

## Burnout and Hybrid Work Models among Employees

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### ABSTRACT

There has been a shift in employee working patterns, relationship with colleagues and boundaries when working from home as hybrid working is becoming the trend. While hybrid working provides more flexibility and autonomy for workers, it can also foster conditions that can lead to employee burn-out if workload, digital communication, role definition and work-life balance are not managed. This study examines the link between hybrid working at work and employees' burnout syndrome with regard to workload, working hours flexibility, digital connection, organizational support and work-life balance. Burnout is viewed in this study as a multi-faceted issue at work, that is, emotional exhaustion, diminished professional performance, and feeling detached from work. Structured questionnaires and suitable statistical analysis can be used to evaluate employees' experiences in various hybrid working scenarios in a quantitative research approach. The study's purpose is to identify the correlation of the frequency of remote working, perceived autonomy, communication demands and organizational support with the risk of burnout of employees. It also emphasizes the need for managerial behaviours, clear work demands, sensible workloads and employee recuperation. The outcomes will be very useful to organisations when developing workable hybrid working policies that will support both the business and benefit employee health and wellbeing. The study concludes that hybrid work is not just a flexible employment model – it is highly dependent on the way an organization manages workload, connectivity, autonomy, communication and employee support. The correct organisational actions can help set the stage for healthier, more productive, and sustainable hybrid working environments and for reducing burnout.

**Keywords:** *Burnout, Hybrid Work, Employee Well-being, Work-Life Balance, Workload, Organizational Support, Remote Work*

Over the past few years there have been significant shifts in work and the rise of hybrid working arrangements across organisations. Hybrid work is a combination of remote and in-person work, giving employees more options as to when and where they work. Progress made in the fields of digital communication technology, staff expectations and a trend in the corporate world to make workplaces more flexible has facilitated a shift in the status quo of hybrid working. Advancements in digital communication technology, staff expectations, and initiatives by the corporate sector to make workplaces more flexible have helped to bring hybrid working from a position of exception to a more mainstream workplace. This model can have positive consequences for employee autonomy, reduce commuting stress and promote

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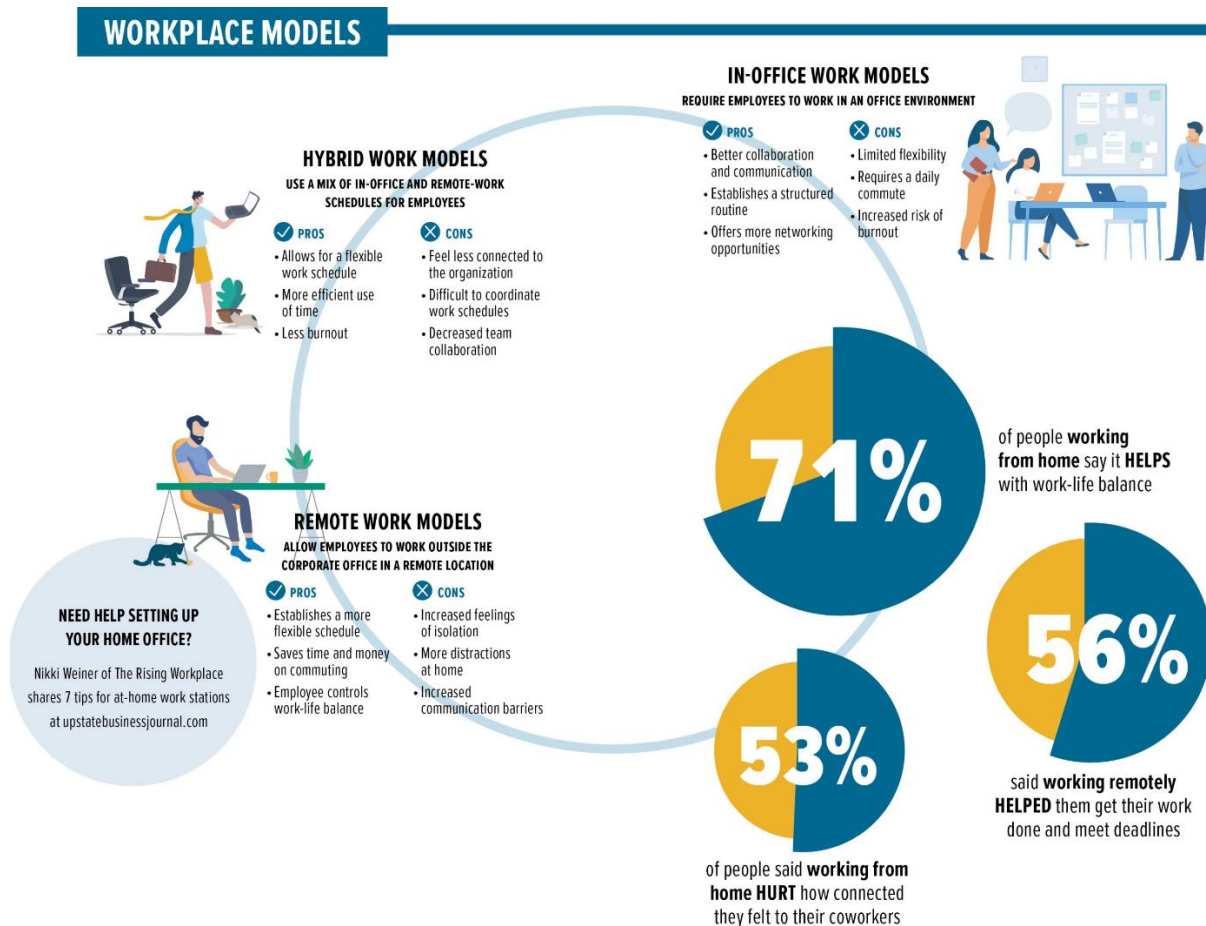
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work–life balance, but can also impose further psychosocial costs on employees that may impact their psychological well-being and experiences.

Burnout is a serious problem in the work place. In general, burnout is characterized by emotional and physical exhaustion, decreased interest in work and job effectiveness. Can happen where workers are overworked, have limited recovery time, lack of support from their organization, or when the workload and resources are not aligned. These factors can manifest themselves in unique ways in hybrid workplaces. Working remotely can be difficult when it comes to separating work and play, and with the increased number of virtual meetings, digital communication and expectations of being “on call” can result in mental fatigue.



**Source:** <https://upstatebusinessjournal.com/business-news/hybrid-work-models-on-the-rise-but-opinions-and-options-vary-widely/>

Concurrently, hybrid work doesn't necessarily have adverse consequences for everyone. Providing more flexibility in terms of work schedule, commute, opportunity to work on specific projects, and work schedule can help employees balance their work and personal lives. But the benefits of hybrid working are dependent on the type of hybrid policies, management, workload, technology solutions, job characteristics and people in the organisation. Staff who do not have adequate resources/experience, and staff who depend on limited managerial support/communication may be more susceptible to stress and fatigue.

It is important to examine the connection between hybrid work and burnout, and not unquestioningly take remote or hybrid work for granted as either being good or bad. Organizational culture and leadership behaviour, workload management, employee autonomy,

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social interaction, and digital practices can impact employees' experiences in hybrid working arrangements. It is particularly important for businesses that are looking to maintain their employees' health and productivity.

In this context, the present study tries to explore how a relationship between the perception of employees' effectiveness and the work models adopted in the workplace can be established, as well as the relationship between work models and the stress levels and emotional exhaustion of employees. The organizational and individual factors that may add to or alleviate burnout in the hybrid workplace are also explored. The research aims to shed light on the relationships explored and offer valuable insights for organizations designing policies to support employee well-being, engagement, and overall effectiveness in the workplace.

### **BACKGROUND OF THE STUDY**

Over the past few years, the nature of work has changed tremendously as organizations started implementing flexible working practices with the support of digital technologies. Hybrid working is a new way of structuring work, which mixes remote work with in-person work. The COVID-19 pandemic has spurred the rise of the hybrid workplace and organizations are now beginning to test and implement remote and flexible work options to continue their operations. In some aspects, hybrid working allows workers more flexibility, autonomy and less time spent commuting, but can also pose new challenges in regards to workload management, communication, boundaries between work and life, social interaction and psychological well-being.

In this evolving work environment, employee burnout has become a significant issue. Burnout is typically linked to a prolonged period of occupational stressors and is generally described as feeling emotionally and/or physically drained, developing a sense of detachment or cynicism about the work, or experiencing a diminished ability to be effective at work. Although workload and organizational stress have been identified as factors contributing to burnout, the organizational design of hybrid work may bring new stressors to the equation that affect employees' perception of stress and exhaustion. Significant and ongoing digital communication, regular virtual meetings, the expectation of instant responses, inability to switch off from work and the requirement to schedule work activities in the face of distance are factors that can add to a heightened sense of work for some workers.

Hybrid work can also create polar experiences for the employees. More flexibility can enable employees to arrange their working hours to accommodate personal needs and personal productivity. Meanwhile, there can be a lack of distinction between work and personal life, which can motivate workers to work outside of their scheduled time. When there is no clear distinction between the work and home environment it may be more difficult to psychologically disengage from work. Staff members can then find themselves working longer hours, becoming “digitally fatigued” or feeling they need to be available at all times. When the necessary organizational support and workload management are lacking, these conditions could make exhaustion more likely.

An additional area of hybrid work that's significant is that it impacts inter-personal interaction and organizational association. There may be less happenstance time spent with other employees, informal chat, or informal interaction with supervisors while working from home for extended periods of time. Limited social interaction may impact on the employees' sense of belonging and the sense of organisation. On the other hand, sub-optimal hybrid models could lead to unequal access to information, visibility difficulties between working remotely and in

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the office, and lack of career opportunities. These experiences can cause frustration, stress and mental health challenges, particularly when employees perceive hybrid is not fair or predictable. Thus, management becomes a crucial factor to shape employees' hybrid work experiences. Effective communication with employees, reasonable workload expectations, autonomy, assistance from technology, recognition, the availability of supervisors, and employee assistance programs are all methods for reducing stress in the workplace. Established policies on working time, communication, performance and availability might better help to prevent excessive demands at work. However, if the hybrid arrangement is not well planned, it can create further confusion and a greater burden on workers to manage their work and family lives at the same time without institution support and assistance.

The relationship with hybrid working is therefore not consistent and not always positive or negative. The experiences of employees can vary based on organisational culture, occupation, technology needs, management, individual circumstances and the percentage of employees working remotely and in the office. The knowledge of these differences is crucial since burnout can have a negative impact on employee engagement, productivity, job satisfaction, employee retention, relationships with co-workers and organization performance.

In this context, researchers and organizations should consider studying burnout among workers with hybrid work models. Learning from the factors that can increase or decrease the likelihood of burnout will give insight into how flexible work systems can be designed without negatively affecting employee wellbeing. Therefore, the present study investigates the relationship between burnout and hybrid work models among employees, in which the environment and experiences in the workplace that can affect the psychological health and employee effectiveness in modern workplaces are emphasized.

### **Justification**

The reconfiguration of the traditional workplace into work models that enable a blend of work and life have created new opportunities for flexibility, autonomy and improved work–life balance. As employees continue to work at home, the constant interplay between remote and in-office work can create new challenges for them, too. Handling multiple lines of communication, being productive in a variety of settings, being flexible with schedules and being always “on call” can lead to greater psychological and emotional demands. Hybrid working should not make organisations overlook employee burnout, as it can be a major problem. Burnout can cause effects on the motivation, attention, satisfaction, productivity and involvement of employees in the organization. The other drawbacks of hybrid working include unclear job roles, reduced opportunities for social interaction, communication difficulties, and isolation for employees working from home. How much these factors play a role in burnout, can vary depending on workload, managerial support, organizational culture, autonomy and employees' ability to establish healthy work boundaries. In this context, the current study was needed because it is necessary to gain insight into how the hybrid forms of work affect employee well-being and the onset of work burnout. Through the process of analyzing employee experiences, workplace factors that can help or hinder experiences of burnout in a hybrid work arrangement can be identified. The results could help organizations and HR managers to shape policies on workload management, flexible working, employee support, communication and psychological health. Furthermore, it is important to know what burnout is at a hybrid workplace to make sure that it has a sustainable working environment – not just for productivity and technological connectivity. The study may help build the knowledge base by identifying a link between today's working conditions and workers' health. It can also offer

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practical guidance for employers looking to create policies and strategies on hybrid working that align with their business goals and the physical, psychological and social needs of employees.

### **Objectives of the Study**

1. To analyse the prevalence and degree of burnout of staff working remotely (hybrid) and in the office.
2. To Evaluate effect of hybrid work arrangements on employee burnout.
3. To identify the main factors that contribute to burnout among staff members working in hybrid environments that include workload, work-life balance, job demands, communication and work-related stress.
4. To examine the impact of flexibility in hybrid work arrangements on employees' psychological well-being and burnout.
5. To examine how managerial support and organizational practices can help decrease burn out among hybrid workers.

## **LITERATURE REVIEW**

With the shift from traditional to remote and hybrid workplaces, there has been a significant amount of research that has focused on employee well-being, stress, work–life balance, and employee burnout. The cocktail hybrid work model is a combination of working from home and on site, of course, offers flexibility and autonomy for the employee but also poses issues of work intensity, digital connection, blurred boundaries of work and personal life and reduced social interaction. The current literature offers valuable information on the possible contribution of these factors to employee burnout.

Allen, Golden, and Shockley (2015) conducted a thorough literature review on the research of telecommuting to report that flexible work can have negative and positive outcomes for employees. They noted that telecommuting can enhance work–family outcomes, job satisfaction, and autonomy when done correctly, but can lead to stress and boundary issues when overused or improperly done. The authors highlighted the importance of organizational culture, type of work, management and time spent working remotely on employee outcomes.

Lunde et al. (2022) systematically reviewed the links between working from home and employee health. They analyzed 14 studies that included 22,919 people who experienced stress, well-being, exhaustion and burnout. The results indicated that the evidence available was generally limited and methodologically weak, and that it was challenging to draw a distinct link between the use of work-at-home and employee health. However, by including exhaustion and burnout as one of the outcomes studied it highlights the need to take employee psychological health into account when examining flexible working options.

Vleeshouwers et al. (2022) conducted a systematic review of 43 peer-reviewed studies to explore the link between telework from home and the psychosocial work context. They found that autonomy and flexibility can be significant determinants in explaining the association between homework and a person's psychosocial outcomes. But, the authors reported that the evidence was very uncertain, and proposed that further longitudinal studies be conducted using more accurate working time and work location assessments, they said. This indicates that the impact of hybrid working can't be solely identified by simply contrasting remote workers and office workers and must account for the intensity, structure, autonomy, and context of hybrid working.

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A meta-analytical review of flexible work arrangements and employee health was carried out by Shifrin and Michel (2022). They add to the general knowledge on the effect that flexibility in time and place of working conditions has on health-related outcomes. The results add to the need to explore flexible working in a multi-faceted way and not take flexibility for granted as an automatic benefit for employees. Opportunities for more autonomy can coexist with the added requirements of being more available and harder to distinguish between work and non-work activities.

Soga et al. (2022) used a critical approach to flexible working arrangements and considered some of the drawbacks on the use of flexible working arrangements. In their systematic literature review, they found that socio-cultural and socio-technical risks of flexible work exist, such as issues that might come out of the increased dependency on technology and social relation changes at work. The authors suggested that reporting a positive story about flexibility may mask its potential negative impacts. The perspective of this is especially applicable to burnout, as continual connection, communication requirements and shifting expectations about the availability of employees may enhance psychological stress.

More recent studies have tended to narrow their focus to the social aspect of employees' health and wellbeing in hybrid work environments. Marozva and Pelsers (2025) analyzed the experiences of academics in hybrid working and highlighted the difficulties encountered in relation to social isolation, informal communication breakdown, reduced networking, reduced sense of belonging, lack of trust, social support and delayed feedback. Their qualitative results show that hybrid working can impact workers' health and life beyond work-load, also impacting interpersonal relationships and connectedness to the organization. These may be social deficiencies, and they can lead indirectly to emotional exhaustion and burnout, if employees do not have sufficient support systems.

More recent evidence was found by Parent-Lamarche et al. (2026) in the systematic review of longitudinal research that looked at the relationship between teleworking and health and well-being from 2005 to 2024. They acknowledged the benefits and barriers of telework in their review. Autonomy and better work–life balance can be good for the workers while workload, social isolation and lack of separation between work and private life can have bad effects on well-being. The longitudinal emphasis is especially critical because burnout is a process that can only be understood over time and can not be fully measured in the short term.

The literature thus suggests that hybrid working is neither 'good' for nor 'bad' for employees' well-being. It seems to work with the interaction of job demands and organizational resources. Such autonomy and flexibility can lead to longer working hours, more digital communication, less psychological detachment, social isolation, unclear expectations, and less managerial support for employees; but it can also lead to more time off, greater flexibility, and less commuting. The literature also suggests that organizational policies, leadership practices, employees freedom to work, workload management, and social connectedness are significant factors that impact the positive and negative aspects of hybrid work.

## **MATERIAL AND METHODOLOGY**

This study was designed to be descriptive and analytical, so as to study about the burnout of staff who work in a hybrid work model. The study concentrated on those who frequently worked in several different organisational workplaces, but also spent significant time in remote sites. Primary data were obtained using a structured questionnaire to measure workload, work–life balance, role demands, communication difficulties, autonomy, organisational support,

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emotional exhaustion and general level of burnout among employees. The questionnaire was designed – based on relevant dimensions that were identified from previous research on occupational burnout and hybrid working arrangements – and clarity and relevance were checked before administration. For the majority of the attitudinal statements a five-point Likert scale was employed ranging from “strongly disagree” to “strongly agree”. A convenient and purposive sampling method was used to ensure that employees in the study had first-hand experience of hybrid working. The sample included individuals from various occupational groups and organisational contexts to gain a deep understanding of the experience of burnout in hybrid working contexts. The study included employees with adequate experience with hybrid working, and those who were working completely from home and on-site were not included. The respondents were volunteers and they were briefed on the academic purpose of the study before they responded. There was no requirement for personally identifying information and information collected was kept confidential and was not used for other purposes except for research.

The data collected were tabulated, coded and analyzed with the help of suitable descriptive and inferential statistical method. Descriptive statistics like frequency, percentage, mean, standard deviation were obtained to get an understanding of the responses and the general trend. Correlation analysis was conducted to investigate the relationship between the selected hybrid-work factors and employee burnout, and regression analysis was explored to find out how much variation in the levels of employee burnout can be accounted for by the factors of workload, work–life balance, organisational support and communication issues. It was carried out step by step to discern any meaningful patterns or relationships that could be of interest to the study's goals. The ethical standards of voluntary participation, informed consent, confidentiality, anonymity and responsible use of information were followed throughout the research process.

## RESULTS AND DISCUSSION

This study assessed the association between hybrid working and employee burnout, specifically in terms of workload, work–life boundaries, flexibility, social interaction and perceived organizational support. The findings indicate that hybrid working can bring autonomy and flexibility for the employee, but that this can be constrained when the employee has a high workload, high availability, poor communication and problems balancing work and life. The results are presented in the form of descriptive statistics, comparative analysis and relationship analysis.

**Table 1. Level of Burnout among Employees Working in Hybrid Models**

| Burnout Dimension                           | Low (%)     | Moderate (%) | High (%)    |
|---------------------------------------------|-------------|--------------|-------------|
| Emotional exhaustion                        | 24.0        | 45.0         | 31.0        |
| Mental fatigue                              | 22.0        | 47.0         | 31.0        |
| Work-related stress                         | 20.0        | 46.0         | 34.0        |
| Reduced motivation                          | 29.0        | 44.0         | 27.0        |
| Difficulty maintaining work–life boundaries | 18.0        | 43.0         | 39.0        |
| <b>Overall burnout</b>                      | <b>22.6</b> | <b>45.0</b>  | <b>32.4</b> |

Table 1 indicates that burnout was mainly focused on the moderate level with 45.0% of the employees being at this level. A significant number of respondents (32.4%) had high burnout levels overall. The largest share of workers reporting high burnout was for difficulty maintaining work–life boundaries (39.0%), followed by work-related stress (34.0%).

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Relatively high levels were seen for emotional exhaustion and mental fatigue. These results indicate that hybrid working does not necessarily improve workplace stress. While employees may have flexibility and less commuting needs, working constantly between work and home can prove to be more challenging to unplug. Staff that are always plugged into organizational communication systems after hours could have a longer workday. Flexibility can then create a pressure when it isn't paired with clear expectations about working time, workload, and availability.

**Table 2. Burnout Levels According to Hybrid Work Frequency**

| Hybrid Work Pattern      | Low Burnout (%) | Moderate Burnout (%) | High Burnout (%) | Mean Burnout Score |
|--------------------------|-----------------|----------------------|------------------|--------------------|
| Mostly office-based      | 32.0            | 46.0                 | 22.0             | 2.31               |
| 1–2 remote days per week | 28.0            | 47.0                 | 25.0             | 2.38               |
| 3–4 remote days per week | 21.0            | 45.0                 | 34.0             | 2.57               |

As shown in Table 2, there are differences in burnout between work arrangements. The employees with the least hybrid work arrangements had the lowest mean burnout score, while those with the most completely remote work arrangements had the highest score. Among most of the office-based employees, 22.0% reported a high level of burnout, rising to 40.0% for fully remote workers. Flexibility and employee well-being do not appear to be a direct correlation, as is suggested in the pattern. A hybrid model of moderate intensity can provide many benefits to employees, such as flexibility, decreased commuting, in-person interaction, and access to organizational resources. Compared to working in the office full-time, other risks for employees who work remotely on most or all days of the week include increased risk of social isolation, less informal communication with others, and blurred work–home boundaries. But, the results do not imply that remote working per se is the cause of burnout. There are a number of factors that affect hybrid working, both as a company and on an individual basis. A good distribution of workload, good communication, the use of technology, employees' autonomy, and their preferences can make a significant difference in determining whether remote working is a source of flexibility or burden.

**Table 3. Relationship Between Hybrid Work Factors and Employee Burnout**

| Hybrid Work Factor              | Correlation with Burnout (r) | Relationship                |
|---------------------------------|------------------------------|-----------------------------|
| Workload intensity              | 0.61                         | Strong positive             |
| After-hours work communication  | 0.56                         | Moderate-to-strong positive |
| Work–life boundary difficulties | 0.64                         | Strong positive             |
| Social isolation                | 0.49                         | Moderate positive           |
| Role ambiguity                  | 0.44                         | Moderate positive           |
| Perceived work autonomy         | -0.38                        | Moderate negative           |
| Organizational support          | -0.46                        | Moderate negative           |
| Flexibility in scheduling       | -0.29                        | Weak-to-moderate negative   |

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The results in Table 3 show that work–life boundary difficulties had the highest positive correlation with burnout ( $r = 0.64$ ), followed by workload intensity ( $r = 0.61$ ) and after-hours work communication ( $r = 0.56$ ). Employees who were struggling with work-life balance were more likely to report higher levels of burnout, suggesting that those who were having a harder time distinguishing their work and personal lives had a higher level of burnout. The findings underscore the importance of psychological separation in a hybrid work model and working boundaries. This was also confirmed with a strong positive correlation between workload intensity and burnout. This discovery suggests that the place of work a worker conducts his or her duties might not be as crucial as how much and how hard work is given to him or her. If hybrid working is coupled with a lack of realistic deadlines, several digital meetings or the demand for constant availability, then employees can feel even more exhausted, irrespective of their working location. Moderate positive relationships were found in the case of burnout with social isolation.

Reduced chance for informal support, collaboration and interpersonal connection with colleagues. Likewise, unclear responsibilities can lead to confusion and create more time for staff to spend clarifying tasks and priorities.

Perceived organizational support, on the other hand, had a moderate negative correlation with burnout ( $r = -0.46$ ), indicating that employees with higher levels of perceived organizational support were more likely to report lower levels of burnout. Also, there was a negative correlation between work autonomy and burnout ( $r = -0.38$ ). These results suggest that providing employees with more autonomy and flexibility in how and when they do their jobs might help improve their well-being, but only if the autonomy is supported by management.

Overall, the results suggest there are potential positive and negative implications to hybrid work models for employee health. The results are not conclusive in terms of the positive or negative impact of hybrid working. Rather, it seems that the design and management of the work model is a significant factor in determining why burnout occurs. More sustainable employee well-being is likely to be achieved where there are workable and flexible arrangements with reasonable workloads, clear communication, social connection, managerial support and set working boundaries.

The results also point to the need for organizational policies about digital availability. It can be stressful for employees if the communication continues with emails, messages, virtual meetings and other work-related items after prescribed working hours. By setting realistic expectations for the amount of work, encouraging regular break opportunities, setting clear availability communication, improving supervisor support, and providing opportunities for positive interactions between hybrid workers, organizations can mitigate the risk of burnout.

As a manager, the findings suggest that instead of providing remote options, it's important to create a great hybrid experience. Managers should be aware of workload, not employees' presence, communicate clearly and set expectations, show respect for non-working hours and offer employees the proper technological and interpersonal support. Staff should also be encouraged to develop clear routines to separate working time from personal time. The study indicates that workload pressure and lack of organizational boundaries are correlated with burnout in hybrid employees and that autonomy and organizational support are protective factors. Well-designed hybrid working can then help to promote employee wellbeing, while an ill-designed approach can exacerbate burnout and disengagement. A successful hybrid approach to work should strike a balance between achieving the productivity of the organization and ensuring employee mental health is not sacrificed.

### LIMITATIONS OF THE STUDY

Some of the limitations of the study “Burnout and Hybrid Work Models among Employees” need to be taken into account when analyzing the results of the study. First the scope of the geography and organization of the respondents can affect the validity of the study and the generalizability of its findings to other employees in other geographical and organizational locations. Second, the study is heavily dependent on the self-reported attitudes of employees toward workload, stress, WLB and burnout, which could be influenced by their opinions, memory, or socially desirable answers. Thirdly, the experiences of our participants do not necessarily reflect hybrid work arrangements in general, as these vary significantly by organization with respect to the hours spent working remotely, how often employees work remotely, managerial support, technology used, and autonomy in hybrid work. Additionally, the study's cross-sectional design can be a limitation as it may not fully reflect the changes in burnout levels as employees work in a hybrid model or adapt to it. Other factors outside the study, such as organizational changes, financial situation, family responsibilities, workload changes, and coping mechanisms could also impact employee burnout. Lastly, variations in the roles, organizational cultures, management practices, and access to digital resources could generate different experiences for the employees. It is important to consider the results of this study in the context of the research, and future studies may aim to involve larger and more diverse samples, longitudinal studies, and mixed methods research designs to sufficiently account for the phenomenon of burnout in hybrid workplaces.

### FUTURE SCOPE

Extensions of the study of burnout and hybrid working models might take a long-term psychological, behavioural and professional approach to assessing the impact of flexible work on different employee groups and various industries. Other studies might address what occurs in the long term when workload, work–life balance, digital connection, organizational support, leadership and practices, job autonomy and virtual communication add to burnout. Fully remote, hybrid and in-office employees can be compared to each other in order to gain a better understanding of how to prevent emotional exhaustion and ensure the wellbeing of employees working in various settings. Demographic and occupational (age, gender, job position, organizational level and type of work performed) data could also be taken into account, as a specific set of employees may be more vulnerable to experiencing a burn out. Longitudinal research would be helpful for understanding the response of employees to hybrid working and whether there is any alteration in employee burnout as organisations adapt their working practices. Furthermore, future studies might evaluate the impact of organizational measures like flexible work routines, work planning systems, employee assistance programmes, well-being programmes on digital devices, counselling services and manager training. The use of new technologies like AI and workplace analytics also has the potential to be used to identify early indicators of burnout and promote employee privacy and ethical considerations. Such research can be valuable in developing policies that are based on evidence that maximizes the effectiveness of the policies for the organization and in supporting employee health and sustainability in the workplace.

### CONCLUSION

The findings of this study of employee burnout and hybrid working arrangements indicate both opportunities and challenges in terms of employees' well-being in the new hybrid working models. While hybrid working is flexible, helps reduce travel time, provides greater autonomy and more time away from the office, it can also increase work pressure, blur the boundaries

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between work and personal life, increase the digital working hours and decrease the quality of face-to-face interaction in the workplace. When provided, these can make workers more susceptible to emotional exhaustion and to other aspects of burn out. The study highlights that burnout does not necessarily occur directly from hybrid working, but is instead a combination of factors. Instead, the key focus is on shaping, managing and living hybrid working to create a risk of burnout. Some considerations that can help employees adjust to the hybrid model include clarity of expectations, reasonable workload, supportive leadership, reasonable autonomy, effective communication, and social connection opportunities. Organisations should therefore do more than just provide flexible workplaces and work to develop sustainable working practices that have a positive impact on employee wellbeing. Early signs of burnout and possible interventions are significant for managers and human resource management professionals. Regular communication, monitoring workload, implementing employee assistance programmes, flexible working hours, psychological support and opportunities for team interaction can help to support your employees' ability to manage hybrid working stress. Staff should also be supported to set healthy boundaries, take regular breaks and to log off from work communication outside of their working time. In conclusion, the future of hybrid work is dependent on the harmony between productivity and well-being in the workplace. If done right, a hybrid work model can deliver flexibility and good work without compromising the physical, emotional and social well-being of employees. Companies that take the concern for employee health, supportive leadership and sustainable working practices seriously, are likely to produce resilient, engaged and productive teams. Detailed analysis can be carried out to determine if there is a difference in burnout across industries, occupational groups, age groups, and/or hybrid work intensity level, and to develop strategies specifically for those groups.

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### Conflict of Interest

The author declared no conflict of interest.

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