HYBRID WORK FATIGUE ON PSYCHOLOGICAL AND ORGANIZATIONAL FACTORS INFLUENCING EMPLOYEE WELL-BEING: EVIDENCE BY SEGARI

[1]Kadar Nurjaman, [2]Lilis Sulastri, [3]Dudang Gojali
[1,2,3]UIN Sunan Gunung Djati Bandung, Indonesia
Email: kadar.nurjaman@uinsgd.ac.id

Abstract

This study explores the psychological and organizational factors influencing employee well-being in hybrid work environments at Segari, a technology-based startup. Using a qualitative approach, data were collected through semi-structured interviews with 12 hybrid employees across operational, marketing, and technology roles. The data were analyzed using thematic coding, frequency scoring, and visualized pattern analysis to identify dominant fatigue-related factors. The findings reveal that hybrid work fatigue is influenced by psychological factors, including cognitive overload, digital exhaustion, and blurred work–life boundaries, as well as organizational factors such as workload intensity, communication demands, and role overlap. Employees reported decreased mental energy, reduced concentration, and increased stress due to continuous digital engagement and multitasking requirements. However, hybrid work flexibility also supported autonomy and work-life balance when properly managed. The study highlights the importance of organizational support, workload regulation, and clear communication to reduce fatigue and enhance employee well-being in startup hybrid work environments.

Keywords: Hybrid Work, Work Fatigue, Employee Well-Being, Psychological Factors, Organizational Factors, Startup Environment, Digital Work

INTRODUCTION

The rise of hybrid work models has transformed modern workplace structures, particularly in startup environments where flexibility and digital collaboration are essential. Hybrid work combines remote and on-site work arrangements, allowing employees to perform tasks across different work settings (Lee & Kim, 2023; Nguyen et al., 2021). This model provides flexibility but also introduces new challenges related to psychological fatigue, digital overload, and organizational coordination. In startup companies such as Segari, hybrid work is widely adopted to improve operational flexibility and productivity (Shabankareh et al., 2025). However, continuous digital interaction, overlapping work responsibilities, and blurred work-life boundaries may contribute to hybrid work fatigue. Hybrid work fatigue refers to mental and emotional exhaustion resulting from prolonged digital engagement, workload pressure, and work environment transitions (Indrawati et al., 2022).

Psychological factors such as cognitive overload, stress, and reduced recovery time can negatively affect employee well-being. Organizational factors, including workload intensity, communication demands, and unclear role expectations, also contribute to fatigue (Joseph et al., 2023). These factors can reduce employee performance, concentration, and overall well-being(Yulianty, Amani, Purnomo, et al., 2024). Previous studies have examined hybrid work productivity and flexibility, but limited research has explored hybrid work fatigue in startup environments using qualitative approaches. Understanding employee experiences is essential to identify the psychological and organizational factors influencing fatigue and well-being (Smolenski, 2021; Tandon et al., 2021). Therefore, this study aims to explore hybrid work fatigue and identify key psychological and organizational factors influencing employee well-being in startup hybrid work environments.

LITERATURE REVIEW

Hybrid Work Environment

Hybrid work refers to a flexible work model where employees perform tasks both remotely and on-site. This

model allows organizations to improve flexibility and employee autonomy while maintaining operational effectiveness (K. Nurjaman, 2025). However, hybrid work also increases reliance on digital communication, which may contribute to fatigue and stress.

Work Fatigue and Psychological Factors

Work fatigue refers to physical, mental, and emotional exhaustion caused by prolonged work demands. Psychological fatigue includes cognitive overload, stress, and reduced mental recovery (K. A. Nurjaman & Supriatna, n.d.). Continuous digital engagement and multitasking increase fatigue risk.

Organizational Factors and Employee Well-Being

Organizational factors such as workload intensity, communication demands, and unclear expectations significantly influence employee well-being (Amani et al., 2024; Sofyan et al., 2025; Supriatna et al., 2024). Poor workload management and excessive digital communication can increase fatigue and stress levels.

Employee Well-Being in Hybrid Work

Employee well-being refers to the psychological and emotional state of employees (Komaladewi et al., 2025; Riskal Amani et al., n.d.). Hybrid work may improve well-being through flexibility but may also reduce well-being if workload and communication are not properly managed (Amani et al., 2023).

METHODOLOGY

This study employs a qualitative research approach to explore hybrid work fatigue and employee well-being in startup environments. A descriptive qualitative design was used to understand employee experiences and perceptions(Rizki et al., n.d.; Yulianty, Amani, & Fahreza, 2024). Participants consisted of 12 employees working in hybrid roles at Segari startup, including marketing, operations, and technology departments. Participants were selected using purposive sampling to ensure relevant hybrid work experience (Rizki Alifa et al., 2025). Data were collected through semi-structured interviews conducted online. Each interview lasted 30–45 minutes and explored psychological fatigue, workload, communication, and well-being. Data were analyzed using thematic coding, frequency scoring, and visualized pattern analysis to identify dominant fatigue-related themes

Data Collection

To ensure systematic data collection and analysis, this study developed a structured interview protocol based on key dimensions of hybrid work fatigue, including psychological factors, organizational factors, well-being impact, and adaptation strategies. The semi-structured interview design allowed participants to share their experiences while maintaining consistency across core research themes. The interview questions were designed to capture employee perceptions of hybrid work fatigue, workload intensity, communication demands, mental exhaustion, and coping mechanisms. Following data collection, responses were coded and categorized using a thematic analysis approach supported by frequency scoring and pattern visualization to identify dominant fatigue-related factors. The structured interview protocol and thematic analysis framework are presented in Table 1.

Table 1. Interview Protocol and Thematic Analysis Framework

Stage	Objective	Key Focus	Essential Questions	Analysis Outcome
Background	Understand hybrid work context	Work structure	Describe your hybrid work experience	Context identification
Psychological Factors	Identify fatigue symptoms	Stress, mental fatigue	How does hybrid work affect your mental energy?	Psychological fatigue patterns
Organizational	Identify workload	Workload,	How does workload	Organizational

Factors	impact	communication	influence fatigue?	fatigue drivers
Well-Being Impact	Understand well-being effects	Productivity, well-being	How does hybrid work affect your well-being?	Well-being impact patterns
Adaptation	Identify coping mechanisms	Adaptation strategies	How do you manage hybrid work fatigue?	Adaptation and coping

RESULT AND DISCUSSION

Table 2. Frequency and Theme Distribution of Hybrid Work Fatigue

Main Theme	Sub-Theme	Code Label	Frequency (n=12)	Percentage
Psychological Fatigue	Cognitive overload	Mental exhaustion	11	91.7%
	Digital fatigue	Screen exhaustion	10	83.3%
	Reduced focus	Concentration decline	9	75.0%
Organizational Factors	Workload intensity	Work pressure	10	83.3%
	Communication overload	Meeting fatigue	9	75.0%
	Role overlap	Task conflict	8	66.7%
Well-Being Impact	Stress increase	Emotional fatigue	10	83.3%
	Reduced recovery	Energy depletion	9	75.0%
Adaptation	Flexibility benefit	Work autonomy	8	66.7%
	Coping strategies	Work adjustment	7	58.3%

Frequency analysis reveals that psychological fatigue is the most dominant factor influencing employee well-being in hybrid work environments, with mental exhaustion reported by 91.7% of participants. This indicates that continuous digital engagement, cognitive overload, and prolonged screen exposure significantly reduce employee mental energy and concentration. Organizational factors also emerged as critical contributors, particularly workload intensity (83.3%) and communication overload (75.0%), suggesting that high work demands and frequent digital meetings increase fatigue and stress levels.

Furthermore, hybrid work fatigue has a direct impact on employee well-being, as reflected in increased emotional fatigue (83.3%) and reduced recovery capacity (75.0%). These findings indicate that hybrid work can disrupt psychological recovery and increase stress if not properly managed. Despite these challenges, adaptation factors such as work autonomy (66.7%) and coping strategies (58.3%) suggest that employees gradually adjust to hybrid work conditions. Overall, the results confirm that hybrid work fatigue is primarily driven by psychological and organizational pressures, while employee adaptability plays a key role in mitigating its negative effects.

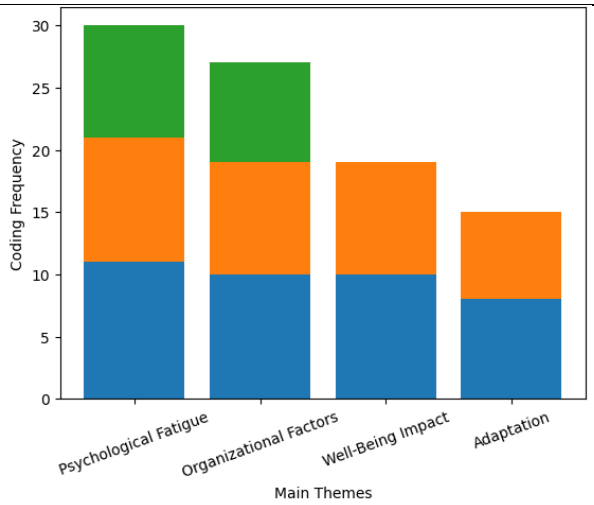

Figure 1. Stacked Theme Distribution of Hybrid Work Fatigue Factors

Figure 1 presents a stacked distribution of coding frequency across four major themes influencing hybrid work fatigue: psychological fatigue, organizational factors, well-being impact, and adaptation. The visualization clearly demonstrates that psychological fatigue is the most dominant contributor, with the highest cumulative coding frequency. This indicates that hybrid work primarily affects employees at a cognitive and emotional level. High occurrences of mental exhaustion, digital fatigue, and concentration decline suggest that continuous screen exposure, multitasking, and prolonged digital interaction significantly drain employees' mental energy. This finding reflects the increasing cognitive demands of hybrid work environments, where employees must constantly switch between tasks, platforms, and communication channels.

The second most dominant factor is organizational factors, highlighting the structural and operational pressures experienced by employees. High coding frequencies for workload intensity, communication overload, and role overlap indicate that excessive workloads and frequent virtual meetings contribute substantially to fatigue. This suggests that hybrid work does not necessarily reduce workload but instead shifts it into a digitally intensive form, increasing perceived work pressure and reducing recovery opportunities. The presence of role overlap further indicates ambiguity and task conflict, which intensifies stress and mental burden.

The well-being impact theme also shows significant coding frequency, confirming that hybrid work fatigue directly affects employees' psychological and emotional health. Emotional fatigue and energy depletion indicate reduced recovery capacity, which may lead to decreased motivation, reduced engagement, and lower performance over time. This finding suggests that fatigue is not only a temporary condition but also has long-term implications for employee well-being and organizational sustainability.

Interestingly, the adaptation theme, while lower in frequency compared to other themes, still demonstrates meaningful presence, indicating that employees are not passive recipients of fatigue but actively develop coping mechanisms. Work autonomy and adjustment strategies suggest that hybrid work flexibility provides employees with some control over their work conditions, enabling gradual adaptation. This adaptive capacity reflects employee resilience and highlights the importance of flexibility in mitigating fatigue effects.

Overall, the stacked visualization illustrates a clear hierarchical pattern in hybrid work fatigue dynamics. Psychological and organizational factors serve as the primary drivers of fatigue, which subsequently impacts employee well-being. However, adaptive mechanisms partially offset these negative effects. This pattern confirms that hybrid work fatigue is a multidimensional phenomenon influenced by cognitive demands, organizational structure, and individual adaptation. The findings emphasize that organizations must address both psychological workload and organizational design to ensure sustainable hybrid work implementation and

protect employee well-being.

DISCUSSION

The findings demonstrate that hybrid work fatigue in startup environments is primarily influenced by psychological and organizational factors. Psychological fatigue emerged as the most dominant factor, particularly mental exhaustion, digital fatigue, and reduced concentration. This indicates that continuous digital interaction and cognitive demands significantly reduce employee mental energy and focus. These findings confirm that hybrid work increases cognitive workload due to prolonged screen exposure, multitasking, and constant digital communication. Organizational factors also contributed significantly to fatigue, especially workload intensity, communication overload, and role overlap. Frequent meetings, high workload expectations, and unclear task boundaries increase stress and reduce employee recovery capacity. These conditions highlight the role of organizational structure and workload management in influencing employee well-being in hybrid work environments. Furthermore, hybrid work fatigue directly affects employee well-being, as reflected in increased emotional fatigue and reduced psychological recovery. However, adaptation factors such as work autonomy and coping strategies indicate that employees gradually develop mechanisms to manage fatigue. Hybrid work flexibility provides autonomy, which partially mitigates fatigue effects. These findings suggest that hybrid work creates both fatigue risks and adaptive opportunities, depending on organizational support and workload management.

CONCLUSION

This study confirms that hybrid work fatigue is significantly influenced by psychological and organizational factors in startup environments. Continuous digital engagement, cognitive overload, workload intensity, and communication demands contribute to mental exhaustion and reduced employee well-being. Hybrid work fatigue negatively affects concentration, emotional stability, and recovery capacity. However, hybrid work flexibility also provides autonomy, allowing employees to develop adaptation strategies and manage fatigue over time. These findings highlight the importance of organizational support, effective workload management, and clear communication to reduce hybrid work fatigue and improve employee well-being. Organizations should implement structured hybrid work policies, workload regulation, and employee support systems to ensure sustainable performance and well-being in hybrid work environments.

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