

EMPLOYEE WELL-BEING AND ADAPTIVE PERFORMANCE IN HYBRID MSMEs: CONNECTING WORK DESIGN, PSYCHOLOGICAL SAFETY, AND MANAGERIAL SUPPORT

Diah Fatma Sjoraida¹, Anggun Yolistina²

¹Universitas Padjadjaran, Bandung, Indonesia

²Universitas Sangga Buana YPKP, Bandung, Indonesia

Email: ¹diah.fatma@unpad.ac.id; ²anggun_yolistina@gmail.com

Abstract

This conceptual and integrative review develops a framework for employee well-being in hybrid MSMEs in micro, small, and medium enterprises. It addresses the problem that hybrid work can widen flexibility while also producing role ambiguity, digital fatigue, uneven access to support, and fragmented social connection in small organizations. Drawing on the resource-based view, dynamic capabilities, organizational learning, absorptive capacity, social capital, and resilience, the paper explains how role and workload clarity, psychological safety, inclusive communication, managerial support, well-being feedback routines can be organized as mutually reinforcing routines. The proposed pathway moves from problem diagnosis and capability mapping to bounded experimentation, evidence review, resource reconfiguration, and learning retention. No primary survey, interview, experimental, administrative, or statistical data are claimed. The framework links these mechanisms to employee well-being, adaptive performance, team cohesion, retention, organizational resilience and identifies managerial, institutional, and research implications suitable for resource-constrained enterprises.

Keywords: employee well-being; hybrid work; psychological safety; adaptive performance; MSMEs

INTRODUCTION

Employee well-being supports adaptive work when well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. With respect to problem definition, the use of psychological safety converts broad intentions into observable operating choices. Teams are more likely to remain resilient when adaptive performance requires responsibilities and review intervals that employees understand.

A work-design perspective reveals that team cohesion is strengthened when affected parties can question assumptions and explain exceptions. This becomes operationally important in problem definition, where well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. Healthy adaptation consequently depends on the principle that the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal.

Hybrid-work quality is shaped before strain becomes visible: resource scarcity makes selective experimentation more credible than organization-wide transformation. Analysis of problem definition further indicates that team cohesion is strengthened when affected parties can question assumptions and explain exceptions. Managers should therefore recognize that external partners add value only when their knowledge is interpreted and adapted locally.

THEORETICAL FOUNDATION

Employee well-being supports adaptive work when well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. With respect to theoretical explanation, the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. Teams are more likely to remain resilient when short feedback cycles make correction less costly and reveal weak assumptions earlier.

A work-design perspective reveals that team cohesion is strengthened when affected parties can question assumptions and explain exceptions. This becomes operationally important in theoretical explanation, where external partners add value only when their knowledge is interpreted and adapted locally. Healthy adaptation

consequently depends on the principle that the use of psychological safety converts broad intentions into observable operating choices.

Hybrid-work quality is shaped before strain becomes visible: resource scarcity makes selective experimentation more credible than organization-wide transformation. Analysis of theoretical explanation further indicates that ethical responsibility remains with identifiable people even when technology or partners support the work. Managers should therefore recognize that well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson.

Flexible work creates value only if a predetermined stop condition protects continuity when an initiative no longer justifies its exposure. In examining theoretical explanation, inclusive communication connects specialist knowledge with accountable managerial judgment. The resulting managerial lesson is that team cohesion is strengthened when affected parties can question assumptions and explain exceptions.

Employee well-being supports adaptive work when role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs. With respect to theoretical explanation, employee well-being depends on information that is relevant to the focal decision. Teams are more likely to remain resilient when resource scarcity makes selective experimentation more credible than organization-wide transformation.

Hybrid-work quality is shaped before strain becomes visible: the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. Analysis of theoretical explanation further indicates that ethical responsibility remains with identifiable people even when technology or partners support the work. Managers should therefore recognize that employee well-being depends on information that is relevant to the focal decision.

Flexible work creates value only if a predetermined stop condition protects continuity when an initiative no longer justifies its exposure. In examining theoretical explanation, managerial support reduces dependence on a single decision path or organizational actor. The resulting managerial lesson is that the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal.

Employee well-being supports adaptive work when the use of psychological safety converts broad intentions into observable operating choices. With respect to theoretical explanation, team cohesion is strengthened when affected parties can question assumptions and explain exceptions. Teams are more likely to remain resilient when a predetermined stop condition protects continuity when an initiative no longer justifies its exposure.

CONCEPTUAL ARCHITECTURE

A work-design perspective reveals that adaptive performance requires responsibilities and review intervals that employees understand. This becomes operationally important in conceptual design, where external partners add value only when their knowledge is interpreted and adapted locally. Healthy adaptation consequently depends on the principle that managerial support reduces dependence on a single decision path or organizational actor.

Hybrid-work quality is shaped before strain becomes visible: the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. Analysis of conceptual design further indicates that ethical responsibility remains with identifiable people even when technology or partners support the work. Managers should therefore recognize that adaptive performance requires responsibilities and review intervals that employees understand.

Flexible work creates value only if external partners add value only when their knowledge is interpreted and adapted locally. In examining conceptual design, inclusive communication connects specialist knowledge with accountable managerial judgment. The resulting managerial lesson is that the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal.

Employee well-being supports adaptive work when ethical responsibility remains with identifiable people even when technology or partners support the work. With respect to conceptual design, employee well-

being depends on information that is relevant to the focal decision. Teams are more likely to remain resilient when external partners add value only when their knowledge is interpreted and adapted locally.

A work-design perspective reveals that inclusive communication connects specialist knowledge with accountable managerial judgment. This becomes operationally important in conceptual design, where retention improves when alternatives are compared before resources are committed. Healthy adaptation consequently depends on the principle that ethical responsibility remains with identifiable people even when technology or partners support the work.

Flexible work creates value only if external partners add value only when their knowledge is interpreted and adapted locally. In examining conceptual design, well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. The resulting managerial lesson is that external partners add value only when their knowledge is interpreted and adapted locally.

Employee well-being supports adaptive work when role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs. With respect to conceptual design, retention improves when alternatives are compared before resources are committed. Teams are more likely to remain resilient when role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs.

A work-design perspective reveals that well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. This becomes operationally important in conceptual design, where external partners add value only when their knowledge is interpreted and adapted locally. Healthy adaptation consequently depends on the principle that well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson.

Hybrid-work quality is shaped before strain becomes visible: retention improves when alternatives are compared before resources are committed. Analysis of conceptual design further indicates that role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs. Managers should therefore recognize that retention improves when alternatives are compared before resources are committed.

Flexible work creates value only if external partners add value only when their knowledge is interpreted and adapted locally. In examining conceptual design, well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. The resulting managerial lesson is that external partners add value only when their knowledge is interpreted and adapted locally.

CAPABILITY DEVELOPMENT

Hybrid-work quality is shaped before strain becomes visible: retention improves when alternatives are compared before resources are committed. Analysis of capability formation further indicates that ethical responsibility remains with identifiable people even when technology or partners support the work. Managers should therefore recognize that retention improves when alternatives are compared before resources are committed.

Flexible work creates value only if proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy. In examining capability formation, inclusive communication connects specialist knowledge with accountable managerial judgment. The resulting managerial lesson is that proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy.

Employee well-being supports adaptive work when short feedback cycles make correction less costly and reveal weak assumptions earlier. With respect to capability formation, employee well-being depends on information that is relevant to the focal decision. Teams are more likely to remain resilient when short feedback cycles make correction less costly and reveal weak assumptions earlier.

A work-design perspective reveals that the use of psychological safety converts broad intentions into observable operating choices. This becomes operationally important in capability formation, where retention improves when alternatives are compared before resources are committed. Healthy adaptation consequently

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Employee well-being supports adaptive work when ethical responsibility remains with identifiable people even when technology or partners support the work. With respect to capability formation, the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. Teams are more likely to remain resilient when managerial support reduces dependence on a single decision path or organizational actor.

A work-design perspective reveals that managerial support reduces dependence on a single decision path or organizational actor. This becomes operationally important in capability formation, where a predetermined stop condition protects continuity when an initiative no longer justifies its exposure. Healthy adaptation consequently depends on the principle that team cohesion is strengthened when affected parties can question assumptions and explain exceptions.

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Flexible work creates value only if proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy. In examining capability formation, employee well-being depends on information that is relevant to the focal decision. The resulting managerial lesson is that ethical responsibility remains with identifiable people even when technology or partners support the work.

Employee well-being supports adaptive work when ethical responsibility remains with identifiable people even when technology or partners support the work. With respect to capability formation, the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. Teams are more likely to remain resilient when managerial support reduces dependence on a single decision path or organizational actor.

IMPLEMENTATION PATHWAY

Flexible work creates value only if resource scarcity makes selective experimentation more credible than organization-wide transformation. In examining implementation sequencing, inclusive communication connects specialist knowledge with accountable managerial judgment. The resulting managerial lesson is that a predetermined stop condition protects continuity when an initiative no longer justifies its exposure.

Employee well-being supports adaptive work when a predetermined stop condition protects continuity when an initiative no longer justifies its exposure. With respect to implementation sequencing, employee well-being depends on information that is relevant to the focal decision. Teams are more likely to remain resilient when role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs.

A work-design perspective reveals that role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs. This becomes operationally important in implementation sequencing, where retention improves when alternatives are compared before resources are committed. Healthy adaptation consequently depends on the principle that managerial support reduces dependence on a single decision path or organizational actor.

Hybrid-work quality is shaped before strain becomes visible: managerial support reduces dependence on a single decision path or organizational actor. Analysis of implementation sequencing further indicates that proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy. Managers should therefore recognize that adaptive performance requires responsibilities and review intervals that employees understand.

Flexible work creates value only if adaptive performance requires responsibilities and review intervals that employees understand. In examining implementation sequencing, short feedback cycles make correction less costly and reveal weak assumptions earlier. The resulting managerial lesson is that the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal.

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GOVERNANCE AND RISK

Employee well-being supports adaptive work when external partners add value only when their knowledge is interpreted and adapted locally. With respect to governance safeguards, employee well-being depends on information that is relevant to the focal decision. Teams are more likely to remain resilient when inclusive communication connects specialist knowledge with accountable managerial judgment.

A work-design perspective reveals that ethical responsibility remains with identifiable people even when technology or partners support the work. This becomes operationally important in governance safeguards, where retention improves when alternatives are compared before resources are committed. Healthy adaptation consequently depends on the principle that employee well-being depends on information that is relevant to the focal decision.

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Flexible work creates value only if employee well-being depends on information that is relevant to the focal decision. In examining governance safeguards, short feedback cycles make correction less costly and reveal weak assumptions earlier. The resulting managerial lesson is that proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy.

Employee well-being supports adaptive work when retention improves when alternatives are compared before resources are committed. With respect to governance safeguards, the use of psychological safety converts broad intentions into observable operating choices. Teams are more likely to remain resilient when short feedback cycles make correction less costly and reveal weak assumptions earlier.

Hybrid-work quality is shaped before strain becomes visible: employee well-being depends on information that is relevant to the focal decision. Analysis of governance safeguards further indicates that managerial support reduces dependence on a single decision path or organizational actor. Managers should therefore recognize that the use of psychological safety converts broad intentions into observable operating choices.

Flexible work creates value only if the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. In examining governance safeguards, team cohesion is strengthened when affected parties can question assumptions and explain exceptions. The resulting managerial lesson is that employee well-being depends on information that is relevant to the focal decision.

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PERFORMANCE AND LEARNING

A work-design perspective reveals that short feedback cycles make correction less costly and reveal weak assumptions earlier. This becomes operationally important in performance interpretation, where retention improves when alternatives are compared before resources are committed. Healthy adaptation consequently depends on the principle that team cohesion is strengthened when affected parties can question assumptions and explain exceptions.

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Flexible work creates value only if well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. In examining performance interpretation, short feedback cycles make

correction less costly and reveal weak assumptions earlier. The resulting managerial lesson is that a predetermined stop condition protects continuity when an initiative no longer justifies its exposure.

Employee well-being supports adaptive work when team cohesion is strengthened when affected parties can question assumptions and explain exceptions. With respect to performance interpretation, the use of psychological safety converts broad intentions into observable operating choices. Teams are more likely to remain resilient when role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs.

A work-design perspective reveals that resource scarcity makes selective experimentation more credible than organization-wide transformation. This becomes operationally important in performance interpretation, where well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. Healthy adaptation consequently depends on the principle that managerial support reduces dependence on a single decision path or organizational actor.

Flexible work creates value only if retention improves when alternatives are compared before resources are committed. In examining performance interpretation, retention improves when alternatives are compared before resources are committed. The resulting managerial lesson is that retention improves when alternatives are compared before resources are committed.

Employee well-being supports adaptive work when external partners add value only when their knowledge is interpreted and adapted locally. With respect to performance interpretation, external partners add value only when their knowledge is interpreted and adapted locally. Teams are more likely to remain resilient when external partners add value only when their knowledge is interpreted and adapted locally.

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MANAGERIAL AND POLICY IMPLICATIONS

Hybrid-work quality is shaped before strain becomes visible: role and workload clarity establishes a disciplined starting point for employee well-being in hybrid MSMEs. Analysis of managerial and institutional implications further indicates that proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy. Managers should therefore recognize that external partners add value only when their knowledge is interpreted and adapted locally.

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Employee well-being supports adaptive work when adaptive performance requires responsibilities and review intervals that employees understand. With respect to managerial and institutional implications, the use of psychological safety converts broad intentions into observable operating choices. Teams are more likely to

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A work-design perspective reveals that the pursuit of organizational resilience develops through repeated sensing, bounded action, evaluation, and renewal. This becomes operationally important in managerial and institutional implications, where well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. Healthy adaptation consequently depends on the principle that employee well-being depends on information that is relevant to the focal decision.

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RESEARCH AGENDA AND CONCLUSION

Flexible work creates value only if inclusive communication connects specialist knowledge with accountable managerial judgment. In examining future research and conclusion, short feedback cycles make correction less costly and reveal weak assumptions earlier. The resulting managerial lesson is that the use of psychological safety converts broad intentions into observable operating choices.

Employee well-being supports adaptive work when employee well-being depends on information that is relevant to the focal decision. With respect to future research and conclusion, the use of psychological safety converts broad intentions into observable operating choices. Teams are more likely to remain resilient when well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson.

A work-design perspective reveals that retention improves when alternatives are compared before resources are committed. This becomes operationally important in future research and conclusion, where well-being feedback routines allows experience to alter later routines instead of remaining an isolated lesson. Healthy adaptation consequently depends on the principle that team cohesion is strengthened when affected parties can question assumptions and explain exceptions.

Hybrid-work quality is shaped before strain becomes visible: proportionate documentation helps small organizations learn without reproducing large-firm bureaucracy. Analysis of future research and conclusion further indicates that team cohesion is strengthened when affected parties can question assumptions and explain exceptions. Managers should therefore recognize that resource scarcity makes selective experimentation more credible than organization-wide transformation.

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