ASSESSING BALANCE BETWEEN WORK AND LIFE IN IT PROFESSIONALS DURING REMOTE WORK: EVALUATING BURNOUT LEVELS AND JOB SATISFACTION IN IT SECTOR

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ABSTRACT

This study examines variables affecting remote IST workers' burnout, balance between work and life, satisfaction in job, and performance. The rapid expansion of technology-intensive industries and their usage of remote and hybrid production techniques are causing workplace issues. Utilizing data from 402 IT professionals, the study found that the structural equation model established (PLS-SEM) and subsequently issued a Hypothesized relationships between constructs were statistically validated. The measurement model is a strong one, with reliability and validity figures considered to be acceptable convergent and discriminant validity. Work-life balance minimises burnout, boosts job satisfaction, and boosts performance. Work performance boosts job happiness, but burnout lowers it, according to one research. Both influence satisfaction to some degree whereas the amount of attention given to job satisfaction varied by an order of magnitude. The R^2 adjusted of the job satisfaction model is 40.6% which demonstrated the medium-high fit of the results with the data. And, for the record, when it comes to IP analysis, it's the work-life-balance driver that emerges as the most important single job satisfaction factor of all, yet right now its performance is paling next to job performance in terms of output. In addition to giving a plethora of strategic directions to organisations to build employee well-being and sustained productivity, the new results show that distant IT workers need work-life balance to succeed.

KEYWORDS: Work–life balance, Job burnout, Job performance, Job satisfaction, Remote work

INTRODUCTION

The global spread of COVID has altered our methods of operation. Remote work has also been developed piecemeal. But this has resulted, in some industries among their number, in both disarray

and havoc: one company protesting that you can't turn our offices into so much paper, please. You have the spread of COVID and the explosion in remote work, and now you have changes to the office political structure that are rather higher than university student age people with no political experience can cope with." Remote employment has taught today's workers to reconcile self-sufficiency with a more balanced work-life, which has helped them lower their cost of living. However, certain occasions pose huge issues. This might be overall contentment, workloads, or motivation that affect individual workers. As they adjust to COVID-19, many companies are urging workers to take yearly vacation. What's more, now it is their private life that is a job. Yet advancement for IT workers today is tough. As they have passed through the hunting phase and the transition to hybrid or all-remote forces product out and they will remove themselves from the buffer In other words: autonomy means long hours (the company has to operate on several time zones, ergo full autonomy). In fact, recently, a small fraction of Japanese employees has needed more IT facilities even though most companies say they do. As their new century matures and begins to resemble that time, going limp lazily hot (Song et al., 2021; SIOENDRA et al., 2023). However, there is always the trade-off between work and life 451Remote work can be seen to cause different categories of emotional burn or emotional relief on IT workers.

In more recent studies of supportive organizational practices, there's still a couple years to go yet before we all begin talking about MBA programs as mere introductory courses Wordpress.com It's not enough anymore for a company to just bring on a new employee. Given both friendship and relaxing Friday afternoons in the workplace, employees informed researchers on this site that their job satisfaction climbs by several points and they have a better work-life balance. Company policies designed specifically for human resource management, "Buonomo, 124 New Changes," 757-8 More companies with flexible working hours, or where workloads that are not too heavy can balance out this system of time off ad infinitum (Pensar et. al., 2003; Berger Ploszaj et al., 2005). But the smoother end of remote work on IT is in fact quite the contrary now that current conditions shift. This is by virtue of the fact that job positions, University culture in addition to technology dependencies are all highly variables worth considering when you put you mind in them (Bhat et al., 2003; Kumar et la., 2004). There is some research that proposes that telecommuting may be associated with good spill-over effects. People can multitask better, so they can take care of their kids and work. per Garcia-SILVA et al. (2003) and Rani et al. (2004). Telecommuting has been shown to have negative consequences in other studies.

This may involve added pressure due to insufficient delineation and work overload; another issue could also be digital exhaustion (Bloom et al., 2004; Nyabvudzi and Chinyamurindi 2005). Further research, and even more likely the generation of questions, will thus be necessitated. Such phenomena may be strongly attributable to certain working scenarios within a domain such as information

technology (IT) where disk-television is crucial to Alt text: Figure 1: Model of Digital Overwork. According to the two-way-enhanced impact of telecommuting, one can learn the means of minimizing overworking and increasing job contentment and company commitment or loyalty.

Job satisfaction is the other great dimension. The organizational backing, documentation volume, recognition, and rewarding and the felt balancing act aid or respond to its inclusion to home. Nature (Al Mohamed etc, 2024; Kautish, 2025). The general interplay of high motivation IT professionals with reasonable workloads and supportive management is one thing, and so the same analysis indicates that the health of IT professionals is also a corporation not merely an individual responsibility but also a corporate responsibility centuries corporate affair. Work-life harmony practices are policies to be implemented with the expectation of more levels of worker devotion, more effective staff and resilience to work remotely. This research takes IT workers as an example of a non-homemaker and looks at their quality of life. This gives organisations a new opportunity to design human resources strategies in the future, based on whether they feel burned out and SATISFIED ON WEEKENDS. It will also enable them understand more of sustainable work patterns to be able to better address employee requirements at the same time as to achieve corporate well-being and thrift in this new period.

Objective of the Study:
Specifically, we want to look at how IT workers' ability to maintain a healthy balance between work and life while working remotely affects their levels of burnout, productivity, and happiness on the job. Work Performance Influences Work Satisfaction in a Positive Way.

Conceptual Framework and Hypothesis Development:
Knowledge-intensive sectors such as IT are increasingly popular and as telecommuting grows in prevalence, academics are revisiting balance between work and life, experience burnout, job performance, and job satisfaction. According to the literature telecommuting has never lacked its opportunities or problems. They offer freedom in the organisation to employees but have the potential to pose risks (John et al., 2023; Muhammed, 2022). Therefore, the emotional exhaustion, cynicism, and loss of professional performance, which influences job satisfaction, cause job burnout to be a significant psychological outcome of overworking in the long term. According to Oreškovic et al. (2023), distant workers who balanced personal and professional duties had more stress and burnout, resulting in lower job satisfaction. Nyabvudzi et al. (2025) noted that technology-induced job pressure in virtual workplaces might cause stress and weariness, demonstrating the detrimental effects of burnout on employee health.This study adds to the growing corpus of evidence suggesting that IT workers are more likely to experience burnout as a result of their jobs' long hours, take-need deadlines, and constant demand for human interaction.

Despite endangering staff outcomes, research written in literature as part of balance between work and lifes provides facts on how it can reduce the negatives, and impact positive performance. It tests how the integration resources of the work-life allow workers to conserve energy and reduce role conflicts as a result and results to stronger performance results. They use a similar strategy to that of (Bhat et al. 2023) and Workers who were able to strike a better work-life balance reported lower rates of burnout and higher levels of excitement for their jobs, according to their research. And this is the type of balance-performance that is increasingly becoming vital to the IT employees since they have time on the job, by virtue of their work, to discover themselves perhaps effective even by non-standard work arrangements. When they feel they can improve their personal-professional balance, employees are more likely to focus on work and be happier and more productive.

Working-life balance is another established approach to avoid burnout. Millennials who worked remotely and harmonised their lifestyles burned out less (Desiatco et al. 2024). A recent moderator study on employment levels found that people with a good work-life balance were less worried and exhausted (Kurdy et al., 2023). IT personnel who balanced work and life reported less stress and increased happiness (Rani & Kaur, 2024). These results reinforce the idea that work-life balance minimises burnout, particularly in high-stress industries like IT.

Performance and balance are regularly linked to job satisfaction, an important organisational research result. Shah et al. (2025) found that service workers with better balance between work and life were happier at work. Another research indicated that job satisfaction in IT-enabled service businesses was positively connected with values, wellbeing, and telework experiences (Kautish et al., 2025), emphasising personal and organisational congruence. Outcomes of performance have also been linked with levels of satisfaction. (Cerqueira et al. 2025) revealed that software practitioners who worked in large companies and registered higher involvement and productivity reported higher job satisfaction, thus validating the argument that better performance translates into more positive work attitudes.

These studies give some important insights, but the present research's focus on IT workers during telecommuting and endeavour to incorporate work–life balance, burnout, performance, and happiness in one framework are innovative. Some studies have studied dyadic links between burnout and satisfaction (Orešković et al., 2023) or balance and engagement (Desiatco et al., 2024), but few have comprehensively examined these dimensions in the IT industry. Thus, this study adds to the existing body of knowledge by recasting balance between work and life as a key concept that affects remote IT workers' performance, burnout, and satisfaction levels all at once, and by doing so, it sustains the body of knowledge regarding the holistic health of tech workers.

Current research suggests that work–life balance mediates and moderates positive (performance,

contentment) and negative (burden) outcomes. At last, this study reflects rumors of such interactions between IT-practitioners everywhere, not only support prior research but also open up new questions. Unlike in traditional organizations, where all departments have a full set of staffing rules defining their internal mechanisms and consequently there is breakneck work on to complete tasks groups are unable to handle together within these regulations.

- H1: Dissatisfaction with one's work life is a direct result of burnout.
- H2: Job performance is positively impacted by balance between work and life.
- H3: Balance between work and life adversely affects job burnout.
- H4: Satisfaction with One's Job is Influenced by Balance between work and life.

RESEARCH METHODOLOGY:

The Framework Study   This article examines work-life balance, burnout, and job performance using Barnett's work practice paradigm. The researchers relied on a regular questionnaire to collect information among distant IT employees and tested each of the scales through Nike to ensure reliability and validity. IT professionals within the various technology centres across India were chosen to partake in the survey by email. The respondents or participants of this study are the 402-information technology (IT) employees who had either been employed on full telecommuting basis or a hybrid (mixed) based on telecommuting. Basis Home full-time Telework Part Lecture was used, whereby the practitioners were actively involved in the IT associated activities and were continually surprising users with the electronic items. Employees Remote Care Strategy using this strategy ensured that all participants were aware of remote balance between work and life, as well as burnout. This study's referenced number of instances is obviously sufficient, given the commonly acknowledged threshold of ten or more examples per parameter for fitting SEMes.Assume that Identified Indicators Have At Most 10 10-times, The largest possible set of parameters that we can model here would encompass 5 items: in theory in this case we would need at least 50 persons per item; in practice our predictors, job satisfaction, would need at least 30 persons (Hair et al. 2019). With N = 402 the research is well beyond these levels. A power analysis as per the rules of the Cohen (1988) suggests that the sample will have a statistical power of over. To find a firm low impact size. It is well-defined over CB-SEM's minimum of 200, confirming the results' reliability, validity, and extensibility.

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Figure 1: Structural Model Assessment with Latent Constructs and Outer Loadings

Table 1: Results of Convergent Validity and Reliability Analysis

Item	Statement	Loadings
	Job burnout	
JB1	For me, my work is more like a pastime.	0.86
JB2	Usually, I don't feel bored at work since it's so intriguing.	0.87
JB3	I think I'm more fulfilled by my job than the average person.	0.86
JB4	My job satisfaction is higher than the national average.	0.84
JB5	The job I do brings me great satisfaction.	0.90
CR = 0.926, AVE = 0.75, Alpha = 0.917		
	Job Performance	
JP1	I am dedicated to my career	0.85
JP2	The job I'm in right now is perfect for me.	0.84
JP3	My present line of work is the one I would choose if I had it to do again.	0.84
JP4	Even if I had an unlimited budget, I would continue working as I am now.	0.85
JP5	Perfect career that I would never consider leaving	0.82
CR = 0.903, AVE = 0.717, Alpha = 0.902		
	Job satisfaction	

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JS1	I wish I could spend more time with my family, but job keeps me too busy.	0.72
JS2	I spend too much time at work to participate in many home activities.	0.78
JS3	My time spent with my family often takes precedence over work-related pursuits that may advance my career.	0.87
JS4	My employment obligations are often overshadowed by the time I devote to family matters.	0.75
JS5	When I come home from work, I'm usually too emotionally exhausted to do anything that will help my family.	0.87
CR = 0.849, AVE = 0.623, Alpha = 0.847		
	Work life balance	
WLB1	Balance between work and life is crucial to the company.	0.88
WLB2	Managers prioritise a healthy balance between work and life	0.90
WLB3	Fun things to do may be included into the schedule.	0.87
CR = 0.86, AVE = 0.779, Alpha = 0.858		

Convergent Validity

All constructs showed excellent outer loadings, and each indicator loading was over the suggested level of 0.70, showing that the items accurately represent their hidden constructs. The measurement model is convergently valid, according to Hair et al. (2019). Factor loadings for work-life balance (0.87-9.0), job satisfaction (0.72-2.07), job performance (0.82-2.05), and burnout (0.84-0.90) were all higher than what was considered acceptable. With Cronbach's alpha values ranging from 0.847 to 0.917, all constructions demonstrate high levels of internal consistency dependability. Results showing acceptable construct dependability over 0.70 were shown by composite reliability (CR) scores ranging from 0.849 to 0.926. Fornell and Larcker (1981) found convergent validity and an AVE of 0.50 or higher for all constructs. Results reveal that work-life balance, job satisfaction, job performance, and burnout metrics are valid and reliable.

Table 2: Discriminant Validity Assessment Using Fornell–Larcker Criterion

Construct	**JP**	**JB**	**JS**	**WLB**
Job Performance	**0.847**			
Job burnout	-0.378	**0.866**		
Job satisfaction	0.587	-0.366	**0.789**	
Work life balance	0.469	-0.268	0.460	**0.882**

Discriminant validity was examined using Fornell and Larcker (1981) criteria. An AVE square may be used to limit a construct's relationships with others. The diagonal of the matrix indicates the square rooted AVEs with the values of 0.847 in job performance, 0.866 in job burnout, 0.789 in job satisfaction, and 0.882 in work–life balance. The diagonal values exceed the inter-construct correlations in the neighbouring rows and columns. Work pleasure affects performance 0.587, below 0.847 and 0.789. The suggested criteria states that discriminant validity exists when each concept has more variance with its indicators than with others. This is supported by Fornell and Larcker (1981) and Hair et al. (2019).

Table 2: Coefficient of Determination (R²) and Predictive Relevance (Q²) for Endogenous Construct

Endogenous Construct	R-square	Q²predict
Job satisfaction	0.406	0.205

The R^2 value for work satisfaction is 0.406, suggesting 40.6% variation explained by predictors, demonstrating significant explanatory power according to Cohen's (1988) recommendations. Confirming the model's predictive significance, the Q²_predict value of 0.205 is larger than zero (Cohen, 1988; Hair et al., 2019).

Table 3: Structural Model Results and Hypothesis Testing

| Hypo	Path	Beta	SD	T Value	P values	f-square
H1	JP → JS	0.428	0.055	7.819	0.00	0.22
H2	JB → JS	-0.146	0.046	3.125	0.00	0.03
H3	WLB → JP	0.471	0.047	10.084	0.00	0.282
H4	WLB → JB	-0.270	0.052	5.121	0.00	0.078
H5	WLB → JB	0.223	0.054	4.095	0.00	0.063

Because job performance has a medium impact size on work satisfaction ($\beta = 0.428$, t = 7.819, p < 0.001, $f^2 = 0.22$), the results of the structural model prove that H1 is true. Even while the impact magnitude is minor ($\gamma = -0.146$, t = 3.125, p < 0.001, $f^2 = 0.03$), work exhaustion substantially lowers job satisfaction, lending credence to H2. Supporting H3 ($\beta = 0.471$, t = 10.084, p < 0.001, $f^2 = 0.282$), balancing work and life improves job effectiveness. Work-life balance marginally increased workplace burnout ($\beta = -0.270$, t = 5.121, p < 0.001, $f^2 = 0.078$) and positively affected job satisfaction ($\beta = 0.223$, t = 4.095, p < 0.001, $f^2 = 0.063$). All five hypotheses (H1–H5) were confirmed, showing

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that work-life balance improves performance, happiness, and burnout. This matches theory.

Table 4: Importance (Total Effects) and Performance Values of Constructs on Job Satisfaction

Construct	Job satisfaction	Performance
Job Performance	0.429	69.500
Job burnout	-0.145	34.616
Work life balance	0.460	53.571

Figure 2: Work–Life Balance, Job Burnout, and Job Performance on Job Satisfaction Importance–Performance Map
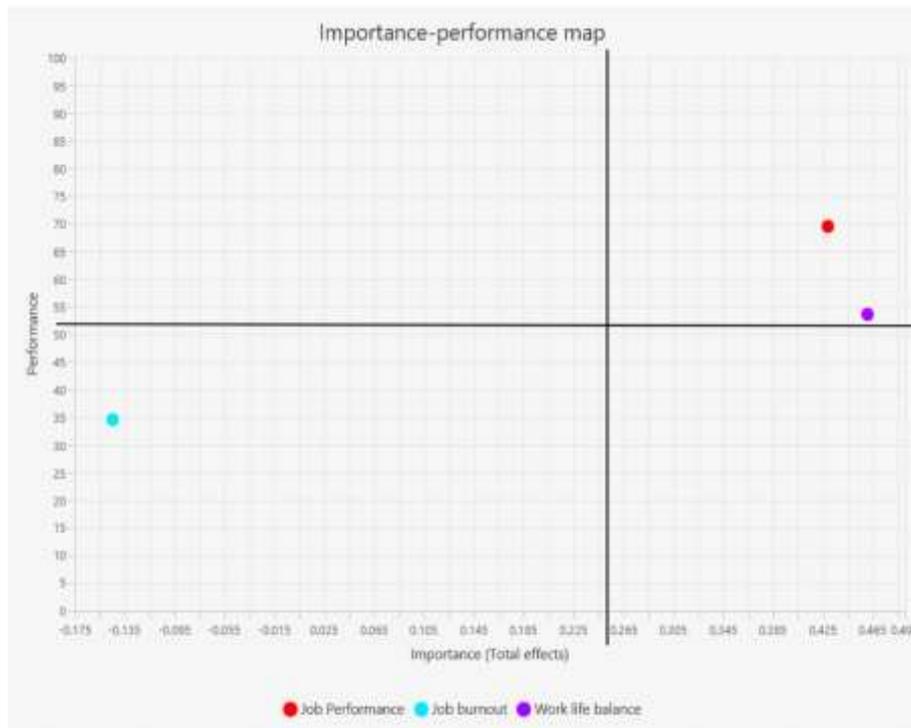
According to IPMA, work–life balance drives job satisfaction the highest (importance = 0.460, performance = 53.571), followed by job performance (0.429, performance = 69.500). Low importance (–0.145) and bad performance (34.616) indicate job burnout's limited yet harmful influence. Balance between work and life and job performance should be prioritised to make remote workers happy.

Implications of the Study:
The study has several implications both in regard to theoretical knowledge and actual work in IT, the

subject of telecommuting. Balancing work and home life is also heavily emphasized by the worker himself as a determinant of job satisfaction, which is in fact even more significant than all the other constructs. Passing laws and creating systems to balance work and family is crucial now. Work-life balance improves workplace happiness and performance but hinders job satisfaction and burnout prevention. On the one hand, it provides a more all-encompassing operational model than any of the previous models has done solely in relation to the work of remote IT employees; on the other, it re-examines and rejects the majority of the claims made in the empirically-based literature of organisational behaviour and management theory. Balance between work and life can thus be regarded as one of the fundamental processes where the carriers of the process are influenced not only by the specific environment at which they can live in, but also have to be adjusted in a general sense by the managers.

Employers must have a plan to balance work and life, not simply chains. Managers should also ensure that their subordinates remain on healthy jobs; the experiments mentioned in this article demonstrate that provided it is done in an appropriate way addition of flexibility reduces absenteeism rates. Better still, they feel conversant with their work and emphasize a lot of being connected with peers and the management in informal aspects, were they to be cited in the European literature repeatedly. In addition, it will be observed that the importance-performance analysis highlights the point at which decentralized authorization has been done in a decentralized fashion lessening the inhibitory effects of managing to centralize command too much or devising bureaucracy and obstacles that impede creativity. In conclusion, the message to agencies in the SOCAG type of system is not to have workers under strain solely but to have a comprehensive picture that involves all the facets in the life of every worker.

Human resource management should be prepared to foster an atmosphere in which people may arrange their work and personal life according to their preferences, according to the research's implications for HRM decision-makers and employees. One humane strategy is twice essential both to information technology managers and service workers in order to prevent burnout. In this way, should work-family conflict be minimised, one of the most salient features of company policy is, according to them, work-family conflict, since both men and women can benefit. Job performance and balance between work and life

Alternatively, performance reviews with high intrinsic flexibility are in another, less visible but no less significant dimension dynamic and transparent. When an organization fails to value total presence (i.e. working round the clock), then it can as well reward performance, creativity and problem-solving ability. It changes the evaluation system to that regime, which is more appropriate to treat the remote work. Not only then, does such repositioning keep up a continuous output, but, besides this, it keeps

people not worn out nor feeble-hearted.

The theoretical implication of the established empirical finding of has on the general tele-work literature in another facet. They show that moderate (not severe) fatigue at work significantly lowers happiness levels while having a hugely favourable effect on productivity. The meaning of this delicate point is not merely that organizations should consider the reduction of bad things that leads into good (since HPO is a direct result of satisfaction); here is the suggestion that good work and good conditions should be produced, even in non-working periods. Second the findings of the study offer an alternative perspective upon which on the lot of explanations on job satisfaction works very well. According to the performance burnout balance costs, it can be used to explain nearly fifty percent of variance in the satisfaction. Bigger more ambitious work can be built on this kind of power of explanation; to a range of inclusion of intermediate and dependent variables; or control factors including such an organization culture, a kind of leadership and a technology environment. We recommend the following to summarise our results: 1) As a main strategy, businesses should also prioritise a healthy balance between work and life for their people.; 2) managers should allow their style of leadership to bring the sense well-being of employees closer; 3) researchers must take the mutual impact of work-life and life satisfaction/burnout on each other and vice versa into consideration. These findings afford technology businesses a level of access to their aptitude to generate results simultaneously when it comes to developing a market benefit to oneself through people-focused practices in the dynamic digital workplace.

CONCLUSION:

The research aimed to widen the scope of work performance as a criteria by investigating the link between life stress and personality factors, affecting work performance. The survey includes workers whose occupations may be impacted by remote work. This research confirms work-life balance's mediation effect in good and negative outcomes. Balance between work and life may reduce attrition and improve job satisfaction and performance. Meanwhile, it undermines workplace affiliation and emotional connection. As Mengxi Zhou said, we must handle it. A later research on work performance indicated that Emirates significantly improved job satisfaction and exhaustion had a reduced detrimental impact.Collectively, these results imply that insanely the two areas of support balance and high performance are the main culprits in the job satisfaction of IT personnel although burnout is an intolerable matter but not with all the same level of thrust that can be gained as more positive evidence of heightened satisfaction that has been, is indeed accumulated and gained.

The broadest contribution of such a study to the available literature is that it transcends through the contribution of earlier studies that to a large part avoided exploring these constructs simultaneously. The current study has filled this gap by providing a general organizational model with which the two have been harmonised thereby making available under strict statistical techniques the effects on IT of working remotely. The final outcome, which reported that the model explained more than 40 percent apparatus of variance of job satisfaction, suggests that there was selectivity of indicators used and their rational application towards the current study on organizational behavior. Moreover, this significance, performance analysis shows, to the extent to which we find that job performance is driving to healthy living, the company still has to be very careful about the balance between work and life in case they are willing to give their workers maximum satisfaction.

The results show that companies should not treat work-life balance as an afterthought but rather as an integral part of their plan to increase productivity and decrease health risks. The software companies managers and other executives are advised to design workforces that are flexible, to set attainable work loads, as well as instituted programs that would offset the health and burn down. Overall, the work allows us to understand that the overall well-being of workers in the IT enterprise and their job satisfaction during remote working can be explained by a sufficient balance and a healthy performance space. With the understanding of these dynamics, firms can generate a proper working environment that does not make workers get burnt outally therefore promotes work satisfaction and raises labor productivity and vice versa discourages bouncy-resistance with the prevailing competitive markets in the digital communications which are costing them billions of dollars.

LIMITATIONS:

The first is that cross-sectional designs make causal inferences between research constructs, whereas

longitudinal designs better represent time. Self-reporting may have enhanced social desirability bias, common method bias, and links and relations. The questionnaire also targeted IT staff of IT organisations. This could limit the application of the results to other sectors and environments that are diverse in distant employment patterns. The model further attributed 40.6 percent of the variation of job satisfaction. This does not imply that one would still not find values of (eg, organizationalculture and leadership) though bearing some influence.Other evidence of this multi -sourcing can be seen in diversified samples as well as more arenas in which to research.

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