



## The Pressure to Respond Work-Related Messages: Turkish Adaptation Study of the Workplace Telepressure Scale



### İşle İlgili Mesajlara Cevap Verme Baskısı: İşyeri Telebaskısı Ölçeğinin Türkçe Uyarlama Çalışması



<https://doi.org/10.25204/iktisad.1658353>

Berivan TATAR\*

#### Abstract

##### Article Info

**Paper Type:**  
Research Paper

**Received:**  
15.03.2025

**Accepted:**  
15.09.2025

© 2025 JEBUPOR  
All rights reserved.



*This study aims to investigate workplace telepressure, defined as the pressure to constantly respond to work-related messages, and to evaluate the validity and reliability of the Workplace Telepressure Scale within the context of Türkiye. In this regard, data were collected from 310 participants working in different sectors and analyzed through descriptive statistics, exploratory factor analysis, confirmatory factor analysis, and structural equation modelling using SPSS and AMOS 21.0. Results showed that exploratory factor analysis resulted in two dimensions (preoccupation and urge), with an eigenvalue greater than 1, thus explaining 81.97% of total variance. Additionally, confirmatory factor analysis revealed that workplace telepressure comprises two factors (preoccupation and urge), with factor loadings, composite reliability, Cronbach's Alpha, and AVE values exceeding the recommended threshold, thereby, supporting reliability and validity. Finally, the results of nomological validity showed that workplace telepressure was negatively related to job satisfaction. Furthermore, the workplace telepressure was negatively related to employee performance. Additionally, job satisfaction was positively related to employee performance.*

**Keywords:** Workplace telepressure, scale adaptation, validity, reliability.

#### Öz

##### Makale Bilgileri

**Makale Türü:**  
Araştırma  
Makalesi

**Geliş Tarihi:**  
15.03.2025

**Kabul Tarihi:**  
15.09.2025

© 2025 İKTİSAD  
Tüm hakları saklıdır.



*Bu çalışmanın amacı, sürekli olarak iş ile ilgili mesajlara karşı duyulan sürekli yanıt verme baskısını ifade eden işyeri telebaskısını incelemek ve İşyeri Telebaskısı Ölçeğinin Türkiye bağlamında geçerlilik ve güvenilirliğini test etmektir. Bu bağlamda Türkiye'deki çeşitli sektörlerde çalışan 310 katılımcıdan veri toplanmış ve toplanan veriler SPSS ve AMOS 21.0 programları kullanılarak tanımlayıcı istatistikler, açıklayıcı faktör analizi, doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi yoluyla analiz edilmiştir. Araştırma bulguları, açıklayıcı faktör analizinin öz değeri 1'den büyük olan ve toplam varyansın %81,7'sini açıklayan iki boyuttan (meşguliyet ve dürtü) oluştuğunu göstermiştir. Ayrıca, doğrulayıcı faktör analizi sonuçları, işyeri telebaskısının iki faktörden (meşguliyet ve dürtü) oluştuğunu ve faktör yükleri, bileşik güvenilirlik, Cronbach's Alpha ve AVE değerlerinin önerilen eşik değerlerin oldukça üzerinde olduğunu göstererek güvenilirlik ve geçerliliği desteklemiştir. Son olarak, nomolojik geçerlilik sonuçlarına göre işyeri telebaskısı, iş tatmini ile negatif ilişkilidir. Ayrıca işyeri telebaskısı, çalışan performansı ile negatif ilişkilidir. Buna ek olarak, iş tatmini, çalışan performansı ile pozitif ilişkilidir.*

**Anahtar Kelimeler:** İşyeri telebaskısı, ölçek uyarlama, geçerlilik, güvenilirlik.

**Atıf/ to Cite (APA):** Tatar, B. (2025). The pressure to respond work-related messages: Turkish adaptation study of the workplace telepressure scale. *Journal of Economics Business and Political Researches*, 10(28), 960-972. <https://doi.org/10.25204/iktisad.1658353>

\*ORCID Res. Assist. Dr. Gebze Technical University, Department of Business Administration, btatar@gtu.edu.tr

## 1. Introduction

In recent years, information and communication technologies have become common practice and contribute to information sharing, collaboration, and communication in many occupations and organizations (Park et al., 2020). On the other hand, information and communication technologies also result in a multitude of adverse consequences. Specifically, these technological advances require employees to widely use information and communication technology (ICT) devices during work and non-work hours. Employees are exposed to numerous messages, phone calls, and e-mails from various communication channels anytime and anywhere (Zinke et al., 2024). This constant availability and accessibility demand and expectations blur the boundaries between work and private lives.

Additionally, employees experience pressure due to preoccupation with and a strong urge to respond to work-related messages, a phenomenon known as workplace telepressure, which harms employee wellbeing and health outcomes (Semaan et al., 2023). Specifically, prior studies highlighted that promoting employee wellbeing is crucial for organizational success, productivity, and performance. However, constant availability expectations of organizations through workplace telepressure prevent employees' recovery from work and impair employee wellbeing (Page et al., 2021). In a related vein, workplace telepressure leads to high emotional exhaustion (Liu et al., 2021), burnout (Kao et al., 2020), work-family conflict (Barber et al., 2019), perceived stress (Barber and Santuzzi, 2017), poor sleep outcomes (Hu et al., 2019), psychological detachment (Cambier et al., 2019), work engagement (Van Laethem et al., 2018). Taking a different tack, excessive workplace telepressure in work and non-work domains negatively affects employees and organizations (Huynh et al., 2024). Remarkably, despite its importance, the workplace telepressure phenomenon has not received much attention in organizational behavior and human resources disciplines.

Besides, limited research has been conducted on the validity and reliability analysis of the Workplace Telepressure Scale (Barber and Santuzzi, 2015) across diverse cultural contexts. Specifically, Barber and Santuzzi (2015) developed the Workplace Telepressure Scale, which measures preoccupation (employees' tendency to constantly think about work-related messages until responding to them) and urge (strong feelings and the need to respond to others immediately) (Barber and Santuzzi, 2015). The scale provides great flexibility to use as first-order or second-order constructs (Barber and Santuzzi, 2015). Hence, this study is a foundational source for defining the scale and testing its validity. Indeed, it has garnered significant attention in research, serving as the most commonly used instrument for assessing workplace telepressure in existing literature. Nevertheless, further research is warranted to ascertain the validity and reliability of the scale in terms of different cultural contexts (Barber and Santuzzi, 2015). These studies are imperative to evaluate the scale's applicability in diverse linguistic and cultural settings. Concordantly, the present study assesses the validity and reliability of the Workplace Telepressure Scale within the context of Türkiye. In particular, workplace telepressure is scarce within the context of Türkiye. Limited studies investigated workplace telepressure within the context of Barber and Santuzzi's scale (2015) (Tatar and Erdil, 2025).

Collectively, the advent of technological advancements has resulted in employees being subjected to work-related communications, whether messages, calls or emails, on a variety of channels, at any time and in any place. Consequently, due to the prevalence of workplace telepressure, which is defined as the pressure employees feel to respond to work-related messages constantly, employees are experiencing a decline in wellbeing. However, research on workplace telepressure and the validity and reliability of the scale has received limited consideration in management literature. Therefore, the contribution of the current study is twofold. First, the current study conceptualizes the workplace telepressure phenomenon and adapts the Workplace Telepressure Scale for testing reliability and validity. This study aims to address the existing gap in management literature by conducting a validity and reliability study of the Workplace Telepressure Scale. Second, the

adaptation of the Workplace Telepressure Scale into Turkish is expected to provide a foundational framework for future studies investigating the antecedents, consequences, boundary conditions, and mechanisms of the concept of workplace telepressure.

## 2. Literature Review

### 2.1. Workplace telepressure

Workplace telepressure was coined by Barber and Santuzzi (2015) and defined as "a combination of preoccupation with fast response times and the strong urge to respond to asynchronous work-related messages" (Barber and Santuzzi, 2015). In this regard, workplace telepressure emerges from the widespread use of information and communication technology-mediated communications. These communications technologies for work purposes require continuous connection to work activities and heighten the availability demands from employees during worktime and off-job time (Barber and Santuzzi, 2015). Therefore, using these technologies in work and non-work times leads to the experience of workplace telepressure. Parallel to this view, workplace telepressure emerges from specific and socially driven feelings arising from electronic work-related communications requests from other members of organizations (Barber et al., 2024). In this vein, workplace telepressure is distinct from the internally driven feelings for working excessively. Hence, workplace telepressure differs from workaholism (Barber et al., 2024).

There are two dimensions of workplace telepressure: preoccupation and urge. Preoccupation refers to constantly thinking about work-related messages until employees have responded and the inability to focus on other works (Barber and Santuzzi, 2015). On the other hand, the urge is related to strong feelings and the need to respond to others immediately (Barber and Santuzzi, 2015).

In addition to conceptualizing workplace telepressure, prior studies investigated factors affecting the emergence of workplace telepressure. Hence, both personal and organizational factors lead employees to experience workplace telepressure. Regarding personal factors, employees with high neuroticism and workaholism tend to experience high workplace telepressure (Barber and Santuzzi, 2015). Moreover, employees' personality traits, including self-control and fear of missing out, are associated with workplace telepressure (Barber and Santuzzi, 2017). Concordantly, perfectionism leads to experiencing high workplace telepressure (Liu and Chien, 2025). Concerning organizational factors, telepressure may result from norms within the organizations. Specifically, higher response and availability expectations, and tendency to check work-related communication channels in both work and non-work domains within the groups and organizations create intense feelings of telepressure (Barber et al., 2024). Hence, techno-overload and response expectations strengthened workplace telepressure (Semaan et al., 2025). Task interdependence and dispositional workplace anxiety also heighten workplace telepressure (He et al., 2024). Occupational characteristics (i.e., communication demands, the extent of e-mail use, job control, and time pressure) enhance workplace telepressure (Hu et al., 2024).

Telepressure prevents employees from mentally switching off from work during work and non-work hours (Barber and Santuzzi, 2015). This, in turn, hampers satisfaction with work-life balance, work-family conflict, engagement, satisfaction and commitment, and psychological detachment (Rogers and Barber, 2019; Cambier et al., 2019; Pfaffinger et al., 2020). High levels of workplace telepressure also create risks for employees' health and wellbeing. Feeling high pressure to respond to work-related messages can harm the creation of ICT boundaries for information and communication technologies (Wilder et al., 2024). In a related vein, high levels of workplace telepressure lead employees to control their work-related e-mails off-hours and create risks for employees' health and wellbeing (Tatar and Erdil, 2025). For instance, high workplace telepressure resulted in worse sleep quality and mood, high physical and cognitive burnout, stress, and lower

work-life balance satisfaction (Barber and Santuzzi, 2015; Grawitch et al., 2018; Semaan et al., 2023; Setyaningrum and Muafi, 2023; Reimann et al., 2024).

### 3. Research Method

#### 3.1. Sampling and Procedure

The study employed a convenience sampling strategy. Data were collected through an online survey method and platform (Surveyey.com), and the survey link was distributed to qualified participants via professional and personal networks, and social media. IP addresses and demographic information were checked for each response. Ethics committee approval was obtained for this study from the Gebze Technical University, Scientific Research and Publication Ethics Committee, with its decision dated 30.09.2024, meeting number 2024/17-02, and decision number E-43633178-199-169932.

The sample was composed of 310 employees working in various sectors in Türkiye. In terms of characteristics of the sample, 57.4% were men. Regarding age, 25–34 age group, and 19.7% are in the 35–44 age group. Considering education, 55.8% held a bachelor's degree, and 24.2% held a master's degree. 42.9 had work experience in their current organization between 1 and 5 years. Finally, participants were working in different sectors, including education (23.2%), manufacturing (21.6%), health (11.3%), and banking and finance (9.7%).

#### 3.2. Measures

The present study used multi-item scales from prior studies in the literature. Five-point Likert scales ranging from "strongly disagree" (1) to "strongly agree" (5) were used to measure the constructs of the current study.

Workplace telepressure was measured on a 6-item scale of Barber and Santuzzi (2015). It measures preoccupation (employees' tendency to constantly think about work-related messages until responding to them) and urge (strong feelings and the need to respond to others immediately) (Barber and Santuzzi, 2015). Sample items are "I can concentrate better on other tasks once I've responded to my messages." (preoccupation) and "I have an overwhelming feeling to respond right at that moment when I receive a request from someone." (urge).

Job satisfaction was measured with a 4-item scale of Judge et al. (1998). Sample items are "I feel fairly well satisfied with my present job." and "Most days I am enthusiastic about my work."

Employee performance was measured with a 5-item scale of Williams and Anderson (1991). Sample items are "I adequately complete the assigned tasks to me." and "I fulfill the responsibilities specified in the job description."

#### 3.3. Cross-cultural Adaptation

The current study followed the cross-cultural adaptation of self-report measures developed by Beaton et al. (2000). First, an initial translation was conducted from English to Turkish. In total, three translations were made by informed translators and three by uninformed translators. The translators prepared reports for the completed translation of the Workplace Telepressure Scale. Afterward, translators synthesized translations, and these translations were compared, and discrepancies were resolved all issues related to challenging phrases, clarity, or uncertainties. Then, translators retranslated the questionnaire into the original language to assess the validity of the translated version and ensure it reflected the original version of the scale. In the next stage, the expert committee, which consisted of six researchers in the field of business administration, reviewed and reached a consensus on all the translations and the pre-final version of the questionnaire for field testing. After creating

the pre-final version, as suggested by Kahraman et al. (2023), a pilot study was conducted with a smaller group for assessing item clarity, answer time, and spelling errors. Hence, 20 PhD students assessed the draft questionnaire to promote accuracy, and based on their feedback, we produced the final version of the questionnaire.

## 4. Analysis and Results

### 4.1. Exploratory Factor Analysis

Exploratory factor analysis (EFA) was conducted using principal component analysis and Varimax rotation in SPSS Version 21 to test the dimensional structure of workplace telepressure. The Kaiser–Meyer Olkin (KMO) value was .86, and the chi-square value for Bartlett's test of Sphericity was significant ( $\chi^2=1283.05$ ,  $p<.001$ ), indicating data appropriateness for the factor analysis. Thus, factor analysis yielded two dimensions (preoccupation and urge), with eigenvalues greater than 1, explaining 81.97% of the total variance

**Table 1.** Exploratory Factor Analysis

Items	Mean	Std. Dev	Factor loadings
<b>Preoccupation</b>			
WT1	2.75	1.22	.87
WT2	3.03	1.18	.80
WT3	2.89	1.20	.83
<b>Urge</b>			
WT4	2.93	1.32	.86
WT5	3.02	1.26	.88
WT6	2.88	1.19	.84

Furthermore, factor loadings ranged from .83 to .87 and exceeded .50, supporting construct validity (Hair et al., 2010). Cronbach's alpha values for the overall workplace telepressure, preoccupation, and urge were .91, .87, and .91, respectively, exceeding the threshold levels (Fornell and Larcker, 1981) and supporting convergent validity.

### 4.2. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was conducted using the AMOS Version 21 to assess the construct validity, reliability, and dimensionality of the Workplace Telepressure Scale. Given that the data were collected from a single source, a series of CFA models was conducted to test discriminant validity. As shown in Table 2, a comparison was made between the measurement model and alternative nested models.

**Table 2.** Comparison of Measurement Models

CFA model	$\chi^2/df$	RMSEA	CFI	IFI	TLI
One-factor model	201.243/9	.26	.85	.85	.75
Two-factor model	19.218/8	.06	.99	.99	.98

Results showed that the two-factor model of the workplace telepressure construct consists of two factors with six items, and the measurement model fit the data better than the one-factor model ( $\chi^2_{(8)}=19.218$ , CFI=.99 IFI=.99, TLI=.98,  $\chi^2/df=2.40$ , RMSEA=.06).

**Table 3.** Confirmatory Factor Analysis

Constructs	Factor Loadings	CR	AVE	Cronbach's Alpha
<b>Preoccupation</b>		.87	.69	.87
WT1	.88			
WT2	.80			
WT3	.82			
<b>Urge</b>		.90	.77	.91
WT4	.92			
WT5	.89			
WT6	.82			

Regarding convergent validity, factor loadings ranged from .82 to .92 and exceeded .50, supporting construct validity (Hair et al., 2010). The Average Variance Extracted (AVE) value for the overall workplace telepressure was .72, the AVE value of the preoccupation was .69, and the AVE value of the urge was .77. Therefore, each AVE of the dimensions was higher than the cut-off value (Fornell and Larcker, 1981). Regarding reliability, composite reliability of overall workplace telepressure (.93), preoccupation (.87) and urge (.90), and Cronbach's Alpha values of overall workplace telepressure (.91), preoccupation (.87) and urge (.91) are well beyond the recommended threshold value (Fornell and Larcker, 1981).

#### 4.3. Nomological Validity

Nomological validity was conducted to assess scale predictability for explanatory and causal relationships with the relevant constructs/variables (Churchill and Iacobucci, 2006). In this vein, we investigated the impact of workplace telepressure on job satisfaction and employee performance.

**Table 4.** Confirmatory Factor Analysis

Constructs	Factor Loadings	CR	AVE	Cronbach's Alpha
<b>Workplace Telepressure</b>		.85	.75	.91
<b>Preoccupation</b>		.87	.69	.87
WT1	.88			
WT2	.81			
WT3	.81			
<b>Urge</b>		.91	.77	.91
WT4	.92			
WT5	.89			
WT6	.82			
<b>Job satisfaction</b>		.91	.72	.91
JS1	.88			
JS2	.87			
JS3	.82			
JS4	.81			
<b>Employee performance</b>		.94	.75	.94
EP1	.89			
EP2	.89			
EP3	.88			
EP4	.80			
EP5	.88			

A two-step approach (Gerbing and Anderson, 1988) was employed to test the nomological validity of the Workplace Telepressure Scale and the hypothesized relationship. Firstly, confirmatory factor analysis was applied for reliability and validity assessment, and then we assessed the hypothesized relationship and nomological network through the structural equation modeling in AMOS version 21.

Based on the confirmatory factor analysis, factor loadings above .50 and modification indices, indicating the highly correlated error terms, items having cross-loading with other constructs, and poor explanatory power were used as criteria for item retention. Therefore, one item (job satisfaction) having lower factor loading was eliminated in a step-by-step procedure and, therefore, the measurement model fit the data adequately ( $\chi^2_{(85)} = 154.994$ , CFI=.98 IFI=.98, TLI=.99,  $\chi^2/df=1.82$ , RMSEA=.05).

In terms of convergent validity, standardized factor loadings ranged between .80 and .90, meeting the convergent validity criteria (Fornell and Larcker, 1981). Notably, the AVE values for workplace telepressure, job satisfaction, and employee performance were .75, .72, and .75, respectively. Consequently, each AVE value exceeded the cut-off value (Fornell and Larcker, 1981). Composite reliability of workplace telepressure (.85), job satisfaction (.91) and employee performance (.94), and Cronbach's Alpha values of workplace telepressure (.91), job satisfaction (.91) and employee performance (.94) were higher than the threshold value for the reliability suggested by Fornell and Larcker (1981).

**Table 5.** Discriminant Validity

Variables	1	2	3
Workplace telepressure	1 (.86)		
Job satisfaction	2 -.21**	(.85)	
Employee performance	3 -.31**	.60**	(.87)
Mean	2.92	3.39	3.61
S. dev.	1.02	1.07	1.14

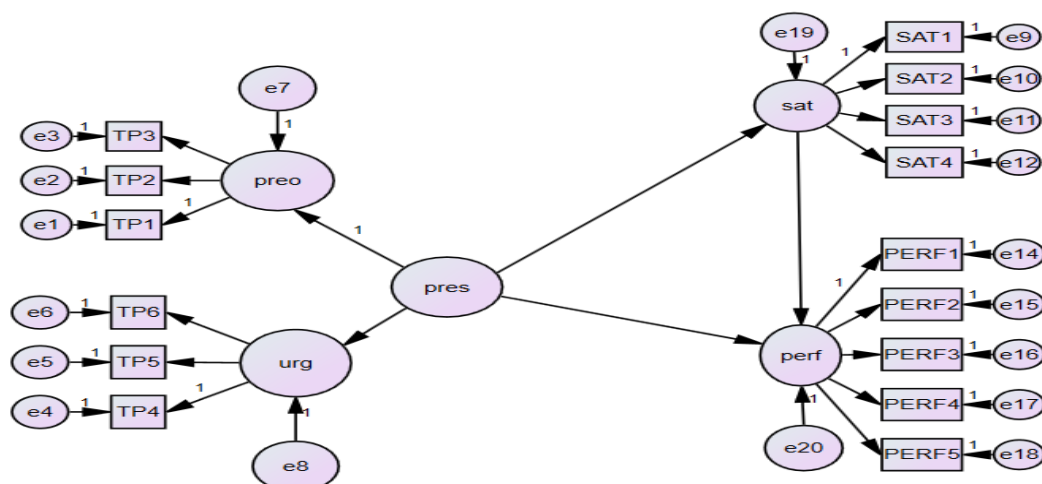
\*\*  $p < .01$ ; Values along the diagonal are the square root of AVE.

Table 4 shows the variables' means, standard deviations, and intercorrelations. Specifically, workplace telepressure was negatively related to job satisfaction ( $r = -.21$ ,  $p < .01$ ) and employee performance ( $r = -.31$ ,  $p < .01$ ). Job satisfaction was positively related to employee performance ( $r = .60$ ,  $p < .01$ ). Regarding discriminant validity, the squared root of AVE for each construct was greater than the correlations between the constructs, suggesting discriminant validity (Fornell and Larcker, 1981).

**Table 6.** Hypotheses Testing

Hypotheses	$\beta$	Results
Workplace telepressure $\rightarrow$ Job satisfaction	-.25**	Supported
Workplace telepressure $\rightarrow$ Employee performance	-.21**	Supported
Job satisfaction $\rightarrow$ Employee performance	.58**	Supported

\*\*  $p < .001$



**Figure 1.** Structural Model

The results of structural equation modeling are shown in Table 5. Model fits the data based on the fit indices ( $\chi^2_{(85)} = 154.994$ , CFI=.98 IFI=.98, TLI=.98,  $\chi^2/df=1.82$ , RMSEA=.05). We found that Workplace telepressure was negatively related to job satisfaction ( $\beta = -.25$ ;  $p<.001$ ) and employee performance ( $\beta = -.21$ ;  $p<.001$ ). Additionally, job satisfaction was positively related to employee performance ( $\beta = .58$ ;  $p<.001$ ).

## 5. Discussion and Conclusion

In the contemporary business landscape, characterized by the proliferation of technology in business processes, employees are confronted with the expectation of perpetual accessibility and the availability demands of organizations. This dynamic engenders substantial pressure, called workplace telepressure, on employees, compelling them to be preoccupied and urged with work-related instant messages, e-mails, and calls anytime and anywhere (Zinke et al., 2024). Consequently, this telepressure experience blurs the boundaries between work and private lives, and its resultant, deleterious effects on employees' psychological and mental wellbeing. Considering these undesirable outcomes, more research on workplace telepressure is pivotal.

In this context, this study aims to adapt the Workplace Telepressure Scale developed by Barber and Santuzzi (2015) into Turkish. The study's findings provide empirical evidence supporting the validity and reliability of the scale and the multidimensionality proposed by Barber and Santuzzi (2015). Therefore, the current study investigated the workplace telepressure concept and concentrated on the Workplace Telepressure Scale. The Workplace Telepressure Scale is mainly based on the preoccupation for and urge to respond to work-related messages. Therefore, the present study adapted the Workplace Telepressure Scale to Turkish and investigated its reliability and validity.

First, exploratory factor analysis was conducted using principal component analysis and Varimax rotation to assess the dimensional structure of workplace telepressure. The factor analysis results resulted in two dimensions (preoccupation and urge), with eigenvalues greater than 1, thus explaining 81.97% of the total variance, which is in line with Barber and Santuzzi (2015). Factor loadings and Cronbach's alpha values were well beyond the threshold levels, supporting construct validity (Hair et al., 2010) and convergent validity (Fornell and Larcker, 1981).

In the second stage, CFA analysis was conducted to examine the construct validity, reliability, and dimensionality of the Workplace Telepressure Scale. The data were collected from a single source, and a series of CFA models were conducted to test discriminant validity. Results showed that the workplace telepressure construct consists of two factors with six items, and the measurement model fit the data well ( $\chi^2_{(8)} = 19.218$ , CFI=.99 IFI=.99, TLI=.98,  $\chi^2/df=2.40$ , RMSEA=.06). Regarding reliability, all composite reliability and Cronbach's Alpha values are well beyond the recommended threshold value (Fornell and Larcker, 1981). Additionally, the factor loadings and AVE for each dimension were higher than the cut-off value, supporting convergent validity (Fornell and Larcker, 1981).

Finally, nomological validity was used to assess scale predictability for causal relationships with the relevant constructs (Churchill and Iacobucci, 2006). In this vein, we investigated the impact of workplace telepressure on job satisfaction and employee performance. Hence, the current study conducted confirmatory factor analysis for reliability and validity assessment and path analysis for hypothesis testing, following the two-step approach of Gerbing and Anderson (1988). Based on the confirmatory factor analysis, after eliminating 1 item (job satisfaction) having a lower factor loading, the measurement model fit the data adequately ( $\chi^2_{(85)} = 154.994$ , CFI=.98 IFI=.98, TLI=.99,  $\chi^2/df=1.82$ , RMSEA=.05). In terms of convergent validity, standardized factor loadings meet the convergent validity criteria (Fornell and Larcker, 1981). Besides, all AVE, Cronbach's alpha, and composite reliability values exceeded threshold value for the reliability suggested by Fornell and Larcker (1981). Finally, the results of structural equation modeling showed that workplace



telepressure was negatively related to job satisfaction and employee performance. Additionally, satisfaction was positively associated with employee performance, leveraging the workplace telepressure literature. Past studies revealed that workplace telepressure elevates work-family conflict, stress, physical and cognitive burnout and harms work-life balance satisfaction, psychological detachment, ICT boundaries for information and communication technologies, work engagement, organizational commitment, employees' health and wellbeing, sleep quality and mood (Rogers and Barber, 2019; Cambier et al., 2019; Pfaffinger et al., 2020; Wilder et al., 2024; Tatar and Erdil, 2025; Barber and Santuzzi, 2015; Grawitch et al., 2018; Semaan et al., 2023; Setyaningrum and Muafi, 2023; Reimann et al., 2024). The current study demonstrated that experiencing an inability to recover and detach from their work due to high workplace telepressure lead to lower job satisfaction and poorer employee performance.

As a result, this study aims to investigate reliability and validity of Workplace Telepressure Scale, which received much attention in organizational behavior and human resources disciplines. Our results of exploratory and confirmatory factor analysis revealed that workplace telepressure comprises two factors as preoccupation and urge, with factor loadings, composite reliability, Cronbach's Alpha, and AVE values exceeding the recommended threshold, thereby, supporting reliability and validity. Finally, regarding nomological validity, results showed that workplace telepressure was negatively related to job satisfaction. Furthermore, the workplace telepressure was negatively related to employee performance. Additionally, job satisfaction was positively related to employee performance. In conclusion, the current study demonstrated that the Workplace Telepressure Scale is a valid and reliable scale to assess workplace telepressure experience of Turkish employees.

### 5.1. Limitations and Future Research

The current study has some limitations. First, data were collected through self-report surveys, causing a common method bias problem. Various strategies were used to address this issue, including instructed response items (i.e., select "Agree" for this item) and reverse-scored items. Furthermore, the present study used a cross-sectional study, which did not allow for investigating causality between and changes in the variables. For instance, employees may experience a variety in workplace telepressure during work and in their private lives. Hence, using longitudinal research design may be beneficial for future studies. Using convenience sampling is another limitation affecting the study's generalizability. Future research should employ probability-based methods and increase cultural, sectoral, positional, and demographic diversity in the sample.

Employees may also experience private life telepressure during working hours. Future research may investigate the impact of private life telepressure at work on employees' attitudes, health, and behavior. On the other hand, the Workplace Telepressure Scale was adapted into Turkish. In this sense, it is necessary to conduct validity and reliability studies in different countries to extend the external validity of the Workplace Telepressure Scale.

Another limitation of the study is the examination of the interrelationship among workplace telepressure, job satisfaction, and employee performance for the nomological validity. Future studies should further investigate the impact of workplace telepressure on work-related rumination, sleep quality, and recovery experience.

## References

- Barber, L. K., and Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172–189. <https://doi.org/10.1037/a0038278>
- Barber, L. K., and Santuzzi, A. M. (2017). Telepressure and college student employment: The costs of staying connected across social contexts. *Stress and Health*, 33(1), 14–23. <https://doi.org/10.1002/smi.2668>
- Barber, L. K., Conlin, A. L., and Santuzzi, A. M. (2019). Workplace telepressure and work–life balance outcomes: The role of work recovery experiences. *Stress and Health*, 35(3), 350–362. <https://doi.org/10.1002/smi.2864>
- Barber, L. K., Leslie, S., and Samaniego, A. (2024). Workplace telepressure and work rumination: Evidence of incremental validity beyond workaholism. *Occupational Health Science*, 8(3), 661–677. <https://doi.org/10.1007/s41542-024-00187-x>
- Beaton, D. E. Bombardier, C., Guillemin, F., and Ferraz, M. B. (2000). Guidelines for the process of cross-cultural adaptation of self-report measures. *Spine*, 25(24), 3186–3191. <https://doi.org/10.1097/00007632-200012150-00014>
- Cambier, R., Derks, D., and Vlerick, P. (2019). Detachment from work: A diary study on telepressure, smartphone use and empathy. *Psychologica Belgica*, 59(1), 227–245. <https://doi.org/10.5334/pb.477>
- Fornell, C., and Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- Gerbing, D. W., and Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of Marketing Research*, 25(2), 186–192. <https://doi.org/10.1177/002224378802500207>
- Grawitch, M. J., Werth, P. M., Palmer, S. N., Erb, K. R., and Lavigne, K. N. (2018). Self-imposed pressure or organizational norms? Further examination of the construct of workplace telepressure. *Stress and Health*, 34(2), 306–319. <https://doi.org/10.1002/smi.2792>
- Hair, J., Black, W., Babin, B., and Anderson, R. (2010). *Multivariate data analysis: A global perspective* (Seventh Edition). Pearson Prentice Hall.
- He, X., Gao, Q., Cao, Y., Bian, R., and Wang, X. H. (2024). "Always online": How and when task interdependence and dispositional workplace anxiety affect workplace telepressure after hours. *PsyCh Journal*, 13(4), 639–653. <https://doi.org/10.1002/pchj.747>
- Hu, X., Pawirosetiko, J. S., Santuzzi, A. M., and Barber, L. K. (2024). Does your job shape your experience or interpretation of workplace telepressure? Exploring measurement invariance across occupational characteristics. *Computers in Human Behavior Reports*, 14, 100426. <https://doi.org/10.1016/j.chbr.2024.100426>
- Hu, X., Santuzzi, A. M., and Barber, L. K. (2019). Disconnecting to detach: The role of impaired recovery in negative consequences of workplace telepressure. *Journal of Work and Organizational Psychology*, 35(1), 9–15. <https://doi.org/10.5093/jwop2019a2>
- Huynh, T., McDonald, J. L., and Smith, R. W. (2024). The effect of anticipated telework conditions and family-supportive supervisor behaviors on work-family outcomes. *Current Psychology*, 43(19), 17065–17078. <https://doi.org/10.1007/s12144-024-05675-5>
- Iacobucci, D., and Churchill, G.A. (2018). *Marketing research: Methodological foundations* (12th Edition). Dryden Press.
- Judge, T. A., Locke, E. A., Durham, C. C., and Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83(1), 17–34. <https://doi.org/10.1037/0021-9010.83.1.17>
- Kahraman, A., Öztürk Altınayak, S., Eroğlu, V., and Alatlı, B. (2023). Reviewing the development and adaptation steps of the scales specifically used for pregnancy, childbirth, and postpartum

- in Türkiye between 2010 and 2020. *Journal of Education and Research in Nursing*, 20(2), 165-170. <https://doi.org/10.14744/jern.2021.099156>
- Kao, K. Y., Chi, N. W., Thomas, C. L., Lee, H. T., and Wang, Y. F. (2020). Linking ICT availability demands to burnout and work-family conflict: The roles of workplace telepressure and dispositional self-regulation. *The Journal of Psychology: Interdisciplinary and Applied*, 154(5), 325–345. <https://doi.org/10.1080/00223980.2020.1745137>
- Liu, B., Zhang, Z., and Lu, Q. (2021). Influence of leader mindfulness on the emotional exhaustion of university teachers: Resources crossover effect. *Frontiers in Psychology*, 12, 1–16. <https://doi.org/10.3389/fpsyg.2021.597208>
- Liu, L., and Chien, C. (2025). Drawing the line: how role boundary buffers the pathway from perfectionism to burnout via telepressure and work-to-life conflict. *European Journal of Work and Organizational Psychology*, 34(5), 550–564. <https://doi.org/10.1080/1359432X.2025.2528616>
- Page, K. J., Nastasi, A., and Voyles, E. (2021). Did you get that thing I sent you? Mediating effects of strain and work-family conflict on the telepressure and burnout relationship. *Stress and Health*, 37(5), 928–939. <https://doi.org/10.1002/smi.3052>
- Park, J. C., Kim, S., and Lee, H. (2020). Effect of work-related smartphone use after work on job burnout: Moderating effect of social support and organizational politics. *Computers in Human Behavior*, 105, 106194. <https://doi.org/10.1016/j.chb.2019.106194>
- Pfaffinger, K. F., Reif, J. A., and Spieß, E. (2020). When and why telepressure and technostress creators impair employee well-being. *International Journal of Occupational Safety and Ergonomics*, 28(2), 958-973. <https://doi.org/10.1080/10803548.2020.1846376>
- Reimann, L. E., Binnewies, C., Ozimek, P., and Loose, S. (2024). I do not want to miss a thing! Consequences of employees' workplace fear of missing out for ICT use, wellbeing, and recovery experiences. *Behavioral Sciences*, 14(1), 1-23. <https://doi.org/10.3390/bs14010008>
- Rogers, A. P., and Barber, L. K. (2019). Addressing FoMO and telepressure among university students: Could a technology intervention help with social media use and sleep disruption?. *Computers in Human Behavior*, 93, 192-199. <https://doi.org/10.1016/j.chb.2018.12.016>
- Semaan, R., Gamaïunova, L., Teixeira, P. P., Nater, U. M., Heinzer, R., Haba-Rubio, J., Vlerick, P., Cambier, R., and Gomez, P. (2025). Psychometric properties of telepressure measures in the workplace and private life among French-speaking employees. *BMC Psychology*, 13, 329. <https://doi.org/10.1186/s40359-025-02616-0>
- Semaan, R., Nater, U. M., Heinzer, R., Haba-Rubio, J., Vlerick, P., Cambier, R., and Gomez, P. (2023). Does workplace telepressure get under the skin? Protocol for an ambulatory assessment study on wellbeing and health-related physiological, experiential, and behavioral concomitants of workplace telepressure. *BMC Psychology*, 11, 145. <https://doi.org/10.1186/s40359-023-01123-4>
- Setyaningrum, R. P. and Muafi, M. (2023). Managing job burnout from workplace telepressure: A three way interaction. *SA Journal of Human Resource Management*, 21, a2151. <https://doi.org/10.4102/sajhrm.v21i0.2151>
- Tatar, B., and Erdil, O. (2025). Always on e-mails and employee wellbeing: The role of subjective norm of connectivity. *International Journal of Manpower*, 46(2), 353-367. <https://doi.org/10.1108/IJM-11-2023-0702>
- Van Laethem, M., van Vianen, A. E. M., and Derks, D. (2018). Daily fluctuations in smartphone use, psychological detachment, and work engagement: The role of workplace telepressure. *Frontiers in Psychology*, 9, 1808. <https://doi.org/10.3389/fpsyg.2018.01808>
- Wilder, E., Aziz, S., and Wuensch, K. (2024). Working 9 to always: relationships among workplace telepressure, ICT boundary creation, and workaholism. *Health Psychology Report*, 12(3), 227-237. <https://doi.org/10.5114/hpr/165873>

- Williams, L. J., and Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>
- Zinke, J., Vahle-Hinz, T. and Hoppe, A. (2024). A longitudinal study on ICT workload in the extended stressor-detachment model: testing moderated mediation models for extended work availability and workplace telepressure. *Work & Stress*, 38(1), 73–89. <https://doi.org/10.1080/02678373.2023.2239179>

## Appendix

### Appendix A: Workplace Telepressure Scale

**Instruction:**

For the following questions, think about how you use technology to communicate with people in your workplace. Specifically think about message-based technologies that allow you to control when you respond (e-mail, text messages, voicemail, etc.). Please rate how much you agree or disagree with the statements.  
(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

When using message-based technology for work purposes  
...

**Açıklama:**

Aşağıdaki yer alan ifadeleri, iş yerinizdeki insanlarla iletişim kurmak için teknolojiyi nasıl kullandığınızı göz önünde bulundurarak değerlendiriniz. Özellikle yanıt vereceğiniz zamanı kendinizin belirlemesine olanak tanıyan mesaj tabanlı teknolojileri (e-posta, kısa mesaj, sesli posta, vb.) düşününüz. Her bir ifadenin size ne derece uygun olduğunu belirtiniz.  
(1=Kesinlikle Katılmıyorum, 2=Katılmıyorum, 3=Ne Katılıyorum Ne Katılmıyorum, 4=Katılıyorum, 5=Kesinlikle Katılıyorum)

Mesaj tabanlı teknolojiyi iş amaçlı kullanırken . . .

It's hard for me to focus on other things when I receive a message from someone.

Birinden bir mesaj aldığımda, diğer işlere odaklanmak benim için zordur.

I can concentrate better on other tasks once I've responded to my messages.

Mesajlarımın cevap verdikten sonra diğer işlerime daha iyi odaklanabilirim.

I can't stop thinking about a message until I've responded.

Cevaplayana kadar aldığım mesajı düşünmekten kendimi alamıyorum.

I feel a strong need to respond to others immediately.

Bir mesaj geldiğinde, insanlara hemen cevap verme ihtiyacı duyarım.

I have an overwhelming feeling to respond right at that moment when I receive a request from someone.

Çalıştığım kurumdan biri benden bir şey rica ettiğinde, o isteğe o anda cevap vermek isterim.

It's difficult for me to resist responding to a message right away.

İşimle ilgili bir mesaja hemen cevap vermemek, benim için zordur.

**Source:** Created by the author using the workplace telepressure scale developed by Barber and Santuzzi (2015).