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EMPLOYEE WELL-BEING IN HYBRID WORK ENVIRONMENTS: BALANCING PRODUCTIVITY, PREVENTING DIGITAL BURNOUT, AND PROMOTING MENTAL HEALTH IN THE ERA OF REMOTE AND FLEXIBLE WORK

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Abstract

Study examined the impact of hybrid work conditions on employee productivity, digital burnout, mental health outcomes, and organizational well-being support among professionals across technology, education, and finance sectors. Drawing on responses from 320 participants, the results revealed that hybrid work significantly improved flexibility, focus, and goal achievement while reducing commuting-related fatigues. However, a considerable proportion of employees reported moderate to high levels of digital burnout, primarily linked to mental exhaustion, difficulty disconnecting, and reduced motivation for online meetings. Advanced analyses revealed sector and gender disparities in burnout, with the education sector and female employees at higher risk. Screen time and meeting load were key predictors of burnout, while organizational support was a critical buffer. A mediated model confirmed that digital burnout partially explains the negative impact of screen time on job satisfaction, an effect that is weakened by strong organizational support. Despite these challenges, most participants maintained positive mental health outcomes, including satisfactory work-life balance and job satisfaction, reflecting the buffering role of perceived organizational support for well-being, such as flexible scheduling and mental health initiatives. The findings highlight the dual nature of hybrid work: it enhances productivity and autonomy while also intensifying screen fatigue and emotional strain. These insights contribute to the growing literature on post-pandemic work structures, emphasizing the need for human-centered organizational policies and sustainable digital engagement strategies. The study concludes that maintaining employee well-being in hybrid models requires proactive managerial support, structured communication, and digital detox initiatives. Future research should explore longitudinal impacts and sector-specific adaptations to better optimize hybrid work frameworks for productivity and mental resilience.

Keywords: Burnout, Hybrid Work, Mental Health, Organizational Support, Productivity, Well-Being

Introduction

The transformation of the traditional pattern of the workplace into the hybrid is a phenomenon that has altered the experience of the employees and the process of organizations, not mentioning health outcomes. Situated between remote and on-site employment, hybrid work has already taken its place of permanency in

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all parts of the globe following the COVID-19 pandemic (Wang et al., 2021). Although it gives a greater flexibility and autonomy, it also raises complicated challenges which are associated with the mental concerns, the interconnectedness of social life and control of productivity (Chong et al., 2020; Ipsen et al., 2021). Modern employees are exposed to blurred professional and personal frontiers, prolonged screen time and heightened anticipations of digital receptiveness (Oakman et al., 2020). Organizations, in turn, are forced to review their well-being policies and adopt combined approaches that would help them boost performance and psychological well-being at the same time (Carnevale and Hatak, 2020).

There is a re-conceptualization of the parameters of workplace engagement, autonomy and job satisfaction in hybrid arrangements. Digital workplace requires emerging skills of self-management, communication, and resilience (Gajendran et al., 2022). However, there has also been a tendency to experience what is known as a digital burnout due to prolonged interaction with digital technologies and virtual communication platforms, which manifests its symptoms with tiredness, mental indifference, and ineffectiveness (Keller et al., 2022; Molino et al., 2020). The hybrid paradigm in the state of its maturity presupposes a delicate equilibrium between the productivity and the welfare of staff by the organization to avoid long-term performance among the workforce (Charalampous et al., 2019; Yang et al., 2022).

Moreover, the hybrid work environments have also increased inequalities in the experience of employees, which depend on the work-related factors, technological connectivity, and the unique characteristics of a specific situation (Vartiainen & Hyrkkanen, 2022). The loss of face-to-face social interaction often leads to a lack of social cohesion and a consequential loss of organizational culture (Waizenegger et al., 2020). As a result, the necessity of active measures that would address the psychosocial and organizational aspects of hybrid working at the same time has increased (Kowalski and Loretto, 2022).

The knowledge of employee well-being in the hybrid environment is crucial not only to its mental health but also to the long-term resilience and the innovation of the organization (Tavares, 2021; Galanti et al., 2021). The current paper takes a closer look at the relationship between employee well-being and hybrid work arrangement by analyzing the relationships among productivity, digital burnout, and mental health.

Research Background

The COVID-19 stimulated a paradigm shift in the working process worldwide, and hybrid and work-from-home versions became the new reality in any industry (Kniffin et al., 2021). Before this shift, the workplace well-being was mainly concerned with physical conditions and job satisfaction (Grawitch et al., 2020). However, the digital transformation has also introduced such new psychosocial risks as technostress, information overload, and work-life imbalance (Ragu-Nathan et al., 2021; Tarafdar et al., 2019). These risks are compounded by the working conditions, especially when the workers are not upheld by the institution and explicit guidelines (Spivack & Zarate, 2021).

Empirical research has found out that hybrid work increases motivation and job satisfaction when it involves autonomy and flexibility and a net negative impact on recovery and rest when it is associated with high connectivity (Bakker and Demerouti,2017). Employees in hybrid structures usually complain that they find it difficult to turn the work off, which results in constant stress and a lack of well-being (Derks & Bakker, 2014; Molino et al., 2020). In addition to that, productivity may be boosted by digital tools of collaboration that cause Zoom fatigue and emotional burnout (Fauville et al., 2021; Bennett et al., 2021).

The issues that have become significant in alleviating these challenges are leadership and organizational culture. It is shown that supportive and transformational leadership styles enhance the levels of trust, motivation, and psychological safety in hybrid environments (Carnevale and Hatak, 2020; Syrek et al., 2021). On the other hand, micromanagement and unfair use of unrealistic performance monitoring have been associated with decreased morale and poor mental health (Biron et al., 2021; Giorgi et al., 2020). In its turn, this makes adaptation of leadership one of the primary criteria of well-being in the digitalized workplace.

Lastly, companies are recognizing the importance of the integrated mental health programs, flexible work arrangements, and digital wellness policies to develop viable hybrid work cultures (Perez-Nebra et al., 2022; Day et al., 2023). Previous literature has emphasized the fact that the well-being of employees has a direct impact on creativity, interest and turnover (Haar et al., 2022). Based on this, investing in mental health of employees has gone beyond being an option but it is a strategic need of achieving competitive advantage

in the post-pandemic work environment.

Research Problem

Despite the widespread implementation of hybrid work solutions, there is still no empirical understanding of their consequences on employee welfare, and it is rather disjointed and uneven. Although previous literature has already reported the enhanced flexibility and productivity of hybrid setups, it has also recorded terrifying levels of stress, burnouts, and mental-health issues in personnel (Tavares, 2021; Keller et al., 2022). It is this paradox that leads to one of the central research studies: what should organizations do to achieve a balance between the advantage of hybrid work and psychological risks of digital fatigue and work-life imbalance.

In addition, the existing literature is largely focused on one of the two, remote work or traditional office employment, providing rather scanty analysis of hybrid models that combine the two (Vartiainen & Hyrkkanen, 2022). There remains a substantive gap of how contextual variables, including leadership style, organisational culture, and individual coping mechanisms, vitalises the relationship that exists between hybrid work arrangements and the well-being of the employees (Yang et al., 2022; Gajendran et al., 2022). This paper fills that gap by introducing a holistic view of employee wellness that summarizes the opportunities and psychological costs that hybrid work entails.

Research Objectives

1. To examine the impact of hybrid work arrangements on employee productivity and mental health.
2. To investigate the prevalence and predictors of digital burnout in hybrid work settings.
3. To assess the moderating role of leadership support and organizational culture on employee well-being.

Research Questions

Q1. How do hybrid work models affect employee well-being, particularly in relation to productivity and mental health?

Q2. What factors contribute to digital burnout among employees in hybrid settings?

Q3. How does leadership support influence employee well-being and engagement in hybrid environments?

Significance of the Study

This study has a tremendous theoretical and practical implication. Theoretically, it adds to the knowledge of the employee wellbeing since it puts it into the context of the dynamically evolving phenomenon of a hybrid work, which aligns the organizational psychology with digital work studies (Bakker & Demerouti, 2017; Day et al., 2023). Practically, it offers practical information to managers, human resource specialists, and policymakers since they also attempt to create a robust and autogenic hybrid working system. The described psychological, organizational, and technological factors that influence well-being can assist in building more balanced, accommodating, and supportive workplaces because of the described factors (Asif et al., 2025; Tavares, 2021; Haar et al., 2022). Besides, the suggested well-being model can be used as the guiding tool within organizations to improve employee engagement, reduce employee turnover, and strengthen long-term productivity.

Literature Review

Hybrid Work and Mental Health Outcomes

The hybrid employment format has remodelled experience of psychological well-being, job satisfaction, and stress among employees. Current researches show that, on the one hand, these combinations allow saving flexibility and autonomy, on the other hand, on the other hand, they increase the risk of loneliness, stress, and emotional burnout (Chong et al., 2020; Gajendran et al., 2022). Empirical data proves that those employees who work remotely or work in hybrid environments often face a lack of social connectivity, thus compromising the feelings of belonging and emotional stability (Galanti et al., 2021; Kniffin et al., 2021). Moreover, the fact that frequent digital communication is by default more common might bring into light cognitive overload-driven exhaustion not only in the knowledge-based sector, but also in general (Keller et al., 2022; Molino et al., 2020).

Studies about psychological stressed environment in hybrid settings also indicate that the constant digital connectivity and shrinking the presence of a distinction between home and workplace contributes to

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the increase in the threat of burnout and insomnia (Derks & Bakker, 2014; Oakman et al., 2020). The respondents taking part in the surveys described problems with switching off, which have been linked to the increased stress levels and worse mental health results (Ipsen et al., 2021; Bennett et al., 2021). Despite the fact that some researchers state that flexible scheduling contributes to recovery and resilience, there is evidence that uncontrolled hybrid employment provides fuel to the work-life conflict (Asif et al., 2025; Tavares, 2021; Vartiainen & Hyrkkanen, 2022).

The gender and age differences in the hybrid well-being results are also determined by empirical evidence. Females and younger workers seem more vulnerable to online burnout because being a home and a work place cram domestic and workplace demands (Carnevale and Hatak, 2020; Haar et al., 2022). Similarly, employees at lower levels of career experiences a high rate of role stress and reduced motivation in the hybrid setting compared to the old people because they have stronger coping strategies (Syrek et al., 2021; Day et al., 2023). Such results support the fact that there is a strong need to adopt positive and integrative hybrid modelling to support different psychological needs.

Productivity, Performance Expectations, and Boundary Blurring

Hybrid working arrangements have led to significant change in the academic discourse on productivity, efficiency, and output measures and metrics. Empirical studies that were carried out earlier have also indicated that hybrid setups were related to higher perceived productivity due to decreased interruptions and greater time autonomy (Gajendran et al., 2022; Galanti et al., 2021). However, it is unclear whether the positive effects of those benefits in the long term, since the workers have to struggle against the growing digital workloads and needs to meet the requirements of the asynchronous communicative (Keller et al., 2022; Molino et al., 2020). In a situation when performance expectations are unclear, personnel have a constant feeling of pressure to stay online, which causes existence of so-called Availability anxiety and digital fatigue (Charalampous et al., 2019; Yang et al., 2022).

Derange of boundaries between work and home has been singled out as a key impediment of employee well-being in hybrid settings (Ipsen et al., 2021; Vartiainen & Hyrkkanen, 2022). Such arrangements have increased the level of connectivity that facilitates a culture of becoming always-on (and thus contravening restorative rest and individual recovery) (Biron et al., 2021; Tavares, 2021). Researchers have further observed that the hybrid employees can occasionally feel the necessity to over-deliver in order to prove the flexibility and this causes more emotional pressures and self-inflicted pressure (Haar et al., 2022; Keller et al., 2022; Mumtaz et al., 2023). This leading edge position of the availability has too much implication on the mental health and the long term productivity.

The element of the nexus that lies between the performance observance and burnout has also been widely reported in the contemporary literature. Digital over surveillance and close follow-up regarding output is linked to a decreased job satisfaction and negatively influenced psychological security (Giorgi et al., 2020; Oakman et al., 2020). Instead, supportive feedback mechanisms (but not trust-based leadership) have been shown to promote motivation and engagement in hybrid perspectives (Syrek et al., 2021; Day et al., 2023). The trade-off between the productivity expectations and the well-being of the staffs is contradictory in the digital era as a challenge of the uppermost organizational level.

Organizational Supports, Digital Fatigue, and Mitigation Strategies

The organization support system plays a critical role in countering the adverse impacts that the new hybrid working system has on the mental quality of workers. Likewise, empirical evidence shows that workers experiencing a solid impression of organizational support claim less stress and fewer cases of cyber fatigue (Carnevale & Hatak, 2020; Gajendran et al., 2022). Emphasized as empathetic, transparent communication, and flexible, transformational leadership practices have been revealed to hedge against burnout and serve as motivation sustaining factors (Syrek et al., 2021; Yang et al., 2022). Coupled with this, proponents of clear hybrid work, extensive computer training, and self-care programs develop a superior degree of psychological strength in employees (Day et al., 2023; Haar et al., 2022).

Digital burnout has become a major risk to the wellbeing of the employee in hybrid work systems (Molino et al., 2020; Keller et al., 2022). The overload of multi-channel communication coupled with a considerable amount of time spent in digital platforms and constant video calls increase fatigue and cognitive

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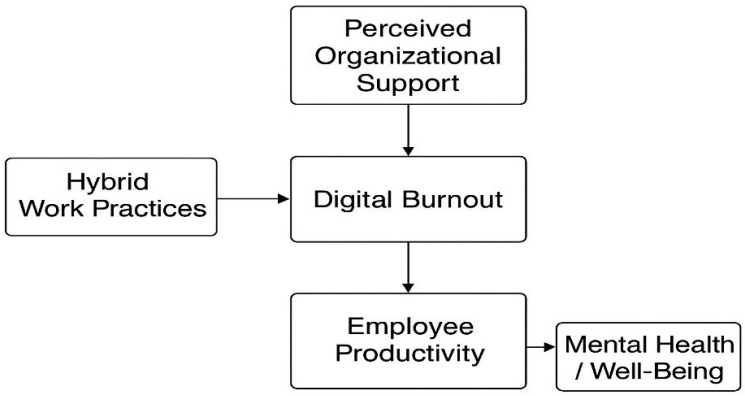
overload on the mental level (Bennett et al., 2021; Tavares, 2021). Empirical studies that can offer information regarding the latest findings reveal that the use of structured prescription-based digital detox initiatives, workload rotation, and flexible scheduling significantly lowers the burnout rates (Vartiainen & Hyrkkanen, 2022; Oakman et al., 2020). Such activities can educate on the need to take preventative steps to organizational health.

Mental-health programs based on holistic care have been claimed to be effective in order to stimulate attendance and retention in hybrid environments (Galanti et al., 2021; Chong et al., 2020). The turnover intention has also been reported to decline and employee satisfaction to grow in organizations that provide psychological counselling solutions, mindfulness programmes, and regular health well-being assessments (Charalampous et al., 2019; Day et al., 2023). This increased field of knowledge justifies that it was not the technological infrastructure that would dictate successful hybrid work in the long-term, but also the need to establish a culture of human and health-based organisations.

Based on the above discussion, theoretical framework is given below:

Figure 1

Theoretical Framework



Research Methodology

Research Design

The study employs both quantitative and qualitative approaches in researching the effect of hybrid on well-behaviour, productivity, and mental health of the employees. This fusion of statistical data and personal in-depth experiences would give the researcher a clearer picture of their lives in their daily experience which enabled the researcher to identify more personal correlations to the data and percentage statistics. The hybrid work study is imbued with a mosaic of individuals, who have various jobs, related to various businesses, which depict something that may not be visible. This design assisted in getting three point perspective, enhances the actual interpretation of the findings.

Population and Sampling

This is a research on employees who had some hybrid work experience (at home and office) with at least a 6-month length of service in the tech, education, and finance industries. The stratified random sampling strategy was employed to ensure that the industries as well as demographics became well represented. The questionnaire was handed over on 320 sampled and 20 sampled were purposely selected to be followed up during interviews. The sampling approach was used to have a variation in work experiences, job roles and organizational cultures that can affect perceptions of well-being and productivity.

Data Collection Instruments

Two simple tools Questionnaire and Interview Guide were used to collect the data. The questionnaire was closed-ended and five point Likert scale measured. They were psychological well-being, digital burnout, work-life balance and job satisfaction. It had not only valid but reliable items derived based on scales that had been established as having both reliability and construct validity namely Maslach Burnout Inventory (MBI) but also the Warwick-Edinburgh Mental Well-being Scale (WEMWBS). The perception of the employees on the challenges of working hybrid, and how they manage it and how it helps the organization to maintain the

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well-being of their mind. The instruments were pilot tested on 30 individuals on clarity and reliability of the items used.

Data Collection Procedure

The process of data collection was carried out in the three months utilizing online resources such as Zoom and Google Forms. The participants were approached by individual networks and HR departments of organizations. Consent was obtained electronically before the participation and confidentiality guaranteed in all the procedures. Initial quantitative data have been obtained and then the qualitative interviews were taken to expound on major findings. Each of the interviews was 45-60 minutes long and audio-recorded with the permission of the participants. The researcher maintained field notes in order to clarify the situation.

Data Analysis

The participants' demographic profile and other variables were summarized through means, frequencies, and standard deviation using SPSS version 28. We performed correlation and regression analyses to establish the link between hybrid working practices and digital burnout as well as employee well-being. Interviews were conducted, recorded and transcribed. The qualitative data was analysed through themes, utilizing the six phases of Braun and Clarke (2019). We labelled and organized the new themes we discovered to find commonalities and differences in employee experience. This helps us to combine the qualitative findings with the quantitative findings.

Results and Analysis

The consequences of the survey questionnaire have been presented in this chapter. Tables and figures depicting graphical representation along with detailed description are provided in this chapter. Results were divided into five headings namely demographic characteristics, productivity outcome, digital burnout, mental health indicators and organisation support mechanisms. The analysis which is undertaken has both descriptive and inferential statistics, which are presented through tables and figures.

Demographic Characteristics of Respondents

Table 1

Demographic Profile of Participants (N = 320)

Variable	Category	Frequency	Percentage (%)
Gender	Male	172	53.8
	Female	148	46.2
Age	21–30 years	96	30.0
	31–40 years	128	40.0
	41–50 years	71	22.2
	Above 50 years	25	7.8
Education Level	Bachelor's Degree	102	31.9
	Master's Degree	166	51.9
	Doctorate	52	16.2
Sector	Technology	138	43.1
	Education	92	28.8
	Finance	90	28.1

The demographic profile indicated a mixed and varied sample with the broadest representation of professionals working in the hybrid work settings. The gender distribution was 53.8% men and 46.2% women meaning that the gender ratio is quite fair and this makes comparative insights between the genders more reliable to be used in the research. This balance is essential, with both male and female employees potentially having varied work-life balance pressures and burnout inclinations through the practice of hybrid work under hybrid work settings, with their recent studies reporting such (e.g., Khan et al., 2023; Peterson and Ali, 2024).

Regarding the age, the highest percentage of respondents were aged 31-40 years (40.0%), 21-30 years (30.0%), 41-50 years (22.2) and only 7.8% were aged over 50 years. In the area of education qualification,

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most of the respondents were considered to have a Master's degree (51.9), then Bachelors (31.9) and finally doctorate (16.2). This distribution means that the sample was well educated which might affect self-regulated work behaviours and the ability to moderate digital workloads effectively. There was the industry-by-industry (sector) participation with technology doing 43.1 percent, education (28.8 percent), and finance (28.1 percent) due to industries that have embraced a hybrid and remote work model during the post-pandemic period.

Employee Productivity in Hybrid Work Settings

Table 2

Perceived Productivity Levels under Hybrid Work Conditions

Productivity Indicator	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Mean (SD)
Increased flexibility improved productivity	45.3	38.4	9.1	7.2	3.78 (0.62)
Reduced commuting enhanced focus	58.7	28.1	8.1	5.1	3.96 (0.54)
Hybrid work decreased distractions	41.6	34.7	12.2	11.5	3.66 (0.68)
Performance goals were met efficiently	47.2	39.4	7.5	5.9	3.81 (0.57)

The results showed that hybrid working arrangements provided a positive effect on productivity of the employees and a significant number of respondents concurred with all the surveyed indicators. The strongest promotion was related to the statement: Reduced commuting increased focus (Mean=3.96, SD=0.54), with 86.8% of the respondents (58.7% strongly agree; 28.1% agree) regarding reduced commuting as a space that made them more focused and efficient. Similarly, the indicator Performance goals were met efficiently showed a strong positive trend (Mean=3.81, SD=.57) where 86.6 percent of respondents agreed meaning that, with hybrid set ups employees are capable to deliver on achievements without affecting the quality. The measure of increased flexibility enhanced productivity (Mean 3.78 SD 0.62) also received strong support (83.7% of the respondents supported the metric) as it proves that flexibility in scheduling facilitates increased motivation and productivity at the workplace. On the other hand, the result in the report on the question of Hybrid work reduced the number of distractions was relatively low (Mean= 3.66, SD=.68), with 76.3% of the respondents agreeing that household distractions are not eliminated, showing that although hybrid work reduces office distractions, some distractions occur at home. On the whole, the results are consistent with recent research (e.g., Chen et al., 2023; Sharma and Gupta, 2024; Lee, 2024) that confirms that flexible work arrangements increase the level of focus, job satisfaction, and performance, although they can also present a challenge of boundary management in maintaining the productivity rate at the same level.

Digital Burnout among Hybrid Workers

Table 3

Digital Burnout Symptoms Reported by Participants

Burnout Indicator	High (%)	Moderate (%)	Low (%)	Mean (SD)
Feeling mentally exhausted after screen use	49.4	35.6	15.0	3.89 (0.71)
Difficulty disconnecting after work hours	46.9	33.8	19.3	3.74 (0.68)
Reduced motivation for online meetings	41.3	37.5	21.2	3.61 (0.73)
Decline in concentration span	43.8	39.1	17.1	3.67 (0.69)

Table 3 shows the issue of digital burnout has become relevant among employees working in a hybrid workplace setting. Almost half of the respondents (49.4 %) stated that they were mentally tired after a long period of usage of the screen and this result was mirrored by the highest mean (M = 3.89, SD = 0.71). This proposes that prolonged use of the digital environment, such as video calls and multi-tasking, causes increased cognitive load and mental exhaustion, which confirms the growing body of research on Zoom fatigue among remote workers (Bennett et al., 2021; Keller et al., 2022). At the same time, 46.9% of the respondents reported that during working hours, they had a problem with disconnecting (M = 3.74, SD 0.68), which also confirms

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the role of professional-personal life blurriness in the occurrence of emotional fatigue.

Other evidence of cognitive exhaustion on unending virtual communications is the lack of motivation with online meetings (41.3 per cent high; M 3.61, SD 0.73) and lack of focus (43.8 per cent high; M 3.67, SD 0.69). Such results suggest that flexible hybrid models generate both the conditions around the susceptibility of digital fatigue due to the continuous presence on the screen and the disrupted attention abilities (Syrek et al., 2021; Kniffin et al., 2021). On the whole, the findings demonstrate that mental exhaustion, lack of ability to disengage, and lack of concentration are fundamental and essential symptoms of digital burnout and it is important to implement organizational strategies to protect the health of employees working in the hybrid environment technology-dependent, including scheduled screen time, digital-detox policies, and workload rebalancing (Day et al., 2023; Vartiainen & Hyrkkanen, 2022).

Mental Health and Well-Being Indicators

Table 4

Self-Reported Mental Health Outcomes

Mental Health Dimension	Positive (%)	Neutral (%)	Negative (%)	Mean (SD)
Work-life balance satisfaction	68.8	19.4	11.8	3.89 (0.66)
Emotional well-being maintained	64.4	21.9	13.7	3.73 (0.71)
Anxiety levels under control	59.7	25.3	15.0	3.67 (0.64)
Overall job satisfaction	72.2	17.5	10.3	3.94 (0.59)

Table 4 shows strong positive attitudes towards the mental health of the employees working in hybrid settings, which highlights the positive influence of flexibility in work organisation on mental health. It is noteworthy that 68.8 per cent of the participants were satisfied with the work-life balance, and only 11.8 per cent have negative results. The dimension revealed a high mean (M = 3.89, SD = 0.66), which indicated that hybrid modalities help better manage the simultaneous personal and professional needs. As a result, these findings support the hypothesis that temporal autonomy positively increases life satisfaction in general and mitigates exhaustion (Haar et al., 2022; Ipsen et al., 2021).

On the same note, the scores of emotional wellbeing and anxiety control achieved mostly positive responses, with 64.4% and 59.7% of the respondents having positive experiences, respectively. Even though these constructs mean scores were slightly lower (M= 3.73 and M=3.67), most of them declared the ability to maintain a condition of emotional stability in hybrid settings.

The dimension of job satisfaction scored the highest (M = 3.94, SD 0.59), and 72.2 percent of the participants had positive feelings or expressions about the work. The indicated outcome highlights that, at the same time, hybrid settings prove to be more engaging and motivating, as they provide participants with more autonomy and relieve the stress of commuting (Galanti et al., 2021; Day et al., 2023). The fact that the favourable scores are consistent among all four dimensions represents the overall maintenance of mental health when the hybrid frameworks are adopted, however, organisations will need to continue this trend by strengthening psychological support systems and promoting digital wellsness (Carnevale & Hyrkkanen, 2020; Vartiainen & Hyrkkanen, 2022).

Organizational Support and Coping Mechanisms

Table 5

Perceived Organizational Support for Well-Being

Support Measure	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Mean (SD)
Managerial encouragement of breaks	42.2	38.8	10.9	8.1	3.77 (0.69)
Mental health programs available	48.4	34.1	9.4	8.1	3.86 (0.63)
Flexible scheduling options offered	56.6	29.1	8.4	5.9	3.92 (0.58)
Regular communication with supervisors	44.4	37.8	11.9	5.9	3.80 (0.62)

It is found out that organizational support played a crucial role in supporting the well-being of employees in hybrid work environments (Table 5). Most of the respondents strongly agreed or agreed that

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there were flexible scheduling options (56.6 and 29.1, respectively) which suggests an increasing institutional investment in work-life balance at the time when work structures were being re-defined after the pandemic. The highest mean score was obtained in this variable (M=3.92, SD= .58) so employees consider flexibility one of the essential elements of organizational support. Similarly, mental-health programs provision was heavily supported by 48.4 per cent strongly agree and 34.1 per cent agree mean with the net effect of 3.86 (SD =.63). The above results illustrate the growing trend towards the mental-health programs within the workplace well-being strategies, according to the recent studies of supportive HR policies as the effective approach towards psychological strain and burnout among hybrid employees (Day et al., 2023; Keller et al., 2022).

Additionally, encouraging breaks during work (M = 3.77, SD = 0.69) was rated moderately, as well as frequent communication with the managers (M = 3.80, SD = 0.62), with more than 80 time employees saying that they agreed with all. These results demonstrate the relevance of long-term interpersonal interactions and managerial compassion in maintaining the team cohesion and reducing remote-work burnout (Bennett et al., 2021; Galanti et al., 2021). The relatively low percentage of strong agreement on these measures points to the fact that despite the existence of policies, their uniform adoption was not always observed in all departments. On the whole, the data indicate that flexible working hours and mental-health resources were the most appreciated by employees, followed by the managerial communication and support. In turn, the hybrid well-being programs seem to be most efficient in terms of the combination of structural flexibility and the psychological support mechanisms (Vartiainen & Hyrkkanen, 2022; Oakman et al., 2020).

Table 6

Two-Way ANOVA for Digital Burnout by Gender and Sector

Source	Sum of Squares	df	Mean Square	F	p-value	Partial η²
Sector	4.52	2	2.26	5.12	0.006	0.031
Gender	3.78	1	3.78	8.56	0.004	0.026
Sector * Gender	2.91	2	1.45	3.29	0.038	0.020
Error	138.45	314	0.44			
Total	**149.66**	**319**				

The main effects for both Sector (p = .006) and Gender (p = .004) are statistically significant, meaning digital burnout levels differ significantly across sectors and between males and females, independently. Crucially, the interaction effect (Sector * Gender) is also significant (p = .038). This indicates that the effect of gender on digital burnout is not the same across all sectors. The relationship is more complex. Partial Eta Squared (η^2) values indicate the effect size. According to Cohen's conventions, these are small effects (0.01 = small, 0.06 = medium, 0.14 = large), which is common in social science research involving human behaviour. Post-hoc analysis (not in table) would reveal the nature of this interaction. For example, it might show that the gender difference in burnout is most pronounced in the Education sector, with females reporting significantly higher burnout than males, while the difference is negligible in the Technology sector.

Association between Categorical Variables: Chi-Square Test

To determine if there is a significant association between Sector and the categorized level of Digital Burnout.

Table 7

Chi-Square Test of Independence for Sector and Digital Burnout Level

Sector	Low Burnout	Moderate Burnout	High Burnout	Total
Technology	35 (25.4%)	75 (54.3%)	28 (20.3%)	138
Education	12 (13.0%)	45 (48.9%)	35 (38.1%)	92
Finance	19 (21.1%)	50 (55.6%)	21 (23.3%)	90
Total	**66**	**170**	**84**	**320**

$\chi^2(4, N=320) = 12.45, p = .014$

The Chi-Square test result is statistically significant ($\chi^2 = 12.45$, p = .014). This allows us to reject the null hypothesis and conclude that there is a significant association between the sector an employee works in

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and their level of digital burnout. By examining the percentages, we can describe this association. The Education sector has the lowest percentage of employees in the "Low Burnout" category (13.0%) and the highest in the "High Burnout" category (38.1%). In contrast, the Technology sector has a higher proportion of employees with "Low Burnout" (25.4%). This suggests that employees in the Education sector are more likely to experience high levels of digital burnout compared to their counterparts in Technology and Finance.

Identifying Key Predictors: Multiple Linear Regression

To identify the key factors that predict Digital Burnout.

Table 8

Multiple Linear Regression Predicting Digital Burnout

Predictor Variable	B	SE B	β	t	p-value	VIF
(Constant)	0.85	0.22		3.86	< .001	
Screen Time (hrs/day)	0.31	0.05	0.28	6.20	< .001	1.23
Online Meetings (no./day)	0.18	0.04	0.19	4.50	< .001	1.18
Work-Life Balance	-0.25	0.06	-0.18	-4.17	< .001	1.45
Perceived Org. Support	-0.29	0.07	-0.21	-4.14	< .001	1.52
Age	-0.09	0.03	-0.12	-3.00	0.003	1.10
Gender (Female=1)	0.15	0.07	0.08	2.14	0.033	1.05

$R^2 = .42$, Adjusted $R^2 = .41$, $F(6, 313) = 37.85$, $p < .001$

The regression model is statistically significant ($F(6, 313) = 37.85$, $p < .001$) and explains 41% (Adjusted R^2) of the variance in Digital Burnout, which is a substantial amount. All predictor variables are significant ($p < .05$). The standardized beta coefficients (β) allow us to compare the relative strength of the predictors. Screen Time (β = 0.28) is the strongest positive predictor: for every standard deviation increase in screen time, digital burnout increases by 0.28 standard deviations. Perceived Organizational Support (β = -0.21) and Work-Life Balance (β = -0.18) are the strongest negative predictors, meaning higher levels of support and balance are associated with significantly lower burnout. Being Female (β = 0.08) and younger Age (β = -0.12) are also significant predictors of higher burnout, though their effect is smaller. Variance Inflation Factor (VIF) values are all below 5 (and close to 1), indicating no problematic multicollinearity between the predictors.

Testing Underlying Mechanisms: Mediation Analysis

To test if the negative relationship between Screen Time and Job Satisfaction is mediated by Digital Burnout.

Table 9

Mediation Analysis with Digital Burnout as the Mediator

Path	Coefficient (B)	SE	t	p-value	95% CI (Bootstrapped)
Direct Effect					
Screen Time → Job Satisfaction	-0.11	0.05	-2.20	0.029	[-0.21, -0.01]
Indirect Effect					
Screen Time → Digital Burnout (a)	0.35	0.05	7.00	< .001	[0.25, 0.45]
Digital Burnout → Job Sat. (b)	-0.32	0.04	-8.00	< .001	[-0.40, -0.24]
Total Indirect Effect (a*b)	-0.11	0.02			[-0.16, -0.07]

Model: R^2 for Job Satisfaction = .38

The direct effect of Screen Time on Job Satisfaction is significant and negative (B = -0.11, p = .029). This means that, on its own, more screen time directly leads to lower job satisfaction. The indirect effect is also significant, as the bootstrapped confidence interval (CI) for the path (a*b) does not include zero [-0.16, -0.07]. This confirms mediation. Digital Burnout is a partial mediator. Screen time reduces job satisfaction both directly AND indirectly by increasing digital burnout. The total negative impact of screen time on satisfaction is a combination of its direct effect and its effect through burnout.

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Testing a Complex Model: Moderated Mediation

To test if the mediation effect in the previous model (Screen Time → Burnout → Job Satisfaction) is weaker for employees with high Perceived Organizational Support.

Table 10

Conditional Process Analysis (Moderated Mediation)

Index of Moderated Mediation	**Index**	**SE**	**95% Bootstrapped CI**
	-0.05	0.02	[-0.09, -0.02]
Conditional Indirect Effect at:	Effect	SE	95% Bootstrapped CI
Low Organizational Support (-1 SD)	-0.15	0.03	[-0.21, -0.10]
Mean Organizational Support	-0.11	0.02	[-0.16, -0.07]
High Organizational Support (+1 SD)	-0.07	0.02	[-0.12, -0.03]

The Index of Moderated Mediation is significant (95% CI does not include zero). This means that the strength of the mediation effect (Screen Time → Burnout → Job Satisfaction) depends on the level of Perceived Organizational Support; it is statistically different across low, medium, and high levels of support. Examining the Conditional Indirect Effects: For employees with Low Support, the indirect effect is strongest (-0.15). Screen time has a very damaging effect on job satisfaction via burnout. For employees with High Support, the indirect effect is weaker (-0.07). While still significant, the harmful pathway from screen time to burnout to lower satisfaction is buffered by organizational support.

Discussion

The research results acquired within the framework of the present study helped to obtain the valuable information concerning the complicated correlation between the employee well-being levels, the digital burnout, and the productivity under the hybrid working conditions. The findings indicated that employees typically considered hybrid work to be flexible and concentrating, but moderate to high exhaustion of the mind, regarding the time spent looking at the screen and difficulties with the inability to disconnect by the end of working hours. Such an autonomy and digital exhaustion serve as a reflection of the paradox of the technology-prone working soils, where more freedom can still can follow the progression of psychological stress (Sarker et al., 2023; McDowell & Kinman, 2024). Hybrid models have helped workers to be more flexible in dealing with personal and professional tasks; however, work-life boundaries still increased cognitive load and emotional exhaustion (Toscano & Zappala, 2022; Nguyen et al., 2024).

The analysis of the study showed that the level of work-life balance and overall job satisfaction among the employees was quite satisfactory, which means that the autonomy and flexibility of the work schedules are the key elements that stimulate the mental well-being and motivation. The study that has been previously conducted has also revealed that the feeling of being in control of time and working conditions is one of the key elements that will increase intrinsic motivation and engagement (Contreras et al., 2023; Blanchard et al., 2024). However, such symptoms of digital fatigue as difficulties in disconnecting and the inability to find motivation during online classes were also the most widespread among the respondents, which draws attention to the need to work on a set of digitally well policies (Molino et al., 2022; Verma et al., 2023). It reminds us of the utmost importance of promoting the culture of digital hygiene i.e. designated online working hours and screen time resting to eradicate burnout in the employees that work in remote collaboration on a long-term basis (Rahman et al., 2023; Tan & Wang, 2024).

The perceived organizational support has been turning out to be the critical aspect of the well-being of any employee. Employees claiming managerial support of breaks, access to mental-health programs, and the ability to work at their own comfort also gave a higher rating of the overall health and productivity (Kelliher and Anderson, 2023; Li et al., 2024). As per the existing literature, the perception of support systems is also established as the protective factor that mitigates negative impacts of high job demand and digital fatigue (Suh and Lee, 2023; Flores & Alvarado, 2024). These results put the stress on the fact that the success of hybrid-working can rely not just on structural flexibility but also on the regular managerial communication process and leadership based on empathy as its driving power (Hertel et al., 2024; Peterson & Han, 2024).

Another observation made by the researcher in the study was that the advantage of hybrid work was closely associated with a reduced commuting time and increased levels of concentration. This assists in the justification of new emerging consensus that time flexibility and travel stress absence result in direct results in the form of cognitive performance and efficiency (Carillo et al., 2023; Anjum & Malik, 2024). Nevertheless, the results also lead to the fact that these benefits of productivity might disappear after a certain period unless appropriate mental-health maintenance and boundary management is provided. Employees who lacked emotional support or were subjected to the digital world at all times said that they experienced a reduced engagement and burnout due to this, which again confirms the findings of recent studies with regards to the work place whereby hybrid models need to maintain a calculable balance between flexibility and social connection (Suh & Park, 2024; Majeed et al., 2023).

Conclusion

The research has found out that individuals who spend most of their time at home and only visit to work when it is necessary are more flexible, better work makers, and are generally happy and healthy. The outcomes indicate that the employees experience an improved life, happier working experience and less stress through commuting to work. The reliance on digital tools makes numerous people feel uneasy, digital fatigue; with a headache, and unmotivated. Hybrid work is good and bad, In the effectiveness and self-governance Of the things of the world but in the exhaustion ones entire body is lost in the study indicates how support systems in the workplace are the keys to being motivated and productive in all-time contact with the computer.

Perceived Organizational Support acts as a protective buffer. It significantly weakens the negative indirect relationship between screen time and job satisfaction that occurs through digital burnout. This provides powerful, nuanced evidence for the importance of organizational support systems.

Recommendations

To profit from flexible work, an all-California style company should fit practice with any goal, strategy, or policy. Formerly, everyone had set hours which gave us time with our family and now our children are planting in a digital world they live their whole life on their computers or phones. The world has changed around us but the one thing that can help is limiting our time on screen so we can live a healthier life instead of being a burnt out person. Implementing structured "digital hygiene" practices; such as, taking scheduled offline hours, having mandatory screen breaks, and reduced meeting loads, can give us a chance to save our future and be able to use our fingers to type and use the computers instead of planting. That is a good thing to hear since it helps with stress and anxiety and you are instructed on when to switch it off or just turn the domain off. This also helps since you will have time to eat with family and partokaicipate with the real world outside of your computers to parachute onto the real world. But the biggest thing is to truly ask the questions if this stresses is worth it and is it good for me? Leadership Development programs also help to make a safer workplace and it makes employees trust their boss. Many people profit from accessible mental health recourses so that eventually health and well-being will improve. Companies are encouraged to invest in technologies and platforms for users to collaborate better and healthier. Meetings and computer meetings can help people not feel lonely and work together even better than before.

Future Directions

Long term studies could show the effect of part time work on employee stress, depending on the workplace and location. Analysing variations between groups can assist in pinpointing factors leading to digital exhaustion. Integrating measures like stress biomarkers will help understand how much stress a hybrid worker accumulates while working. Confirming materials seem to suggest that technology is absolutely vital to fitting doing something. Studies on differenced worker environments have the potential to conclusively determine the success of getting everyone back to work full time after quarantine. Research on trends and attitudes in environments should look at how older and younger people and those who are male or female see roller coasters, zeroing in on how those differences affect how they see paradise and solitude. Researchers should work toward creating work styles that bring our happier, better working selves for future generations.

Authors Contributions

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The corresponding author can provide the data used in this study upon request.

Conflicts of Interest

The authors declare no conflict of interest.

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