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Enhancing well-being in hybrid work: the crucial role of organizational support for Indonesia's State Civil Apparatus

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ABSTRACT

This study investigates the impact of Hybrid Working, Perceived Organizational Support, and Job Burnout on Employee Well-being among Indonesian State Civil apparatuses. Using data from 533 respondents selected through simple random sampling, the analysis employed Structural Equation Modeling with a Generalized Least Squares estimation approach. The results reveal that Hybrid Working significantly increases Job Burnout, indicating elevated stress levels from its implementation. Conversely, Perceived Organizational Support reduces Job Burnout and positively influences both Hybrid Working and Employee Well-being. Moreover, Job Burnout negatively affects Employee Well-being, while the positive impact of Hybrid Working on Well-being becomes evident when moderated by Perceived Organizational Support. These findings highlight the critical role of organizational support in mitigating stress and facilitating adaptation to hybrid work systems. The study underscores the importance of designing robust support mechanisms to enhance Employee Well-being and reduce burnout. Practical recommendations are offered for policymakers to develop effective hybrid work strategies tailored to the unique context of Indonesian civil service.

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Quantitative Methods; Personnel Selection, Assessment, and Human Resource Management; Human Resource Management

1. Introduction

The COVID-19 pandemic has induced significant changes in the world of work, particularly in the public sector (Jallow et al., 2021; McPhail et al., 2024; Rohmat & Elisanti, 2021). In Indonesia, civil servants who were previously accustomed to working from home (WFH) are now transitioning back to the office (WFO) as of May 2022 (Hati et al., 2022). This shift towards a hybrid work model presents numerous challenges, including the need for enhanced digital skills and adjustments in human resource management systems (Chen et al., 2023; Vandy et al., 2023; Zayed et al., 2022).

A major challenge during WFH has been the difficulty in team coordination (Green et al., 2020; Kagerl & Starzetz, 2023). Limited virtual interaction often hinders effective communication and collaboration among team members (Krier, 2022; Wang et al., 2024). Additionally, uneven digital competence and inadequate home office facilities and infrastructure have significantly impeded task completion

(Mackatiani et al., 2023; Nakaziba & Ngulube, 2024). This highlights the necessity for a more systematic work management mechanism to address these challenges (Altena et al., 2020; Chong et al., 2020; Tao et al., 2019).

Low digital literacy among civil servants not only hampers productivity but also increases the risk of job burnout (Hussain et al., 2024; Liang & Jing, 2020; Mbatha, 2022). The inability to effectively access and utilize technology can lead to prolonged frustration and stress, especially as job demands increase (Dobešová Cakirpaloglu et al., 2024; Rangarajan et al., 2022; Vara-Horna & Espinosa Domínguez, 2022). Furthermore, the lack of direct supervision in a WFH environment can blur the boundaries between work and personal life, contributing to burnout (Adekanmbi & Ukpere, 2023; Pons, 2023; Sabharwal, 2023).

This issue is particularly pronounced among older civil servants. Although many civil servants in Indonesia have higher education, the age composition, dominated by the 51–60-year-old group,

indicates a significant potential for a digital gap (BKN, 2023). This aligns with previous research findings that long-term WFH can trigger burnout, especially among employees lacking digital skills (Raju et al., 2022; Umair et al., 2023). While highly educated civil servants generally have a high potential for adapting to new technologies and work methods, specific challenges remain, particularly related to digital literacy among older civil servants (Umair et al., 2023). This underscores the need for targeted strategies to improve the digital competence of Civil Servant Apparatus (CSAs), especially those in older age groups (Vaswani & Boyd, 2023).

The increased work pressure during the WFH transition period has led to a rise in job burnout cases among the State Civil Apparatus (Ayalp, 2021; Ayinde & Obawole, 2019). This condition significantly impacts the CSA's well-being, which in turn can reduce productivity and work satisfaction (Al'Ararah et al., 2024; Fraboni et al., 2023; McFarland & Hlubocky, 2021). For this, Perceived Organizational Support (POS) is a critical factor in this context, as the level of support that CSAs feel from their organization can affect their stress levels and overall well-being condition (Cheng & Yi, 2018; Tao et al., 2019). Last research (Kröll et al., 2021; Li et al., 2022) has shown that POS plays an important role in helping CSAs overcome challenges in a dynamic and uncertain work environment.

The implementation of *hybrid working* is increasingly prevalent in various public sector organizations, presenting new challenges and opportunities for CSAs in human resource management. Recent studies show that effective *hybrid working* implementation requires an integrated approach that pays attention to space, space, and time factors (Buick et al., 2024). Internal communication challenges in *hybrid systems* can be overcome by leveraging new technologies, strengthening personal connections, and increasing employee motivation (Beniušis, 2023). On the other hand, *hybrid working* can have a negative impact on *employee well-being* due to increased stress and workload, but it also offers advantages in terms of *work-life balance*, especially for female employees (Siddika, 2023). To navigate digital transformation successfully, government organizations need to adopt a hybrid form of organization that balances agility and resilience. However, studies on how *hybrid working* affects employee *well-being* and *job burnout*, especially in the government sector in Indonesia, are still limited.

To answer these challenges, this study aims to analyze the impact of *hybrid working* on *perceived organizational support* (POS), *job burnout*, and the

well-being of the State Civil Apparatus in Indonesia. This study will confirm the findings of previous studies (Al'Ararah et al., 2024; Li et al., 2022) which show that long-term *work from home* (WFH) can trigger work fatigue and have an impact on employees' physical and mental health. In addition, this study will identify the role of POS in reducing the negative impact of *hybrid working*, which is in line with the findings of Kröll et al. (2021). By understanding the relationship between these variables, this study aims to contribute to the development of effective human resource management strategies in creating a hybrid work environment that supports employee well-being and improves organizational performance (Hati et al., 2022; Rahmatullah et al., 2024).

The novelty of this study lies in its comprehensive approach to examining the various impacts of *hybrid working* in the public sector, especially on civil servants in Indonesia. Unlike previous studies in the private sector (Beño, 2021; Yang et al., 2023) and the public sector (Beniušis, 2023; Buick et al., 2024; Siddika, 2023) which focuses on common challenges, this study discusses the unique challenges faced by civil servants, including the digital literacy gap and the impact of organizational support on *employee well-being*. In addition, the study highlights the global relevance of its findings, which provides actionable insights to public sector organizations around the world. The exploration of the dual roles of *hybrid working*, both beneficial and detrimental, can add a significant contribution to the existing literature and offer practical solutions to improve employee *well-being* and productivity in a hybrid work environment.

This study seeks to address a critical gap in HRM studies by providing valuable insights into how organizational support can reduce the negative impact of *hybrid working*, especially in reducing *burnout* and improving employee *well-being*. The findings of this study have the potential to inform policy-making and strategic planning in HR management, both in Indonesia and globally, which contributes to the creation of a more supportive and effective work environment.

2. Theory and hypothesis

2.1. Dual factor theory

Dual Factor Theory, formulated by Herzberg in 1966, examines the influence of facilitators and inhibitors on an individual's intention to adopt new behaviours (Sampat et al., 2022). This theory posits that when individuals encounter a new idea, procedure, or behaviour, their reactions are influenced by two sets

of factors: supporting factors and barriers (Rey-Moreno & Medina-Molina, 2020; Talwar et al., 2019). In this research, the dual factor theory is used to analyse the roles of Perceived Organisational Support (POS), Hybrid Working (HW), Job Burnout (JBOU), and Employee Well-Being (WB) among civil servants in Indonesia.

Supporting factors include adequate technology, supportive organisational policies, and the benefits of flexible working. On the other hand, barriers involve a lack of digital literacy, resistance to change, and concerns about work-life balance (Aoyama & Silva, 2023; Sampat et al., 2022). Global research indicates that these factors are also relevant in other countries experiencing similar transitions in work dynamics (Hirsch, 2023). Given the greater influence of barriers, POS is crucial in mitigating the negative impacts of HW, such as job burnout. Adequate support enhances digital literacy, provides necessary resources, and promotes work-life balance.

This study builds on Dual Factor Theory to analyze the interplay of facilitators and inhibitors in the adoption of HW. Supporting factors, such as robust POS and digital literacy, counterbalance barriers like burnout and resistance to change (Rey-Moreno & Medina-Molina, 2020). By integrating this theoretical framework, the study contributes to a nuanced understanding of how HW, POS, JBOU, and WB interact in the Indonesian public sector. This comprehensive approach addresses the gaps identified in previous research and offers actionable insights for policymakers and organizational leaders.

2.2. Hypothesis

The development of hypotheses in this study is based on existing literature. It aims to understand the dynamics between Perceived Organizational Support (POS), Hybrid Working (HW), Job Burnout (JBOU), and Employee Well-Being (WB) among civil servants in Indonesia. Employee Well-Being (WB) is defined as a state where employees function well at a social level and evaluate their lives positively as a whole. Well-being is shaped by managed workload, personal control over work, support from colleagues and superiors (Ceular-Villamandos et al., 2024), positive workplace relationships, a clear job role, and a sense of involvement in organizational change (Mbatha, 2022). Well-being is an individual's perception of their situation resulting from a healthy work environment, which includes job characteristics, employee workload, relationships with coworkers, and workplace facilities (Chen et al., 2024).

This study aims to understand how various working conditions affect the well-being of employees in the civil servant environment, focusing on the balance between work and personal life, support from organizations and superiors, and workload and perceived work pressure (Msuya & Kumar, 2022; Subari & Sawitri, 2022). POS reflects employees' confidence regarding the extent to which the organization values their contributions and cares about their well-being (Triani, 2023; Zhou et al., 2021). POS indicators include five dimensions: employee welfare, personal goals, contributions, self-development, and appreciation for efforts (Edwards & Peccei, 2010).

Previous studies have shown that adequate POS can increase employee motivation and productivity, while inadequate POS can trigger burnout (Al Nahyan et al., 2024; Chowdhury & Shamsher, 2023). Institutional support is especially important for CSAs in Indonesia, where POS plays a critical role in improving performance and well-being (Saputra, 2023). Adequate organizational support helps employees overcome challenges such as time and workplace management difficulties and enhances adaptation to hybrid work models (Xia et al., 2024). Thus, the following hypotheses are proposed:

H1: Perceived Organizational Support has a positive effect on Hybrid Working.

H2: Perceived Organizational Support has a positive effect on Employee Well-Being.

H3: Perceived Organizational Support has a negative effect on Job Burnout.

By integrating the Dual Factor Theory, this study underscores the importance of POS as a supporting factor that enhances hybrid working conditions improves employee well-being, and reduces job burnout among civil servants in Indonesia. Hybrid Working (HW) refers to a work arrangement that combines traditional office work with remote work, utilizing technology (Aoyama & Silva, 2023; Eng et al., 2024; Moglia et al., 2021; Smite et al., 2023). The hybrid working model allows employees to work from various locations using communication tools and remote collaboration technology. Naqshbandi et al. (2024) mention that hybrid working blends traditional on-site office arrangements with remote work. The approach has evolved from older notions such as telework, remote work, and flexible work, studied since the 1960s and 1970s.

The study shows that hybrid working can improve employee well-being and reduce burnout. HW is particularly relevant because it can bridge cross-border

cultural and managerial challenges. Studies indicate that HW can be as effective as traditional office work and may even enhance productivity and well-being if fully implemented (Hirsch, 2023). Dual Factor Theory provides a theoretical framework for understanding these outcomes, suggesting that HW can act as a supporting factor that enhances well-being and reduces burnout by offering flexibility and autonomy (Sampat et al., 2022).

In practice, the benefits of hybrid working have been observed globally. For instance, organizations successfully implementing HW report improved employee satisfaction, reduced turnover, and enhanced performance (Hirsch, 2023). Conversely, inadequate implementation of HW can lead to increased stress and burnout if employees are not properly supported with the necessary resources and organizational policies (Aoyama & Silva, 2023). This aligns with Dual Factor Theory, which posits that while supporting factors, like adequate resources and supportive policies, can facilitate positive outcomes, barriers such as lack of support and inadequate infrastructure, can negate these benefits (Rey-Moreno & Medina-Molina, 2020; Talwar et al., 2019). Thus, the following hypotheses are proposed:

H4: Hybrid Working has a positive effect on Employee Well-Being.

H5: Hybrid Working has a negative effect on Job Burnout.

Burnout is a psychological aspect characterized by a chronic response to stressors in the work environment. The condition includes extreme fatigue, cynicism, detachment from work, feelings of ineffectiveness, and lack of achievement (Maslach &

Leiter, 2016). Demerouti et al. (2010) explain that Job Burnout (JBOU) consists of two main factors: fatigue and disengagement. High work demands can lead to burnout, worsening health, reducing motivation, job satisfaction, and productivity, and increasing anxiety (Zhang & Duan, 2023). Burnout also increases the likelihood of errors at work (Scanlan & Still, 2019).

In the context of civil servants in Indonesia, job burnout is highly relevant due to organizational stress factors such as high workloads, inadequate resources, and increased demands on employees (Zhang & Duan, 2023). Burnout is triggered by decreased Perceived Organizational Support (POS) and poor Employee Well-Being (WB). Stress and fatigue negatively impact organizations, as employees may feel that their contributions are undervalued and their well-being neglected (Edwards & Peccei, 2010). Studies have shown that low POS can exacerbate job burnout, leading to lower well-being among employees (Al Nahyan et al., 2024; Chowdhury & Shamsher, 2023). Dual Factor Theory suggests that while adequate organizational support can act as a facilitating factor to reduce burnout, the lack of support serves as a significant barrier, increasing stress and negatively impacting employee well-being (Sampat et al., 2022). Therefore, this study proposes the following hypothesis:

H6: Job Burnout has a negative effect on employee Well-Being.

2.3. Conceptual model

Figure 1 illustrates the conceptual model of this study, showing how Perceived Organisational Support (POS) influences Hybrid Working (HW), Job Burnout (JBOU), and Employee Well-Being (WB). POS drives HW adoption, enhances WB, and reduces JBOU. The model highlights the dual role of HW, which can improve WB and reduce burnout when well-supported, but exacerbate burnout if poorly managed.

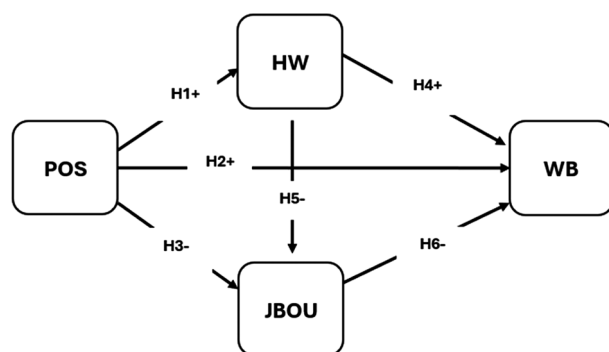


Figure 1. Research Model. This diagram illustrates the study's conceptual model, showing the relationships between Perceived Organizational Support (POS), Hybrid Working (HW), Job Burnout (JBOU), and Employee Well-Being (WB). Arrows indicate the hypothesized directional influences among these variables.

3. Methods

3.1. Data collection

This study used a quantitative approach using instruments designed based on the operationalization of variables shown in Table 1. To gather this data, we randomly selected a group of 384 people from the Central State Civil Apparatus (CSA), which has a total of 978,652 individuals based on the Slovin Technique. This random selection process was important to

Table 1. Variable operationalization.

Variable	Indicator	Question item	Model	Reference
Perceived Organizational Support (POS)	Employee welfare, employee personal goals, employee contributions, employee self-development, appreciation for employee efforts	1. I feel that the organization appreciates my efforts and contributions. 2. The organization seems to care about my well-being. 3. I feel the organization supports me in achieving my personal goals. 4. I feel that the organization provides enough opportunities for me to grow. 5. I feel recognized and appreciated for my hard work.	POS Questionnaire (QPOS)	Rhoades et al. (2001), Edwards and Peccei (2010)
Work From Home (WFH)	Flexibility of the workplace, working style, and working hours	1. I have the freedom to set up my workplace, at home or in the office. 2. I have the freedom to set my working hours. 3. I feel supported to implement different ways of working as needed.	Flexible Work Options Questionnaire (FWOQ)	Albion (2004)
Job Burnout (JBOU)	Depersonalization, emotional exhaustion, personal achievement	1. I often feel very tired from the beginning of the workday. 2. I find it easy to get frustrated with the various tasks I do. 3. I often feel like I'm running out of energy at the end of the workday. 4. I find it difficult to sympathize with other people's problems in my job. 5. I am often pessimistic about my career progress.	Maslach Burnout Inventory (MBI)	Maslach and Leiter (2016)
Employee Well-Being (WB)	Work-life balance, positive relationships at work, involvement in change in the organization	1. In general, I feel satisfied with the life I feel right now, because of the flexibility of work I get. 2. I feel like I can do my daily activities without disturbing my work. 3. I feel like I have enough energy to overcome challenges.	General Health Questionnaire (GHQ)	Guest and Conway (2009)

Source: Authors' own work.

ensure that our findings were objective and reliable (Mukherjee, 2019). We reached out to these individuals through their Human Resources departments, mainly using email invitations and reminders. We received a total of 533 valid responses, exceeding our initial target sample size.

To protect the privacy of the participants, all responses were anonymized. This also helped to reduce any potential bias that might arise from people feeling pressured to give socially acceptable answers. Data collection took place over three months, giving people enough time to respond while balancing their work schedules. This longer time-frame also helped us better understand how perceptions were evolving during the transition to hybrid working arrangements.

3.2. Statistical analysis

Data is analyzed using the Structural Equation Modeling (SEM) technique. SEM is chosen for its capability to assess the relationships between

indicators and latent variables simultaneously and its ability to handle complex models while accounting for measurement errors, thereby ensuring high validity and reliability. Once the constructs' validity and reliability are confirmed, the next step is to prepare the regression formulas for the structural models. The structural model comprises three key equations: (i) $JBOU = -POS - WFH + e$; (ii) $HW = POS + e$; and (iii) $WB = POS + WFH - JBOU + e$. These equations represent the hypothesized relationships among the variables. In preparing the structural model, the goodness-of-fit indices are tested to ensure that the model adequately fits the obtained data. The good fit indicates that the model is an accurate representation of the data. Finally, the results of the analysis are interpreted to answer the research questions.

3.3. Participant

The research instrument was administered to 533 respondents (Table 2) across various age groups, with the majority being between 26 to 40 years old

(45.22%). This age group is typically considered productive and often engages in intensive work activities, making their feedback particularly relevant to this study. Respondents' work experience varied, with most having 11–20 years of experience (35.08%). In this study, respondents possess a deep understanding of their organizational work dynamics, enhancing the credibility of the measurements.

In terms of education, the majority of respondents held a bachelor's degree (45.22%), followed by those with a master's degree (27.20%), a diploma (24.58%), and a doctorate (3.00%). The higher education levels among respondents support the quality of the data, as individuals with advanced education are generally better equipped to understand and respond accurately to research questionnaires. Regarding gender, the majority of respondents were male (61.16%), with females making up 38.84%. This gender distribution is important to ensure that the study's findings are not biased and reflect the perspectives of both genders in a balanced manner. This diverse representation increases the external validity of the research.

4. Results

4.1. Descriptive analysis

The study employed a 4-point Likert scale rather than the commonly used 5-point scale. The choice of

a 4-point scale was intentional to eliminate the neutral response option, encouraging participants to take a definitive stance on the items presented. This approach is considered more robust in contexts where capturing clear attitudes or perceptions is critical, such as evaluating hybrid working experiences and organizational support. By removing the mid-point, the scale minimizes response ambiguity and provides a clearer understanding of participants' views, particularly in studies involving subjective measures like well-being and burnout.

This analysis provides an overview of the data distribution and trends within the study, detailing the minimum, median, maximum, standard deviation, and mean values presented in Table 3 below.

The normality test using Skewness, Kurtosis, and their combined Chi-Square values indicates that none of the variables meet the assumption of normality, with all p-values being less than 0.05. For example, indicators such as BOU1 and HW1 exhibit significant deviations, with Skewness Z-Scores of 6.792 and 2.124, respectively, and Kurtosis Z-Scores of −3.140 and −19.039. These results clearly show that the data distributions are non-normal and asymmetric, necessitating a robust analytical approach. Given the non-normality of the data, we opted to use the Generalized Least Squares (GLS) estimation method in Structural Equation Modeling (SEM).

GLS is particularly well-suited for datasets that violate normality assumptions, as it does not rely on the same distributional assumptions as Maximum Likelihood (ML) estimation. Instead, GLS estimation is effective for handling non-normally distributed data as it accounts for heteroscedasticity and autocorrelation in error terms, providing more accurate estimates compared to other methods like Maximum Likelihood when data is not normal assumptions (Enders, 2001).

The data shows that WB has the highest mean value among all variables at 3.164, indicating that most respondents feel well-supported by their organization. The median value equal to the mean, along with a standard deviation of 0.624, suggests consistent employee well-being with minimal variation. POS has an average score of 3.033, reflecting strong organizational support perceived by most respondents,

Table 2. Respondent demographics.

Demography	Criterion	Number	Percentage (%)
Age	20–25 Years	58	10.88
	26–40 Years	241	45.22
	41–50 Years	156	29.27
	Over 50 years	78	14.63
Work experience	Less than 5 years	90	16.89
	6–10 Years	101	18.95
	11–20 Years	187	35.08
	More than 20 years	155	29.08
Education	Diploma	131	24.58
	Bachelor's degree	241	45.22
	Master's degree	145	27.20
	Doctorate	16	3.00
Gender	Male	326	61.16
	Female	207	38.84

Source: Authors' own work.

Table 3. Descriptive analysis.

Variable	Minimum	Median	Maximum	Standard deviation	Mean
Perceived Organizational Support (POS)	1.000	3.000	4.000	0.729	3.033
Hybrid Working (HW)	1.000	2.000	4.000	0.900	2.216
Job Burnout (JBOU)	1.000	1.600	4.000	0.633	1.714
Employee Well-Being (WB)	1.000	3.000	4.000	0.624	3.164

Source: Authors' own work.

which positively influences the implementation of HW. The mean value for HW is 2.216, suggesting that most respondents experience flexibility in working from home and the office. The median value of 2.000, close to the mean, indicates a fairly symmetrical distribution, while a standard deviation of 0.900 shows considerable variation in the application of hybrid working among respondents.

Regarding JBOU, the mean value of 1.714 indicates a relatively low to moderate burnout rate among respondents. The median value of 1.600 and a standard deviation of 0.633 suggest moderate variation in burnout levels. Minimum and maximum values of 1.000 and 4.000, respectively, indicate a wide range of burnout experiences among respondents. Overall, this descriptive analysis provides a clear picture of how CSAs in Indonesia perceive burnout rates, work flexibility, organizational support, and psychological well-being. Low burnout rates, high organizational support, and good well-being suggest generally positive working conditions.

4.2. Measurement model analysis

In this study, we used a CB-SEM (Covariance-Based SEM) approach, implemented through LISREL software, as it aligns well with the objectives of this research. CB-SEM was chosen because the study primarily aims to test and validate theoretical relationships among constructs, such as hybrid working (HW), perceived organizational support (POS), job burnout (JBOU), and employee well-being (WB), grounded in Dual Factor Theory. This approach is particularly suitable for confirming hypothesized models and assessing the overall model fit, ensuring rigorous evaluation of latent variables. Additionally, CB-SEM is ideal for datasets with relatively large sample sizes, as in this study, where the focus is on theory-driven analysis rather than prediction-oriented modeling. We believe this method best supports the objectives and context of the research.

The next stage involves testing the validity and reliability of each indicator for the latent variables, including standard loadings (λ), error variance (ϵ), R^2 values, composite reliability (CR), and average variance extracted (AVE). All indicators meet the validity criteria with standard loadings (λ) above 0.5 and demonstrate high reliability. Table 4 presents the results of these tests, showing that each indicator reliably measures the research variables. Reliability is confirmed using Composite Reliability (CR) and Average Variance Extracted (AVE). All variables have

CR values above 0.7, indicating high reliability, and AVE values greater than 0.5, showing that more than 50% of the variability in the indicators is explained by the latent variable.

4.3. Goodness of fit model

In this study, we utilized Confirmatory Factor Analysis (CFA) rather than Exploratory Factor Analysis (EFA). The use of CFA directly supports our objective of validating the Dual Factor Theory by enabling us to rigorously test the hypothesized relationships between hybrid working (HW), perceived organizational support (POS), job burnout (JBOU), and employee well-being (WB), as defined within this established framework. Given that our study is based on a well-defined theoretical model and utilizes established measurement scales with known constructs, CFA provides a more robust and appropriate approach for assessing the validity and reliability of our measurement model compared to EFA, which is primarily used for exploratory purposes.

The CFA results (Table 4) confirmed that all items loaded significantly onto their respective factors ($p < .001$), with standardized factor loadings exceeding the recommended threshold of 0.70. Furthermore, the model demonstrated good fit indices (e.g., CFI, RMSEA refers to Table 5), providing further evidence for the validity of the measurement model. This rigorous CFA approach ensures that our findings regarding the relationships between hybrid working, perceived organizational support, job burnout, and employee well-being are based on a valid and reliable measurement model, thereby strengthening the credibility and contribution of this research. To ensure the model accurately represents the data, we tested the Goodness-of-Fit (GOF) indices for the SEM model.

Most indices indicate a good fit, though the Chi-square value suggests a poor fit. The RMSEA value of 0.070 and NFI, NNFI, CFI, IFI, and RFI values above 0.90 indicate a good fit. The Standardized RMR value of 0.0683 also suggests a good fit. The GFI value of 0.921 confirms the model generally fits well, though the AGFI value of 0.891 indicates a moderate fit. The GOF analysis shows that the research model accurately describes the relationships between the studied variables. Despite the Chi-Square value, other indices indicate a good fit. The model is valid and reliable in describing the relationships between POS, HW, JBOU, and WB among CSAs in Indonesia, providing a foundation for further analysis.

Table 4. Validity and reliability.

Indicator	(λ)	(ϵ)	R^2	Validity result	CR	AVE	Reliability result
Perceived Organisational Support (POS)					0.908	0.664	Reliable
POS1	0.703	0.184	0.728	Valid			
POS2	0.688	0.287	0.622	Valid			
POS3	0.627	0.481	0.450	Valid			
POS4	0.718	0.149	0.777	Valid			
POS5	0.726	0.117	0.818	Valid			
Hybrid Working (HW)					0.799	0.574	Reliable
HW1	0.906	0.407	0.668	Valid			
HW2	0.837	0.417	0.626	Valid			
HW3	0.671	0.642	0.412	Valid			
Job Burnout (JBOU)					0.801	0.553	Reliable
JBOU1	0.618	0.262	0.593	Valid			
JBOU2	0.607	0.207	0.640	Valid			
JBOU3	0.664	0.458	0.491	Valid			
JBOU4	0.506	0.446	0.270	Valid			
JBOU5	0.539	0.618	0.320	Valid			
Employee Well-Being (WB)					0.802	0.583	Reliable
WB1	0.668	0.138	0.765	Valid			
WB2	0.587	0.200	0.632	Valid			
WB3	0.527	0.358	0.337	Valid			

Source: Authors' own work.

Table 5. Goodness-of-fit model.

Measurement indicators	Value	Critical value	Conclusion
Chi-square; p -value	0.000	p -Value > 0.05	Poor fit
Root Mean Square Error of Approximation (RMSEA)	0.0702	< 0.08: Good fit	Good fit
Normed Fit Index (NFI)	0.919	≥ 0.90 : Good fit	Good fit
Non-Normed Fit Index (NNFI)	0.926	≥ 0.90 : Good fit	Good fit
Comparative Fit Index (CFI)	0.940	≥ 0.90 : Good fit	Good fit
Incremental Fit Index (IFI)	0.940	≥ 0.90 : Good fit	Good fit
Relative Fit Index (RFI)	0.901	≥ 0.90 : Good fit	Good fit
Standardized Root Mean Square Residual (SRMSR)	0.0683	< 0.08: Good fit	Good fit
Goodness of Fit Index (GFI)	0.921	≥ 0.90 : Good fit	Good fit
Adjusted Goodness of Fit Index (AGFI)	0.891	$0.80 \leq \text{value} < 0.90$	Moderate fit

Source: Authors' own work.

Table 6. Hypothesis test results.

Hypothesis		Coefficient value (β)	t -Value	t -Table	R^2	Conclusion
H1: POS $\rightarrow$ HW	+	0.107	2.154	1.961	0.011	Supported
H2: POS $\rightarrow$ WB	+	0.647	13.520	1.961	0.548	Supported
H3: POS $\rightarrow$ JBOU	-	-0.425	-8.557	1.961	0.201	Supported
H4: HW $\rightarrow$ WB	+	0.0995	2.412	1.961	0.548	Supported
H5: HW $\rightarrow$ JBOU	-	0.196	3.925	1.961	0.201	Not supported
H6: JBOU $\rightarrow$ WB	-	-0.162	-3.556	1.961	0.548	Supported

Source: Authors' own work.

4.4. Structural model analysis

The structural model tests three equations to understand the dynamics between Job Burnout (JBOU), Hybrid Working (HW), Perceived Organisational Support (POS), and Employee Well-Being (WB). The results are summarized in Table 6.

The analysis reveals several key insights. POS positively influences HW, as indicated by a significant coefficient of 0.107 and a t -value of 2.154, suggesting that strong organisational support encourages the adoption of hybrid working models. Additionally, POS significantly enhances WB with a robust positive coefficient of 0.647 and a t -value of 13.520, underscoring the critical role of organisational support in improving employee well-being. POS also negatively impacts JBOU, with a coefficient of -0.425 and a t -value of -8.557, indicating that adequate support from the organisation helps to reduce burnout.

Furthermore, HW positively affects WB, as evidenced by a coefficient of 0.0995 and a t -value of 2.412, which demonstrates that flexible working arrangements can improve employees' well-being. However, HW does not significantly reduce JBOU, with a coefficient of 0.196 and a t -value of 3.925, suggesting that hybrid working alone is not sufficient to mitigate burnout. Finally, JBOU negatively impacts WB, confirmed by a coefficient of -0.162 and a t -value of -3.556, reinforcing the detrimental effect of burnout on overall well-being. The provided SEM path diagram is illustrated in Figure 2.

This model includes latent variables such as POS, JBOU, HW, and WB, each represented by their respective indicators: POS1 to POS5 for Perceived

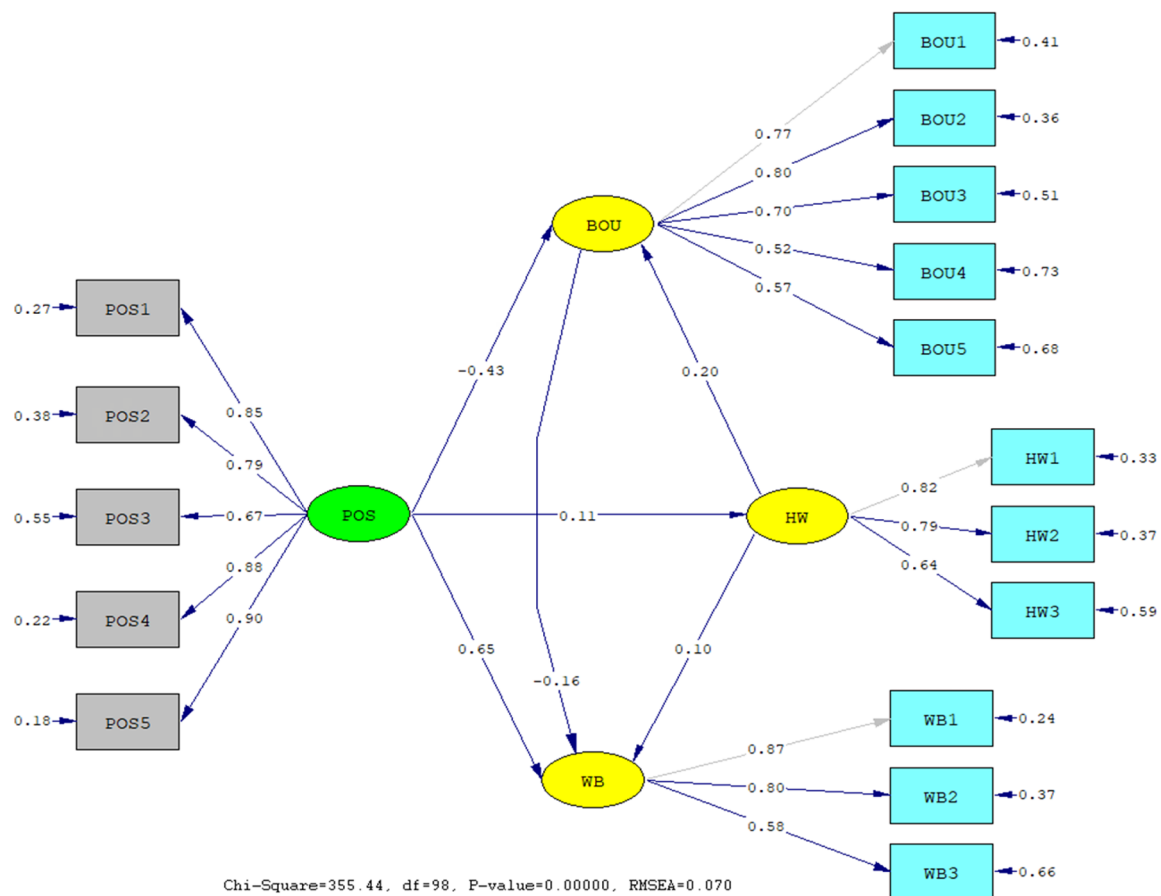


Figure 2. Full Model Research. This Structural Equation Modeling (SEM) path diagram depicts the latent variables Perceived Organizational Support (POS), Job Burnout (JBOU), Hybrid Working (HW), and Employee Well-Being (WB) and their respective indicators. Arrows represent the significant paths and their coefficients, demonstrating how POS influences HW, JBOU, and WB.

Organizational Support, BOU1 to BOU5 for Job Burnout, HW1 to HW3 for Hybrid Working, and WB1 to WB3 for Employee Well-Being. The diagram helps to visualize the hypothesized relationships and their statistical significance within the context of the study. POS significantly influences both JBOU and WB. The path coefficient from POS to JBOU is -0.43 , indicating a strong negative relationship. This suggests that higher levels of perceived support from the organization lead to lower levels of job burnout among employees. Similarly, the path coefficient from POS to WB is 0.65 , demonstrating a significant positive effect, meaning that employees who perceive higher organizational support experience greater well-being. The positive path coefficient of 0.11 from POS to HW indicates that organizational support also encourages the adoption of hybrid working models, though this effect is less pronounced.

HW has complex effects on JBOU and WB. The path coefficient from HW to JBOU is 0.20 , showing a positive relationship, which suggests that hybrid working can increase burnout levels if not properly

managed. On the other hand, HW positively impacts Employee Well-Being, with a path coefficient of 0.10 , indicating that flexible working arrangements can enhance well-being, albeit to a lesser extent. These findings highlight the dual nature of hybrid working, where the potential benefits for well-being must be balanced against the risks of increased burnout.

JBOU has a detrimental effect on WB. The path coefficient from JBOU to WB is -0.16 , reflecting a significant negative impact. This indicates that higher levels of burnout among employees significantly reduce their overall well-being. This relationship underscores the critical need for organizations to proactively address factors contributing to burnout to maintain and improve employee well-being. The SEM path diagram validates the significant role of organizational support in enhancing well-being and reducing burnout among employees. While hybrid working can improve well-being, it must be managed carefully to prevent increased burnout. Overall, these findings highlight the importance of organizational support in fostering effective hybrid working

conditions and enhancing employee well-being while reducing job burnout among civil servants in Indonesia. These insights are crucial for developing effective human resource management strategies aimed at improving employee welfare and productivity.

5. Discussion and implications

5.1. Perceived organizational support and hybrid working

Employees who feel supported by their organization are more likely to adopt and adapt well to hybrid work systems. This support includes providing adequate facilities, flexible work arrangements, and good communication from management. These findings align with previous research by Subari and Sawitri (2022), and Sampat et al. (2022), which demonstrated that organizational support increases employee motivation and adaptation to changes in the work environment. Support such as recognizing hard work, offering self-development opportunities, and promoting digital literacy enhances adaptation to hybrid work models (Msuya & Kumar, 2022). It all boils down to giving them the tools they need, like proper tech and resources for remote working. Policies that allow flexibility in both hours and location are a must, too. And don't forget the importance of clear and open communication between managers and their teams, it helps keep everyone on the same page and reduces stress. By putting these measures in place, organisations can create a happier, healthier, and ultimately, more productive workforce. Integrating these strategies into their human resources policies will make the switch to hybrid working much smoother for everyone involved.

5.2. Perceived organizational support and employee well-being

Organizational support, such as recognition, self-development opportunities, career advancement, and attention to employees' well-being, significantly enhances psychological well-being. This study aligns with the findings by Zhou et al. (2021) and Triani (2023), who found that strong organizational support improves employees' well-being. Employees who perceive higher levels of support from their organization feel more valued, recognized, and supported in achieving their personal and professional goals. The success of government organizations is highly dependent on the quality of their human resources. By

paying special attention to individual needs and aspirations, organizations can create a productive and fulfilling work environment. Reward programs, self-development opportunities, and a positive work atmosphere are some examples of initiatives that can improve employee motivation and performance. When employees feel valued and supported, they will be more loyal to the organization and contribute more to achieving common goals.

5.3. Perceived organizational support and job burnout

This finding is consistent with research by Chowdhury and Shamsher (2023) and aligns with dual factor theory, which suggests that organizational support acts as a buffer against stress and burnout (Rey-Moreno & Medina-Molina, 2020; Talwar et al., 2019). When employees feel supported by their institution, including appreciation for their contributions, attention to well-being, and opportunities for self-development, it motivates them and reduces the burnout they perceive (Edwards & Peccei, 2010).

To address the problem of employee burnout, organizations can implement a comprehensive approach. This approach should prioritize the creation of a positive and supportive work environment where employees feel valued. Recognition and reward programs can be a means to appreciate employees' contributions, thereby increasing a sense of achievement and motivation. Additionally, organizations can address employee career stagnation by offering clear career development opportunities, allowing employees to upskill and advance in their roles. Recognizing the importance of employee well-being, organizations can implement programs that aim to manage stress and promote healthy habits, ultimately contributing to a better work-life balance.

5.4. Hybrid working and employee well-being

Flexible work arrangements allow employees to better manage their work-life balance, reducing stress and increasing job satisfaction (Sampat et al., 2022). According to dual factor theory, hybrid working supports employees by providing flexibility in work arrangements and reducing conflicts between work demands and personal lives (Aoyama & Silva, 2023). When employees have more control over how and where they work, they tend to feel more satisfied and happy at work. The successful implementation of hybrid work models hinges on a commitment to

employee well-being. This necessitates ensuring employees have access to the requisite technological tools.

Furthermore, it requires the establishment of policies that afford flexibility in both working hours and locations, acknowledging the unique needs of each individual. Case studies undertaken by the Ministry of Finance provide compelling evidence in this regard. These studies illustrate how virtual collaboration tools, time management training, and access to psychological support can foster a more balanced work-life experience while simultaneously enhancing productivity. Taken together, these examples serve as a testament to the potential benefits that well-designed hybrid working arrangements can offer.

5.5. Hybrid working and job burnout

Flexibility in work arrangements can lead to increased workloads and expectations to work anytime, which raises stress levels (Aoyama & Silva, 2023). For example, employees may experience leaders holding online meetings at night or on weekends, increasing frustration and burnout. To prevent burnout, organizations need clear policies on working hours, ensuring employees' right to disconnect outside of work hours, and providing necessary tools for remote work. Time management training and well-being programs are essential to support employees in managing stress. These measures can create a supportive work environment, reduce burnout rates, and improve employee well-being and productivity.

5.6. Job burnout and employee well-being

The study shows that high levels of burnout reduce employee happiness and well-being (Al Nahyan et al., 2024; Chowdhury & Shamsher, 2023). Burnout, as a chronic response to excessive work stress, significantly affects employees' psychological and physical well-being (Demerouti et al., 2010). Organisations offer flexible work schedules so employees can adjust their hours to their life, not the other way around. Imagine having time for that doctor's appointment or picking up the kids without feeling stressed. Plus, they can provide mental health training with stress management techniques and tools to help employees relax and recharge. These organizations also promote a supportive work environment, where everyone feels like a team. On top of that, they offer access to counseling services if they need extra support. All these measures not only help organisation

feel happier and healthier, but they also make the organization more productive and successful in the long run.

5.7. Theoretical implications

This study enriches the dual-factor theory by demonstrating that hybrid working can increase burnout if not managed properly. While hybrid working can act as a supporting factor, it may also become a barrier that increases workload and burnout without clear limits. This finding suggests that organisational support must extend beyond providing flexibility to include mechanisms that prevent excessive workloads. The research illustrates how theory can be applied in modern management practices, indicating that strong organisational support and well-designed hybrid working policies can support employee well-being and prevent burnout if implemented wisely. Additionally, the findings add a contextual dimension to dual factor theory, suggesting that the effectiveness of supporting and blocking factors can vary depending on the work context and organisational culture. This opens opportunities for further research on how specific contexts affect the effectiveness of organisational support and hybrid working. These results partially challenge the Job Demands-Resources (JD-R) theory, which posits that increased work control, such as that provided by hybrid working always reduces burnout (Hirsch, 2023). In this context, hybrid working increases burnout, emphasizing the importance of considering contextual factors and practical implementation when applying this theory.

5.8. Practical implications

This study highlights the critical importance of mental health awareness and work-life balance for Civil Servant Apparatus (CSAs). CSAs should proactively seek the support and resources needed to manage their duties effectively and balance work and personal life, especially in the hybrid working context, to prevent high burnout rates. Institutions employing CSAs must develop comprehensive welfare programs, including well-being initiatives, stress management training, and creating a flexible and supportive work environment.

Policies should target reducing burnout and enhancing psychological well-being by ensuring adequate infrastructure and technology to support flexible working from multiple locations. For the

government as a regulator, the study provides valuable insights for formulating policies that improve CSAs' mental health and effectively implement hybrid working. The government should promote flexible work arrangements, increase budgets for welfare programs, and provide digital literacy training to help civil servants adapt to new technologies. Additionally, ensuring that institutions offer mental health services and self-development programs is essential for creating a healthier, more productive work environment, ultimately enhancing performance and public services in Indonesia.

6. Limitations and future research

This study provides valuable insights, but some limitations deserve acknowledgment. The one-time snapshot by cross-sectional design limits our ability to definitively say cause and effect. Longitudinal studies, tracking participants over time, would be ideal. Additionally, relying on self-reported data can introduce bias, as people might overestimate their supportiveness as social desirability bias or struggle to recall events or recall bias accurately. Future research should consider incorporating objective measures (e.g., performance data) for stronger evidence.

Furthermore, the study's focus on Indonesian CSAs limits generalizability. Comparative studies across different sectors and countries are needed to see if these results hold elsewhere. Future research can also explore potential factors, such as leadership styles, organizational culture, individual resilience, and job satisfaction, to understand their impact on the effectiveness of hybrid work.

7. Conclusion

The study reveals a positive correlation between the implementation of hybrid work and an increase in *burnout rates* among employees. The integration of the professional and personal realms inherent in the hybrid work model, if not managed optimally, can trigger increased stress and burnout. However, key findings suggest that employees' perceptions of organizational support are negatively correlated with *burnout*, as well as positively correlated with the effectiveness of hybrid work implementation and employee well-being. Organizational support acts as a mitigating factor against the risks inherent in hybrid work, such as *burnout*, while strengthening employee well-being. The hypothesis that work

flexibility is negatively correlated with stress levels is refuted. The study underscores that flexibility without comprehensive planning and adaptation to specific conditions can lead to uncertainty in work schedules and increased workloads, which has implications for escalation of stress levels. Therefore, the implementation of an effective hybrid work policy requires concrete support from the organization, not just the provision of flexibility, to ensure a balance between the professional and personal lives of employees. This support is manifested in various forms, including a clearly defined working hour policy to limit activities outside of normal working hours; provision of adequate infrastructure and facilities to support the effectiveness of remote work; implementation of employee welfare programs that include stress management training and psychological counseling; and the development of consistent and transparent communication to create a sense of being heard and supported among employees. Successful implementation of hybrid work depends on careful policy planning and ongoing organizational support.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Data availability statement

All research data will be made available upon request to the corresponding author.

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