

Employee Wellbeing in Hybrid Work Environments: The Role of Work-Life Balance and Supervisor Support in Indonesia

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ABSTRACT

This study investigates how employee wellbeing is influenced in hybrid work environments through the roles of work-life balance and supervisor support in Indonesia. Data were collected from 200 employees working under hybrid arrangements in urban and knowledge-intensive sectors and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that work-life balance has a significant positive effect on employee wellbeing ($\beta = 0.46$, $p < 0.001$), indicating that effective boundary management is essential for maintaining wellbeing in hybrid work settings. Supervisor support also significantly influences employee wellbeing ($\beta = 0.31$, $p < 0.001$) and work-life balance ($\beta = 0.53$, $p < 0.001$). Furthermore, work-life balance partially mediates the relationship between supervisor support and employee wellbeing ($\beta = 0.24$, $p < 0.001$), suggesting that supportive supervisors enhance wellbeing both directly and indirectly through improved boundary regulation. The model explains 47% of the variance in employee wellbeing ($R^2 = 0.47$). These findings highlight the importance of supervisory practices and work-life balance in sustaining employee wellbeing under hybrid work arrangements.

Keywords: Employee Wellbeing; Hybrid Work; Work-Life Balance; Supervisor Support; Flexible Work Arrangements; Indonesia

INTRODUCTION

The expansion of hybrid work arrangements has transformed contemporary organizational life, reshaping how work is structured, experienced, and governed. Accelerated by the COVID-19 pandemic and sustained by ongoing digitalization, hybrid work, commonly understood as the combination of remote and on-site work, has become an increasingly prominent and enduring feature of work organization, particularly in occupations with higher teleworkability and in knowledge-intensive sectors (Kniffin et al., 2021; OECD, 2023). Earlier research on telecommuting had already shown that working away from the traditional office could significantly influence work–family dynamics, job attitudes, and employee wellbeing, providing an important foundation for understanding contemporary hybrid work arrangements (Allen et al., 2015). However, emerging evidence suggests that the implications of hybrid work are more complex and context-dependent than often assumed, varying across organizational settings, job characteristics, and socio-cultural environments. While this shift is frequently associated with increased flexibility and autonomy, its effects on employee wellbeing remain uneven and, in many cases, contradictory (Wang et al., 2021).

On the one hand, flexible and remote work arrangements have long been associated with greater autonomy and an improved capacity for employees to manage work and personal responsibilities, thereby contributing to higher levels of wellbeing (Gajendran & Harrison, 2007). However, in hybrid work contexts, where work is distributed across multiple spaces and schedules, the boundaries between work and non-work domains become increasingly permeable. This blurring of boundaries introduces new challenges, including role conflict, extended working hours, and difficulties in achieving psychological detachment from work (Derks et al., 2014; Wang et al., 2021). These tensions suggest that the implications of hybrid work for employee wellbeing cannot be understood solely in terms of flexibility. Instead, they need to be examined through the ways in which employees manage work–life boundaries and how organizational support structures shape these processes.

A central concept in this regard is work–life balance, which refers to the extent to which individuals are able to effectively negotiate competing demands between work and personal life (Greenhaus & Allen, 2011). In hybrid work contexts, where work is performed across multiple locations and schedules, spatial and temporal boundaries become less clearly defined, making the maintenance of such balance both more critical and more challenging. However, work–life balance is not solely an individual concern. It is shaped by organizational conditions, including the availability of support, norms regarding accessibility and responsiveness, and managerial expectations that structure how employees engage with their work (Kossek et al., 2012).

Among these organizational factors, supervisor support plays a particularly significant role. As a key source of perceived organizational support, supervisors shape how employees interpret and respond to work demands, including their capacity to manage work–life boundaries (Eisenberger et al., 2002; Hammer et al., 2009). In hybrid work contexts, where employees navigate distributed work arrangements and less clearly defined boundaries, supportive supervisory practices can facilitate flexibility, reduce role conflict, and foster a sense of psychological safety that enables employees to sustain their wellbeing. Conversely, insufficient support may intensify work demands and boundary permeability, thereby undermining employees' ability to maintain balance and overall wellbeing.

Recent studies have begun to explore flexible and hybrid work arrangements in non-Western contexts, yet empirical evidence remains limited and uneven. In Indonesia, the adoption of hybrid work has accelerated in the post-pandemic period, with survey evidence indicating increased uptake of hybrid arrangements and a growing preference for flexible work models (Logitech, 2023). At the same time, the implications of hybrid work in Indonesia are likely to be shaped by broader socio-cultural and organizational characteristics. In a context commonly characterized by relatively high power distance and strong collectivist values, workplace relationships tend to be more hierarchical and relational, which may influence how flexibility, supervisory support, and expectations of availability are experienced in everyday work settings (Hofstede, 2001). These contextual dynamics suggest that the consequences of hybrid work for employee wellbeing cannot be assumed to mirror findings from Western settings and therefore require closer empirical examination in the Indonesian context (Wang et al., 2021).

Research on flexible and remote work indicates that while such arrangements may enhance perceived autonomy, they can also introduce new forms of pressure related to role expectations, intensified communication demands, and the blurring of boundaries between work and family life (Allen et al., 2015; Wang et al., 2021). In contexts such as Indonesia, where workplace relations are often shaped by hierarchical structures and strong relational norms, these dynamics are likely to be further intensified. Supervisor–subordinate interactions are embedded in patterns of authority and social obligation, which may influence how support is perceived, enacted, and negotiated in everyday work practices (Hofstede, 2001). As a result, the role of supervisor support in shaping employee wellbeing cannot be understood as a uniform mechanism, but rather as a context-dependent process that is closely linked to how employees manage work–life boundaries within hybrid work environments.

Despite the growing body of research on hybrid and flexible work, several important gaps remain. First, much of the existing literature has been developed in Western contexts, with limited attention to how hybrid work is experienced across diverse socio-cultural settings, where variations in authority structures, relational norms, and expectations of work may significantly shape employees' experiences (Wang et al., 2021; Hofstede, 2001). Second, prior studies have largely examined work–life balance and supervisor support as independent predictors of employee wellbeing, offering limited insight into how these factors operate as interconnected mechanisms within hybrid work environments. This limitation is particularly salient in contexts characterized by strong hierarchical and relational dynamics, such as Indonesia, where the meaning and enactment of support are often embedded in patterns of authority and social obligation. Addressing these gaps, this study examines employee wellbeing in hybrid work environments by focusing on the roles of work–life balance and supervisor support in the Indonesian context. By linking individual boundary management with organizational support mechanisms, this study develops a more integrated account of how employee wellbeing is shaped under hybrid work arrangements.

This study makes several contributions. Empirically, it extends the evidence base on hybrid work by examining employee wellbeing in an underexplored socio-cultural context. Theoretically, it advances an integrative perspective that conceptualizes work–life balance and supervisor support as mutually reinforcing processes rather than isolated predictors of wellbeing. Practically, the findings provide insights for organizations seeking to design hybrid work systems that not only enhance flexibility but also sustain employee wellbeing through context-sensitive supervisory practices.

LITERATURE REVIEW

Employee Wellbeing

Employee wellbeing is widely recognized as a multidimensional construct reflecting the quality of individuals' psychological functioning and overall experience within the work context. Rather than being limited to the absence of strain, it encompasses a holistic condition that includes affective experiences, cognitive evaluations, and broader psychological functioning, such as job satisfaction, mental health, and relational quality at work (Danna & Griffin, 1999; Grant et al., 2007).

From a theoretical standpoint, employee wellbeing is commonly understood through the integration of hedonic and eudaimonic perspectives. The hedonic approach emphasizes positive affect and the minimization of negative experiences, whereas the eudaimonic perspective highlights meaning, personal growth, and self-realization as central to human functioning (Ryan & Deci, 2001). In organizational contexts, these dimensions operate in conjunction, suggesting that wellbeing reflects both how employees feel and how they function within their roles.

In hybrid work environments, the nature of employee wellbeing becomes more complex due to the reconfiguration of work boundaries and expectations. The integration of remote and on-site work alters temporal and spatial structures, requiring employees to navigate shifting demands, autonomy, and connectivity. As a result, wellbeing is not solely determined by individual adaptation, but by how work demands and organizational resources are structured and experienced (Wang et al., 2021).

The Job Demands–Resources (JD-R) model provides a comprehensive framework for explaining these dynamics. The model posits that employee wellbeing is shaped by the balance between job demands, defined as aspects of work that require sustained effort and are associated with psychological costs, and job resources, which facilitate goal attainment, reduce demands, and promote growth and motivation (Bakker & Demerouti, 2007). Excessive job demands may lead to strain and diminished wellbeing, whereas sufficient job resources foster motivation, engagement, and positive work-related states. Within this framework, employee wellbeing in hybrid work settings can be understood as the outcome of the interaction between evolving work demands and the availability of supportive resources. This perspective underscores that sustaining wellbeing depends not only on individual coping strategies but also on how organizational structures and relationships enable employees to effectively manage work-related demands.

Work–Life Balance (Boundary Theory)

Work–life balance refers to the extent to which individuals are able to effectively manage and negotiate the demands of work and non-work domains in a manner that is both sustainable and subjectively satisfactory (Greenhaus & Allen, 2011). Rather than representing a fixed state, work–life balance is better understood as a dynamic process shaped by how individuals construct and manage boundaries between different life domains.

Boundary theory provides a central framework for explaining this process. The theory posits that individuals actively create, maintain, and adjust boundaries between work and personal life, which may vary in terms of strength, flexibility, and permeability (Ashforth et al., 2000). These boundaries exist along a continuum from segmentation, where work and non-work domains are clearly separated, to integration, where roles are blended across domains. The degree of boundary permeability determines how easily elements from one domain intrude into another, thereby shaping the level of role interference or enrichment experienced by individuals.

In hybrid work environments, boundary management becomes increasingly complex. The combination of remote and on-site work weakens traditional spatial and temporal boundaries, resulting in higher levels of boundary permeability and more frequent role transitions across domains. While such conditions may enhance flexibility, they also increase the likelihood of role conflict, interruptions, and difficulties in psychological detachment from work (Derks et al., 2014; Wang et al., 2021).

From this perspective, work–life balance functions as a key mechanism through which hybrid work influences employee wellbeing. Effective boundary management enables individuals to regulate role transitions, maintain recovery processes, and reduce cross-domain strain. Conversely, highly permeable or weak boundaries may intensify role conflict and undermine wellbeing.

Importantly, boundary management is not solely determined by individual preferences. Organizational structures, communication norms, and managerial expectations play a crucial role in shaping how boundaries are enacted in practice (Kossek et al., 2012). In hybrid work contexts, where expectations of availability and responsiveness are often less clearly defined, the ability to achieve work–life balance is closely linked to the broader organizational environment.

Supervisor Support (Job Resource – JD-R)

Supervisor support constitutes a critical job resource that shapes how employees interpret and respond to work demands. It refers to employees' perceptions that their supervisors value their contributions and care about their wellbeing, and is commonly conceptualized as a key component of perceived organizational support (Eisenberger et al., 2002). As a proximal and relational form of support, supervisors play a central role in translating organizational expectations into everyday work practices.

Within the Job Demands–Resources (JD-R) framework, supervisor support functions as a core job resource that both buffers the negative effects of job demands and facilitates motivational processes that enhance employee wellbeing (Bakker & Demerouti, 2007). Job resources enable employees to cope with work-related pressures, reduce psychological strain, and sustain engagement. In hybrid work contexts, where employees face increased boundary permeability, role ambiguity, and evolving expectations, supportive supervision becomes particularly important in helping employees navigate these demands.

A more specific form of supervisor support is captured in family-supportive supervisor behaviors (FSSB), which reflect supervisors' actions that assist employees in managing the interface between work and non-work domains (Hammer et al., 2009). These behaviors include emotional support, instrumental assistance, role modeling, and creative work–family management. Such forms of support are especially relevant in hybrid work settings, where employees must continuously negotiate boundaries across domains.

From a boundary management perspective, supervisor support not only functions as a direct resource but also operates as an enabling condition that shapes how employees manage work–life boundaries. Supportive supervisors may legitimize flexibility, regulate expectations of availability, and reduce role conflict, thereby facilitating more effective boundary management (Kossek et al., 2012). Through this mechanism, supervisor support contributes to employee wellbeing both directly and indirectly by enhancing work–life balance.

In socio-cultural contexts characterized by hierarchical and relational workplace dynamics, such as Indonesia, the influence of supervisor support may be further intensified. Supervisors often act as key authority figures whose expectations and behaviors strongly shape employees' work experiences and interpretations of support. Consequently, the effectiveness of supervisor support depends not only on its availability but also on how it is enacted and perceived within specific organizational and cultural contexts.

Supervisor support can be conceptualized as a central job resource within hybrid work environments, influencing employee wellbeing through both motivational processes and its role in enabling effective work–life boundary management.

Hypothesis Development

Building on the theoretical framework, this study conceptualizes employee wellbeing as an outcome shaped by the interplay between job demands and job resources within hybrid work environments. Drawing on the Job Demands–Resources (JD-R) model and boundary theory, work–life balance is positioned as a boundary management mechanism, while supervisor support is conceptualized as a key job resource that enables employees to manage work-related demands more effectively.

Work–Life Balance and Employee Wellbeing

From a boundary theory perspective, work–life balance reflects individuals' ability to regulate boundaries between work and non-work domains. Effective boundary management reduces role conflict, supports psychological detachment, and facilitates recovery processes, all of which are essential for maintaining employee wellbeing (Greenhaus & Allen, 2011; Derks et al., 2014). In hybrid work contexts, where boundaries are more permeable and less clearly defined, the ability to maintain work–life balance becomes increasingly critical. Employees who are able to manage cross-domain demands effectively are more likely to experience lower strain and higher levels of psychological wellbeing.

H1: Work–life balance positively affects employee wellbeing.

Supervisor Support and Employee Wellbeing

Within the JD-R framework, supervisor support represents a key job resource that directly contributes to employee wellbeing. Supportive supervisors provide guidance, emotional support, and clarity, which help reduce uncertainty and psychological strain while fostering engagement and motivation (Bakker & Demerouti, 2007; Eisenberger et al., 2002). In hybrid work environments, where employees face increased autonomy alongside evolving expectations, supervisor support becomes particularly important in sustaining wellbeing.

H2: Supervisor support positively affects employee wellbeing.

Supervisor Support and Work–Life Balance

Supervisor support also plays a critical role in shaping employees' ability to manage work–life boundaries. Through practices such as flexibility, sensitivity to non-work responsibilities, and the regulation of availability expectations, supervisors enable more effective boundary management (Hammer et al., 2009; Kossek et al., 2012). In hybrid work settings, where boundary conditions are less stable, such support helps reduce role interference and supports the maintenance of work–life balance.

H3: Supervisor support positively affects work–life balance.

The Mediating Role of Work–Life Balance

Integrating the Job Demands–Resources (JD-R) model and boundary theory, work–life balance can be understood as a key mechanism linking supervisor support to employee wellbeing (Bakker & Demerouti, 2007; Kossek et al., 2012). Within the JD-R framework,

supervisor support functions as a job resource that enables employees to better cope with work-related demands, while boundary theory explains how such resources facilitate more effective management of work–life boundaries.

Supportive supervisory practices, including flexibility, understanding of non-work responsibilities, and the regulation of availability expectations, help reduce role conflict and support clearer boundary management (Hammer et al., 2009). Through this process, employees are better able to maintain work–life balance, particularly in hybrid work environments where boundaries are more permeable and less structured.

In turn, effective work–life balance contributes to employee wellbeing by reducing cross-domain strain, supporting psychological detachment, and facilitating recovery processes (Greenhaus & Allen, 2011; Derks et al., 2014). This indicates that supervisor support enhances wellbeing not only directly as a job resource but also indirectly by enabling employees to manage work–life boundaries more effectively.

These theoretical perspectives suggest that work–life balance operates as a mediating mechanism through which supervisor support influences employee wellbeing.

H4: Work–life balance mediates the relationship between supervisor support and employee wellbeing.

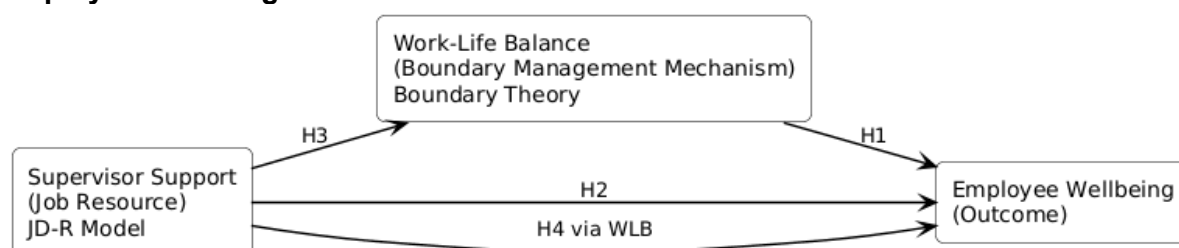


Figure 1. Conceptual Framework

The conceptual framework illustrates the proposed relationships among supervisor support, work–life balance, and employee wellbeing in hybrid work environments. Drawing on the Job Demands–Resources (JD-R) model and boundary theory, supervisor support is positioned as a job resource, work–life balance as a boundary-management mechanism, and employee wellbeing as the outcome. The framework also proposes the mediating role of work–life balance in the relationship between supervisor support and employee wellbeing

RESEARCH METHOD

Research Design

This study adopts a quantitative research design to examine the relationships between supervisor support, work–life balance, and employee wellbeing within hybrid work environments. A cross-sectional survey approach was employed to capture employees' perceptions of their work experiences at a specific point in time. Such a design is widely used in organizational research to test theoretically derived relationships among latent constructs.

The use of a cross-sectional design is appropriate for this study as it enables the examination of structural relationships and mediation effects within a theoretically grounded model (Creswell & Creswell, 2018). Given that the study is based on the integration of the Job Demands–Resources (JD-R) model and boundary theory, the quantitative approach allows for empirical testing of hypothesized relationships between job resources, boundary management mechanisms, and employee wellbeing.

Furthermore, the proposed model involves multiple interrelated constructs and mediation effects, which require simultaneous estimation of relationships. Therefore, a quantitative design combined with Structural Equation Modeling (SEM) provides an appropriate analytical framework for assessing both direct and indirect effects among latent variables (Hair et al., 2019).

Sample and Data Collection

The study targets employees working under hybrid work arrangements in Indonesia, particularly within urban and knowledge-intensive sectors where such arrangements are more prevalent. A purposive sampling technique was employed to ensure that respondents met specific inclusion criteria relevant to the research objectives (Patton, 2015). The criteria included: (1) currently engaged in hybrid work (a combination of remote and on-site work), (2) having at least six months of tenure in their current organization, and (3) reporting directly to a supervisor.

Data were collected through a structured online questionnaire distributed via professional and organizational networks. This approach enabled access to respondents who meet the characteristics of hybrid workers while ensuring efficiency in data collection across geographically dispersed locations.

A minimum sample size of 200 respondents was targeted to meet the requirements of structural equation modeling. This threshold is consistent with recommended guidelines for SEM, which suggest that sample sizes above 200 provide adequate statistical power and stable parameter estimates for models with moderate complexity (Hair et al., 2019). Accordingly, this study aims to obtain a final sample within the range of 200–250 respondents, ensuring robustness in model estimation and hypothesis testing. Participation in the study was voluntary, and respondents were informed about the purpose of the research. Confidentiality and anonymity were ensured throughout the data collection process.

Measurement

All constructs in this study were measured using established scales adapted and refined based on prior validated measures in the literature to ensure validity and reliability. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All measurement items were contextually adapted to reflect hybrid work arrangements through minor wording adjustments while preserving their original conceptual meaning.

Employee Wellbeing

Employee wellbeing was measured using a multi-item scale capturing affective and psychological dimensions of employees' experiences at work. The measurement was adapted and refined based on prior literature on workplace wellbeing (Danna & Griffin, 1999; Grant et al., 2007). The construct was operationalized using 5 items.

Work–Life Balance

Work–life balance was assessed using a multi-item scale reflecting individuals' ability to manage boundaries between work and personal life. The measurement was adapted from established work–family balance literature (Greenhaus & Allen, 2011) and operationalized using 4 items.

Supervisor Support

Supervisor support was measured using items derived from perceived supervisor support and family-supportive supervisor behaviors (FSSB), capturing emotional,

instrumental, and work–family-related support (Eisenberger et al., 2002; Hammer et al., 2009). The construct was measured using 5 items.

Prior to data collection, all items were reviewed and refined to ensure clarity, contextual relevance, and content validity in hybrid work settings. The measurement model was subsequently evaluated for reliability and validity, including internal consistency, convergent validity, and discriminant validity, as part of the structural equation modeling procedure.

The full list of measurement items is presented in Table 1.

Table 1. Measurement Items

Construct	Code	Item	Source
Employee Wellbeing	EW1	I feel positive about my work	Danna & Griffin (1999); Grant et al. (2007)
	EW2	I experience a sense of wellbeing in my job	
	EW3	I feel satisfied with my work experience	
	EW4	I feel emotionally positive while working	
	EW5	My work contributes to my overall wellbeing	
Work–Life Balance	WLB1	I am able to balance my work and personal responsibilities	Greenhaus & Allen (2011)
	WLB2	My work does not interfere excessively with my personal life	
	WLB3	I can manage both work and personal demands effectively	
	WLB4	I have sufficient time for my personal life	
Supervisor Support	SS1	My supervisor supports me in balancing work and personal responsibilities	Eisenberger et al. (2002); Hammer et al. (2009)
	SS2	My supervisor shows concern for my wellbeing	
	SS3	My supervisor is understanding when I have personal needs	
	SS4	My supervisor provides support to help me manage my work	
	SS5	My supervisor allows flexibility when needed	

Note: All items were adapted and contextually refined for hybrid work environments. Responses were measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software to test both the measurement model and the structural relationships among constructs. PLS-SEM is appropriate for this study due to its suitability for predictive research, its ability to handle complex models with multiple constructs, and its robustness with relatively moderate sample sizes (Hair et al., 2019). The analysis was conducted in two stages. First, the measurement model was evaluated to assess reliability and validity. Indicator reliability was assessed through outer loadings, with values of 0.70 or higher considered acceptable. Internal consistency reliability was

examined using Cronbach’s alpha and composite reliability (CR), with threshold values above 0.70. Convergent validity was assessed using average variance extracted (AVE), with values exceeding 0.50 indicating adequate convergence. Discriminant validity was evaluated using the heterotrait–monotrait ratio (HTMT), with values below 0.85 indicating satisfactory discriminant validity (Henseler et al., 2015).

Second, the structural model was assessed to examine the hypothesized relationships among constructs. This included evaluating path coefficients, their statistical significance, and the explained variance (R^2) of endogenous variables. Collinearity issues were assessed using variance inflation factor (VIF), with values below 5 indicating no critical multicollinearity.

The significance of path coefficients and indirect effects was tested using a bootstrapping procedure with 5,000 resamples, providing robust estimates of standard errors and confidence intervals. Mediation effects were evaluated by examining the significance of indirect effects, following recommended procedures in PLS-SEM analysis (Hair et al., 2019).

RESULTS

Respondent Profile

A total of 200 valid responses were included in the analysis. The respondents consisted of employees working under hybrid work arrangements across various industries in Indonesia, with a notable concentration in urban and knowledge-intensive sectors.

The sample shows a relatively balanced gender distribution, with 52.0% male and 48.0% female respondents. Most respondents were in the age range of 26–40 years, indicating that the sample is dominated by employees in their productive working years.

In terms of organizational tenure, the majority of respondents had worked between one and five years, suggesting that they possess sufficient experience to evaluate hybrid work practices and their implications for wellbeing.

Regarding hybrid work intensity, most respondents reported working remotely between two and four days per week. This indicates that respondents are not occasional but regular participants in hybrid work arrangements.

Overall, the respondent profile confirms that the dataset is appropriate for examining employee wellbeing in hybrid work environments.

Table 2. Respondent Demographic and Work-Related Characteristics (N = 200)

Category	Group	Frequency	Percentage (%)
Gender	Male	104	52.0
	Female	96	48.0
Age	21–25	26	13.0
	26–30	62	31.0
	31–40	74	37.0
	> 40	38	19.0
Tenure	<1 year	22	11.0
	1–3 years	86	43.0
	3–5 years	54	27.0
	>5 years	38	19.0
Remote Work	1 day	24	12.0
	2 days	58	29.0
	3 days	64	32.0

	4 days	36	18.0
	5 days	18	9.0

Measurement Model Evaluation

Reliability and Convergent Validity

The reliability and convergent validity of the constructs were assessed using Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). As presented in Table 3, Cronbach's alpha values range from 0.85 to 0.90, while composite reliability values range from 0.89 to 0.92, exceeding the recommended threshold of 0.70. These results indicate strong internal consistency across all constructs.

Furthermore, AVE values range from 0.66 to 0.69, exceeding the threshold of 0.50, confirming that each construct explains more than half of the variance of its indicators. These findings demonstrate that the measurement model satisfies the requirements for reliability and convergent validity.

Table 3. Reliability and Convergent Validity

Construct	Cronbach's Alpha	CR	AVE
Employee Wellbeing	0.88	0.91	0.67
Work–Life Balance	0.85	0.89	0.66
Supervisor Support	0.90	0.92	0.69

Indicator Reliability

Indicator reliability was assessed through outer loadings. As shown in Table 4, all indicators have loadings above the minimum threshold of 0.70, ranging from 0.71 to 0.87. This variation indicates that while some indicators contribute more strongly than others, all remain within acceptable limits and were therefore retained in the model.

Table 4. Outer Loadings

Construct	Item	Loading
Employee Wellbeing	EW1	0.74
	EW2	0.81
	EW3	0.87
	EW4	0.72
	EW5	0.79
Work–Life Balance	WLB1	0.73
	WLB2	0.84
	WLB3	0.86
	WLB4	0.71
Supervisor Support	SS1	0.78
	SS2	0.85
	SS3	0.83
	SS4	0.80
	SS5	0.75

Discriminant Validity

Discriminant validity was assessed using HTMT. As shown in Table 5, all values range between 0.67 and 0.72, below the threshold of 0.85. These results confirm that the constructs are empirically distinct and capture different conceptual dimensions.

Table 5. Discriminant Validity (HTMT)

Constructs	EW	WLB	SS
EW	–		
WLB	0.72	–	
SS	0.67	0.69	–

Common Method Bias

Full collinearity VIF values were assessed, and all values were below 3.3, indicating that common method bias is not a significant concern in this study.

Structural Model Evaluation

Collinearity Assessment

All VIF values range from 1.00 to 1.39, indicating no multicollinearity issues.

Table 6. Collinearity Assessment (VIF)

Path	VIF
SS → WLB	1.00
WLB → EW	1.39
SS → EW	1.39

Direct Effects and Hypothesis Testing

The structural relationships were evaluated using bootstrapping. The results are presented in Table 7. Work–life balance has a significant positive effect on employee wellbeing ($\beta = 0.46$, $t = 6.12$, $p < 0.001$), supporting H1. Supervisor support also significantly influences employee wellbeing ($\beta = 0.31$, $t = 4.25$, $p < 0.001$), supporting H2.

Furthermore, supervisor support has a strong positive effect on work–life balance ($\beta = 0.53$, $t = 8.47$, $p < 0.001$), supporting H3. The structural model with standardized path coefficients is presented in Figure 2.

Table 7. Direct Effects and Hypothesis Testing

Hypothesis	Path	β	t	p	f ²	Result
H1	WLB → EW	0.46	6.12	< 0.001	0.26	Supported
H2	SS → EW	0.31	4.25	< 0.001	0.14	Supported
H3	SS → WLB	0.53	8.47	< 0.001	0.39	Supported

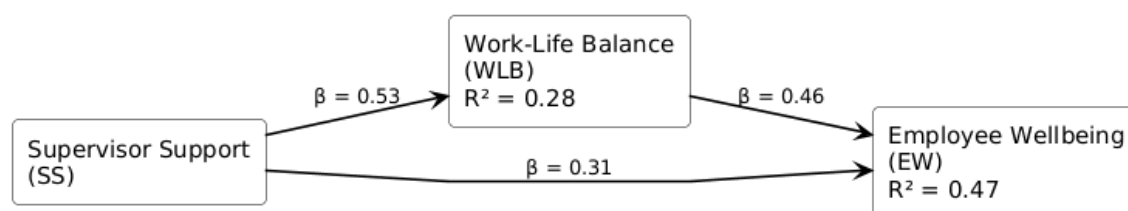


Figure 2. Structural Model Results

Figure 2 illustrates that supervisor support influences employee wellbeing both directly and indirectly through work–life balance, confirming the mediating mechanism proposed in the model.

Mediation Effect

The mediating role of work–life balance was assessed using bootstrapping. The indirect effect of supervisor support on employee wellbeing through work–life balance is significant ($\beta = 0.24$, $t = 5.18$, $p < 0.001$). Therefore, H4 is supported. Since both direct and indirect effects are significant, the results indicate partial mediation.

Table 8. Indirect Effect and Mediation Test

Hypothesis	Path	β	t	p	Result
H4	SS → WLB → EW	0.24	5.18	< 0.001	Supported

Explained Variance (R^2)

The model explains 28% of the variance in work–life balance and 47% of the variance in employee wellbeing, indicating moderate explanatory power.

Table 9. Explained Variance (R^2)

Variable	R^2
Work–Life Balance	0.28
Employee Wellbeing	0.47

Predictive Relevance (Q^2)

All Q^2 values are above zero, indicating predictive relevance of the model.

Table 10. Predictive Relevance (Q^2)

Variable	Q^2
Work–Life Balance	0.17
Employee Wellbeing	0.29

Model Fit

The SRMR value is 0.064, indicating acceptable model fit.

All hypotheses (H1–H4) are supported. The results demonstrate that employee wellbeing in hybrid work environments is shaped by both individual boundary management (work–life balance) and organizational resources (supervisor support), with work–life balance acting as a partial mediator.

DISCUSSION

This study set out to examine how employee wellbeing is shaped within hybrid work environments by analyzing the roles of work–life balance and supervisor support in the Indonesian context. Overall, the findings provide consistent empirical support for all proposed hypotheses (H1–H4) and demonstrate that the relationships among these variables operate as an interconnected system rather than as isolated effects.

The results show that work–life balance has a positive and significant effect on employee wellbeing ($\beta = 0.46$, $p < 0.001$), thereby supporting H1. This finding is consistent with prior research emphasizing the importance of managing work–family demands (Greenhaus & Allen, 2011; Derks et al., 2014), but it also extends the literature by repositioning work–life balance as a central mechanism in hybrid work environments rather than a secondary outcome. In hybrid work settings, the spatial and temporal boundaries between work and non-work domains are reconfigured, making boundary management a critical condition for wellbeing. As such, wellbeing is not an automatic consequence of flexibility, but depends on the extent to which individuals are able to regulate boundary permeability and role transitions (Ashforth et al., 2000; Clark, 2000).

This finding challenges the dominant assumption that hybrid work inherently enhances wellbeing through increased autonomy (Gajendran & Harrison, 2007). Instead, flexibility may simultaneously introduce new forms of demand, including boundary blurring, extended availability, and role interference (Wang et al., 2021). Under these conditions, work–life balance emerges not as a by-product of flexible work arrangements, but as a necessary condition for sustaining wellbeing.

The findings further indicate that supervisor support has a positive and significant direct effect on employee wellbeing ($\beta = 0.31, p < 0.001$), thereby supporting H2. This result aligns with the Job Demands–Resources (JD-R) model, which conceptualizes supervisor support as a key job resource that reduces strain and enhances motivation (Bakker & Demerouti, 2007). However, the relatively smaller magnitude of this effect compared to work–life balance suggests that supervisor support alone does not fully account for variations in employee wellbeing. Its impact appears to be contingent upon how it is translated into employees' everyday experiences, particularly in contexts where work arrangements are flexible and less structurally defined.

More importantly, supervisor support demonstrates a strong and significant effect on work–life balance ($\beta = 0.53, p < 0.001$), supporting H3 and representing the strongest relationship in the model. This finding shifts the understanding of supervisor support from a purely supportive resource to a boundary-structuring mechanism. In hybrid work environments, where formal rules governing availability and responsiveness are often ambiguous, supervisors play a critical role in shaping implicit expectations through communication patterns, workload allocation, and behavioral norms. This extends prior research on family-supportive supervisory behaviors (Hammer et al., 2009; Kossek et al., 2012) by demonstrating that supervisor support does not merely alleviate strain but actively defines the conditions under which work–life balance is possible.

The mediation analysis further reinforces this interpretation. The indirect effect of supervisor support on employee wellbeing through work–life balance is positive and significant ($\beta = 0.24, p < 0.001$), thereby supporting H4 and indicating partial mediation. This result shows that supervisor support operates through two complementary pathways. First, it directly enhances employees' psychological experience. Second, and more critically, it indirectly influences wellbeing by shaping employees' ability to manage work–life boundaries. This dual mechanism highlights that organizational resources do not simply produce outcomes; they structure the processes through which those outcomes emerge. In this case, work–life balance functions as the mechanism that translates supervisor support into employee wellbeing.

These findings suggest that employee wellbeing in hybrid work environments is best understood as a process shaped by the interaction between organizational resources and boundary management mechanisms. Supervisor support does not independently determine wellbeing; rather, its strongest influence lies in shaping the conditions under which work–life balance can be achieved. In turn, work–life balance functions as the immediate determinant of wellbeing. This indicates that hybrid work outcomes are not driven by flexibility per se, but by how flexibility is structured and managed within organizational contexts.

The explanatory power of the model ($R^2 = 0.47$ for employee wellbeing) further suggests that while work–life balance and supervisor support are important, they do not fully capture the complexity of wellbeing in hybrid work environments. Consistent with the JD-R framework, wellbeing is shaped by multiple interacting demands and resources (Bakker & Demerouti, 2007). Factors such as workload, digital intensity, job design, and individual boundary preferences may also play important roles and should be considered in future research.

These findings must also be interpreted within the Indonesian socio-cultural context, which is characterized by relatively high power distance and strong relational norms (Hofstede, 2001). In such contexts, supervisors occupy a central role not only in task coordination but also in shaping social expectations. Employees' ability to disengage from work is therefore not solely a matter of individual choice but is closely tied to

perceived supervisory expectations and relational dynamics. This may explain the strong effect of supervisor support on work–life balance observed in this study.

Importantly, this context reveals a structural tension within hybrid work arrangements. While hybrid work formally introduces flexibility, it does not necessarily reduce hierarchical control. Instead, control may become less visible but more pervasive, operating through expectations of responsiveness and digital presence. Under these conditions, supervisor support becomes the determining factor in whether flexibility functions as a resource or as an additional demand.

This study contributes to the literature by extending hybrid work research beyond Western contexts, advancing theoretical integration between the JD-R model and boundary theory, and reframing hybrid work as a conditional system rather than an inherently beneficial arrangement. The central insight is that employee wellbeing in hybrid work environments is not determined by flexibility itself, but by how boundaries are governed. Hybrid work creates the possibility of flexibility, but whether this possibility translates into wellbeing depends on how organizational support shapes boundary management processes

CONCLUSION

This study demonstrates that employee wellbeing in hybrid work environments cannot be adequately explained by the mere presence of flexibility. Rather, wellbeing is fundamentally shaped by how work–life boundaries are constructed, negotiated, and sustained within organizational contexts. The findings confirm that work–life balance plays a central and substantive role in determining employee wellbeing, while supervisor support functions as a critical enabling resource that enhances employees' capacity to maintain such balance.

Empirically, the results show that work–life balance exerts the strongest influence on employee wellbeing, indicating that the ability to regulate boundaries between work and personal life constitutes a core condition for wellbeing in hybrid work settings. In contrast, supervisor support contributes both directly and indirectly to employee wellbeing, with a significant portion of its influence operating through work–life balance. This pattern highlights that the role of supervisor support extends beyond immediate interpersonal support and is closely linked to how employees are able to structure and manage boundaries in their everyday work practices.

From a theoretical perspective, this study advances the integration of the Job Demands–Resources (JD-R) model and boundary theory by demonstrating that work–life balance operates as a key mediating mechanism through which job resources are translated into wellbeing outcomes. The findings move beyond viewing job resources and boundary management as separate domains and instead show that organizational resources actively shape the conditions under which boundary regulation occurs. This contributes to a more process-oriented understanding of employee wellbeing, in which outcomes are produced through dynamic interactions between organizational support and boundary management practices.

From a practical standpoint, the findings suggest that organizations should not assume that hybrid work arrangements inherently enhance employee wellbeing. Rather, the effectiveness of hybrid work depends on how it is enacted through managerial practices and embedded within organizational norms. Supervisor support emerges as a strategic lever, particularly in shaping expectations of availability, responsiveness, and work intensity. Organizations should therefore prioritize the development of supervisory

capabilities that support effective boundary management, including setting clear expectations, enabling flexibility without reinforcing implicit work demands, and legitimizing employees' need for psychological detachment from work.

This study is subject to several limitations. First, the cross-sectional design limits causal inference, and the relationships identified should therefore be interpreted as associative rather than strictly causal. Second, the model focuses on selected constructs and does not incorporate other potentially relevant factors, such as job demands, digital workload, and individual boundary management preferences, which may further explain variations in employee wellbeing. Third, the study is situated within the Indonesian socio-cultural context, where hierarchical and relational dynamics may influence how supervisor support is perceived and enacted, thereby limiting the direct generalizability of the findings to other contexts.

Future research should address these limitations by employing longitudinal designs to capture the dynamic nature of boundary management processes, incorporating a broader range of job demands and resources, and conducting cross-cultural comparisons to examine how hybrid work operates across different institutional and cultural settings. In particular, further research is needed to explore how evolving digital work practices and organizational expectations reshape boundary conditions and influence employee wellbeing over time.

In conclusion, this study underscores that hybrid work is neither inherently beneficial nor detrimental to employee wellbeing. Its outcomes depend on how work–life boundaries are governed and supported within organizations. Employee wellbeing in hybrid work environments should therefore be understood as a processual and relational outcome, shaped by the interaction between individual boundary management and the quality of supervisory and organizational support

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