

HYBRID WORKPLACE PRACTICES, EMPLOYEES' PSYCHOLOGICAL WELL-BEING AND WORKPLACE SOCIAL SUPPORT IN A MALAYSIAN INSURANCE COMPANY

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Abstract: The increasing adoption of hybrid workplace practices has transformed the way organisations manage employee well-being, making it essential to understand the organisational factors that support positive psychological outcomes. This study examines the relationship between hybrid workplace practices and employees' psychological well-being, with workplace social support proposed as a mediating variable. The study was conducted among employees of an insurance company in Kuala Lumpur, Malaysia. A quantitative research design was employed using a structured questionnaire administered through Microsoft Forms. Data were analysed using the Statistical Package for the Social Sciences (SPSS) version 27 and SmartPLS version 4 to examine both the direct and mediating relationships among the study variables. The findings indicate that hybrid workplace practices have a significant positive effect on workplace social support and employees' psychological well-being. Workplace social support also exerts a significant positive influence on psychological well-being and partially mediates the relationship between hybrid workplace practices and employees' psychological well-being. These findings suggest that supportive workplace relationships enhance the positive effects of hybrid working arrangements on employees' psychological well-being. This study contributes to the growing literature on hybrid work by demonstrating the importance of workplace social support as a mechanism through which hybrid workplace practices influence employee well-being. The findings also provide practical insights for organisations seeking to develop hybrid work policies that promote both employee well-being and organisational sustainability.

Keywords: Hybrid Workplace, Psychological Well-being, Workplace Social Support, Mediation, insurance industry.

1. Introduction

The rapid advancement of digital technologies and the widespread adoption of hybrid work arrangements have fundamentally transformed the nature of work. Accelerated by Industry 4.0 and further reinforced by organisational responses to the COVID-19 pandemic, hybrid workplace practices have become an increasingly common feature of contemporary organisations. By combining remote and office-based working, hybrid work arrangements provide employees with greater flexibility while enabling organisations to maintain productivity and operational continuity. Consequently, understanding how hybrid workplace practices influence employee well-being has become an important area of organisational research. The growing adoption of hybrid work has coincided with significant changes in workforce demographics and family structures. Dual-career households, single-parent

families, and employees with caregiving responsibilities have become increasingly common (Neal & Hammer, 2017). These changing social conditions have intensified the challenge of balancing work and family responsibilities.

Previous studies suggest that women continue to experience greater work–family conflict because they often assume a disproportionate share of household and caregiving responsibilities despite participating fully in the labour market (World Bank Group, 2018; Zaman & Shahid, 2023). Likewise, single parents frequently encounter greater psychological, financial, and caregiving demands, placing them at higher risk of stress and reduced psychological well-being (Kühn et al., 2023). At the same time, increasing job demands, heavier workloads, and rising performance expectations have contributed to growing concerns regarding employees' psychological well-being. Recent reports indicate that prolonged work pressure, unrealistic performance expectations, and long working hours increase the likelihood of stress, burnout, and reduced productivity (Pham, 2024). These challenges are particularly evident among employees who must simultaneously manage demanding professional responsibilities and substantial family commitments.

Consequently, organisations are increasingly recognising that employee well-being is not only an individual concern but also a strategic organisational issue affecting performance, engagement, and retention. Hybrid workplace practices have been proposed as one approach to addressing these challenges by providing employees with greater autonomy and flexibility in managing their work and family responsibilities. Previous studies suggest that flexible work arrangements may improve work–life balance and enhance psychological well-being by allowing employees greater control over where and when they perform their work (Katherine & Sawhill, 2020). However, the effectiveness of hybrid work may depend on the organisational environment within which it is implemented. Workplace social support, including support from supervisors and colleagues, has consistently been identified as an important organisational resource that buffers work-related stress and promotes employees' psychological well-being (Cohen, 2004; Kumswa, 2024; Melkman & Benbenishty, 2018).

Despite the growing body of research on hybrid work, relatively limited empirical evidence has examined the mechanisms through which hybrid workplace practices influence employees' psychological well-being, particularly within the Malaysian insurance industry. Existing studies have primarily focused on work–life balance, employee performance, or job satisfaction, while comparatively less attention has been given to the mediating role of workplace social support. Given the increasing adoption of hybrid work arrangements within knowledge-intensive service industries, understanding how workplace social support shapes employees' psychological well-being is both theoretically and practically important.

Accordingly, this study examines the relationship between hybrid workplace practices and employees' psychological well-being, with workplace social support proposed as a mediating variable. Focusing on employees in a Malaysian insurance company, the study seeks to contribute to the growing literature on hybrid work by providing empirical evidence on how supportive workplace relationships enhance the effectiveness of hybrid workplace practices in promoting psychological well-being.

2. Problem Statement

Employee psychological well-being has become an increasingly important organisational concern, particularly within the financial services sector, where employees frequently operate under demanding performance targets, heavy workloads, and high levels of customer interaction. These work characteristics have been associated with increased stress, anxiety, depression, and reduced work engagement, all of which may adversely affect organisational performance and employee retention. Evidence from the financial services industry highlights the seriousness of these challenges. A large-scale survey of employees in South Korea's financial sector found that more than 80% of respondents experienced pressure to achieve high levels of work performance, while employees in the insurance sector reported the highest prevalence of anxiety, depression, and suicide attempts among all financial service occupations (Lee & Kim, 2023). The study further suggested that excessive performance pressure and fragmented performance evaluation systems may contribute to poorer psychological outcomes by encouraging employees to perceive organisational challenges as personal failures.

Similar concerns have emerged in Malaysia. National reports indicate a growing prevalence of depression and other mental health conditions among Malaysian adults. According to the National Health and Morbidity Survey (NHMS, 2023), the prevalence of depressive symptoms among adults increased from 2.3% in 2019 to 4.6% in 2023, highlighting a substantial deterioration in mental well-being. In addition, Malaysian employees generally work longer hours and receive fewer annual leave benefits than employees in many developed countries, increasing the risk of work-related stress and burnout (The Sun Team, 2023). Human Resource Development Corporation (HRD Corp, 2022) further reported that untreated depression negatively affects employee engagement, attendance, interpersonal relationships, and work performance, thereby creating significant organisational challenges.

Within the Malaysian financial services sector, previous studies have demonstrated that workload, time pressure, and job stress significantly increase employees' intention to leave their organisations (Abdul Majid et al., 2020; Aburumman et al., 2020). Although hybrid workplace practices have increasingly been adopted as a means of improving work flexibility and employee well-being, empirical evidence regarding their effectiveness remains limited. Existing studies have largely focused on work–life balance, employee productivity, or job satisfaction, while comparatively little attention has been given to the mechanisms through which hybrid workplace practices influence employees' psychological well-being. In particular, the mediating role of workplace social support has received limited empirical investigation within the Malaysian financial services sector.

Accordingly, this study addresses these gaps by examining the relationship between hybrid workplace practices and employees' psychological well-being, with workplace social support proposed as a mediating variable. Focusing on employees of an insurance company in Kuala Lumpur, the study seeks to contribute to the growing literature on hybrid work by providing empirical evidence from the Malaysian insurance industry.

3. Literature Review

3.1 Psychological Well-Being

Psychological well-being (PWB) is widely recognised as a multidimensional construct that reflects individuals' ability to function effectively, realise their potential, maintain positive relationships, and cope successfully with life's challenges. Ryff (1989) conceptualised psychological well-being as encompassing dimensions such as self-acceptance, autonomy, environmental mastery, positive relationships, purpose in life, and personal growth. Complementing this perspective, positive psychology views psychological well-being as comprising both hedonic well-being, which emphasises happiness, positive emotions, and life satisfaction, and eudaimonic well-being, which focuses on personal development, meaning, and self-realisation (Huta & Waterman, 2014; Ryan & Deci, 2001).

More broadly, psychological well-being extends beyond the absence of mental illness. It includes positive mental health, resilience, life satisfaction, effective stress management, and the capacity to contribute productively to work and society (Davis, 2019; Diener et al., 2009; Tov, 2018). Consistent with this perspective, the World Health Organization (WHO, 2022) defines mental well-being as a state in which individuals recognise their abilities, cope effectively with everyday stresses, work productively, and contribute meaningfully to their communities. Within organisational settings, psychological well-being has become an important indicator of sustainable workforce performance. Employees with higher levels of psychological well-being are generally more engaged, productive, resilient, and committed to their organisations, whereas poor psychological well-being is associated with stress, burnout, absenteeism, reduced work performance, and lower quality of life (Hennekam et al., 2020). Consequently, organisations increasingly recognise that promoting employee well-being is both a human resource priority and a strategic organisational objective.

Previous studies suggest that psychologically healthy workplaces are characterised by supportive organisational practices, including work–life balance initiatives, employee recognition, participation in decision-making, opportunities for learning and career development, and effective health and safety measures (Kelloway & Day, 2005). These organisational resources become particularly important within hybrid workplace environments, where employees may experience greater flexibility but also increased risks of social isolation, blurred work–life boundaries, and reduced interpersonal interaction. Accordingly, psychological well-being is adopted as the dependent variable in the present study because it reflects employees' capacity to remain healthy, engaged, and productive within hybrid workplace arrangements. Understanding the organisational factors that enhance psychological well-being is essential for developing sustainable hybrid work practices that benefit both employees and organisations.

3.2 Hybrid Workplace

The rapid advancement of digital technologies, together with organisational responses to the COVID-19 pandemic, has accelerated the adoption of hybrid workplace practices across many industries. A hybrid workplace generally refers to a work arrangement

in which employees divide their working time between organisational premises and remote locations, supported by digital communication and information technologies (International Labour Organization [ILO], 2021; Iqbal et al., 2021). Although terms such as *telework*, *remote work*, *telecommuting*, and *flexible work arrangements* are frequently used in the literature, they broadly describe work performed outside the traditional office environment through the use of digital technologies (Allen et al., 2015; Oakman et al., 2020). Hybrid workplace practices have become increasingly attractive because they provide employees with greater flexibility, autonomy, and control over their work schedules while enabling organisations to maintain productivity and operational continuity.

Previous studies have shown that hybrid work arrangements can improve work–life balance, reduce commuting time, increase job satisfaction, and enhance employee well-being (Baert et al., 2020; Grzegorzczuk et al., 2021; Naqshbandi et al., 2024). These benefits are particularly relevant for employees with caregiving responsibilities or those seeking greater flexibility in balancing professional and personal commitments. Despite these advantages, hybrid workplaces also present several organisational challenges. Reduced face-to-face interaction may weaken communication, collaboration, and employees' sense of belonging, potentially increasing feelings of isolation and reducing workplace social support. Maintaining effective interpersonal relationships therefore becomes an important organisational challenge within hybrid work environments, particularly where teamwork and knowledge sharing are essential.

Consequently, the effectiveness of hybrid workplace practices depends not only on flexible working arrangements but also on the organisational environment in which they are implemented. Supportive managerial practices, effective communication, and strong workplace social support may enhance the positive effects of hybrid work while mitigating potential disadvantages associated with reduced physical interaction. In the present study, the term hybrid workplace practices refer to organisational work arrangements that combine on-site and remote working, including work from home, teleworking, telecommuting, and other flexible work arrangements consistent with the International Labour Organization's (2021) definition. These terms are used interchangeably throughout this study.

3.3 Workplace Social Support

Workplace social support refers to employees' perceptions that they are valued, respected, and supported by their organisation, supervisors, and colleagues (Eisenberger et al., 2002). It represents an important organisational resource that enables employees to cope with work-related demands, strengthen interpersonal relationships, and maintain positive psychological functioning. Social support theory suggests that supportive workplace relationships help individuals manage stress by providing emotional reassurance, practical assistance, useful information, and constructive feedback (Cohen & Wills, 1985; French et al., 2018; Sendra et al., 2019).

Within organisational settings, workplace social support is commonly derived from supervisors, co-workers, and the organisation itself (Grzywacz & Marks, 2000; Lingard & Francis, 2005). Employees who perceive higher levels of workplace support are generally

more engaged, experience lower levels of stress, and report greater job satisfaction and psychological well-being. Supportive organisational environments also encourage trust, collaboration, knowledge sharing, and stronger organisational commitment, all of which contribute to healthier and more productive workplaces.

The importance of workplace social support has become even more pronounced with the growing adoption of hybrid workplace practices. Although hybrid work provides greater flexibility and autonomy, reduced face-to-face interaction may weaken employees' social connections, communication, and sense of belonging. Consequently, support from supervisors, colleagues, and the organisation becomes increasingly important in helping employees remain connected, motivated, and psychologically resilient despite reduced physical interaction.

Previous studies have consistently shown that workplace social support buffers the negative effects of work-related stress while enhancing employees' psychological well-being and work-life balance (Demerouti et al., 2004; Hill, 2005; Žnidaršič & Bernik, 2021). These findings suggest that supportive workplace relationships represent an important mechanism through which organisational practices influence employee well-being. Accordingly, workplace social support is proposed as the mediating variable in the present study because it provides the organisational and interpersonal resources that enable hybrid workplace practices to positively influence employees' psychological well-being.

3.4 Evolution of Hybrid Workplace Research

Research on hybrid workplace practices has evolved considerably over the past decade, reflecting major technological, organisational, and societal changes. Broadly, the literature can be categorised into three phases: the pre-COVID-19 period (before 2020), the COVID-19 pandemic period (2020–2022), and the post-pandemic period (2023 onwards). Each phase reflects changing organisational priorities and research interests regarding flexible work arrangements. Before the COVID-19 pandemic, research primarily focused on teleworking, flexible work arrangements, and work-life balance. Studies generally examined the organisational benefits of flexible working, including increased employee autonomy, reduced commuting time, improved job satisfaction, and enhanced productivity. However, hybrid work was often viewed as an optional employment practice adopted by selected organisations rather than a mainstream organisational strategy.

During the COVID-19 pandemic (2020–2022), remote and hybrid working became a necessity rather than a choice for many organisations worldwide. Consequently, research shifted towards understanding employees' adaptation to remote work, digital collaboration, virtual leadership, employee engagement, work-life integration, and psychological well-being. Scholars also examined challenges associated with social isolation, communication barriers, technological readiness, and maintaining organisational culture in virtual work environments.

Since 2023, research has increasingly focused on the long-term sustainability of hybrid workplace practices. Rather than examining emergency remote working, recent studies

investigate how hybrid work can be strategically integrated into organisational policies while maintaining employee well-being, collaboration, innovation, and organisational performance. Greater attention has also been given to leadership, organisational support, employee experience, and the role of workplace social support in sustaining effective hybrid work arrangements.

Figure 1 summarises the evolution of hybrid workplace research across these three periods and illustrates the changing emphasis of the literature over time. The review demonstrates that although considerable attention has been devoted to flexible work arrangements and employee outcomes, relatively limited research has examined the mediating role of workplace social support in explaining how hybrid workplace practices influence employees' psychological well-being, particularly within the Malaysian financial services sector.

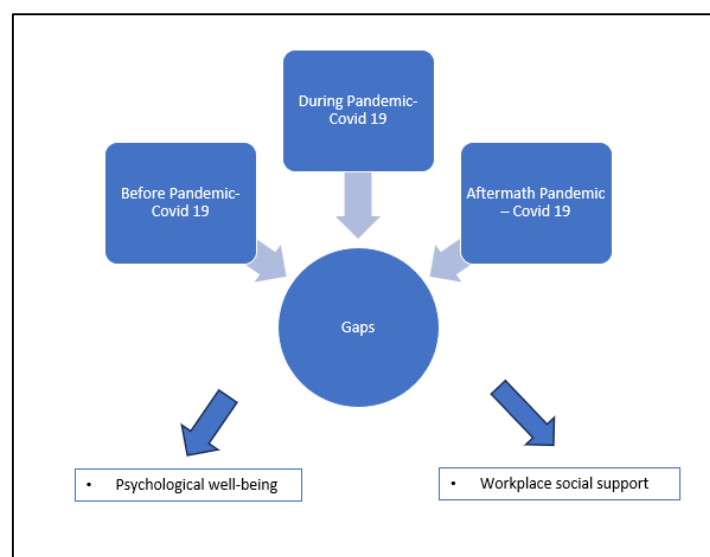


Figure 1. The Hybrid Workplace Gaps in the Three (3) Periods

3.5 Hypotheses Development

3.5.1 Hybrid Workplace Practices and Workplace Social Support

Hybrid workplace practices provide employees with greater flexibility in determining where and, to some extent, when they perform their work. Such flexibility enables employees to better integrate work and personal responsibilities while increasing their sense of autonomy and control over their work arrangements (Lupu, 2017). However, the effectiveness of hybrid work depends not only on flexibility itself but also on the extent to which organisations provide adequate support to employees operating in hybrid environments. Organisational support in hybrid workplaces includes the provision of appropriate technological resources, access to information, managerial guidance, effective communication, and sufficient decision-making authority to enable employees to perform their work efficiently regardless of location (Chong et al., 2020). When organisations provide these resources, employees are more likely to perceive that they are valued and supported,

thereby strengthening workplace social support. Conversely, inadequate organisational support may increase work demands, reduce interpersonal interaction, and heighten the risk of employee stress and burnout (Afshari et al., 2022).

The Job Demands–Resources (JD–R) model provides a useful theoretical explanation for this relationship. The model proposes that job resources, including organisational support, autonomy, and supportive interpersonal relationships, enhance employee motivation, work engagement, and psychological well-being while reducing the negative effects of job demands (Bakker & Demerouti, 2017). Longitudinal evidence further demonstrates that organisational resources contribute to the development of personal resources and sustained work engagement over time (Xanthopoulou et al., 2009). Empirical studies consistently indicate that workplace social support positively influences employee well-being and work-related outcomes. Support from supervisors and colleagues reduces work-related stress while enhancing job satisfaction, organisational commitment, and employee engagement (Kiema-Junes et al., 2020; Lan et al., 2018; Sigursteinsdottir & Karlsdottir, 2022). Within hybrid workplace environments, where employees experience reduced face-to-face interaction, organisational and supervisory support becomes even more important in maintaining employees' sense of connection and belonging.

Drawing on the JD–R model and previous empirical evidence, this study proposes that organisations implementing effective hybrid workplace practices are more likely to foster stronger workplace social support among employees.

H1: Hybrid workplace practices have a significant positive influence on workplace social support.

3.5.2 Workplace Social Support and Psychological Well-Being

Workplace social support is widely recognised as an important organisational resource that enhances employees' psychological functioning and overall well-being. It refers to employees' perceptions that they are valued, respected, and supported by supervisors, colleagues, and the organisation, enabling them to cope more effectively with work-related demands (Kurtessis et al., 2017; Lakey & Cohen, 2000). Social Support Theory and the Job Demands–Resources (JD–R) model both suggest that supportive workplace relationships buffer the adverse effects of job demands by providing employees with emotional, informational, and instrumental resources needed to manage occupational stress (Cohen & Wills, 1985; Hobfoll, 2002).

Within organisational settings, workplace social support contributes to employees' emotional stability, resilience, and psychological well-being. Previous studies have shown that supportive supervisors and colleagues help employees manage work-related stress, improve work–life balance, and reduce emotional exhaustion (Boyar et al., 2014; Caesens et al., 2020; Jolly et al., 2021). Organisational support has also been found to reduce burnout, alleviate depressive symptoms, and strengthen employees' ability to cope with workplace challenges (Afshari et al., 2022; Davidson and McEwen, 2012). These findings indicate that workplace social support functions as an important protective resource that promotes employees' mental health and overall well-being.

Support from supervisors is particularly important because it creates trust, psychological safety, empowerment, and open communication, all of which encourage employees to perform effectively while maintaining positive emotional well-being (Lee, 2021; Zeb et al., 2023). Likewise, supportive relationships among colleagues facilitate collaboration, reduce emotional strain, and improve work performance and work–life balance (Boyar et al., 2014; Caesens et al., 2020). Such supportive interpersonal relationships become even more critical within hybrid workplace environments, where opportunities for informal interaction may be reduced. Drawing upon Social Support Theory, the JD–R model, and previous empirical findings, this study proposes that employees who perceive higher levels of workplace social support are more likely to experience greater psychological well-being.

H2: Workplace social support has a significant positive influence on employees' psychological well-being.

3.5.3 Hybrid Workplace Practices and Psychological Well-Being

Hybrid workplace practices have increasingly been recognised as an important organisational strategy for promoting employee well-being by providing greater flexibility in how and where work is performed. Flexible work arrangements enable employees to exercise greater autonomy over their work schedules and locations, thereby facilitating a better balance between professional and personal responsibilities. Previous studies have consistently shown that flexible and hybrid work arrangements reduce work-related stress, anxiety, and burnout while improving employees' psychological well-being (Atkinson & Hall, 2011; Ebrahimi, 2021; Weale et al., 2019; Yunus & Mostafa, 2022; Zheng et al., 2015).

Evidence from both pre- and post-pandemic studies suggests that hybrid work arrangements contribute to higher levels of employee well-being by reducing commuting time, increasing flexibility, improving work–life balance, and providing employees with greater control over their working environment. Moen et al. (2016) demonstrated that increasing employees' control over their work schedules and work locations significantly reduced burnout, stress, and psychological distress.

The Job Demands–Resources (JD–R) model provides a theoretical explanation for these relationships. The model proposes that job resources, such as autonomy, flexibility, and control over work arrangements, enhance employee motivation and engagement while reducing the adverse effects of job demands (Bakker & Demerouti, 2017; Kattenbach et al., 2010; Naqshbandi et al., 2024). Within hybrid workplace environments, flexibility in time and location represents an important organisational resource that enables employees to manage competing work and personal demands more effectively.

These arguments are further supported by Boundary Theory and Border Theory, which explain how employees manage the boundaries between work and non-work domains. Boundary Theory suggests that employees differ in their preferences for integrating or separating work and personal life, and psychological well-being is enhanced when work arrangements align with these preferences (Basile & Beauregard, 2020; Michel et al., 2022). Similarly, Border Theory argues that employees experience better well-being when they can

effectively manage transitions between work and family roles (Clark, 2000). Hybrid workplace practices provide greater flexibility to manage these boundaries, thereby promoting psychological well-being. Drawing upon the JD–R model, Boundary Theory, and previous empirical evidence, this study proposes that hybrid workplace practices positively influence employees' psychological well-being.

H3: Hybrid workplace practices have a significant positive influence on employees' psychological well-being.

3.5.4 The Mediating Role of Workplace Social Support

Hybrid workplace practices provide employees with greater flexibility and autonomy in organising their work while enabling them to balance professional and personal responsibilities more effectively (Jalagat & Almalinda, 2019). Although these practices offer important benefits, they may also reduce face-to-face interaction, increase feelings of professional isolation, and create new challenges associated with communication, collaboration, and maintaining interpersonal relationships (Bhatt et al., 2023; Dollard & Bailey, 2021; Fischer et al., 2023; Mostafa, 2021).

These challenges suggest that the effectiveness of hybrid workplace practices depends not only on work flexibility itself but also on the availability of organisational and interpersonal support. Workplace social support provides employees with important organisational resources, including supervisory guidance, access to information, technological assistance, timely feedback, and emotional support, enabling employees to adapt more effectively to hybrid work arrangements (Afshari et al., 2022; Chong et al., 2020). Supportive supervisors and colleagues also reduce employees' stress, strengthen work engagement, and improve job satisfaction and organisational commitment (Sekhar & Patwardhan, 2023; Zhang, 2020). In addition, co-workers contribute practical assistance, knowledge sharing, and emotional support that help employees manage work-related challenges and maintain positive workplace relationships (Chamberlain & Hodson, 2010; McGuire, 2007; Shin et al., 2020; Wang & Wang, 2017).

The Job Demands–Resources (JD–R) model provides the theoretical explanation for this mediating relationship. The model proposes that organisational resources enhance employees' personal resources, motivation, and work engagement while reducing the adverse effects of job demands, thereby promoting psychological well-being (Bakker & Demerouti, 2017). Within hybrid workplace environments, workplace social support represents an important job resource through which organisations translate flexible work arrangements into positive employee outcomes.

Accordingly, this study proposes that workplace social support serves as the mechanism through which hybrid workplace practices enhance employees' psychological well-being.

H4: Workplace social support significantly mediates the relationship between hybrid workplace practices and employees' psychological well-being.

3.6 Theoretical Foundation

This study is underpinned by the Job Demands–Resources (JD–R) model, originally developed by Bakker and Demerouti (2017), which provides a comprehensive framework for understanding how workplace characteristics influence employee well-being. The model proposes that every occupation comprises job demands and job resources, and that the balance between these two elements determines employees' psychological and organisational outcomes. Job demands refer to aspects of work that require sustained physical or psychological effort and are therefore associated with physiological and psychological costs, such as workload, role ambiguity, work–family conflict, and emotional demands. In contrast, job resources include organisational, social, and personal resources that assist employees in achieving work goals, reducing job demands, supporting personal growth, and enhancing work engagement (Bakker & Demerouti, 2017). Examples include autonomy, flexibility, supervisory support, colleague support, and access to organisational resources.

The JD–R model proposes two complementary psychological processes. The health impairment process explains how excessive job demands may lead to stress, burnout, and reduced psychological well-being. Conversely, the motivational process suggests that adequate job resources enhance employee motivation, work engagement, resilience, and psychological well-being. The model also recognises the existence of gain spirals, whereby the availability of job resources encourages employees to develop additional personal resources, resulting in increasingly positive organisational and psychological outcomes (Hobfoll, 1989; Tims et al., 2012; Van Wingerden et al., 2017; Wrzesniewski & Dutton, 2001).

The JD–R model provides an appropriate theoretical foundation for the present study because hybrid workplace practices simultaneously create both opportunities and challenges for employees. On the one hand, hybrid work increases flexibility, autonomy, and control over work arrangements, thereby functioning as important job resources. On the other hand, hybrid work may reduce face-to-face interaction, increase professional isolation, blur work–life boundaries, and create additional job demands. Within this context, workplace social support represents a critical organisational resource that enables employees to manage these demands more effectively while maintaining positive psychological well-being. Accordingly, the JD–R model explains both the direct relationship between hybrid workplace practices and psychological well-being and the indirect relationship through workplace social support. The model therefore provides the theoretical basis for the hypotheses proposed in this study and supports the conceptual framework presented in the following section.

3.7 Conceptual Framework

Drawing upon the Job Demands–Resources (JD–R) model and the preceding literature review, this study proposes a conceptual framework in which hybrid workplace practices serve as the independent variable, psychological well-being as the dependent variable, and workplace social support as the mediating variable. The framework proposes that hybrid workplace practices directly influence employees' psychological well-being by providing greater flexibility and autonomy in work arrangements. At the same time, hybrid workplace

practices are expected to strengthen workplace social support by encouraging supportive organisational practices, effective supervisory relationships, and collaboration among colleagues. Workplace social support is subsequently expected to enhance employees' psychological well-being by buffering work-related stress and providing important organisational and interpersonal resources. Accordingly, workplace social support is proposed to mediate the relationship between hybrid workplace practices and employees' psychological well-being. The proposed conceptual framework is illustrated in Figure 2.

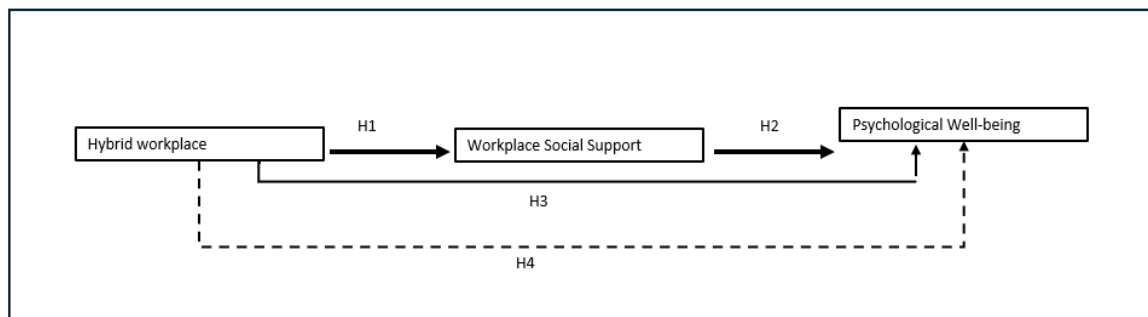


Figure 2. Conceptual framework

4. Methodology

This study adopted a quantitative research design to examine the relationships among hybrid workplace practices, workplace social support, and employees' psychological well-being. A cross-sectional survey design was employed because it enables the collection of data from a large number of respondents at a single point in time and is appropriate for testing the proposed conceptual framework and hypotheses. The study was conducted at the headquarters of an insurance company located in Kuala Lumpur, Malaysia, where hybrid workplace practices had already been implemented. The target population comprised 380 employees representing all organisational levels, including non-executives, executives, assistant managers, managers, and senior managers.

The questionnaire was distributed electronically through the company's Human Resources Department using Microsoft Forms. Participation was voluntary, and respondents were assured that their responses would remain anonymous and confidential. A total of 230 completed questionnaires were returned and retained for analysis. This sample size is considered adequate for Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis. Data were collected using a self-administered structured questionnaire consisting of four sections and 71 measurement items. The questionnaire included items measuring demographic characteristics, hybrid workplace practices, workplace social support, and psychological well-being. The online questionnaire was administered over a predetermined data collection period. Employees received the survey link via email from the Human Resources Department and completed the questionnaire independently. The online administration facilitated efficient data collection while ensuring consistency in the survey administration process.

The measurement scales were adapted from established instruments in the literature. Psychological well-being was measured using the scale developed by Ryff and Keyes (1995). Hybrid workplace practices were measured using items adapted from Radonić et al. (2021) and Baert et al. (2020). Workplace social support was measured using management support items adapted from Thompson et al. (1999) and workplace support items adapted from Allen et al. (1998). All constructs were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analysed using IBM SPSS Statistics Version 27 and SmartPLS Version 4. SPSS was used for preliminary data screening, including the examination of missing values, outliers, descriptive statistics, and common method variance (CMV). Subsequently, Partial Least Squares Structural Equation Modelling (PLS-SEM) using SmartPLS was employed to evaluate the measurement model, assess the structural model, examine the mediating effect of workplace social support, and test the proposed hypotheses. PLS-SEM was selected because it is well suited for analysing complex structural relationships involving latent variables and mediation effects while offering robust predictive capability.

5. Results

5.1 Demographic Profile of Respondents

This section presents the demographic characteristics of the respondents. The respondents comprised employees from various organisational levels, including executives, managers, and senior managers, working at the headquarters of an insurance company in Kuala Lumpur, Malaysia. The questionnaire collected demographic information on work arrangement, job level, gender, age, educational attainment, marital status, parental responsibilities, spouse's employment status, and living arrangements. A total of 380 employees were invited to participate in the survey. Of these, 230 questionnaires were returned, yielding an initial response rate of 60.5 percent. Following data screening, 205 questionnaires met the study's inclusion criteria and were retained for analysis, representing an effective response rate of 53.9 percent.

Female respondents constituted the majority of the sample, accounting for 119 respondents (58.0 percent), while 86 respondents (42.0 percent) were male. The largest age groups were 30–35 years and 36–41 years, each comprising 52 respondents (25.4 percent). This was followed by respondents aged 42–47 years (36 respondents, 17.6 percent), 24–29 years (30 respondents, 14.6 percent), and 48–53 years (24 respondents, 11.7 percent). Only a small proportion of respondents were aged 54–59 years (9 respondents, 4.4 percent), while respondents aged below 23 years or 60 years and above each accounted for less than 1 percent of the sample. The demographic profile indicates that the respondents were predominantly mid-career employees, providing an appropriate sample for examining the relationships among hybrid workplace practices, workplace social support, and psychological well-being.

5.2 Measurement Model

5.2.1 Internal Consistency Reliability

Table 1 shows the reliability of independent, dependent and mediator variables. The Cronbach's alpha value for all variables is more than 0.700: hybrid workplace, 0.93, psychological well-being, 0.898, and for the mediator, workplace social support is 0.954.

Table 1. Latent Variables Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Psy_WB	0.898	0.910	0.917
WPSS	0.954	0.956	0.959
hybrid WP	0.930	0.938	0.938

Source: SmartPLS 4

5.2.2 Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE) and indicator outer loadings. An AVE value of 0.50 or above indicates that a construct explains at least 50% of the variance of its indicators, thereby demonstrating satisfactory convergent validity (Hair et al., 2019; Cheung et al., 2024). As presented in Table 2, all constructs achieved AVE values exceeding the recommended threshold of 0.50. Psychological well-being recorded an AVE of 0.530, workplace social support 0.566, and hybrid workplace 0.501. These results indicate that all three constructs possess adequate convergent validity.

Table 2. Average Variance Extracted (AVE)

Construct	AVE
Psychological Well-Being	0.530
Workplace Social Support	0.566
Hybrid Workplace	0.501

Source: SmartPLS 4

Indicator reliability was further evaluated through the outer loadings of the measurement items. Most indicators demonstrated loadings above the recommended value of 0.70, indicating satisfactory indicator reliability. Although several items exhibited loadings slightly below 0.70, they were retained because the AVE and composite reliability values for their respective constructs remained above the recommended thresholds, indicating that the overall measurement model maintained adequate convergent validity (Hair et al., 2019). The detailed outer loading values are presented in Appendix 1.

5.2.3 Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion, the heterotrait–monotrait (HTMT) ratio, and cross-loadings, following the recommendations of Hair et al. (2019) and Henseler et al. (2015). The results of the Fornell–Larcker criterion are presented in Table 3. The square root of the Average Variance Extracted (AVE) for each construct

exceeded its corresponding inter-construct correlations, indicating satisfactory discriminant validity.

Table 3. Fornell–Larcker Criterion

Construct	Psychological Well-Being	Workplace Social Support	Hybrid Workplace
Psychological Well-Being	0.718		
Workplace Social Support	0.562	0.752	
Hybrid Workplace	0.394	0.419	0.708

Source: SmartPLS 4

Discriminant validity was further examined using the HTMT ratio. As shown in Table 4, all HTMT values were below the recommended threshold of 0.85, indicating that the constructs were empirically distinct and that discriminant validity was established.

Table 4. HTMT Ratio

Construct	Psychological Well-Being	Workplace Social Support	Hybrid Workplace
Psychological Well-Being	–		
Workplace Social Support	0.616	–	
Hybrid Workplace	0.413	0.410	–

Source: SmartPLS 4

Finally, cross-loading analysis demonstrated that each measurement item loaded highest on its respective construct compared with all other constructs, further supporting discriminant validity. The detailed cross-loading values are presented in Appendix 2. Overall, the results of the Fornell–Larcker criterion, HTMT ratio, and cross-loading analysis consistently indicate that satisfactory discriminant validity was achieved for all constructs included in the measurement model.

5.3 Structural Model

The structural model was evaluated by examining the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2), following the recommendations of Hair et al. (2019) and Ramayah et al. (2020). These statistics provide evidence of the explanatory and predictive capabilities of the proposed research model.

5.3.1 Coefficient of Determination (R^2)

The coefficient of determination (R^2) assesses the proportion of variance in the endogenous constructs explained by the exogenous variables. As presented in Table 5, the model explains 34.7 percent of the variance in psychological well-being and 17.5 percent of the variance in workplace social support.

According to the guidelines proposed by Hair et al. (2019), the R^2 value for psychological well-being indicates moderate explanatory power, whereas the R^2 value for workplace social support indicates weak explanatory power. These findings suggest that hybrid workplace practices and workplace social support explain a meaningful proportion of employees' psychological well-being, while additional factors may also influence workplace social support.

Table 5. Coefficient of Determination (R^2)

Construct	R^2	Adjusted R^2	Interpretation
Hybrid Workplace	–	–	Exogenous construct
Psychological Well-Being	0.347	0.340	Moderate
Workplace Social Support	0.175	0.171	Weak

Source: SmartPLS 4

5.3.2 Effect Size (f^2)

Effect size (f^2) was assessed to determine the contribution of each predictor construct to the endogenous variables. As shown in Table 6, hybrid workplace practices exerted a moderate effect on workplace social support ($f^2 = 0.213$). Workplace social support also demonstrated a moderate effect on psychological well-being ($f^2 = 0.293$). In contrast, the direct effect of hybrid workplace practices on psychological well-being was small ($f^2 = 0.047$), suggesting that workplace social support may play an important mediating role in this relationship.

Table 6. Effect Size (f^2)

Predictor	Endogenous Construct	f^2	Effect Size
Hybrid Workplace	Workplace Social Support	0.213	Moderate
Workplace Social Support	Psychological Well-Being	0.293	Moderate
Hybrid Workplace	Psychological Well-Being	0.047	Small

Source: SmartPLS 4

5.3.3 Predictive Relevance (Q^2)

Predictive relevance was evaluated using the blindfolding procedure. As presented in Table 7, all Q^2 values were greater than zero, indicating that the structural model possesses satisfactory predictive relevance for the endogenous constructs (Geisser, 1974). These findings demonstrate that the proposed model has acceptable predictive capability in explaining employees' psychological well-being and workplace social support.

Table 7. Predictive Relevance (Q^2)

Indicator	Q^2_{predict}	PLS-SEM RMSE	PLS-SEM MAE	LM RMSE
PW12	0.153	0.675	0.500	0.727
SM3	0.123	0.753	0.547	0.779
SW7	0.130	0.622	0.437	0.639

Source: SmartPLS 4

5.4 Mediation Analysis

5.4.1 Mediation Analysis Findings

The mediating effect of workplace social support on the relationship between hybrid workplace practices and psychological well-being was examined using the bootstrapping procedure in SmartPLS. The significance of the indirect effect was assessed using a two-tailed test. As presented in Table 8, the indirect effect of hybrid workplace practices on

psychological well-being through workplace social support was positive and statistically significant ($\beta = 0.202$, $t = 4.257$, $p < .001$). This finding indicates that workplace social support significantly mediates the relationship between hybrid workplace practices and employees' psychological well-being.

The result suggests that hybrid workplace practices enhance employees' psychological well-being not only through their direct influence but also indirectly by strengthening workplace social support. In other words, employees who perceive greater organisational and interpersonal support within hybrid work arrangements are more likely to experience higher levels of psychological well-being. This finding is consistent with the Job Demands–Resources (JD–R) model, which proposes that organisational resources such as workplace social support help employees manage job demands while enhancing motivation, resilience, and psychological well-being.

Overall, the findings provide empirical support for Hypothesis 4, confirming that workplace social support serves as a significant mediating mechanism linking hybrid workplace practices with employees' psychological well-being.

Table 8. Summary of mediation analysis findings

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remark
hybrid WP -> WPSS -> Psy_WB	0.202	0.209	0.047	4.257	0.00	Support

Source: SmartPLS 4.6

5.4.2 Direct Effects and Hypothesis Testing

The direct relationships among the study variables were examined using the bootstrapping procedure in SmartPLS. The results are presented in Table 9. The findings indicate that hybrid workplace practices have a significant positive effect on employees' psychological well-being ($\beta = 0.202$, $t = 2.751$, $p = .006$), providing support for Hypothesis 3. This finding suggests that employees participating in hybrid workplace arrangements tend to experience higher levels of psychological well-being. The results further show that hybrid workplace practices have a significant positive effect on workplace social support ($\beta = 0.418$, $t = 7.044$, $p < .001$), supporting Hypothesis 1. This indicates that hybrid workplace practices contribute positively to employees' perceptions of organisational and interpersonal support.

In addition, workplace social support has a significant positive effect on psychological well-being ($\beta = 0.483$, $t = 6.385$, $p < .001$), providing support for Hypothesis 2. This finding demonstrates that employees who perceive higher levels of workplace social support are more likely to report better psychological well-being. Overall, the results indicate that all proposed direct relationships are positive and statistically significant. The relatively stronger effect of workplace social support on psychological well-being, compared with the direct effect of hybrid workplace practices, further supports the mediating role of workplace social support identified in the previous section.

Table 9. The direct relationship between variables

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
hybrid WP -> Psy_WB	0.202	0.204	0.073	2.751	0.006
hybrid WP -> WPSS	0.418	0.431	0.059	7.044	0
WPSS -> Psy_WB	0.483	0.482	0.076	6.385	0

Source: SmartPLS 4.6

6. Discussion and Conclusion

The findings demonstrate that the hybrid workplace contributes positively to employees' workplace social support and psychological well-being, while workplace social support also mediates the relationship between hybrid work and psychological well-being. Overall, the results support all four hypotheses and highlight the importance of organisational and interpersonal resources in ensuring the effectiveness of hybrid work arrangements.

The first hypothesis established that the hybrid workplace significantly influences workplace social support ($\beta = 0.418$, $t = 7.044$, $p < 0.001$). Hybrid work provides employees with greater flexibility and autonomy in organising their work schedules, enabling them to balance work and personal responsibilities more effectively (Lupu, 2017; Jalagat & Almalinda, 2019). Earlier studies reported that remote and hybrid work improve quality of life by reducing commuting time, increasing family interaction, and promoting healthier lifestyles (Butler & Jaffe, 2021; Ford et al., 2020; Peloquin et al., 2020). However, hybrid work also presents challenges, including professional isolation, work-family conflict, increased job demands, reduced motivation, and difficulties in maintaining relationships with colleagues (Fischer et al., 2023; Jamal et al., 2021; Li et al., 2022; Mostafa, 2021). These findings suggest that the benefits of hybrid work depend largely on the extent to which organisations provide adequate workplace support. Organisational support through timely information, appropriate technology, supervisory guidance, and decision-making autonomy enables employees to work effectively while reducing burnout and strengthening workplace relationships (Afshari et al., 2022; Chong et al., 2020). Supervisors further contribute by providing guidance, training, encouragement, and resources that enhance employees' knowledge and confidence (Park et al., 2018; Saleem et al., 2022).

The second hypothesis confirmed that workplace social support has a significant positive influence on psychological well-being ($\beta = 0.483$, $t = 6.385$, $p < 0.001$). Consistent with Social Support Theory, employees benefit from emotional, instrumental, informational, and appraisal support received from supervisors, colleagues, and the organisation (Cohen & Wills, 1985). Such support reduces emotional exhaustion, strengthens organisational commitment, improves work-life balance, and enhances employee well-being and productivity (Bosch et al., 2018; Boyar et al., 2014; Caesens et al., 2020; Chiara et al., 2019; Kossek & Lautsch, 2018; Kumar et al., 2019). The findings therefore indicate that social support functions not only as

an interpersonal resource but also as an organisational mechanism that promotes resilience and positive psychological outcomes in hybrid work settings.

The third hypothesis demonstrated that the hybrid workplace has a direct positive influence on psychological well-being ($\beta = 0.202$, $t = 2.751$, $p = 0.006$). Flexible work arrangements reduce commuting demands, provide greater control over work schedules, lower work-related stress and anxiety, and improve overall job satisfaction, thereby contributing to better well-being (Atkinson & Hall, 2011; Buick et al., 2024; Weale et al., 2019; Yunus & Mostafa, 2022; Zheng et al., 2015). From the perspective of the Job Demands–Resources (JD-R) Theory, flexibility and autonomy represent important job resources that enhance work motivation and enable employees to cope more effectively with work demands (Bakker & Demerouti, 2017; Kattenbach et al., 2010; Naqshbandi et al., 2024). Likewise, Boundary Theory proposes that employees experience better well-being when they are able to manage the boundaries between work and personal life according to their preferences (Basile & Beauregard, 2020; Michel et al., 2022). Border Theory further suggests that successful integration of work and family experiences contributes positively to employees' psychological functioning (Clark, 2000). Together, these perspectives explain why hybrid work, when appropriately managed, can enhance employee well-being.

Finally, the mediation analysis supported the fourth hypothesis by demonstrating that workplace social support significantly mediates the relationship between the hybrid workplace and psychological well-being ($\beta = 0.202$, $t = 4.257$, $p < 0.001$). This finding indicates that the positive effects of hybrid work on employee well-being are strengthened when organisations cultivate supportive relationships among supervisors, colleagues, and the organisation. The result is consistent with the buffering model of Social Support Theory, which argues that social support protects individuals from the harmful effects of workplace stress by enhancing coping capacity and resilience during challenging situations (Cohen & Wills, 1985; Cohen, 2004; Heaney & Israel, 2008; Hobfoll, 2002; Kumswa, 2024; Lakey & Cohen, 2000; Melkman & Benbenishty, 2018). It also supports the JD-R Theory, which proposes that job resources stimulate motivation and work engagement, leading to improved well-being (Bakker & Demerouti, 2017; Bakker & Costa, 2014). In the present study, organisational, supervisory, and co-worker support collectively enhanced the positive effects of hybrid work by fostering engagement, reducing stress, and strengthening employees' psychological well-being.

Overall, the findings indicate that hybrid work alone is insufficient to improve employee well-being. Its effectiveness depends on the availability of strong organisational and interpersonal support systems that enable employees to adapt successfully to flexible work arrangements. These results provide empirical support for the JD-R Theory, Social Support Theory, Boundary Theory, and Border Theory, demonstrating that workplace social support is a critical mechanism through which hybrid work enhances employees' psychological well-being.

7.1 Implications

This study contributes to both theory and practice by demonstrating that workplace social support is a critical mechanism through which hybrid workplace arrangements enhance employees' psychological well-being. The findings provide empirical support for the Job Demands–Resources (JD-R) Theory by confirming that workplace social support functions as an important job resource that enables employees to manage changing work demands and maintain psychological well-being. While workplace flexibility offers greater autonomy and work-life integration, its positive effects are strengthened when employees receive adequate organisational, supervisory and co-worker support.

The study also extends the application of the JD-R Theory to hybrid workplace arrangements within the Malaysian insurance industry, an area that has received relatively limited empirical attention. By identifying workplace social support as a significant mediator between hybrid workplace practices and psychological well-being, the findings advance current understanding of how flexible work arrangements produce positive employee outcomes. Rather than flexibility alone driving well-being, supportive workplace relationships and organisational resources play a central role in translating hybrid work into improved psychological outcomes.

From a practical perspective, the findings suggest that organisations should regard hybrid work as a strategic human resource initiative rather than merely a flexible working arrangement. Effective hybrid workplace policies should balance flexibility in work location and working hours with operational requirements and service quality. Equally important is the development of supportive organisational cultures through effective leadership, regular communication, mentoring, collaborative digital platforms and team-building initiatives to reduce professional isolation and strengthen employees' sense of belonging.

The findings also have implications for talent management. In the increasingly competitive financial services sector, well-designed hybrid workplace practices supported by positive organisational cultures can improve employee attraction and retention. Flexible work arrangements are particularly valued by younger employees, especially Generation Z, who place greater emphasis on autonomy, flexibility and work-life integration when choosing employers (Bulut & Maraba, 2021; Osorio & Madero, 2024).

Finally, organisations should adopt a proactive approach to sustaining employee well-being by embedding mental health initiatives within broader human resource strategies. Regular well-being assessments, employee assistance programmes, mental health awareness initiatives, supportive supervisory practices and continuous organisational support can help maintain employees' psychological well-being, strengthen engagement and organisational commitment, and enhance long-term organisational resilience in increasingly flexible and digitally connected workplaces.

8. Conclusion

This study examined the influence of hybrid workplace practices on employees' psychological well-being, with workplace social support serving as a mediating variable,

among employees of an insurance company in Kuala Lumpur. The findings indicate that hybrid workplace practices positively influence both workplace social support and psychological well-being, while workplace social support significantly enhances employees' psychological well-being and mediates the relationship between hybrid work and well-being. These results provide empirical support for the Job Demands–Resources (JD-R) Theory by demonstrating that supportive organisational resources are essential for translating workplace flexibility into positive psychological outcomes.

The study contributes to the growing literature on hybrid work by showing that workplace flexibility alone is insufficient to maximise employee well-being. Instead, organisations should complement hybrid work arrangements with supportive leadership, effective communication and positive relationships among supervisors and colleagues. From a practical perspective, hybrid work should therefore be viewed as a strategic human resource initiative that promotes employee well-being, engagement and organisational performance.

Several limitations should be acknowledged. The study was conducted within a single insurance company using data collected only from employees at its Kuala Lumpur headquarters, which may limit the generalisability of the findings. In addition, the reliance on self-reported questionnaire data may have introduced common method and social desirability bias, despite appropriate statistical controls. Furthermore, the relatively modest direct effect of the hybrid workplace on psychological well-being suggests that other organisational and individual factors may also influence employee well-being.

Future research should examine hybrid workplace practices across different industries and geographical regions in Malaysia, adopt mixed-method or multi-source data collection to strengthen validity, and employ longitudinal research designs to investigate the long-term effects of hybrid work on employee well-being. Such studies would provide stronger evidence regarding causal relationships and enhance understanding of how organisations can sustain employee well-being in increasingly flexible work environments.

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Appendix 1. Outer Loading

	Psy_WB	WPSS	hybrid WP
FP10			0.63
FP11			0.759
FP3			0.709
FP4			0.72
FP5			0.654
FP7			0.792

FP8		0.685
FP9		0.728
FT11		0.687
FT3		0.77
FT4		0.715
FT5		0.733
FT7		0.719
FT8		0.631
FT9		0.665
PW1	0.732	
PW2	0.566	
pw3_rev	0.869	
pw4_rev	0.839	
pw6_rev	0.749	
pw7_rev	0.713	
pw10_rev	0.862	
PW11	0.567	
PW12	0.659	
pw14_rev	0.647	
SM1		0.751
SM2		0.827
SM3		0.786
SM4		0.831
SM5		0.745
sm6_rev		0.621
sm7_rev		0.576
SM8		0.722
SW1		0.764
SW2		0.803
SW3		0.773
SW4		0.815
SW5		0.797
SW6		0.726
SW7		0.762
SW8		0.725
SW9		0.753
SW10		0.711

Source: SmartPls 4

Appendix 2. Cross-Loading Criterion

	Psy_WB	WPSS	hybrid WP
FP10	0.349	0.443	0.63
FP11	0.256	0.221	0.759
FP3	0.343	0.302	0.709
FP4	0.427	0.357	0.72
FP5	0.24	0.383	0.654
FP7	0.236	0.227	0.792

FP8	0.143	0.212	0.685
FP9	0.215	0.261	0.728
FT11	0.206	0.218	0.687
FT3	0.334	0.292	0.77
FT4	0.451	0.305	0.715
FT5	0.24	0.34	0.733
FT7	0.189	0.147	0.719
FT8	0.128	0.208	0.631
FT9	0.115	0.21	0.665
PW1	0.732	0.418	0.392
PW1	0.732	0.418	0.392
PW11	0.567	0.457	0.359
PW11	0.567	0.457	0.359
PW12	0.659	0.449	0.432
PW12	0.659	0.449	0.432
PW2	0.566	0.3	0.258
PW2	0.566	0.3	0.258
SM1	0.648	0.751	0.291
SM1	0.648	0.751	0.291
SM2	0.63	0.827	0.359
SM2	0.63	0.827	0.359
SM3	0.492	0.786	0.371
SM3	0.492	0.786	0.371
SM4	0.387	0.831	0.272
SM4	0.387	0.831	0.272
SM5	0.344	0.745	0.185
SM5	0.344	0.745	0.185
SM8	0.388	0.722	0.321
SM8	0.388	0.722	0.321
SW1	0.339	0.764	0.36
SW1	0.339	0.764	0.36
SW10	0.303	0.711	0.262
SW10	0.303	0.711	0.262
SW2	0.416	0.803	0.322
SW2	0.416	0.803	0.322
SW3	0.344	0.773	0.276
SW3	0.344	0.773	0.276
SW4	0.409	0.815	0.369
SW4	0.409	0.815	0.369
SW5	0.396	0.797	0.335
SW5	0.396	0.797	0.335
SW6	0.245	0.726	0.374
SW6	0.245	0.726	0.374
SW7	0.379	0.762	0.381
SW7	0.379	0.762	0.381

SW8	0.29	0.725	0.348
SW8	0.29	0.725	0.348
SW9	0.284	0.753	0.331
SW9	0.284	0.753	0.331
pw10_rev	0.862	0.418	0.281
pw10_rev	0.862	0.418	0.281
pw14_rev	0.647	0.305	0.251
pw14_rev	0.647	0.305	0.251
pw3_rev	0.869	0.433	0.334
pw3_rev	0.869	0.433	0.334
pw4_rev	0.839	0.544	0.275
pw4_rev	0.839	0.544	0.275
pw6_rev	0.749	0.492	0.25
pw6_rev	0.749	0.492	0.25
pw7_rev	0.713	0.31	0.169
pw7_rev	0.713	0.31	0.169
sm6_rev	0.658	0.621	0.251
sm6_rev	0.658	0.621	0.251
sm7_rev	0.679	0.576	0.232
sm7_rev	0.679	0.576	0.232

Source: SmartPLS 4