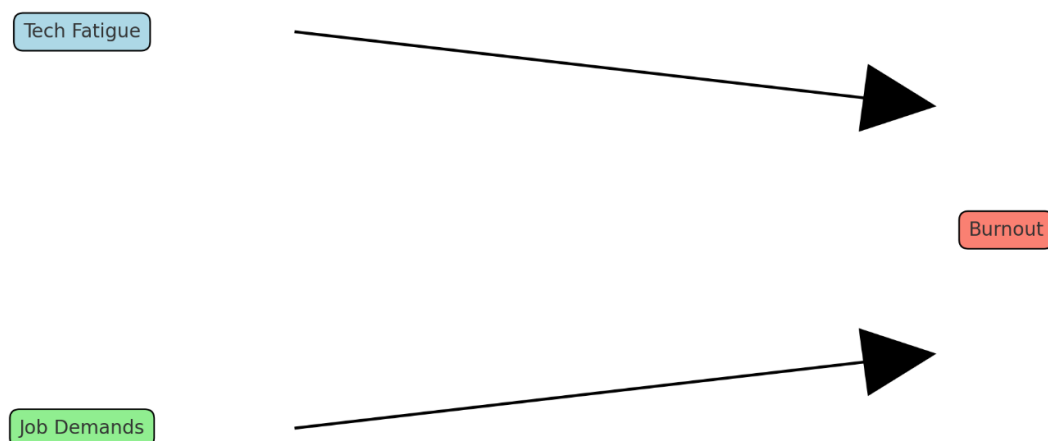
The research instrument consisted of four parts, namely respondent demographic data, a technology fatigue scale, a job demands scale, and a burnout scale adapted from the Maslach Burnout Inventory. Each statement item used a 1–5 Likert scale to measure the respondent's level of agreement. The collected data were analyzed using descriptive statistics and multiple regression with the help of SPSS/AMOS or SmartPLS software to test the effect of independent variables on burnout. Before analysis, validity tests were conducted using factor analysis and reliability tests using Cronbach's Alpha to ensure the reliability of the instrument. This study also paid attention to ethical aspects, in which respondent participation was voluntary, data confidentiality was maintained, and consent for participation was obtained before completing the questionnaire.

Based on the Job Demands-Resources (JD-R) theory and literature review, the research hypotheses are formulated as follows:

- H1: Tech fatigue has a positive effect on employee burnout.
- H2: Job demands have a positive effect on employee burnout.
- H3: Tech fatigue and job demands simultaneously have a positive effect on employee burnout.

This research framework illustrates that tech fatigue and job demands are complementary predictors in explaining the phenomenon of burnout.

Research Framework: The Role of Tech Fatigue and Job Demands on Employee Burnout



RESULTS AND DISCUSSIONS

Results

This study involved 120 respondents who were employees from various industrial sectors, particularly technology and service-based companies operating in major Indonesian cities. Respondents were selected using purposive sampling based on the criteria of having worked for at least one year and using digital devices as a major part of their work. Of the total respondents, the majority were

in the 25–35 age range (56.7%), which is a productive age group with a high level of exposure to technology. The composition of respondents consisted of 48% men and 52% women, with the majority having 2–5 years of work experience (43%). In addition, most respondents reported working more than 40 hours per week (62%) and being connected to digital devices for more than 6 hours per day (71%).

Table 1
Table 1. Descriptive Statistics of Research Variables

Variable	Mean	SD	Minimum	Maximum	Category
Tech Fatigue	3,72	0,64	2,10	4,85	Moderate–High
Job Demands	3,81	0,71	1,95	4,92	Moderate–High
Burnout	3,69	0,68	2,00	4,88	Moderate–High

The table above shows that all variables are in the moderate to high category, indicating that employees experience technological fatigue, work demands, and burnout at a significant level. This illustrates that burnout in the digital age is not a minor issue, but a real problem experienced by many employees.

Multiple Regression Test Results

To determine the effect of tech fatigue and job demands on burnout, a multiple linear regression test was conducted.

Table 2
Multiple linear test

Independent Variable	Coefficient (β)	t-value	Sig. (p)
Tech Fatigue	0,41	5,62	0,000 **
Job Demands	0,37	4,95	0,000 **
R²	0,52		

Note: p < 0.01 is significant at the 1% level

The regression results show that both independent variables have a significant effect on burnout. Tech fatigue has a β coefficient of 0.41, indicating a fairly strong influence, while job demands have a β coefficient of 0.37. The R² value of 0.52 indicates that the combination of the two variables explains 52% of the variability in employee burnout, while the remaining 48% is influenced by other factors not examined in this study.

Discussions

The results of this study provide a clear picture that burnout in the digital age is a complex phenomenon influenced by more than one factor. The first finding is that tech fatigue has a significant effect on burnout. This is in line with the modern workplace, which requires employees to be constantly connected to digital devices. The high intensity of work application use, repeated online meetings, and expectations to always be online outside of working hours cause employees to experience emotional and mental fatigue. This finding is consistent with previous research which states that the always-on culture creates psychological pressure that directly impacts the mental well-being of employees (Hanafi, 2025).

The second factor that also has a strong influence is job demands. Respondents who face excessive workloads, unrealistic targets, and tight deadlines tend to report higher levels of burnout than respondents with moderate workloads. This pressure comes not only from the main tasks of the job, but also from additional demands such as administration, digital reports, and increasingly detailed technology-based performance evaluations. This condition shows that technological advances often add to the complexity of work rather than simplifying it (Alhadi, 2021).

The results of this study also support the Job Demands-Resources (JD-R) theoretical framework, which explains that burnout occurs when job demands exceed an individual's capacity or resources. When technology adds a new layer to job demands, while organizational support is inadequate (e.g., minimal digital literacy training, ineffective supervision, or no flexible work policies), burnout becomes difficult to avoid (Yudita, 2023).

In practical terms, this study emphasizes the importance of companies taking preventive measures in managing the use of technology and employee workloads. One strategy that can be implemented is workload management through setting realistic targets, reducing excessive bureaucracy, and creating more flexible work schedules so that employees can balance work demands with personal needs (Kadri, 2025). In addition, the management of technology use also needs serious attention, for example by limiting the frequency of unproductive online meetings, establishing a right to disconnect policy so that employees do not feel obliged to always be online, and encouraging digital detox practices at certain times to reduce excessive exposure to digital devices. Furthermore, companies also need to strengthen organizational resources by providing relevant digital training, developing employee welfare programs, and providing adequate psychological support (Noval, 2022). By implementing these strategies, organizations can create a healthier work environment while maintaining productivity in this challenging digital era.

The theoretical implication of this study is the need to broaden the understanding of burnout by including tech fatigue as a relevant contemporary factor in the digital age. Meanwhile, in practical terms, this study provides a basis for organizations to balance the use of technology, work demands, and employee well-being. Thus, it can be concluded that burnout in the digital age is not only an individual problem, but also a managerial challenge that requires serious attention. If not managed properly, burnout can lead to decreased productivity, high employee turnover, and a decline in organizational competitiveness in an increasingly competitive global era.

The findings of this study indicate that tech fatigue has a significant effect on burnout. This is in line with the study by Tarafdar et al. (2019), which found that technostress has a direct impact on emotional exhaustion and reduces employee productivity. Similarly, Ayyagari et al. (2011) emphasized that pressure from intensive

technology use can increase work stress and reduce motivation. Thus, the results of this study reinforce the view that the presence of technology does not always increase efficiency, but can be a new source of pressure that must be managed wisely.

In addition, the finding that job demands have a positive influence on burnout is consistent with the JD-R model developed by Bakker & Demerouti (2017). Their research shows that high workloads, unrealistic targets, and excessive time pressure increase the risk of work fatigue. This study expands on these findings by adding the variable of tech fatigue as a new factor that exacerbates burnout in the digital age. In other words, burnout is no longer solely the result of traditional work pressures, but rather the result of the interaction between job demands and exposure to technology.

The results of this study have important implications for organizations in dealing with burnout in the digital age. First, companies need to establish clear policies regarding the use of technology at work, including limits on digital working hours or the right to disconnect so that employees do not feel burdened to always be online. This is in line with the need to create a balance between work and personal life. Second, organizations also need to develop digital wellness programs that focus on improving digital literacy, managing device use, and providing opportunities for regular digital detoxes. Such programs can help employees reduce technological fatigue and manage stress in a healthier way. Third, work demands must be managed realistically, taking into account available resources. Adjusting targets, distributing workloads fairly, and improving the effectiveness of delegation can minimize the risk of work fatigue.

In addition, organizational support from superiors and coworkers is also an important factor in preventing burnout. Access to counseling services, open communication forums, and stress management training needs to be strengthened so that employees have the space to adaptively cope with work pressures. By integrating these policies, organizations are not only able to protect employee well-being, but also strengthen long-term productivity and competitiveness amid rapid technological developments (Hadiansyah et al., 2025).

This study has several limitations. First, data were collected using a cross-sectional design, so it only describes conditions at a specific point in time and cannot explain the dynamics of burnout over time. Second, the sample size was relatively small and only represented employees in the service and technology sectors in large cities, so the findings should be generalized with caution. Third, this study only focuses on two main variables, namely tech fatigue and job demand, whereas burnout is likely also influenced by other factors such as organizational support, leadership style, and work-life balance. For future research, it is recommended to use a longitudinal design in order to observe changes in burnout levels over time. In addition, expanding the sample to various industrial sectors such as education, health, or manufacturing will enrich our understanding of the phenomenon of burnout in the digital age. Future research could also add moderating or mediating variables, such as job resources, social support, or organizational policies, to see how these factors influence the relationship between tech fatigue, job demands, and burnout.

CONCLUSIONS

This study confirms that burnout in the digital age is a complex phenomenon influenced by a combination of tech fatigue and job demands. The results of the analysis show that both variables have a significant effect on burnout, both separately

and simultaneously. These findings contribute theoretically by enriching the burnout literature through an emphasis on contemporary factors such as technological fatigue. Practically, this study encourages organizations to take preventive measures through workload management, technology use management, and strengthening organizational support.

Thus, this study confirms that employee well-being in the digital age depends not only on conventional work management but also on the organization's ability to manage the impact of technology, which increasingly dominates work activities. If the right strategies are implemented, burnout can be minimized and employee productivity maintained amid the increasingly complex dynamics of digitalization.

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