The Role of Emotional Exhaustion in Understanding the Relationship Between Hybrid Work Characteristics and Innovative Work Behavior in Hybrid Working Arrangement

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Abstract

Impromptu changes in work design during the COVID-19 pandemic turned out changing the innovative work behavior of Millennials and Generation Z employees due to being emotionally exhausted while adapting to new work characteristic. Dissatisfaction has led these employees suggesting hybrid working arrangement which some literature found is characterized by boundarylessness, multitasking, demand for constant learning, and non-work related interruptions to be adopted by organizations. This research investigates the role of emotional exhaustion in understanding the influence of hybrid work characteristics on innovative work behavior based on those experienced working in hybrid working arrangements. Primary data was collected from 177 respondents and were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results confirmed a significant influence between hybrid work characteristics to emotional exhaustion, emotional exhaustion to innovative work behaviour, and the mediation effects except for multitasking. This study adds and fills the gap of research in understanding the role of emotional exhaustion in the application of new work design on Millennials and Generation Z. Instead of bringing deterioration, emotional exhaustion was found triggering employees to be more innovative in their works while working in hybrid working arrangement. For that, organizations might consider adopting this new approach of work design.

Keywords
Work Design, Hybrid Work Characteristics, Emotional Exhaustion, Innovative Work Behavior

1. Introduction

Recent attacks by the COVID-19 virus have brought tremendous upheavals to human health conditions, which have severely affected societies, health services, and economies all across the world. As the government enacted lockdown policies to avoid the possible prolonged impact, implementing such policies in fact disrupted business processes and outcomes as employees had to work remotely from home, which resulted in curtailing organization activities (Daraba et al. 2021). Because traditional work methods necessitate on-site physical presence, it has been difficult for them to begin restructuring their existing model and begin adopting new business models that are adapting to remote working models by establishing appropriate infrastructure and technology required for employees to be able to survive in these unpredictable circumstances (Radonic et al. 2021). To cope and compete in these uncertain environments, innovation

is a long-term survival kit to create value and produce higher performance while facing volatility (Haque and Ali 2016, Dupont 2019). Afsar et al. (2020) argued that innovation enhancement requires organizations to engage their employees to produce innovative work behavior. In today's workforce, where Millennials (26-40 years old) and Generation Z (18-25 years old) are expected to dominate by 2025, innovative work behavior is highly expected from these two generations as they are both highly knowledgeable, critical, creative, flexible, and ambitious, which has set the basis for being innovative in their nature (Bencsik et al. 2016; Microsoft 2021; Prakash and Tiwari 2021).

Since remote working implemented during pandemics, however, it was found triggering that a longitudinal study discovered that innovation level can be declining in long term in the lens of COVID-19 (Criscuolo 2021) while only 11% Millennials and 14% Generation Z were being able to contribute new ideas at work and merely 20% both generations fell happy and engaged about work because they feel emotionally exhausted (Microsoft 2021). Research from Microsoft (2021) found that remote working has depleting their time and energy. It was found that time spent on meeting has 2.5 times higher which 62% meetings were unscheduled resulted in the increase of working time and reducing work-life balance leading to exhaustion. Compared to pre-pandemic situation, a net employee productivity reduction from 3% to 6% and even more was found due to inefficiency in collaboration and working practices added with a decrease in employee engagement as most companies failed to minimize wasted time and kept employees focused (Garton and Mankins 2020) which can be the reason why it was investigated that 44% Millennials and 48% of Generation Z employees feel stress all the time (Deloitte 2021). One work that is overextended which lead to someone being emotionally drained and stressed called as emotional exhaustion (Wright and Cropanzano, 1998) turned out risky on employee innovativeness which consistent with Lee et al. 2021 and Rai and Kim 2021 findings.

Dissatisfied with remote working, problems arose from the failure in achieving best-fit composition in the creation of work design as it has shown that ineffective work design has leading to well-being outcomes specifically to exhaustion (Demerouti et al. 2001; Morgeson and Humphrey 2008). Responding to the situation, Microsoft (2021) found that 73% of employees want flexible remote work options where McKinsey & Company study shows that almost 50% of Millennials and Generation Z employees prefer hybrid working for post-pandemic era (McMenamin 2021). Supporting the arguments, flexibility also seen by Millennials and Generation Z as number one characteristic that will lead to successful businesses (Deloitte 2021). These terms are consistent with New Ways of Working (NWW) introduced by Demerouti et al. (2014) whereas claimed that, as today's work has been integrated with technologies, it has been resulted in the shifting from traditional work to modern work nature, and hybrid working arrangement has been examined as new work design in the modern work life (Radonić et al. 2021). It was argued that hybrid work will serve as a culture space to facilitate connections, learning, and unplanned innnovative collaboration (Fayard et al. 2021). Following the statement, Xie et al. (2018) established a new term called hybrid work characteristics that also captures dynamic changes in work design especially wih globalisation and the rise in polychronity cultures, by incorporating boundarylessness, multasking, demand for constant learning, and non-work related interruptions as work characteristics in the set of modern work design. Referring to hybrid working demanded by Millennials and Generation Z, such characteristics might be one possessed in the new work design they are expecting in the future.

A suggestion on adopting hybrid working arrangement to solve emotional exhaustion issues to generate innovative work behavior would be an interesting topic to cover as limited studies have been discussing this topic widely beyond the findings from Xie et al. (2018). Some studies confirmed a significant effect of boundarylessness, multitasking, and non-work related interruptions to emotional exhaustion (Xie et al. 2018; Pikos 2017; Leroy et al. 2021; Cheng et al. 2020; Derks et al. 2021) while demand for constant learning was found insignificant (Xie et al. 2018; Nikolova 2019). However, working with constantly updated knowledge and technology has been leading to demand for employees to continuously learn which can be stressful for them and therefore must be investigated further to test the relationship (LePine et al. 2015; Wu et al. 2020). Understanding the effect of emotional exhaustion to innovative work behavior also has limited studies which the result was only found significant on Rai & Kim (2021) which shown a negative effect. Therefore, it provides a wide gap for these problems to be research further, especially in Indonesia where either remote or hybrid working arrangement is still new for most of employees, especially for Generation Z whom just entering the workforce. While the same phenomenon occurred in Indonesia as surveyed by Microsoft (2021), supported by the findings that Indonesia remains at the top in term of power distance and is a collectivist society with a restraint culture (Hofstede Insights 2021), possessing these characteristics hence questioning the effectiveness of adopting the hybrid work approach to Millennials and Generation Z employees in Indonesia in the future.

1.1 Objectives

Based on research background and problem identification, several objectives that are expected to achieve in this research are: (1) to determine whether hybrid work characteristics (boundarylessness, multitasking, demand for constant learning, and non-work related interruptions) have significant effect on emotional exhaustion, (2) to determine whether emotional exhaustion has a significant effect on innovative work behavior, and (3) to determine whether emotional exhaustion mediates the effect of hybrid work characteristics to innovative work behavior.

2. Literature Review

New Ways of Working (NWW) was introduced by (Demerouti et al. 2014) as integrating technologies into organizations meaning work has to be redesigned following the modern work nature. It was argued that NWW are characterized by the flexible time and work premise choice that is supported by new media technologies called as hybrid working arrangement. Hybrid working arrangement basically referred to the possibility of employees to perform working activities regardless of location (remote work) in addition to the flexibility in working time to increase the creation of human capital (Radonić et al. 2021). In regards of location, it is argued that for some employees it might involve working physically in the office but still possess flexibility depending on the work necessity (Lenka 2021, Grzegorczyk et al. 2021). Therefore, it is highlighted that flexibility and choices are main characteristics of the hybrid work models which can increase individual productivity (Beno 2021). The creation of 'hybrid work' that contributes to the modern work design has been resulted from a dynamic change in the modern worklife since globalization and rapid technological advancement took place and shifting the nature of work. A recent view on hybrid work was discovered by Xie et al. (2018) to have different work characteristics beyond what has been offered by Morgeson & Humphrey (2008). The term 'hybrid work characteristics' was constructed following the polychronic nature in the modern work where boundarylessness, multitasking, demand for constant learning, and non-work related interruptions are used to measured hybrid work characteristics (Xie et al. 2018).

Boundarylessness defined as the extent to disappearance of time and geographic boundaries between employee's work and non-work territory (Xie et al. 2018). Several studies argued that boundarylessness (previously mentioned perceived autonomy or job crafting) could decreasing emotional exhaustion (Fernet et al. 2013; Petrou et al. 2015) as defined by Rai and Kim (2021) as lack of resources possessed by employees to meet work demands. However, it was also debated that boundarylessness in the digital and flexible (hybrid) work might lead to psychological unhealthiness, especially for young workers that mostly discovered for overcommitting themselves to achieve the perfection which sometimes feel that intensifying work is part of their personality traits, consequently, results in unconscious burnout over their job insecurities (Curran and Hill 2019; Löve et al. 2011; Lupu & Empson 2015). The finding was supported by Xie et al. (2018) that found emerging boundarylessness positively significant to emotional exhaustion (Xie et al. 2018), consistent with Job Demands-Resources (JD-R) theory where autonomy proven to be the key buffer to exhaustion (Bakker and Demerouti 2007). Therefore, it is hypothesized that:

H1: Boundarylessness has a significant effect on emotional exhaustion

Polychronity resulted in the urgency for organisation to gain competitive advantage when competing in the uncertain world has demanding employees to be able performing several tasks at one time referred as multitasking (Bluedorn et al. 1999). Following the demand, it is requiring certain skills and abilities for employees to perform multitasking job when people may have different work phase and focus attention. Therefore, it can be very challenging and stress for them and Xie et al. (2018) has proven that multitasking postively led employees to be emotionally exhausted. Although technologies making it easier to perform multitasking (Mark 2015) and is believed to be time-efficient, it was argued that it is manipulative (Nabi et al. 2021) as it was found that multitasking increasing work complexity and complexity results in the increase of employee overall inefficiency (König et al. 2005) and technostress (Otto et al. 2012). Another finding in the context of education employees that was discovered a 38% increase of job stress resulted from multitasking (Nabi et al. 2021). Reviewing past literatures, this study proposes a hypothesis that:

H2: Multitasking has a significant effect on emotional exhaustion

The presence of autonomy in the modern work design unable to deny the fact that information technologies are the main support for employees' communication and collaboration in working which increasing demand for them to continuously learn and be updated of recent technologies that can provide work efficiency (Kenon and Palsole 2019; Panari et al. 2009; Xie et al. 2018). Although learning can help employee to be resourceful, it was argued that at the same time learning can also drain their energy (LePine et al. 2015; Wu et al. 2020; Xie et al. 2018). High demand of continuous learning may result in long hours of working and buffering the working process as studying new

technologies or obtaining new knowledge or methods sometimes taken more time than working on the work itself (Perrons 2003). Analysing previous studies, rather than being resourceful, employees will psychologically resourceless when constant learning is demanded by their job, thus this study hypothesized that:
H3: Demand for constant learning has a significant effect on emotional exhaustion

Non-work related interruptions are interruptions resulted from external circumtances. Although external interruptions were found able to reduce boredom at work (Fisher 1998), it was found that such interruptions positively significant to emotional exhaustion (Xie et al. 2018, Leroy et al. 2021). An experimental study confirmed that in a condition where discrete context of interruptions at work exist, employees were discovered to resulted in the highest mental workload, highest effort needed to perform work, stress, frustration, and time pressured when compared to being interrupted by the work-related context (Mark et al. 2008). The effect of private use of smartphone was found to be subjective experience of interruption that has significant effect on exhaustion (Derks et al. 2021), while incongruent IT-mediated information found significant to interruption overload which contributes to the state of emotional exhaustion (Cheng et al. 2020) while working with information technologies. Therefore, it is hypothesized that:
H4: Non-work related interruptions has a significant effect on exhaustion

Innovative work behavior defined as a behavior constructed by employees individually to produce innovative output by introducing and implementing new ideas, processes, or products that will benefit the organizations (De Jong & Den Hartog 2010). Developing innovation essentially needs well-built skills and strong bonds from both employees and organizations and that is how innovative work behavior on employees is vital to organizations (Abra 1994). However, employee with lack of resources to meet work demand referred as emotional exhaustion was found a significant effect to innovative work behavior on Indian managerial employees in the service sectors (Rai & Kim 2021). In the context of play in work where it was found that play in work has positive and significant effect to innovation behavior, it turned out when employee experienced burnout in between, the results shown that burnout reducing the positive effect which leading to the negative effect on play in work towards innovation behavior (Lee et al. 2021). Reviewing past literatures, it is hypotheses that:
H5: Emotional exhaustion has a significant effect on innovative work behavior

Previous arguments proposed that the presence of hybrid work characteristics, including boundarylessness, multitasking, demand for constant learning, and non-work related interruptions, capturing the effect of employees being emotionally exhausted in their work. While it is demanded in an organization for employees to be innovative, it is best to assume that emotional exhaustion might mediate the effect on both relationships because depletion of resources might prevent them to perform well in their job. Therefore, the mediation hypotheses are:
H6: Emotional exhaustion mediates the effect of boundarylessness on innovative work behavior
H7: Emotional exhaustion mediates the effect of multitasking on innovative work behavior
H8: Emotional exhaustion mediates the effect of demand on constant learning on innovative work behavior
H9: Emotional exhaustion mediates the effect of non-work related interruptions on innovative work behavior

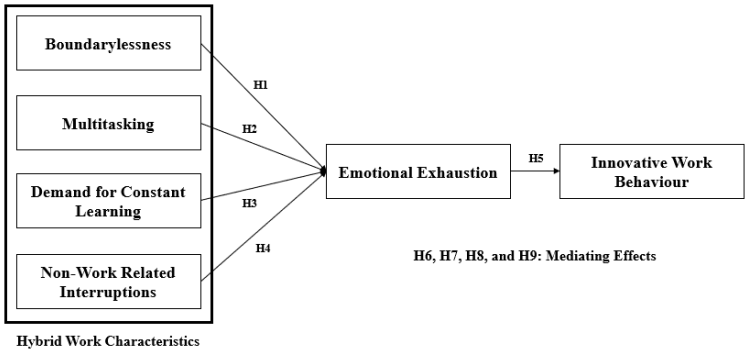

Figure 1. Research Model

3. Methods

Descriptive-quantitative approach is used in this research to understand the relationship between variables which are hybrid work characteristics (boundarylessness, multitasking, demand for constant learning, and non-work related

interruptions), emotional exhaustion, and innovative work behavior. It employs individual as the unit of analysis, with a time scope that is cross sectional. Partial Least Square-Structural Equation Modelling (PLS-SEM) is used in this study to test the hypotheses as this method has the ability to perform analysis of a complex relationship simultaneously using causal-predictive analysis (Hair et al., 2019). As a path models, PLS-SEM is commonly applied to predict a further effect of variables in previous hypothesized causal sequence to another variables (Garson, 2016) which support the need of this study to find factors influencing innovative work behavior by using emotional exhaustion as the mediating variable. Measurement model is used for validity and reliability confirmation, while structural model is used for hypotheses testing. In testing the hypotheses using PLS-SEM, SMART PLS 3 is the statistical analysis tool utilizes in this study.

4. Data Collection

This study utilizing data from both primary (online questionnaire via google form) and secondary (publications, electronic articles, etc.) sources. Online surveys are distributed to 228 respondents with the criteria of Millennials (26-40 years old) and Generation Z (18-25 years old) employees live in Jakarta Metropolitan Area (Jakarta, Bogor, Depok, Tangerang, Bekasi) who are currently working or have experienced working in hybrid working arrangement using convenience sampling method to filter participants based on the targeted respondents. Hybrid working arrangement here taken a definition from Radonić et al. (2021) which is a workplace combining remote working options with flexible working hours. In this respect, only 177 samples which could be used to test the hypotheses. A 7-point Likert scale (1 = strongly disagree; 7 = strongly agree) is applied to all variables. Hybrid work characteristics are adapted from Xie et al. (2018) which consist of 3 items to measure boundarylessness (stay in touch with workplace, accessible outside the normal working hours, work in variety of settings), 4 items for multitasking (prioritize competing demands, involves number of tasks to compete, take care of several tasks concurrently, doing more than one task at a time), 5 items for demand for constant learning variable (continually learning new technology, techniques, and ideas, regularly attend seminars, courses, or gather information independently, stay on top of the latest developments, state of knowledge required for job is ever-changing, opportunities to learn and growth), and 4 items for non-work related interruptions (responding non-work related questions, unscheduled contacts, interruptions from phone call, e-mail messages, and colleagues, rarely have times without interrupted by others). Emotional exhaustion was measured through 9 items from Maslach & Jackson (1981) based on feelings of being emotionally overextended and exhausted by one's work. Lastly, 9 items from Janssen (2000) were used to measure innovative work behavior which consist of three dimensions including idea generation, idea promotion, and idea realization.

5. Results and Discussion

5.1 Respondent Profile

Prior to explain the results obtained from this study, demographic information of respondents or respondent profile can be seen on Table 1 which consist of age, gender, education, domicile, industry, job position, and working department. Of 177 participants acquired through distribution of online questionnaires, 48.59% were Generation Z employees and 51.41% came from Millennials. Participants consist of 52.54% female and 47.46% male which in overall dominated by 61.58% employees with bachelor's degree and 46.33% employees live in Jakarta. Among several industries, participants from information and technology industry shown the highest with 26.55% participants. Furthermore, 47.46% participants were positioned as staff in their job with sales and marketing department showing highest percentage among the other working department which is 20.34%.

Table 1. Respondent Profile

Characteristics	Items	Number	Percent
Age	18-25 years old (Generation Z)	86	48.59%
	26-40 years old (Millennial)	91	51.41%
Gender	Female	93	52.54%
	Male	84	47.46%
Education	Middle School	1	0.56%
	High School	57	32.20%
	Bachelor's degree	109	61.58%
	Magister Degree	10	5.65%
Domicile	Jakarta	82	46.33%
	Bogor	18	10.17%

	Depok	20	11.30%
	Tangerang	42	23.73%
	Bekasi	15	8.47%
Industry	Fast Moving Consumer Goods	11	6.21%
	Healthcare	15	8.47%
	Food and Beverages	37	20.90%
	Education	33	18.64%
	Research & Development	20	11.30%
	Information and Technology	47	26.55%
	Oil and Gas	5	2.82%
	Others	9	5.08%
Job Position	Director	2	1.13%
	Senior Manager	9	5.08%
	Manager	22	12.43%
	Supervisor	23	12.99%
	Staff	84	47.46%
	Internship	37	20.90%
Working Department	Administration	28	15.82%
	Finance & Accounting	24	13.56%
	Human Resources	31	17.51%
	Information Technology (IT)	25	14.12%
	Research & Development	23	12.99%
	Sales & Marketing	36	20.34%
	Legal	3	1.69%
	Others	7	3.95%

5.2 Descriptive Statistics and Measurement Model

Descriptive statistics shown in Table 2 are used to analyze each variable items based on questionnaire answers. For hybrid work characteristics variables, it can be seen that the highest mean values are 5.186 of B1 (My job makes it necessary for me to stay in touch with my workplace even after normal business hours when working in a hybrid working arrangement) for boundarylessness variable, 5.254 of M1 (My job requires me to regularly prioritize competing demands when working in a hybrid working arrangement) for multitasking variable, 5.203 of D5 (My job allows me opportunities for learning and growth in competence and proficiency when working in a hybrid working arrangement) for demand for constant learning variable, and 5.096 of N3 (While at work, I am frequently interrupted by phone calls, e-mail messages or colleagues seeking information or help with NON work-related issues when working in a hybrid working arrangement) for non-work related interruptions variable which indicate strong level of agreement by respondents on this particular item on each variable measured. While strong agreement on emotional exhaustion was shown through E2 (I feel used up at the end of the workday when working in a hybrid working arrangement) with mean value of 5.192 and innovative work behavior through I1 (Creating new ideas for difficult issues when working in a hybrid working arrangement) of 5.294.

Table 2. Descriptive Statistics, Construct Validity, and Reliability Results

Variable	Item	Descriptive Statistics		Construct Validity		Reliability	
		Mean	Standard Deviation	Factor Loading	AVE	Cronbach's Alpha	Composite Reliability
Boundarylessness	B1	5.186	1.428	0.846	0.676	0.760	0.862
	B2	5.147	1.430	0.827			
	B4	5.017	1.428	0.794			
Multitasking	M1	5.254	1.197	0.780	0.638	0.811	0.876
	M2	5.232	1.225	0.796			
	M3	5.215	1.336	0.837			
	M4	5.079	1.308	0.780			
Demand for Constant Learning	D1	5.169	1.351	0.839	0.607	0.838	0.885
	D2	4.944	1.368	0.726			
	D3	5.153	1.186	0.748			

	D4	5.062	1.289	0.803			
	D5	5.203	1.277	0.775			
Non-Work Related Interruptions	N1	4.944	1.331	0.736	0.618	0.794	0.866
	N2	4.932	1.372	0.788			
	N3	5.096	1.296	0.816			
	N4	4.966	1.262	0.802			
Emotional Exhaustion	E1	5.164	1.353	0.774	0.610	0.920	0.934
	E2	5.192	1.318	0.775			
	E3	5.130	1.386	0.812			
	E4	5.000	1.284	0.780			
	E5	5.073	1.244	0.773			
	E6	4.836	1.407	0.814			
	E7	4.994	1.330	0.763			
	E8	4.684	1.450	0.759			
	E9	4.712	1.504	0.780			
Innovative Work Behavior	I1	5.294	1.181	0.735	0.593	0.914	0.929
	I2	5.226	1.237	0.810			
	I3	5.175	1.225	0.765			
	I4	5.203	1.166	0.740			
	I5	5.040	1.152	0.782			
	I6	5.062	1.203	0.798			
	I7	5.079	1.242	0.767			
	I8	4.955	1.230	0.752			
	I9	5.113	1.239	0.777			

Table 3. Discriminant Validity Results with Fornell-Larcker Criterion

	Boundary lessness	**Demand for Constant Learning**	**Emotional Exhaustion**	**Innovative Work Behavior**	**Multitasking**	**Non-Work Related Interruptions**
Boundarylessness	**0.822**					
Demand for Constant Learning	0.480	**0.779**				
Emotional Exhaustion	0.571	0.684	**0.781**			
Innovative Work Behavior	0.605	0.638	0.622	**0.770**		
Multitasking	0.570	0.697	0.628	0.567	**0.799**	
Non-Work Related Interruptions	0.546	0.712	0.775	0.625	0.602	**0.786**

Measurement model used to measure latent constructs through validity and reliability tests. Hair et al. (2019) argued that a model can be recognized as valid if: (1) convergent validity test shown the factor loading value is greater than 0.70 and the Average Variance Extracted (AVE) is greater than 0.5, and (2) discriminant validity test shown the square root of the AVE value is greater than the highest correlation with the other constructs. Testing the reliability can be confirmed through composite reliability and cronbach's alpha with values greater than 0.7. Based on validity and reliability results, it can be seen from Table 2 that 2 items from boundarylessness variable are removed from the analysis (factor loading < 0.7), thus leaving 34 items from 36 questionnaire items which all variables have been confirmed for its convergent validity and reliability. These are due to factor loading values that are proven greater than 0.7 with the Average Variance Extracted (AVE) values greater than 0.5 which indicating that all measurement

items are valid. Furthermore, it was also shown that all measurement items left have cronbach's alpha and composite reliability values greater than 0.7 which indicates the reliability. Discriminant validity also supported these findings as shown on Table 3 through examining the value from Fornell-Larcker Criterion which proven that the AVE root value for each variable is greater than the correlation between variables. Therefore, discriminant validity is confirmed which can be continued to test the hypothesis using the structural model.

5.3 Structural Model for Hypotheses Testing

Structural model examines the latent constructs and its relationship with the SEM model through examining coefficient determination (R square) and hypothesis testing (significance value) results. Based on coefficient determination results on Table 4, it was found that coefficient determination value on boundarylessness, multitasking, demand for constant learning, and non-work related interruptions to emotional exhaustion is 0.665, indicating that 66.5% of emotional exhaustion variable can be explained by boundarylessness, multitasking, demand for constant learning, and non-work related interruptions while the remaining 33.5% can be explained by variables outside from this study. It can also be seen that coefficient determination value of 0.387 was found on boundarylessness, multitasking, demand for constant learning, non-work related interruptions, and emotional exhaustion to innovative work behavior which means 38.7% of innovative work behavior variable can be explained by the specified variables. The remaining 61.3% might be explained through variables outside of this study.

Table 4. Coefficient Determination Results

Variable	R Square
Emotional Exhaution	66.5%
Innovative Work Behavior	38.7%

With the use of 95% of confidence level, this study will test the hypotheses using t-value of 1.96 and hypothesis is significant if t-statistic is greater than 1.96 and vice versa (Hair et al. 2019). According to hypotheses testing results on Table 5, 7 hypotheses were accepted while 2 hypotheses were rejected. Testing the hypothesis of multitasking to emotional exhaustion (path coefficient = 0.126; p-value = 0.076) and the mediation effect of emotional exhaustion between multitasking and innovative work behavior (path coefficient = 0.078; p-value = 0.076) shown that these were not statistically significant which is the reason behind the rejection of the 2 hypotheses.

Table 5. Hypothesis Testing Results

	Hypothesis	Path Coefficients	T-Statistics	P-Values	Remarks
H1	Boundarylessness → Emotional Exhaustion	0.145	2.114	0.035	Significant
H2	Multitasking → Emotional Exhaustion	0.126	1.774	0.076	Not Significant
H3	Demand for Constant Learning → Emotional Exhaustion	0.173	2.130	0.033	Significant
H4	Non-Work Related Interruptions → Emotional Exhaustion	0.496	6.858	0.000	Significant
H5	Emotional Exhaustion → Innovative Work Behavior	0.622	10.361	0.000	Significant
H6	Boundarylessness → Emotional Exhaustion → Innovative Work Behavior	0.091	1.962	0.050	Significant
H7	Multitasking → Emotional Exhaustion → Innovative Work Behavior	0.078	1.775	0.076	Not Significant
H8	Demand for Constant Learning → Emotional Exhaustion → Innovative Work Behavior	0.108	2.008	0.045	Significant
H9	Non-Work Related Interruptions → Emotional Exhaustion → Innovative Work Behavior	0.309	5.961	0.000	Significant

5.4 Discussion

This study is trying to capture the role of emotional exhaustion in understanding the impact of adopting hybrid work characteristics into work design to Millennials and Generation Z employees along with its impact on the innovative work behavior which is being debated right now to decide on the suitable work design for the post-pandemic era. The result indicated that non-work related interruptions is the most influential predictor of emotional exhaustion which consistent with Leroy (2021) findings where intrusions and distractions been seen as the most significant sources of nonwork interruptions. Although Millennials and Generation Z were highly adopted with technologies (Bencsik et al. 2016), being distracted by incongruent information technology (IT) interruptions and non-work related interactions from colleagues while working in hybrid system still stressing for them.

The effect of demand for constant learning which turned out positively influential to Millennials and Generation Z exhaustion also contributes to a new finding as it extends the research from Nikolova (2019) and Xie et al. (2018) whose found the relationship was insignificant. Even though Millennials have a high sense of achievement, emotional intelligence has been undervalued by this generation which makes them need to have close mentors to supervised them and working in hybrid arrangement with minimum supervision might be the cause for this emotional exhaustion as they might not work on the right track (Bencsik et al. 2016; Prakash and Tiwari 2021). As for Generation Z, learning is draining their energy and requiring longer working hours even though they are able to generate information from anywhere. As work-life balance is what they are looking for in their career, that is why learning can still be exhausted for them despite working in hybrid working arrangement (Bencsik et al. 2016; Bulut & Maraba 2021).

The positive influence of boundarylessness on emotional exhaustion also possess interesting result as it is contradictive with Millennials and Generation Z preference for flexibility at work (Jung and Yoon 2021). However, this finding is consistent with Fernet et al. (2013) which found perceived autonomy was positively significant to emotional exhaustion. Being closely supervised while working in hybrid working arrangement make young workers tend to be overcommitting themselves to prove that they are strive for excellence in their work even though the works are managed by themselves remotely. This is in line with Prakash and Tiwari (2021) findings that Millennials are willing to work more than 40 hours a week to achieve dignity. Pushing on themselves with such behavior can be best explain why emotional exhaustion is existed even though boundarylessness is something they are look for as an employee.

This study also confirmed that emotional exhaustion is mediating the relationship between boundarylessness, demand for constant learning, and non-work related interruptions and the innovative work behavior, however, the direct effect between emotional exhaustion and innovative work behaviour was significantly positive which is compelling as it is contradicted with Rai and Kim (2021). The increase of emotional exhaustion surprisingly triggers Millennials and Generation Z to be more innovative rather than deteriorated. While it might be unique to assume, the finding is in line with both generations' behavior that are eager to seek for challenges to show that they are able exceeding organization's expectations, especially for Generation Z who possess great impulsion and courageous to deal with unpredictable changes (Bencsik et al. 2016; Prakash and Tiwari 2021). As both possess high intellectuality, the rise in emotional exhaustion might perceived by them as a challenge because fewer resources motivated them to find innovative ways to deal with the problem as success must be pursued in whatever the situation is. While multitasking shown a relatively low influence on both emotional exhaustion and innovative work behaviour, this might be normal as Millennials and Generation Z possess a high capability of multitasking as they used to have shared attention when using technologies on daily basis (Bencsik et al. 2016).

Although emotional exhaustion still exists, this study implied that hybrid working arrangement still a better option to go especially to retain Millennials and Generation Z employees to work in one company. In fact, some Fortune 500 companies like Microsoft and Adobe have applied this hybrid work with a satisfactory result in spite of employees still exhausted in some ways (Fortune 2021; Hogan 2020; Chen 2021). While Microsoft has taken the effort to empower employees with extreme flexibility, highly invested in space and technology, reducing workloads, balancing synchornous and asynchronous collaboration, encouraging breaks, and increasing engagement from managers in the hybrid work system, majority of employees still feel isolated and well-being still a challenge to overcome. However, looking at the bright side, the adoption of hybrid work has made Microsoft to successfully maintaining employee productivity to 77% during pandemic because great inclusion was embedded in the company which increase work happiness and engagement that make the group work more successful, raising the opportunity to become more innovative (Microsoft 2021; Microsoft 2021). Strengthening the argument, Adobe (2021) found that 51% employees feel that flexible hours is the most convenient to get the work done and Tsipursky (2021) argued that hybrid work allows virtual brainstorming that balance preference between employee personalities to produce more novel ideas

compared to collaboration in-person groups. However, with the flexibility given that providing employees to experiment and learn according to their personality and style, Garton and Mankins (2020) recommended the increase of engagement and continuous inspiration for employees which might be some of the best ways to increase better employee performance rather than focusing merely on reducing the exhaustion. In this respect, an example taken was Adobe that has been giving "no lay-off pledge", virtual town halls arrangement, and an extra day off to boost the energy level of its employees which can be a solution to add when flexibility of choices is given using this work design called the hybrid working arrangement.

6. Conclusion

This research examines the role of emotional exhaustion in understanding how hybrid work characteristics influencing innovative work behavior based on those experienced working in hybrid working arrangement within the context of Millennials and Generation Z employees. Rather than working remotely that still bounded by working hour rules which vague as working time still exceeding the regulated hours as proven during COVID-19 pandemic leading to employees being exhausted, the addition to flexible working hours in hybrid working arrangement is proven able to increase innovative work behavior even though it might be still emotionally exhausted for them in some way. Therefore, extending the adoption from remote working to hybrid working arrangement can be one better option to choose for the post-pandemic work design in Indonesia to cope with further uncertain business environments. The scope of this study has limitations, such as the small number and characteristics of the samples examined. Only 177 samples can be obtained in this research which specific to small region only in Jakarta Metropolitan Area as it was difficult to find respondents within the time constraints which might concerning whether findings can really represent the population. This study also extending to one variable only which still in the scope of individual behavior which might still questioning how the interpretation would really impact the whole organization. Studying using descriptive-quantitative approach also limits understanding how these variables influencing each other in practical. It is highly suggested for the future research to widen the scope of research both in numbers and region especially measuring in country-sized to be able capturing the overall behavior so it can be compared between countries. Adding or replacing variables that can measure the impact to the whole organization in the future will be better to provide enhancement whether these work design characteristics is effective to be adopted by organizations. Whereas new findings are discovered in this research, it is also highly suggested for further research to directly observe using qualitative approach to obtain deeper understanding the emotional state resulted from the adoption of hybrid working approach.

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