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Employee Well-being and Mental Health in the Workplace: An HR Management Intervention Study in the Hybrid Work Era

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ABSTRACT

Hybrid work has created new challenges for employee mental health, particularly burnout and psychological well-being, highlighting the need for effective workplace interventions. However, evidence regarding the long-term effectiveness of psychological capital and job crafting interventions in hybrid work environments remains limited. This study examined the effectiveness of Psychological Capital (PsyCap) and Job Crafting interventions in reducing burnout and improving psychological well-being among Indonesian employees, including the mediating role of psychological capital. A quantitative quasi-experimental design was employed through a three-wave longitudinal study spanning 12 months. The sample comprised 450 employees from three major Indonesian companies in the banking, technology, and healthcare sectors, assigned to four groups: PsyCap intervention, Job Crafting, combined interventions, and a control group. Data were analyzed using Structural Equation Modeling (SEM) and Latent Change Score Modeling (LCSM). The PsyCap intervention was the most effective, significantly reducing burnout ($\beta = -0.42$, $p < 0.01$) and improving psychological well-being ($\beta = 0.38$, $p < 0.01$), with effects persisting for 12 months. Combining PsyCap with Job Crafting did not produce significant additional improvements ($\Delta\chi^2 = 2.14$, $p > 0.05$). Psychological capital mediated the relationship between human resource practices and burnout (indirect effect = 0.28, 95% CI [0.19, 0.37]), while digital stress moderated intervention effectiveness ($\beta = -0.18$, $p < 0.05$). These findings demonstrate the value of psychological capital training as a practical, sustained intervention for employee mental health in hybrid work environments. Organizations should prioritize structured psychological capital development programs to reduce burnout and enhance employee well-being.

1. Introduction

Burnout, commonly associated with mental and emotional exhaustion, has emerged as a critical issue in the global workforce, particularly following the COVID-19 pandemic. According to Mercer (2024), 83% of employees in Asia experience burnout, with Indonesia reporting similarly concerning conditions. The pandemic accelerated the adoption of hybrid work arrangements, which offer greater flexibility but also create challenges in maintaining boundaries between professional and personal life. Employees are increasingly required to sustain high levels of productivity while managing domestic responsibilities, often under the pressure of continuous digital notifications, online meetings, and other technology-related demands. These overlapping responsibilities may intensify psychological strain and create difficulties in maintaining employee well-being over time.

Burnout represents not only an individual psychological concern but also a significant organizational challenge. Employees experiencing burnout may demonstrate reduced productivity, increased absenteeism, and stronger intentions to leave their organizations. These consequences can generate additional organizational expenses through employee replacement, recruitment, and training. Mansour (2025) highlighted the relationship between employee well-being-oriented human resource management (HRM) practices and employee retention, emphasizing the importance of organizational approaches that support employee well-being. Consequently, HRM has an increasingly strategic role in developing interventions that address

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employees' psychological needs, strengthen personal resources, and mitigate the adverse effects of hybrid work demands. In the Indonesian context, understanding how organizations can implement effective and sustainable interventions is particularly important as hybrid work arrangements continue to shape employees' working experiences.

Despite the growing recognition of burnout as a workplace concern, several important gaps remain in the existing literature. First, much of the research on burnout relies on cross-sectional designs that capture employee conditions at a single point in time. Although such studies provide valuable insights into relationships between variables, they offer limited evidence regarding changes in employee well-being and the long-term sustainability of intervention effects. Longitudinal research that examines intervention outcomes across multiple measurement periods remains limited, particularly in Indonesia. Second, despite the increasing adoption of hybrid work arrangements, comprehensive comparisons of different intervention strategies for reducing burnout and improving psychological well-being remain insufficient. Specifically, further investigation is needed to determine whether Psychological Capital (PsyCap) interventions, Job Crafting interventions, or a combination of both produce the most effective outcomes. Third, the mediating role of psychological capital in the relationship between well-being-oriented HRM practices and employee burnout requires further examination, particularly in the context of hybrid work, where employees face overlapping professional, domestic, and digital demands. These gaps limit the available evidence for organizations seeking to select interventions that are both effective and sustainable.

Based on these research gaps, the central problem addressed in this study is the lack of longitudinal evidence concerning the comparative effectiveness and durability of psychological capital and job crafting interventions in reducing burnout and improving employee psychological well-being in Indonesian hybrid work environments. The study also addresses the need to understand the mechanism through which well-being-oriented HRM practices may influence employee burnout, particularly through the mediating role of psychological capital. Accordingly, this study aims to examine the relative effectiveness of PsyCap interventions, Job Crafting interventions, and a combination of both in reducing burnout and enhancing psychological well-being; investigate the mediating role of psychological capital in the relationship between well-being-oriented HRM practices and employee burnout; and evaluate whether intervention effects persist over time and vary according to the level of digital stress experienced by employees.

This study contributes theoretically by extending the understanding of workplace mental health interventions through a longitudinal examination of psychological capital and job crafting in hybrid work environments. By comparing different intervention approaches and investigating psychological capital as a mediating mechanism, the study provides a more comprehensive perspective on how employee psychological resources may contribute to improved well-being and reduced burnout. Its 12-month longitudinal design, incorporating three measurement points, also enables the examination of intervention sustainability rather than focusing exclusively on immediate outcomes. Practically, the findings are intended to help organizations and HR practitioners identify appropriate intervention priorities, allocate training resources more effectively, and develop employee well-being strategies suited to hybrid work arrangements. The study's novelty lies in its integrated examination of intervention effectiveness, long-term outcomes, and the mediating role of psychological capital, alongside the consideration of digital stress as a factor influencing intervention effectiveness. By addressing these dimensions within Indonesian organizations, this research seeks to provide evidence that supports the development of more targeted and sustainable workplace mental health interventions.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

This study draws on the Job Demands–Resources (JD-R) theory and the Conservation of Resources (COR) theory to explain the relationships among hybrid work demands, psychological capital, job crafting, employee burnout, and psychological well-being. These theoretical perspectives provide a foundation for understanding how employees respond to work-related demands, mobilize personal resources, and maintain psychological well-being in changing work environments.

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The JD-R theory explains that employee well-being, stress, and work motivation are influenced by the balance between job demands and the resources available to employees (Bakker & Demerouti, 2017; Bakker et al., 2023). Job demands require sustained physical or psychological effort, whereas job resources help employees achieve work objectives, manage demands, and maintain motivation. In hybrid work environments, employees may experience demands associated with digital notifications, online meetings, and overlapping professional and personal responsibilities. When these demands exceed the resources available to employees, the risk of burnout may increase. Conversely, strengthening personal resources and providing appropriate organizational support may help employees manage work demands more effectively.

The COR theory complements the JD-R perspective by proposing that individuals strive to acquire, maintain, and protect valued resources, including psychological energy and personal capabilities. Resource loss can generate stress, particularly when individuals lack sufficient resources to cope with demanding circumstances (Hobfoll, 2001; Hobfoll et al., 2018). Halbesleben et al. (2014) further explained how investing resources can initiate positive cycles in which existing resources facilitate the development and acquisition of additional resources. Within hybrid work arrangements, this perspective suggests that interventions that strengthen employees' psychological resources may help them cope with persistent demands and reduce the likelihood of resource depletion.

Psychological Capital (PsyCap) represents an important personal resource within these theoretical perspectives. It comprises four components: self-efficacy, optimism, hope, and resilience (Luthans et al., 2007; Youssef-Morgan & Luthans, 2013). These components reflect employees' confidence in their abilities, positive expectations, goal-directed motivation, and capacity to recover from difficulties. Psychological capital may therefore help employees respond more adaptively to workplace challenges and protect their psychological well-being. Newman et al. (2014) reviewed the literature on psychological capital and identified its associations with positive workplace outcomes. Similarly, Avey et al. (2011), through a meta-analysis, demonstrated that psychological capital significantly predicts employee attitudes, behaviors, and performance. These findings provide a theoretical and empirical basis for examining psychological capital as both an intervention target and a mechanism linking well-being-oriented human resource management (HRM) practices with employee outcomes.

Job crafting represents another approach to managing work demands and resources. Wrzesniewski and Dutton (2001) conceptualized job crafting as a proactive process through which employees modify the boundaries of their work. Tims et al. (2012) developed a job crafting measurement instrument encompassing four dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. These dimensions illustrate how employees may actively reshape aspects of their work to improve the alignment between job characteristics and personal needs. Zhang and Parker (2019), through an integrative review, identified a hierarchical structure of job crafting concepts and explained its potential as an adaptation strategy when work environments change. More recently, Demerouti (2025) highlighted the potential of job crafting interventions focused on spatial and temporal aspects of work as self-regulation strategies in hybrid work environments.

Taken together, the JD-R and COR theories provide complementary explanations for the potential effects of psychological capital and job crafting interventions. Psychological capital emphasizes strengthening employees' internal psychological resources, whereas job crafting focuses on proactively adjusting work characteristics. These approaches may contribute to reducing burnout and improving psychological well-being through different mechanisms. However, their relative effectiveness, the additional value of combining them, and the mechanisms underlying their effects require further empirical examination in hybrid work settings.

2.2. Review of Empirical Studies

Previous research provides a foundation for examining psychological capital as a determinant of employee outcomes. Newman et al. (2014) synthesized evidence demonstrating that psychological capital is associated with positive workplace outcomes, while Avey et al. (2011)

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reported that it significantly predicts employee attitudes, behaviors, and performance. These findings support the relevance of psychological capital for employee well-being and organizational effectiveness. Nevertheless, evidence of its associations with workplace outcomes does not, by itself, establish whether structured psychological capital interventions are more effective than alternative interventions or whether their effects persist over an extended period.

Research on job crafting has established its relevance to employee proactivity and adaptation. Wrzesniewski and Dutton (2001) explained how employees can reshape their work boundaries, while Tims et al. (2012) operationalized job crafting through dimensions related to increasing resources, seeking challenges, and reducing hindering demands. Zhang and Parker (2019) subsequently synthesized different conceptualizations of job crafting and highlighted its role in adapting to changing work environments. Demerouti (2025) extended this discussion to hybrid work by examining the potential of spatially and temporally oriented job crafting interventions as self-regulation strategies.

Despite these contributions, the cited literature addresses different aspects of the research problem. Studies of psychological capital emphasize its relationship with employee outcomes, whereas job crafting research focuses on proactive changes to work characteristics and adaptation to workplace conditions. The available theoretical and empirical discussions provide a rationale for investigating both approaches, but they do not establish the comparative effectiveness of psychological capital interventions, job crafting interventions, and their combination within the specific context of Indonesian hybrid work environments.

Furthermore, the relationship between organizational practices and employee psychological outcomes warrants examination beyond direct associations. The JD-R and COR perspectives suggest that personal resources may help explain how organizational support translates into improved employee well-being. Psychological capital is therefore relevant not only as a target of intervention but also as a potential mediator between well-being-oriented HRM practices and employee burnout. Similarly, the growing demands associated with hybrid work provide a reason to examine whether digital stress influences intervention effectiveness. These considerations support a research design that compares intervention groups, examines mediation, and evaluates changes in employee outcomes across multiple measurement periods.

2.3. Identification of the Research Gap

The literature reviewed above indicates three principal gaps addressed by this study.

First, although psychological capital and job crafting have been discussed as resources or strategies for managing workplace demands, their relative effectiveness as interventions for reducing burnout and improving psychological well-being has not been adequately established in the specific context of Indonesian hybrid work environments. Directly comparing psychological capital interventions, job crafting interventions, and a combination of both can provide evidence regarding the relative benefits of these approaches.

Second, the sustainability of intervention effects requires further investigation. Evidence concerning associations between psychological capital and employee outcomes does not necessarily demonstrate that intervention-related improvements persist over time. A longitudinal design with three measurement points over 12 months provides an opportunity to examine changes in burnout and psychological well-being and assess whether the effects of psychological capital interventions remain evident at the 12-month follow-up.

Third, the mechanisms and conditions associated with intervention effectiveness require further clarification. In particular, psychological capital may mediate the relationship between well-being-oriented HRM practices and employee burnout, while digital stress arising from notifications and online meetings may influence the effectiveness of interventions. Examining these relationships can help explain not only whether interventions are effective but also how and under what conditions their effects may occur.

To address these gaps, the present study employs a quasi-experimental longitudinal design involving employees from the banking, technology, and healthcare sectors in Indonesia. Participants are allocated to psychological capital, job crafting, combined-intervention, and control groups. The study integrates comparisons of intervention effectiveness with mediation analysis and an examination of changes over time and the

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moderating role of digital stress. This approach extends the investigation beyond a single intervention or measurement period and provides context-specific evidence concerning workplace mental health interventions in hybrid work environments.

2.4. Development of the Conceptual Framework

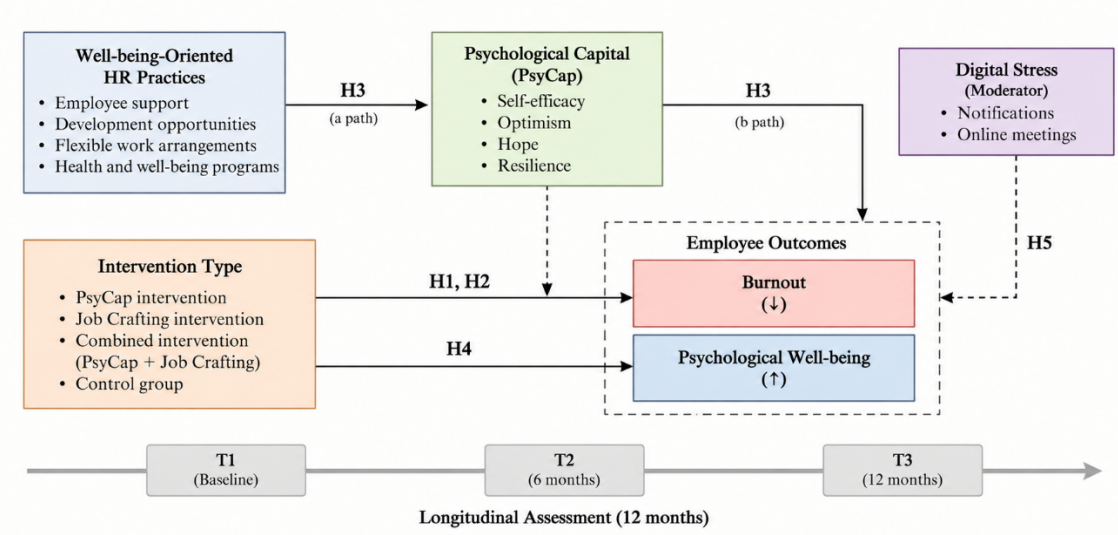
The conceptual framework integrates psychological capital, job crafting, employee burnout, psychological well-being, well-being-oriented HRM practices, and digital stress. It is grounded in the premise that employee outcomes depend partly on the resources available to manage work demands and on the strategies used to respond to those demands.

Psychological capital is examined as an intervention target and as a mediating variable linking well-being-oriented HRM practices with employee burnout. Its four components—self-efficacy, optimism, hope, and resilience—represent personal resources that may support employees in managing workplace challenges. Accordingly, the study examines whether psychological capital interventions produce greater reductions in burnout than job crafting interventions and whether psychological capital mediates the relationship between well-being-oriented HRM practices and burnout.

Job crafting is examined as an alternative intervention through which employees proactively adjust work resources and demands. The study compares job crafting alone with psychological capital training and investigates whether combining both interventions produces additional benefits beyond psychological capital training alone. This comparison addresses whether strengthening personal psychological resources and proactively modifying work characteristics provide complementary benefits in hybrid work environments.

Employee burnout and psychological well-being constitute the principal employee outcomes. Burnout reflects adverse psychological responses to work demands, whereas psychological well-being represents a positive outcome of interest. The longitudinal design enables the study to examine whether intervention-related changes persist over the 12-month observation period. Digital stress, particularly stress associated with notifications and online meetings, is incorporated as a moderating variable to assess whether the effectiveness of interventions varies according to employees' exposure to digital demands.

The framework therefore connects intervention type with employee outcomes, identifies psychological capital as a potential mediator of the relationship between well-being-oriented HRM practices and burnout, and incorporates digital stress as a moderator of intervention effectiveness. The proposed relationships are examined through comparisons among the four study groups, mediation analysis, and longitudinal analysis.



Note. The framework represents the relationships investigated in the study. The longitudinal assessment examines changes across three measurement points over 12 months. The intervention comparison, mediation pathway, and moderating role of digital stress correspond to the hypotheses below.

Fig. 1. Conceptual Framework of the Study

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2.5. Hypotheses or Research Propositions

Based on the theoretical foundations, previous research, and conceptual framework, five hypotheses are formulated to examine the comparative effectiveness of the interventions, the mediating role of psychological capital, the sustainability of intervention effects, and the moderating role of digital stress.

H1: Psychological Capital (PsyCap) interventions are more effective at reducing burnout than Job Crafting interventions.

This hypothesis is grounded in the JD-R and COR theories, which emphasize the importance of personal resources in managing work demands and preventing resource depletion. Psychological capital training targets self-efficacy, optimism, hope, and resilience, potentially strengthening employees' capacity to cope with workplace challenges. Job crafting, by contrast, focuses on proactively modifying work boundaries, resources, and demands (Wrzesniewski & Dutton, 2001; Tims et al., 2012). Although both approaches may support employee adaptation, this study proposes that psychological capital interventions will produce greater reductions in burnout than job crafting interventions.

H2: A combined intervention (PsyCap + Job Crafting) does not show a significant increase in effectiveness compared with the PsyCap intervention alone.

Combining psychological capital training with job crafting may appear to offer complementary benefits by strengthening personal resources while enabling employees to adjust work characteristics. However, the additional intervention may not necessarily produce a statistically significant improvement beyond psychological capital training alone. Differences in employees' ability to implement job crafting and the conditions under which work is organized may influence the additional benefits of the combined approach. Accordingly, this hypothesis examines whether the combined intervention provides a significant improvement in effectiveness compared with the psychological capital intervention alone.

H3: Psychological Capital mediates the relationship between well-being-oriented HR practices and employee burnout levels (partial mediation).

The JD-R and COR theories suggest that organizational practices can support employee well-being by strengthening the resources available to manage work demands. Well-being-oriented HRM practices may contribute to the development of psychological capital, which, in turn, may influence employee burnout. Psychological capital is therefore proposed as an explanatory mechanism linking organizational practices with employee psychological outcomes. This hypothesis predicts that psychological capital partially mediates the relationship between well-being-oriented HRM practices and employee burnout.

H4: The positive effect of PsyCap interventions on psychological well-being persists significantly up to 12 months post-intervention (longitudinal effect).

The COR theory proposes that personal resources can support the maintenance and development of additional resources, while the JD-R theory emphasizes the role of resources in helping employees manage work demands. Psychological capital training may therefore generate benefits that extend beyond the immediate intervention period. This hypothesis examines whether the positive effect of psychological capital interventions on psychological well-being remains statistically significant at the 12-month follow-up.

H5: The digital stress dimension of hybrid work demands (notifications and online meetings) moderates intervention effectiveness, such that employees experiencing high digital stress derive greater benefit from PsyCap training.

Hybrid work can expose employees to persistent digital demands, including notifications and online meetings, which may increase the effort required to manage professional responsibilities. From the JD-R and COR perspectives, the effectiveness of an intervention may depend on the demands employees experience and the resources available to cope with them. Psychological capital training may be particularly beneficial for employees facing high levels of digital stress because it targets personal resources relevant to managing challenging circumstances. This hypothesis therefore examines whether digital stress moderates intervention effectiveness, with greater benefits from psychological capital training expected among employees experiencing higher digital stress.

The five hypotheses collectively address the study's central research problem. H1 and H2 compare the effectiveness of the intervention approaches; H3 examines the mediating role of psychological capital; H4 evaluates the persistence of

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intervention effects on psychological well-being; and H5 investigates whether digital stress moderates intervention effectiveness. Together, they provide the analytical basis for evaluating the effectiveness and sustainability of workplace mental health interventions in Indonesian hybrid work environments.

3. Research Methods

3.1. Research Design

This study employed a quantitative approach with a quasi-experimental pretest–posttest control group design and a three-wave longitudinal framework spanning 12 months. The design was selected to examine the comparative effectiveness of Psychological Capital (PsyCap) and Job Crafting interventions, both individually and in combination, in reducing employee burnout and improving psychological well-being. The longitudinal approach enabled the examination of changes in employee outcomes across three measurement points and the assessment of whether intervention effects persisted over time. The inclusion of a control group also provided a basis for comparing changes among employees who received different interventions and those who did not receive either intervention.

The research design further supported the examination of the mediating role of psychological capital in the relationship between well-being-oriented human resource management (HRM) practices and employee burnout, as well as the moderating role of digital stress in intervention effectiveness. These analytical objectives required both the comparison of intervention groups and the examination of relationships among the study variables.

3.2. Research Context and Setting

The study was conducted in the Indonesian corporate context, focusing on employees working under hybrid work arrangements in three major industry sectors: banking, technology, and healthcare. These sectors were selected to examine workplace mental health interventions across different organizational environments in which employees combine office-based work with remote working arrangements.

The research focused on hybrid work environments characterized by a combination of on-site and home-based work, with eligible participants required to work at least three days in the office and two days at home each week. This setting was relevant to the study because employees working under hybrid arrangements may experience overlapping professional and personal responsibilities, as well as digital demands associated with notifications and online meetings. Examining employees across the three sectors provided a contextual basis for evaluating the effectiveness and sustainability of psychological capital and job crafting interventions in Indonesian organizations.

3.3. Population and Sample / Research Participants

The target population comprised permanent employees working in large-scale companies in Indonesia under hybrid work arrangements. Participants were selected using purposive sampling based on predetermined inclusion criteria. To qualify for participation, employees were required to: (1) hold permanent employment status and have a minimum organizational tenure of two years; (2) work under a hybrid arrangement involving at least three days in the office and two days at home per week; and (3) be willing to provide informed consent.

Of the 520 employees invited to participate, 450 were included in the study, representing a participation rate of 86.5%. Following participant selection, the employees were randomly assigned to four groups using a random number generator. This procedure resulted in the following group distribution:

a. Control group: 113 participants.
b. PsyCap intervention group: 112 participants.
c. Job Crafting intervention group: 111 participants.
d. Combined intervention group: 114 participants.

The total sample consisted of 450 employees, with a mean age of 34 years (SD = 7.2) and a mean organizational tenure of 6.3 years (SD = 4.1). The gender composition was 52% female and 48% male.

The purposive sampling technique ensured that participants met the employment and hybrid work requirements relevant to the research objectives. Random assignment to the four groups subsequently established the basis for comparing intervention outcomes across the study conditions.

3.4. Data Sources and Data Collection

The study used primary data collected from employees through structured questionnaires

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administered at three measurement points. The questionnaires measured burnout, psychological capital, psychological well-being, hybrid work demands, and well-being-oriented HRM practices. All instruments employed a six-point Likert response scale ranging from 1 to 6.

Data collection followed a three-wave longitudinal schedule covering 12 months. The first measurement established baseline conditions before the interventions, while the subsequent measurements captured employee outcomes six and 12 months after the intervention. The repeated measurements enabled the analysis of changes in burnout and psychological well-being over time and the comparison of these changes across the four study groups.

In addition to the questionnaire data, the study used information concerning intervention group membership and measurement timing to evaluate differences in outcomes across the intervention conditions and observation periods. The collected data were analyzed to examine the proposed relationships among the study variables and assess the hypotheses concerning intervention effectiveness, mediation, longitudinal effects, and moderation.

3.5. Measurement of Variables and Research Instruments

The study employed five research instruments to measure the principal variables. The instruments, their sources, the number of items, and their reported internal consistency coefficients are presented below.

Table 1. Research Instruments and Variable Measurement

Variable	Research instrument and source	Number of items	Cronbach's alpha
Burnout	Maslach Burnout Inventory–General Survey (MBI-GS; Schaufeli et al., 1996)	16	0.89
Psychological Capital	Psychological Capital Questionnaire (PCQ-24; Luthans et al., 2007)	24	0.92
Psychological Well-being	Ryff's Psychological Well-Being Scale (Ryff & Keyes, 1995)	18	0.87
Hybrid Work Demands	Self-developed Hybrid Work Demands Scale	12	0.84
Well-being-oriented HRM Practices	Well-being-Oriented HRM Scale (Mansour, 2025)	10	0.90

Note. All instruments employed a six-point Likert scale. The Cronbach's alpha coefficients are those reported for the respective instruments in the study.

Source: Author processed

Burnout was measured using the 16-item Maslach Burnout Inventory–General Survey developed by Schaufeli et al. (1996), with a reported Cronbach's alpha of 0.89. Psychological capital was assessed using the 24-item Psychological Capital Questionnaire developed by Luthans et al. (2007), which measures the personal resources associated with self-efficacy, optimism, hope, and resilience. Its reported Cronbach's alpha was 0.92.

Psychological well-being was measured using the 18-item Psychological Well-Being Scale associated with Ryff and Keyes (1995), with a reported Cronbach's alpha of 0.87. Hybrid work demands were assessed using a self-developed 12-item scale, which had a reported Cronbach's alpha of 0.84. Well-being-oriented HRM practices were measured using the 10-item scale attributed to Mansour (2025), with a reported Cronbach's alpha of 0.90.

Psychological capital also served as the proposed mediating variable in the relationship between well-being-oriented HRM practices and burnout. Digital stress, particularly stress associated with notifications and online meetings, was examined as a moderator of intervention effectiveness. The intervention conditions comprised the PsyCap intervention, the Job Crafting intervention, the combined intervention, and the control condition.

3.6. Data Analysis Techniques

The data were analyzed using Structural

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Equation Modeling (SEM) and Latent Change Score Modeling (LCSM). These methods were selected to address the study's objectives concerning relationships among variables, differences between intervention groups, and changes in employee outcomes over time.

First, SEM was conducted using AMOS version 26 to examine the relationships among well-being-oriented HRM practices, psychological capital, and employee burnout. The analysis focused particularly on the mediating role of psychological capital, corresponding to Hypothesis 3 (H3).

Second, LCSM was used to analyze changes in burnout and psychological well-being across the three measurement points and to examine differences among the intervention groups. This analysis addressed Hypotheses 1 and 2 (H1 and H2), which concerned the comparative effectiveness of the interventions; Hypothesis 4 (H4), which concerned the persistence of intervention effects on psychological well-being; and Hypothesis 5 (H5), which concerned the moderating role of digital stress.

A multigroup test was conducted to compare intervention effectiveness across the study conditions. The statistical significance threshold was set at $p < 0.05$. Before the main analyses, classical assumption tests for normality, multicollinearity, and homogeneity were performed. The study reported that all assumptions were met.

3.7. Validity, Reliability, and Trustworthiness

The study used questionnaires described as validated instruments to measure the principal research variables. Internal consistency was evaluated using Cronbach's alpha coefficients, with the reported values ranging from 0.84 to 0.92 across the five instruments. Specifically, the burnout instrument had an alpha coefficient of 0.89, the psychological capital instrument 0.92, the psychological well-being instrument 0.87, the hybrid work demands instrument 0.84, and the well-being-oriented HRM practices instrument 0.90.

These coefficients provide information about the reported internal consistency of the measurement instruments. In addition, normality, multicollinearity, and homogeneity tests were conducted before the main statistical analyses, and all assumptions were reported to have been met.

The available methodological information does not specify separate procedures for assessing convergent validity, discriminant validity, or the factor structure of the measurement instruments. Accordingly, these procedures are not presented as having been conducted. The reported reliability coefficients and assumption tests constitute the documented basis for evaluating measurement consistency and analytical suitability in this study.

3.8. Ethical Considerations

Participation in the study required employees to be willing to sign an informed consent form. This requirement was included among the participant eligibility criteria to establish voluntary agreement to participate before inclusion in the research.

The study involved collecting questionnaire responses from employees across the participating industry sectors and assigning participants to different intervention conditions. Appropriate reporting of the research should distinguish the documented informed consent requirement from other ethical procedures. The available methodological information does not specify whether institutional ethics approval was obtained or describe the detailed procedures for confidentiality, anonymization, data storage, and access control. These details should be added to the manuscript if they were implemented during the study.

3.9 Research Procedure

The research was conducted in several stages, beginning with participant selection and group assignment, followed by intervention implementation and longitudinal data collection.

Stage 1: Participant recruitment and selection. A total of 520 employees were invited to participate. Employees were screened against the inclusion criteria concerning permanent employment status, minimum organizational tenure, hybrid work arrangements, and willingness to provide informed consent. The final sample comprised 450 participants.

Stage 2: Group assignment and baseline measurement. The 450 participants were randomly assigned to four groups using a random number generator: the control group (n = 113), the PsyCap intervention group (n = 112), the Job Crafting intervention group (n = 111), and the combined intervention group (n = 114). Baseline data were collected at T1 in March 2025, before the

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intervention.

Stage 3: Intervention implementation. The PsyCap intervention was based on the Psychological Capital Intervention (PCI) model developed by Luthans et al. (2007). It consisted of six training sessions delivered over two months, with each session lasting three hours and scheduled weekly. The Job Crafting intervention adapted the program developed by Wrzesniewski and Dutton (2001) and comprised four training sessions. Participants in the combined intervention group received both interventions sequentially, beginning with PsyCap training followed by Job Crafting. The control group served as the comparison condition.

Stage 4: Six-month follow-up. The second measurement, T2, was conducted in September 2025, six months after the intervention. This measurement captured changes in burnout, psychological well-being, and the other study variables following the intervention period.

Stage 5: Twelve-month follow-up. The third measurement, T3, was conducted in March 2026, 12 months after the intervention. The data were used to evaluate the persistence of intervention effects and compare changes across the four study groups.

Stage 6: Statistical analysis and hypothesis testing. After data collection, the questionnaire data were analyzed using SEM in AMOS version 26 and LCSM. The analyses examined the mediation relationship, comparative intervention effectiveness, longitudinal changes, and moderating role of digital stress. The results were evaluated using a statistical significance threshold of $p < 0.05$.

3.10 Methodological Limitations

Several methodological considerations should be taken into account when interpreting the findings. First, the study used purposive sampling and included employees from three industry sectors in Indonesia. Consequently, the findings may not be generalizable to all employees, industries, or organizational contexts, particularly those that do not employ hybrid work arrangements.

Second, the quasi-experimental design and group assignment procedures provide a basis for comparing intervention outcomes, but the interpretation of causal effects depends on the implementation of the assignment and intervention procedures and the adequacy of the statistical analyses. Although the study included a control group and randomly assigned participants to four conditions, the available methodological description does not specify all procedures used to address potential confounding factors or attrition during the longitudinal period.

Third, the study relied on questionnaire-based measurements. Although the instruments had reported internal consistency coefficients ranging from 0.84 to 0.92, questionnaire responses may be affected by response tendencies or other measurement biases. The available information does not specify whether additional data sources or objective employee performance measures were used to corroborate the self-reported outcomes.

Finally, the 12-month observation period enabled the examination of intervention effects at two follow-up points after baseline, but the findings remain specific to the observation period, study participants, intervention implementation, and organizational contexts examined. Future studies could extend the investigation to additional industry sectors and geographical regions, incorporate objective outcome measures, and examine the intervention effects under different organizational conditions.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

The study included 450 employees from three major Indonesian industry sectors: banking, technology, and healthcare. Participants were assigned to four groups: the control group ($n = 113$), the Psychological Capital (PsyCap) intervention group ($n = 112$), the Job Crafting intervention group ($n = 111$), and the combined intervention group ($n = 114$).

Before the intervention, at the first measurement point (T1), the participants' mean burnout score was 3.42 ($M = 3.42$, $SD = 0.78$) on a six-point scale. This baseline measurement provided an initial assessment of employee burnout before the intervention effects were evaluated.

The correlation analysis revealed a significant negative relationship between Psychological Capital and burnout ($r = -0.51$, $p < 0.01$). A significant positive relationship was also observed between well-being-oriented human resource management (HRM) practices and Psychological Capital ($r = 0.44$, $p <$

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0.01). These results describe the associations among the study variables at baseline.

4.1.2. Data Quality and Preliminary Analysis

Before the primary analyses, assumption tests were conducted to assess normality, multicollinearity, and homogeneity. The study reported that all assumptions were met, indicating that the data satisfied the assumptions examined before the main statistical analyses.

The preliminary correlation analysis also identified statistically significant associations between Psychological Capital and burnout and between well-being-oriented HRM practices and Psychological Capital. These findings provided an initial statistical overview of the relationships among the variables examined in the study.

4.1.3. Main Analytical Results

The primary analyses employed Latent Change Score Modeling (LCSM) to examine changes in burnout and psychological well-being across the three measurement points and to compare outcomes among the intervention groups. The analysis identified statistically significant between-group differences in changes in burnout and psychological well-being from T1 to T3, with $F(3, 446) = 18.42$, $p < 0.001$, and $\eta^2 = 0.11$.

Table 2 presents changes in burnout scores between baseline and the six-month and 12-month follow-up measurements across the four intervention groups.

Table 2. Changes in Burnout Scores Across Intervention Groups

Group	Δ Burnout T1→T2	Δ Burnout T1→T3	Efek Size (Cohen's d)
Control	+0,21 (0,08)*	+0,09 (0,07)	-
Job Crafting	-0,28 (0,07)*	-0,19 (0,06)*	0,42
PsyCap	-0,56 (0,06)*	-0,48 (0,05)*	0,79
Combination	-0,61 (0,06)*	-0,52 (0,05)*	0,84

Note: Figures in parentheses are standard errors. $p < 0.05$.

Source: Author processed

As shown in Table 2, the control group recorded a change of +0,21 (0,08) from T1 to T2 and +0,09 (0,07) from T1 to T3. The Job Crafting group recorded changes of -0,28 (0,07) and -0,19 (0,06), respectively. The PsyCap group recorded changes of -0,56 (0,06) from T1 to T2 and -0,48 (0,05) from T1 to T3. The combination group recorded changes of -0,61 (0,06) and -0,52 (0,05), respectively. The reported effect sizes were 0.42 for Job Crafting, 0.79 for PsyCap, and 0.84 for the combined intervention.

The mediation analysis was conducted using Structural Equation Modeling (SEM) to examine the relationship between well-being-oriented HRM practices, Psychological Capital, and burnout. The moderation analysis examined whether digital stress, particularly stress associated with notifications and online meetings, influenced the effectiveness of PsyCap interventions.

4.1.4. Hypothesis Testing Results and Key Findings

Hypothesis 1: Comparative Effectiveness of PsyCap and Job Crafting Interventions

The PsyCap intervention group demonstrated a significant reduction in burnout, with a mean change of −0.56 (SE = 0.06, $p < 0.001$). The reduction was significantly greater than that observed in the Job Crafting group (MD = −0.28, $t(221) = 4.56$, $p < 0.001$). Therefore, H1 was accepted.

Hypothesis 2: Additional Effectiveness of the Combined Intervention

The combined intervention group recorded a burnout reduction of M_change = −0.61, compared with M_change = −0.56 in the PsyCap-only group. The difference was not statistically significant ($\Delta\chi^2 = 2.14$, df = 1, $p = 0.14 > 0.05$). Therefore, H2 was accepted.

Hypothesis 3: Mediating Role of Psychological Capital

The SEM-based mediation analysis indicated that Psychological Capital significantly mediated the relationship between well-being-oriented HRM practices and employee burnout. The indirect effect was 0.28, with a 95% confidence interval of [0.19, 0.37]. The reported mediation proportion was 52.3%. Because the confidence interval did not include zero, the indirect effect was statistically significant. Therefore, H3 was accepted.

Hypothesis 4: Longitudinal Effects of the

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PsyCap Intervention

The effect of the PsyCap intervention on burnout reduction remained significant from T1 to T3 ($\beta = 0.41$, $p < 0.01$). The effect on psychological well-being improvement also remained significant ($\beta = 0.38$, $p < 0.01$). These findings were consistent with the longitudinal focus of the study, which examined intervention outcomes over a 12-month period. Therefore, H4 was accepted.

Hypothesis 5: Moderating Role of Digital Stress

The moderation analysis indicated that digital stress associated with notifications and online meetings significantly moderated the effectiveness of PsyCap interventions (interaction $\beta = -0.18$, $p < 0.05$).

Employees with high digital stress scores (> 4.0) demonstrated a burnout reduction of −0.64, compared with −0.38 among employees with low digital stress. However, the moderating effects of other hybrid work demand dimensions, including blurred work–home boundaries and loneliness, were not statistically significant ($p > 0.05$). Therefore, H5 was accepted for the digital stress dimension examined in the hypothesis.

4.1.5. Visual Presentation of Results

Table 2 summarizes the changes in burnout scores across the four study groups at the six-month and 12-month follow-up measurements. The table provides a comparison of the direction and magnitude of change in burnout scores, together with the reported effect sizes for the intervention groups.

The overall LCSM result, $F(3, 446) = 18.42$, $p < 0.001$, $\eta^2 = 0.11$, indicates statistically significant differences among groups in changes in burnout and psychological well-being from T1 to T3. The hypothesis-testing results further document the comparative effectiveness of the interventions, the indirect effect involving Psychological Capital, the persistence of intervention effects, and the moderating role of digital stress.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

The findings demonstrate that the Psychological Capital (PsyCap) intervention was effective in reducing employee burnout and improving psychological well-being in hybrid work environments. Compared with the Job Crafting intervention, PsyCap training produced a significantly greater reduction in burnout. Furthermore, combining PsyCap with Job Crafting did not result in a statistically significant improvement over the PsyCap intervention alone. These findings address the first research objective by identifying psychological capital development as an effective intervention strategy for managing employee burnout.

The results also demonstrate that Psychological Capital significantly mediated the relationship between well-being-oriented human resource management (HRM) practices and employee burnout. This finding addresses the second research objective by identifying psychological capital as a potential mechanism through which organizational practices relate to employee mental health. In addition, the effects of PsyCap training on burnout reduction and psychological well-being improvement remained significant at the 12-month follow-up. Digital stress also moderated intervention effectiveness, with employees experiencing higher levels of digital stress demonstrating greater burnout reductions following PsyCap training. Together, these findings address the third research objective by demonstrating the relevance of intervention sustainability and digital stress in understanding employee well-being under hybrid work arrangements.

4.2.2. Comparison with Previous Studies

The findings are consistent with research by Rodríguez-Muñoz et al. (2023) and Luthans et al. (2007), supporting the effectiveness of personal resource development interventions in improving employee psychological outcomes. The present study extends this perspective by directly comparing PsyCap training with Job Crafting and a combined intervention over a 12-month period. The results indicate that PsyCap training produced a greater reduction in burnout than Job Crafting alone, while combining the two approaches did not provide a statistically significant additional benefit over PsyCap training alone.

The importance of personal resources in managing workplace demands is also consistent with the discussion of self-regulation in the Job Demands–Resources (JD-R) framework by Bakker et al. (2023). The present findings reinforce the relevance of psychological capital as a resource that

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can help employees respond to hybrid work demands. Furthermore, the persistence of intervention effects is consistent with findings by Bakker and van Wingerden (2021), who demonstrated that personal resource development interventions can produce effects that persist over time.

The findings concerning the combined intervention also highlight the importance of organizational context. Demerouti (2025) discussed job crafting interventions as a self-regulation strategy in hybrid work environments, while Sonnentag and Meier (2024) emphasized that the effectiveness of employee proactivity depends substantially on the organizational context. In the present study, the addition of Job Crafting did not significantly improve outcomes beyond the PsyCap intervention alone. This result suggests that the potential benefits of job crafting may depend on the conditions under which employees can modify their work characteristics and exercise autonomy.

In the Indonesian context, the findings are relevant to the research by Hartati and Prihartanti (2021), who found that job crafting was associated with employee well-being through the mediation of psychological capital. The mediation results in the present study similarly identify psychological capital as an important mechanism connecting organizational practices with employee burnout. Tangkulung (2021) also reported a positive relationship between job crafting and psychological capital among employees working from home in Indonesia, reinforcing the relevance of these constructs in the local context.

Finally, Yeves et al. (2026) highlighted gender-related differences in resource depletion pathways associated with burnout and inter-role conflict in telework. This perspective provides a relevant direction for further examining whether employee characteristics influence intervention effectiveness. Bakker (2015) also emphasized the importance of a multilevel perspective in understanding workplace burnout, highlighting the relevance of considering individual psychological resources alongside broader organizational conditions.

4.2.3. Theoretical Contributions

This study contributes to the understanding of workplace mental health interventions by integrating psychological capital development, job crafting, and hybrid work demands within a longitudinal research framework. The findings support the relevance of personal psychological resources in managing employee burnout and improving psychological well-being. In particular, the greater reduction in burnout associated with PsyCap training highlights the value of interventions that strengthen self-efficacy, optimism, hope, and resilience.

The mediation findings further contribute to understanding the relationship between organizational practices and employee mental health. By identifying psychological capital as a significant mediator between well-being-oriented HRM practices and burnout, the study demonstrates the importance of considering the psychological resources through which organizational practices may be associated with employee outcomes.

The study also extends the discussion of intervention effectiveness by examining the persistence of outcomes over 12 months and considering digital stress as a moderating factor. The finding that employees with higher digital stress experienced greater burnout reductions following PsyCap training indicates that intervention effectiveness may vary according to the demands employees encounter. These findings provide a more differentiated understanding of how personal resource development may operate in hybrid work environments.

4.2.4. Practical and Policy Implications

The findings have several implications for HR practitioners and organizational decision-makers. First, organizations with limited training budgets should consider prioritizing structured PsyCap development programs because the intervention produced a greater reduction in burnout than Job Crafting alone, while the combined intervention did not provide a statistically significant additional benefit over PsyCap training alone. Second, organizations can consider implementing PsyCap training through structured programs that develop self-efficacy, optimism, hope, and resilience. Training duration and intensity should be adapted to organizational needs and evaluated against employee outcomes rather than assuming that longer or more complex interventions necessarily produce better results. Third, organizations should identify employees experiencing high levels of digital stress as a potentially important group for targeted

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psychological capital interventions. The findings indicate that these employees experienced greater reductions in burnout following PsyCap training. Nevertheless, intervention decisions should be based on systematic assessment rather than digital stress levels alone. Fourth, psychological capital training should be complemented by organizational policies that address structural challenges in hybrid work. Measures such as limiting work-related communications outside working hours and organizing regular social activities may help address blurred work–home boundaries and loneliness, for which the study did not identify statistically significant moderating effects. These measures can form part of a broader strategy to support employee mental health rather than relying exclusively on individual-level interventions.

4.2.5. Integration with the Research Gap

This study addresses the identified research gaps in three ways. First, it provides a direct comparison of PsyCap, Job Crafting, and combined interventions, thereby extending the examination of workplace mental health beyond the assessment of a single intervention. The results indicate that PsyCap training was more effective than Job Crafting alone in reducing burnout, while the combined approach did not provide a statistically significant additional benefit. Second, the three-wave longitudinal design provides evidence concerning the sustainability of intervention effects over a 12-month period. The significant effects on burnout reduction and psychological well-being improvement at the final measurement point demonstrate the relevance of examining intervention outcomes beyond the immediate training period. Third, the study examines psychological capital as a mediator and digital stress as a moderator, addressing the need to understand both the mechanisms and the conditions associated with intervention effectiveness. The mediation findings identify psychological capital as an important pathway linking well-being-oriented HRM practices and burnout, while the moderation findings indicate that digital stress is relevant to differences in PsyCap intervention effectiveness.

By examining these relationships among employees in the banking, technology, and healthcare sectors in Indonesia, the study contributes context-specific evidence to the literature on employee mental health interventions in hybrid work environments.

4.2.6. Acknowledgement of Study Limitations

The findings should be interpreted in light of the study's scope and context. The sample comprised employees from three industry sectors in Indonesia, which may limit the applicability of the results to other industries, geographical regions, and organizational settings. The effectiveness of PsyCap and Job Crafting interventions may differ in workplaces with different organizational cultures, management practices, or levels of employee autonomy.

The study also relied on self-reported questionnaire data, which may be affected by social desirability bias and individual differences in how participants evaluate their experiences. Although the longitudinal design provided evidence across a 12-month period, the findings reflect the observation period and intervention conditions examined in this study. Further research is therefore needed to determine whether the observed effects generalize to other employee populations and work arrangements.

5. Conclusion

5.1 Summary of Key Findings

This study examined the effectiveness of Psychological Capital (PsyCap) and Job Crafting interventions in reducing burnout and improving employee psychological well-being in hybrid work environments. The findings demonstrate that PsyCap training produced a greater reduction in burnout than Job Crafting alone, while combining the two interventions did not result in a statistically significant additional improvement over PsyCap training alone. The study also found that psychological capital significantly mediated the relationship between well-being-oriented HRM practices and employee burnout. Furthermore, the effects of PsyCap training on burnout reduction and psychological well-being improvement remained significant at the 12-month follow-up. Digital stress moderated intervention effectiveness, with employees experiencing higher levels of digital stress demonstrating greater reductions in burnout following PsyCap training. Overall, the findings indicate that psychological capital development is a promising strategy for supporting employee mental health in hybrid work environments. The research objectives were addressed through the comparison

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of intervention approaches, examination of the mediating role of psychological capital, and evaluation of intervention sustainability and digital stress.

5.2 Theoretical Contributions

This study contributes to the understanding of workplace mental health by demonstrating the relevance of psychological capital as both an intervention target and a mediating mechanism linking well-being-oriented HRM practices with employee burnout. The findings also highlight the importance of examining intervention effectiveness over time rather than focusing exclusively on immediate outcomes. The comparison of PsyCap, Job Crafting, and combined interventions provides a more differentiated understanding of employee mental health strategies. The findings suggest that strengthening personal psychological resources can be an effective approach to reducing burnout, while the additional value of combining interventions should be assessed empirically. The moderating role of digital stress further indicates that intervention outcomes may depend on the work demands employees experience.

5.3. Practical and Policy Implications

Organizations should consider prioritizing structured PsyCap training as part of their employee well-being strategies. Programs should focus on strengthening self-efficacy, optimism, hope, and resilience, with implementation and evaluation tailored to organizational requirements. HR practitioners should also consider digital stress when identifying intervention priorities. Employees experiencing high digital stress may benefit from targeted psychological capital development. At the organizational level, training should be complemented by measures that promote clear work–home boundaries and meaningful social interaction, particularly in hybrid work environments. Organizations with limited resources should evaluate the effectiveness and costs of individual and combined interventions before expanding their training programs. The absence of a statistically significant additional benefit from the combined intervention suggests that a focused approach may be appropriate when resources are constrained.

5.4. Limitations of the Study

The findings are based on employees from the banking, technology, and healthcare sectors in Indonesia. Consequently, the results may not apply equally to other industries, regions, or organizational contexts. In addition, the reliance on self-reported questionnaires may introduce social desirability bias and affect the interpretation of employee outcomes. The findings also reflect the intervention conditions and 12-month observation period examined in the study. Further evidence is needed to establish the generalizability of the results across different employee populations and workplace arrangements.

5.5. Directions for Future Research

Future research should expand the sample to include additional industry sectors and geographical regions to assess whether the findings can be generalized to a broader range of Indonesian organizations and hybrid work settings. Researchers should also incorporate objective productivity measures alongside self-reported indicators of burnout and psychological well-being. This approach would provide a broader assessment of the organizational and employee outcomes associated with psychological capital interventions. Finally, future studies should examine PsyCap interventions delivered through individual coaching approaches and compare their effectiveness with structured group training. Further investigation of organizational conditions, digital stress, and employee characteristics may also help identify the circumstances under which psychological capital development produces the greatest benefits for workplace mental health.

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