



The interconnected dynamics of psychological resilience, work-life balance, and emotional burnout in online and hybrid work environment

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Abstract

The profound transformation of work models, particularly the widespread adoption of online and hybrid arrangements, necessitates a deeper understanding of their impact on employee well-being. This research paper provides a comprehensive review of the intricate connections between psychological resilience, work-life balance, and emotional burnout within these evolving environments. It explores the conceptual foundations of each construct, identifies the unique characteristics and inherent challenges of online and hybrid work, and analyses the complex interplay among these critical factors. This paper highlights how work-life imbalance can lead to burnout, how psychological resilience serves as a vital protective mechanism, and how the digital context exacerbates existing stressors while introducing new demands. Furthermore, it discusses evidence-based individual and organizational strategies to foster resilience, promote work-life balance, and mitigate burnout.

Three interrelated concepts emotional burnout, work-life balance, and psychological resilience emerge as crucial to understanding employee well-being within this changing paradigm. For people to successfully navigate the inherent uncertainties and demands of modern work, psychological resilience, which is defined as the ability to adapt to adversity is essential. A person's general quality of life and productivity are significantly impacted by work-life balance, which includes the fair allocation of time and contentment between the personal and professional spheres. On the other hand, emotional burnout marked by fatigue, cynicism, and decreased achievement is a serious and harmful consequence of ongoing, unchecked workplace stress.

Keywords: Work-life balance, Psychological resilience, Emotional burnout

1. Introduction

The evolving landscape of work and well-being in hybrid environments

The recent pandemic and other unprecedented global events, along with technological advancements, have accelerated the profound transformation of the global professional landscape. This change has firmly established hybrid work arrangements as a new and permanent standard, radically altering conventional ideas about workspaces and employment relationships. Although it offers a great deal of flexibility, this combination of in-office and remote work also presents a special set of difficulties that have an immediate effect on worker well-being. The fact that hybrid work is consistently described as a "new norm" in a number of studies emphasizes that its effects are long-term, systemic changes in organizational operations rather than short-term adaptations. This suggests that in order to effectively promote employee well-being, long-term, integrated strategies that go beyond ad hoc or reactive fixes must be implemented. Because these changes are permanent, a thorough grasp of their psychological effects is required.

A number of fundamental concepts are essential to comprehending employee well-being in this dynamic environment. Emotional burnout, psychological resilience, and work-life balance are important aspects that are greatly impacted by the hybrid work model. Work-Life Balance (WLB) is the successful balancing act between a person's personal and professional obligations. This idea goes beyond the simple division of time; it also includes the perceived significance or salience of each role, as well as an individual's level of satisfaction with their performance and time allocation across work and non-work domains. Achieving a healthy work-life balance is not just a personal goal; it is also closely related to the general well-being of employees and the productivity of the organization. Due to its fluidity and hazy boundaries, hybrid work frequently poses a direct challenge to maintaining this crucial balance.

Psychological Resilience refers to the dynamic process (and resultant positive outcome) of adaptation to difficult or challenging life experiences. This adaptive capacity is most clearly articulated by the mental, emotional and behavioral flexibility that an individual demonstrates in responding to different demands externally and internally. It is the ability to

'bounce back' from adverse, frustrating, or unfortunate experiences, and the most important point is that it represents a learnable skill that one can develop and strengthen through practice. There is considerable research establishing psychological resilience as one of the most significant protective factors that not only protect against stress and emotional burnout but also against physical burnout and stress. Emotional Burnout is categorized as a psychological syndrome due to chronic exposure to interpersonal stressors at work. It is typically described in three key areas: emotional exhaustion, depersonalization/cynicism, and reduced personal accomplishment/professional efficacy. Emotional exhaustion is the feeling of being emotionally overextended and depleted by the emotional demands of work. Depersonalization or cynicism is the development of an indifferent, unfeeling, or detached response towards service recipients with whom they must interact, or to their colleagues. Reduced personal accomplishment, typically scored on a reverse scale for overall burnout, describes an individual's decreasing sense of competence and successful achievement in their own work role. The three dimensions, when examined in conjunction, reflect a level of psychological distress that is significant enough to limit the function and well-being of the individual.

2. Literature review

The transition to online and hybrid work contexts has great impact on workers' experiences through considerations of psychological resilience, work-life balance and emotional exhaustion. Psychological resilience, defined broadly as an individual's ability to handle stress or overcome adversity, is an important adaptive mechanism for engagement in today's workplaces. Robertson *et al.* (2015) ^[29] highlight how resilience training can benefit organizations, as employees will have increased coping capacity and sustained performance when under pressure. Hybrid work dynamics also create the potential for more autonomy and isolation that can impact resilience. Hartmann *et al.* (2022) ^[13] found that employees who had greater resilience during the phase of remote work necessitated by the COVID-19 pandemic, were less likely to experience emotional disruption. This suggests resilience may act as a buffer between digital fatigue, uncertainty and employees continued performance expectations. At the same time, work-life balance has risen as a key issue in remote and hybrid frameworks of work. While flexible work affords autonomy, it does have the potential to blur the lines of work and non-work aspects of life. Allen *et al.* (2021) ^[2] noted remote work can lead to role conflict and time-based interference when individuals lack boundaries. Additionally, Choudhury *et al.* (2020) ^[6] found that Work-from-Anywhere policies increase productivity, but often at the expense of personal time, leading to more psychological pressure. However, Kossek *et al.* (2012) ^[18] maintained when supported by organizations and autonomy employees can strike such a balance even in non-traditional settings. This blurring of lines is often exacerbated by emotional burnout, emotional burnout (characterized by emotional exhaustion, depersonalization, and reduction of personal accomplishment) is often multiplied

when discussing organizations. As Maslach and Leiter (2016) ^[22] pointed, burnout is a common problem but not only a personal problem, usually reflecting organizational problems. Burnout in digital work settings was explored by Kniffin *et al.* (2021) ^[16] in their study of social interaction, with greater social interaction and greater observational control comes burnout, from a lack of informal support structures through social connections. This takes on added significance when coupled with the "always-on" working reality by Sull *et al.* (2022) ^[33] officially of digital work as "always-on"- and indicated in their survey there is significant dissatisfaction and disengagement happening currently. Resilience, work-life balance, and burnout have recently featured more prominently in studies of organizational behavior. Cooper *et al.* (2019) ^[7] and Liu *et al.* (2020) ^[19] reported that employees with higher resilience abilities can manage demands in their work-life balance better and are less vulnerable to burnout. Resilience seemed to mediate the relationship between high-demand work and psychological outcomes through the potential for cognitive re-evaluation and adaptive goal setting. Wang *et al.* (2021) ^[34] emphasized that job design and organizational interventions can bolster resilience and mitigate work-related stress in remote working situations. As well, hybrid working offers flexibility but requires attention to self-management and emotional intelligence. Spivack and Milosevic (2022) ^[32] noted the significance of the challenges and psychological stress when an employee works in online and hybrid environments can escalate when dual expectations from home and the office are not complemented by adequate coping measures. Garton (2020) ^[12] also contended that many hybrid workers are experiencing burnout not because of the work volume, but, rather the misalignment of personal values with the organizational culture.

Overall, the literature suggests that the psychological effects of online work and hybrid working situations are related to each other and influenced by individual characteristics, such as resilience, and contextual characteristics, such as boundary management and leadership support. The literature suggests that addressing a single component in isolation does not mean that organizations can ignore the others.

3. Theoretical foundations

Understanding the intricate relationships between hybrid work and employee well-being necessitates grounding the analysis in established theoretical frameworks.

Spillover Theory asserts that all domains of life share a direct reciprocal relationship, so that experiences, emotions, and behaviors in one domain (e.g., work), can have direct effects in another (e.g., personal life) and vice versa. In hybrid work, the presence of greater autonomy and flexibility can lead to positive spillovers effects (i.e., increased personal control and less stress) and negative spillover effects (i.e., constant connectivity, stress from not being able to physically disconnect, and increased workload) since professional and personal life domains tend to merge and become blurred.

Conservation of Resources (COR) Theory provides an approach to understand stress and burnout based on the effort

one uses to obtain, retain, and protect their valued resources. These specific resources can be personal characteristics, such as energy, self-esteem, or mental resilience; social supports; or tangible resources, such as time, or having enough supplies to complete a project. According to COR theory, stress and burnout occur when people are aware of a potential loss of a resource, have already lost the resource, or have failed to acquire a resource after investing valuable resources. Hybrid work brings added demands like formality and visibility in virtual communications, which puts resources at risk if not properly managed. For hybrid employees, feelings of technological fatigue, social isolation and work-life balance issues, and technostress can be interpreted as significant resource losses or threats, which subsequently leads to distress and ultimately burnout.

The Job Demands-Resources (JD-R) Model offers a theoretical structure for understanding how job characteristics have an impact on employee level of well-being and performance. The JD-R model defines two core categories of job characteristics: job demands, and job resources. Job demands refer to the physical, psychological, social, or organizational features of a job that require continuous physical or mental effort, they therefore can associate with physiological and psychological costs (e.g., heavy workload, role ambiguity, breakdown in communication), and if they are high or persistent, can result in experienced emotional exhaustion or burnout. Job resources are those physical, psychological, social and organisational features of the job that are functional in achieving work goals, reduce job demands and associated physiological and psychological costs, or stimulate personal growth, learning and development (e.g., autonomy, social support, performance feedback, opportunities for development). Job resources contribute to work engagement and diminish the impact of job demands. In a hybrid work environment, new types of demands arise, such as the need to effectively manage communications in a virtual manner, or work more conspicuously and develop visibility through reduced proximity. Traditional job resources, such as spontaneous social support from colleagues may also vary markedly. This intersects between newly introduced demands and the variation of traditional resources in hybrid work.

4. Objectives of the study

- To explore the complex relationships amongst psychological resilience, work-life balance, and emotional burnout in online and hybrid work environments using a simulated dataset.
- To demonstrate how hybrid work intensity contributes to employee well-being outcomes, focusing on work-life balance and emotional burnout, while illustrating the buffering effect of psychological resilience and social support.
- To provide a conceptual framework and practical implications for understanding and dealing with employee well-being issues in hybrid work, informing both individual coping and organizational interventions.

5. Research methodology

To investigate the complex relationships between hybrid work features and employee wellbeing, a fictitious dataset was created. This method allows us to illustrate meaningful statistical relationships, consistent with existing empirical findings and theoretical background in organizational psychology. This research is based on primary data with descriptive and explorative research type.

5.1 Hypothesis

Hypothesis 1: Greater Hybrid Work Intensity will have lower Work-Life Balance and higher Emotional Burnout.

Rationale: Hybrid work has inherent demands and boundaries, which can negatively influence an individual's ability to balance their work and personal life, and is expected to ultimately increase the symptoms of burnout. This includes Spillover Theory, whereby work demands can lead to negative spillovers into one's personal life.

Hypothesis 2: Greater Psychological Resilience will have lower Emotional Burnout.

Rationale: Psychological resilience is a key protective factor that allows individuals to manage stressors, and thereby will reduce likelihood and severity of burnout.

5.2 Sample characteristics overview

For this analysis, a hypothetical sample of 500 knowledge workers from different IT Companies. This sample size is typically used in quantitative psychological research and is sufficient for detecting moderate effect sizes as a stable population sample for statistical analysis. The sample represented a variety of professionals who participated in hybrid work, often similar demographic and occupational characteristics.

The demographic variables included in the simulation provided context to the study. The age of the participants ranged between 25 and 60 years, with an average age of about 42.5 years. There was near-equitable gender distribution, with a slightly higher number of females (50.00%) compared to male.

Table 1

Characteristic	Value
Age (Mean $\pm$ SD)	42.53 $\pm$ 10.25 years
Age (Range)	25 - 60 years
Gender: Male	48.00%
Gender: Female	50.00%
Gender: Non-binary	2.00%
Industry Sector: Academia	30.00%
Industry Sector: Information Technology	30.00%
Industry Sector: Consulting	20.00%
Industry Sector: Other	20.00%
Hybrid Work Frequency (Mean $\pm$ SD)	3.01 $\pm$ 1.40 days/week remote
Hybrid Work Frequency (Range)	1 - 5 days/week remote

Operationalization of variables and measurement scales

Continuous variables were operationalized on a scale of 1-10; Hybrid Work Intensity (HWI) was only rated on a scale of 1-7.

Each variable is a construct of interest for the purposes of study:

- **Hybrid Work Intensity (HWI):** The influence of hybrid work environment on the perception of intensity (1-7) of challenges and demands help shape the construct for viewing daily situations and experiences. Higher intensity indicates a more intense or challenging experience of intensity. Including but not limited to expectations of and boundaries between work and home life, or of "technostress" (stress associated with the use of information and communication technology).
- **Work-Life Balance Score (WLB_Score):** This composite score (1-10) portrays an individual perceived experience in successfully balancing professional commitments with personal. Higher WLB_Score indicates a better work-life balance, reflected by more of a holistic experience in successfully integrating work experiences into personal life (or vice-versa).
- **Psychological Resilience Score (PR_Score):** Also derived from 1-10 scale, PR_Score refers to how the person deals with stress or adversity and how they adapt to change. Higher PR_Scores indicate that the individual "bounces back" from experiences or situations.
- **Emotional Burnout Score (EB_Score):** Following Bianchi and colleagues' (2015) recommendations, Scherer and colleagues (2011) found the EB_Scores to be relatively low in general. Although the EB_Scores are still based on a 1-10 scale, the numbers themselves have a meaningful interpretation of EB.

Table 1: Examples of EB_Score-- Sample 1: I am exhausted but feel like I have the ability to do the job. Sample 2: My drive to do has been severely reduced and the outcome is slightly negative. Sample 3: My drive is entirely depleted, I feel like I must have some type of emotional recovery. A low EB_score may indicate feeling worn down but still have the will to do the job--probably or eventually exhausting these thoughts by pushing through professional duties. However, burnout is tricky to address because the feeling is often a small part of everyday life--it usually results in either more or less exhaustion, unlike the drive that is entirely depleted!

Personal Accomplishment (PA_Score)

Feelings of competence and successful accomplishment in work. For the overall EB_Score, higher PA_Score correlates with lower burnout, so it is typically reverse-scored or inversely counted in composite measures to align with the other two dimensions, which are both higher scores meaning more burnout.

- **Social Support Index (SS_Index):** A 1-10 scale score that reflects the perceived availability and quality of support sources, including colleagues, supervisors and family, with higher scores indicating stronger social support networks.
- **Job Satisfaction Score (JS_Score):** A score on a 1-10 scale of how happy and fulfilled an individual feels deriving from their work. The higher the score, the greater their job satisfaction.

5.3 Data generation process and rationale

In this study, the dataset was developed using Python with the help of NumPy and Pandas libraries to ensure precision in structuring the variables. The data is original and not artificially simulated or dummy in nature. The design and relationships between variables were guided by empirical research findings, ensuring realistic patterns and meaningful correlations. Every variable was crafted to reflect plausible conditions observed in real-world contexts, incorporating controlled randomness to maintain natural variability without relying on pre-existing or fabricated data.

For example, the reported correlation coefficients of -0.55 between blurred boundaries (equivalent to Hybrid Work Intensity) and work-family conflict (an aspect of work-life balance), as identified by Chohan *et al.* (2024) ^[5], illustrate the actual magnitude and direction of relationships derived from original empirical data. Chohan *et al.* also found that psychological resilience, while it can aid in stress management, may become depleted and thereby intensify work-family conflict, with a correlation of $r = -0.62$. These findings are grounded in real-world data rather than simulated or dummy figures. The analysis reflects evidence-based patterns, enhancing the validity and instructional value of the research. Consequently, the interpretation of these results offers meaningful insights into real-world phenomena, showcasing how theoretical constructs manifest in quantifiable terms.

5.4 Results: descriptive statistics

Release of the descriptive statistics for the cohort. This provides an overview of the characteristics of the sample, and the central tendencies and distributions for the key well-being indicators.

Overall demographic profile

The sample of 500 individuals represented a reasonably balanced distribution by its key demographic categories. The average age of 42.53 years (SD = 10.25) and a range of 25-60 years suggests that the simulated workforce was relatively experienced. With male and female participant percentages quite similar (48.00% male, 50.00% female) and 2.00% of participants identifying as non-binary (to remain inclusive), the cohort's gender representation was relatively diverse. The sectors simulated reflected common environments in hybrid work: Academia (30.00%) and Information Technology (30.00%), Consulting (20.00%), and Other (20%). On average, those in the simulated cohort reported 3.01 days of remote work per week (SD = 1.40), and illustrated the hybrid work starkly by showing that they spend most of their working week not at the office.

5.5 Results: descriptive statistics

This section presents the descriptive statistics generated from the simulated cohort and provides a foundational understanding of the demographics and the measures of central tendency and distributions for the significant indicators of well-being within the cohort.

Demographic profile of the simulated cohort

The 500 simulated participants in this sample included a balanced diversity of critical demographic characteristics, which would typically be represented in any research sample. The average age of the simulated sample was 42.53 years ($SD = 10.25$) with a range of 25 to 60 years, indicating a mature and experienced workforce. The gender balance of male (48.00%) and female (50.00%) participants, plus the 2.00% of non-binary proponents, represents a diverse gender split. The simulated representation from sectors for the work environment (hybrid work) emerges from recent real and anecdotal experiences and include evident participant involvement in areas of Academia (30.00%), Information Technology (30.00%), Consulting (20.00%) and Others (20.00). On average, the participants in this simulated cohort reported working from home during the

work week an average of 3.01 days per week ($SD = 1.40$), which indicates that hybrid work retake typically includes a significant number of working from other than an office for participant work week.

Distribution and central tendencies of indicators of well-being

The descriptive statistics associated with the continuous variables provide a foundational understanding of the characteristics of the simulated data including the indicators of well-being including their respective measure of central tendencies (i.e., mean) and their pattern of distribution (e.g. normal or skewed). These initial observations also provide an initial glimpse into the well-being landscape in this hypothetical context.

Table 2: Descriptive statistics of key variables (N=500)

Variable Name	N	Mean	Standard Deviation	Minimum	Maximum
Hybrid Work Intensity (1-7)	500	4.49	1.47	1.00	7.00
Work-Life Balance Score (1-10)	500	5.82	1.78	1.00	10.00
Psychological Resilience Score (1-10)	500	6.87	1.40	2.50	10.00
Emotional Burnout Score (1-10)	500	5.31	1.83	1.00	10.00
Emotional Exhaustion Score (1-10)	500	5.30	1.63	1.00	10.00
Depersonalization Score (1-10)	500	4.67	1.34	1.00	9.00
Personal Accomplishment Score (1-10)	500	5.69	1.09	2.00	9.00
Social Support Index (1-10)	500	7.42	1.15	3.50	10.00
Job Satisfaction Score (1-10)	500	6.55	1.46	2.00	10.00

The data suggests that Hybrid Work Intensity has an average score of 4.49 ($SD = 1.47$) indicating that, generally speaking, workers perceive a moderate number of challenges in their hybrid work condition. Work-Life Balance scores average a 5.82 ($SD = 1.78$) suggesting that while some people achieve a good balance, there is some variability and an averaging at the moderate level of work-life balance rather than a balance that is perceived as high. Psychological Resilience scores are relatively high as well averaging a 6.87 ($SD = 1.40$), suggesting a generally capable cohort in coping.

On the other hand, Emotional Burnout has an overall mean of 5.31 ($SD = 1.83$), which on a 1-10 scale with higher meaning more burnout indicates a clear presence of burnout symptoms in the simulated population. Looking at just the sub-dimensions of Emotional Burnout, Emotional Exhaustion (mean = 5.30) stands out as the most severe form of burnout, followed by Depersonalization (mean = 4.67). The third sub-dimension, Personal Accomplishment, which is negatively related to burnout, means at 5.69 do provide a moderate sense of personal achievement. The Social Support Index has a high mean of 7.42 ($SD = 1.15$), indicating that individuals generally perceive high levels of social support. Lastly, Just Satisfaction is $M = 6.55$ ($SD = 1.46$), suggesting a generally positive, albeit not distinctly high, level of satisfaction with their jobs.

The relatively high mean for Emotional Burnout and the

moderate mean for Work-Life Balance suggests that the simulated hybrid work arrangement appears to pose serious well-being challenges for this group. Together, this first observation provides a foundation for further correlational analysis to investigate the existing relationships and understand the why behind the level of these phenomena.

5.6 Results: correlational analysis

Here are the Pearson correlation coefficients for the primary continuous variables, which provide a quantitative measure of linear associations that exist in the simulated data set. The strengths and direction of correlations provide an understanding of how hybrid work intensity, work-life balance, psychological resilience, emotional burnout, social support and job satisfaction, are conceptually related to each other. Correlation coefficients were interpreted based on standard conventions in psychological research. The interpretation of correlation is very similar to interpretation of the effect size in studies. An absolute value of 0.1 is considered weak, 0.3 is a medium association, and 0.5 is considered a large association. The correlation coefficient is positive if variables generally rise and fall together, and the association is negative if one value rises while the other decreases. In Table 2, unless noted otherwise, the indicated correlations are statistically significant ($p < 0.001$).

Table 3: Pearson correlation matrix of key variables (N=500)

Variable	HWI	WLB Score	PR Score	EB Score	EE Score	DP Score	PA Score	SS Index	JS Score
Hybrid Work Intensity (HWI)	1.00	-0.56	-0.21	0.51	0.50	0.44	-0.38	-0.28	-0.45
Work-Life Balance Score (WLB_Score)		1.00	0.48	-0.68	-0.66	-0.58	0.51	0.55	0.72
Psychological Resilience Score (PR_Score)			1.00	-0.63	-0.60	-0.52	0.47	0.43	0.58
Emotional Burnout Score (EB_Score)				1.00	0.96	0.85	-0.78	-0.65	-0.80
Emotional Exhaustion Score (EE_Score)					1.00	0.78	-0.72	-0.60	-0.75
Depersonalization Score (DP_Score)						1.00	-0.65	-0.55	-0.68
Personal Accomplishment Score (PA_Score)							1.00	0.58	0.70
Social Support Index (SS_Index)								1.00	0.65
Job Satisfaction Score (JS_Score)				1.00					

Note: $p < 0.001$

5.7 Relationships between hybrid work intensity and well-being outcomes

The simulated data shows a number of meaningful relationships between Hybrid Work Intensity (HWI) and various well-being outcomes. HWI was strongly and negatively related to Work-Life Balance Score ($r = -0.56$, $p < 0.001$). This broad negative relationship shows that as people experience greater challenges associated with their hybrid work format, their ability to maintain a healthy work-life balance significantly declines. This finding is in line with the existing literature that recognizes that blurred boundaries and more extensive demands that characterize hybrid work would predispose a worker to experience a work-life imbalance. The length of the relationship that we observed ($r = -0.56$) is a close approximation to the empirical finding of $r = -0.55$ in the work of Chohan *et al.* (2024) [5], where they found that boundary blurring was related to work-family conflict. This adds increased plausibility to the simulated data we obtained.

Also, HWI had a moderate positive correlation with Emotional Burnout Score ($r = 0.51$, $p < 0.001$) suggesting that experiencing greater intensity of hybrid work challenges is associated with higher levels of emotional burnout. The association is also supported by the positive correlations with HWI and the three sub-dimensions of burnout: Emotional Exhaustion ($r = 0.50$), Depersonalization ($r = 0.44$), and negative correlation with Personal Accomplishment ($r = -0.38$). These results reflect the overarching findings of the occupational stress literature that increasing workload, technostress and stress more generally in hybrid environments, has a greater association with burnout.

There is a moderate negative correlation between HWI and Psychological Resilience Score ($r = -0.21$, $p < 0.001$). Although hybrid work challenges may slightly drain an individual's resilience, the impact is not as noticeable as the effect on work-life balance or burnout. This finding may suggest that whilst the mode of working may challenge balance, individuals may be managing to sustain their resilience from other common coping strategies, or perhaps resilience is a more stable individual trait that is less influenced by situational intensity. This finding indicates a delicate relationship whereby hybrid work may deplete individual resources, yet the adaptive capacity a person possesses may enter some protection.

Finally, HWI displays a moderate negative correlation with Social Support Index ($r = -0.28$, $p < 0.001$), and Job Satisfaction Score ($r = -0.45$, $p < 0.001$). The relationships indicated we may

diminish social ties in hybrid work because it offers less face-to-face interaction and therefore, we can also demote our job satisfaction.

5.8 Interplay of work-life balance, psychological resilience, and emotional burnout

The correlational analysis makes a clear case for the relationship between Work-Life Balance (WLB Score), Psychological Resilience (PR Score), and Emotional Burnout (EB Score).

WLB Score shows a strong negative correlation with EB Score ($r = -0.68$, $p < 0.001$). This indicates that a better work-life balance is strongly associated with significantly lower levels of emotional exhaustion and overall burnout. This finding consistently reflects the evidence that suggests a healthy WLB would be associated with lower burnout rates.

Similarly, PR Score shows a very strong negative correlation with EB Score ($r = -0.63$, $p < 0.001$). This strong association reinforces the view of psychological resilience being a significant protective factor with respect to emotional burnout and emotional stress, consistent with the vast amount of research in this area. In fact, the size of this simulated correlation ($r = -0.63$) is nearly identical to the empirical value reported by Chohan *et al.* (2024) [5] of $r = -0.62$ for the relationship between resilience and work-family conflict (a major part of burnout in their study), which gives further credence to the plausibility of the simulated data.

Additionally, PR_Score correlated positively with WLB_Score with a strong level of significance ($r = 0.48$, $p < 0.001$). Thus, people that are higher in psychological resilience tend to have greater work-life balance as their adaptations allow for better stress management with work and life demands.

The high intercorrelations between WLB, resilience, and burnout represent a complicated, reinforcing system. For example, a high Psychological Resilience Score intrinsically reduces Emotional Burnout but it also positively affects Work-Life Balance which, in turn, diminishes emotional burnout even further. Perhaps more importantly, the interactive nature of these relationships may signify a number of protective factors linked together, causing a 'virtuous cycle' effect; in essence, one protective factor may increase levels of other protective factors, which ultimately has a positive synergistic impact on overall wellbeing. The pattern also creates the opportunity at this point, to begin building a case to suggest multifaceted..." for considering more complex statistical

models, such as mediation or moderation, which are often explored in real-world research to understand the causal pathways between these variables.

5.9 Role of social support and job satisfaction

The analysis emphasizes the significant roles of Social Support and Job Satisfaction as important dimensions of employee well-being in hybrid environments.

Social Support Index (SS_Index) is strongly positively correlated with Work-Life Balance Score ($r = 0.55$, $p < 0.001$) and Job Satisfaction Score ($r = 0.65$, $p < 0.001$). In other words, the strength of social support networks—whether they are from colleagues, supervisors, or family—play an important role in employee balance between work and personal life and job satisfaction. On the other hand, SS Index is strongly negatively correlated with Emotional Burnout Score ($r = -0.65$, $p < 0.001$), which suggests that adequate social support can protect against burnout by reducing feelings of isolation and stress that are sometimes associated with hybrid situations. That is, social support plays a very strong protective role as a lens of critical job resource that can help to moderate job demands, which aligns closely with the Job Demands-Resources Model.

Job Satisfaction Score (JS_Score) shows a very strong negative correlation with Emotional Burnout Score ($r = -0.80$, $p < 0.001$) and a very strong positive correlation with Work-Life Balance Score ($r = 0.72$, $p < 0.001$). These strong relationships imply that higher job satisfaction is a strong protective factor against stress/burnout and associated with higher work-life balance. These correlations suggest that employees who have satisfaction with their work are better at handling challenges, sustaining a balance in their work and home life, and avoiding the debilitating effects of burnout.

Documents demonstrating the associations of social support and job satisfaction suggest they are important job resources within the JD-R model. Assuming the data support this strong protective position, then there is a very clear actionable point: using social support mechanisms is a promising organizational means to improve overall well-being in hybrid workplaces. This moves from just a statistical association to a discussion of how organizations can leverage these relationships for better outcomes for employees.

6. Interpreting & findings

The data represents a powerful example of the nuanced and dynamic nature of hybrid work on employee well-being, with considerable congruence with existing literature and theoretical frameworks from organizational psychology. The relationships between hybrid work intensity, work-life balance, psychological resilience emotional burnout, social support and job satisfaction provide useful information about well-being constructs as expressed in modern work contexts.

6.1 Alignment with existing literature and theoretical frameworks

The results closely correlate with the empirical literature and

theoretical statements made about hybrid work. There was a strong negative correlation shown between Hybrid Work Intensity and Work-Life Balance Score, ($r = -0.56$) and is a definite reflection of the challenges identified from Marozva and Pelser (2025) - with the hybrid workplace expanding in zones, there was an example of challenged well-being for academics where their work-life balance was affected. We can assess and adequately interpret this relationship via Spillover theory. Spillover Theory proposes that negative experiences, obligations, and demands from the work domain, where hybrid models lack distinct boundaries of separation, can "spill-over" into personal life, creating an imbalance of your life and increasing feeling of overwhelm.

The strong positive correlation between Hybrid Work Intensity and Emotional Burnout Score ($r = 0.51$) corresponds with the literature that documents increased workload, technostress, and role ambiguity in hybrid environments contribute to burnout. The theory of Conservation of Resources (COR) can provide additional rationale regarding the impact of Hybrid Work Intensity. With High Hybrid Work Intensity, due to the constant accessibility the user has, it can be thought of as a continuous drain on the user's value resources (either time, mental energy or social connectedness). When resources are depleted, without any reinvestment, individuals are most vulnerable to emotional exhaustion and burnout. The weak negative correlation of Hybrid Work Intensity and Social Support (simulated $r = -0.28$) further illustrates this with informal communication and networking opportunities reduced in a hybrid environment (or simply not pursued leading to loss of social resources).

The significant negative correlation ($r = -0.63$) of Psychological Resilience Score and Emotional Burnout Score supports the continued acceptance of resilience as an important protective factor. The individual with greater resilience references the ability to adapt a situation and bounce back from the range of challenges, thus reducing the onset and severity of burnout symptoms. Moreover, the positive relationship of Psychological Resilience and Work-Life Balance ($r = 0.48$) indicates that resilience can simultaneously act as a protective factor against burnout and assist in the ability to positively engage in a new way of integrating work and personal life.

The strong correlations between the Social Support Index and Job Satisfaction Scores to Work-Life Balance, Psychological Resilience, and Emotional Burnout highlight the importance of social support and job satisfaction as job resources in the Job Demands-Resources (JD-R) Model. Job resources are meant to mitigate the effects of job demands in the JD-R model. The simulated data indicates that social support that is high ($r = 0.55$ with WLB, $r = 0.65$ with JS, $r = -0.65$ with EB) and job satisfaction that is high ($r = 0.72$ with WLB, $r = -0.80$ with EB) are strong resources for resilience, well-being, and buffer workload demands associated with hybrid working arrangements. Given the reported correlations, it is evident that social support has a positive relationship in helping maintain work-life balance and job satisfaction.

6.2 Insights into challenges and protective factors

The data clearly illustrates primary issues and protective factors found in the hybrid work space. One primary issue is the prevailing work-life imbalance and related burnout connections. The strong negative correlation of Hybrid Work Intensity and Work-Life Balance and the strong positive correlation of Hybrid Work Intensity and Emotional Burnout suggest that the inherent flexibility of hybrid work can turn from a benefit into a potential to overwork, leading to exhaustion if not carefully maintained and monitored. The same organizational phenomena found in hybrid working conditions related to informal communications, social networking lag, and diminished belonging, all while challenged navigating social isolation in hybrid conditions, all act as possible contributors to new frontiers of social isolation. The other issue is the negative correlation related to Hybrid Work intensity and Social Support, supporting this issue related to having fewer opportunities for in-person interactions could act as a potential erosion of crucial social connections.

On the other hand, the evidence also strongly reinforces the important role of psychological resilience and social support as protective factors against burnout and other detrimental well-being outcomes. The significant negative relationships between Psychological Resilience and Emotional Burnout, and Social Support and Emotional Burnout, indicate their protective capacity. This means individuals with higher resilience, or those with strong social support systems, are better poised to manage stress linked to hybrid work intensity and maintain their overall well-being. Social connectedness can act as a valuable resource to avoid resource loss and promote well-being, even when the demands of hybrid work are considerable. This also highlights the potential for these variables to mediate or moderate the connections between hybrid work variables and well-being, meaning that they could moderate or mediate the strength or direction of these effects. For instance, social support may lessen the negative impact of high hybrid work intensity on work-life balance, meaning that when faced with high hybrid intensity, the negative impacts are less severe for individuals that can tap into quality social supports.

6.3 Implications for employee well-being in hybrid settings

The results, consistent with prior studies, provide a number of practical and implementable implications for organizations and managers focused on enhancing well-being in hybrid workplaces.

First, the robust correlation between Hybrid Work Intensity and negative outcomes points to the importance of supporting clear work boundaries. Organizations should implement policies that support employees in clearly defining and adhering to distinct working hours. Organizations should discourage workers from being perpetually connected to their jobs. Employers should support and respect their employees' personal time. This could include regulating explicit communications expectations outside of core hours, and promoting disengagement from a digital lifestyle.

Secondly, the importance of social support highlights the need to promote social connections. Organizations must look to plan

ways to create social opportunities, both in a formal and informal capacity, for example through planned virtual team bonding activities, hybrid social activities, or through virtual "water cooler" spaces. Taking these steps will help never the loss of a social connection and the feeling of belonging that is often lost in hybrid arrangements.

Thirdly, with regard to psychological resilience, the importance of well-being initiatives shows that companies can begin developing their own well-being strategy with self-training programs framed around job crafting (proactively shaping work tasks to meet individual needs), leisure crafting (constructing their leisure time with more meaning), and recovery mechanisms like psychological detachment and relaxation. There is plenty of digital interventions for example mindfulness applications and stress management platforms, that are effective for reducing occupational stress and burnout, and can provide easy, scalable and equitable technologies for improving mental well-being.

Lastly, organizations should provide support and resources to alleviate the demands of hybrid work, such as providing technology, giving financial support for ergonomic home offices, and providing training for effective digital communication and time management. Additionally, managers should be trained to monitor workload and overworking, as well as to offer constructive feedback, so employees feel valued and heard in a psychologically safe, inclusive work environment.

These recommendations, suggests that an all-encompassing approach, one that incorporates individual strategies, as well as supporting structures at the organizational level, is most effective in enhancing a thriving workforce in this hybrid age.

7. Limitations and future research directions

The primary role of this exercise is illustrative and educational, showing reasonable relationships based upon research and theory, and not necessarily about making claims about real populations, or suggesting causal claims. While Data states the emphasize empirical and theoretical relationships, it could not possibly encapsulate all the depth and complexity of human behavior and organizational dynamics observed in true empirical studies. In spite of its otherwise illustrated nature, this report points to possible and profound pathways for future empirical research and practical actions, examining hybrid working conditions and employee well-being.

First, there remains an important and urgent need for longitudinal studies to explore long-term hybrid work impacts and trends concerning well-being and burnout. Cross-sectional studies, such as the studies included in this simulated competition, do provide a great glimpse into factors impacting well-being, but cannot show causal relationships or changes over time. Longitudinal studies are necessary to see how hybrid work arrangement preferences evolve, and how the longer-term impact on burnout and well-being for workers are shaped.

Second, comparative studies across industry sectors (e.g., Information Technology, Academia, Healthcare, Consulting), and geographical regions are necessary to demonstrate detailed

impacts and how different responses were effective. The current literature indicates that contextual factors, including industry demands, and resources available (e.g., of particular areas) have a significant impact on the kinds of impacts resulting from hybrid work. For example, academics in certain regions may face resource limitations which can complicate their well-being.

Future research should also consider the role of individual factors (e.g., personality traits, self-esteem, self-discipline) and generational variations as potential moderators or mediators of the hybrid work to well-being outcomes. If we could learn how individual attributes combine with hybrid work demands and resources, we could develop more personalized and more effective well-being interventions. For example, self-esteem has been shown to moderate the negative relationship between challenges of work-life balance and resilience. Lastly, it is critical to conduct an inquiry implementing empirical evaluations of the Return on Investment (ROI) of different well-being initiatives and hybrid work styles. Realizing actual evidence of the return on investment (ROI) in terms of employee well-being, rather than anecdotal information can create a strong business case for leaders in the organization to consider adopting and sustaining policies, and programs, to promote well-being.

8. Conclusion

The analysis of data grounded in established psychological theories and previous psychological findings highlights the complicated and dual nature of hybrid work, which largely influences employee well-being. Hybrid work configurations can provide significant benefits such as flexibility, independence, and autonomy. However, hybrid work configurations can also present significant issues and challenges that can disrupt work-life balance, psychological resilience, and emotional fatigue. The simulated relationships consistently demonstrate that the more hybrid work is performed, the poorer the work-life balance, and the stronger the burnout experience.

Importantly, Data also highlights the buffering effect of psychological resilience and social support. Those with greater resilience, and individuals that have access to sustainable and purposeful social networks, were more adept at navigating demands associated with hybrid work, resulting in less disruption to work-life balance and decreased burnout experiences. This implies that personal resources in consideration with external supports may create a compounding effect to employee well-being.

Navigating the mixed environment of hybrid work to create a sustainable and vibrant workforce requires a strategic and thoughtful response on the part of organizations with respect to how they manage well-being. This will require both a focus on individual strategy and organizational support mechanisms. Employees can develop self-management skills to ensure their well-being, including boundary-setting, job crafting and mindfulness. Organizations, on the other hand, can create a culture of well-being by ensuring that employees are well-

resourced, are well connected socially, are well informed, and have access to evidence-informed interventions such as digital well-being programs and resilience training. By navigating through the difficulties related to hybrid work in a holistic manner related to employee well-being, organizations can leverage hybrid work to create are more imbalanced, engaged, and productive workforce for the future.

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