

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *hybrid working* dan kepuasan kerja terhadap tingkat *burnout* karyawan dengan dukungan sosial organisasi sebagai variabel moderasi pada karyawan sektor *digital marketing* dan *creative agency* di Surabaya. Perubahan pola kerja akibat perkembangan teknologi menyebabkan sistem kerja *hybrid* semakin banyak diterapkan, namun fleksibilitas kerja tersebut juga berpotensi menimbulkan tekanan kerja dan *burnout* apabila tidak dikelola dengan baik. Penelitian ini menggunakan pendekatan kuantitatif dengan metode *explanatory research*. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada karyawan sektor *digital marketing* dan *creative agency* di Surabaya. Analisis data dilakukan menggunakan bantuan software statistik dengan pengujian regresi linear berganda dan *Moderated Regression Analysis* (MRA). Hasil penelitian menunjukkan bahwa *hybrid working* dan kepuasan kerja memiliki pengaruh terhadap tingkat *burnout* karyawan. Selain itu, dukungan sosial organisasi berperan dalam memoderasi hubungan antara variabel independen terhadap *burnout*. Penelitian ini memberikan kontribusi bagi pengembangan manajemen sumber daya manusia, khususnya dalam pengelolaan sistem kerja *hybrid* agar mampu meningkatkan kesejahteraan karyawan serta mengurangi risiko *burnout* melalui dukungan organisasi yang optimal.

Kata kunci: *Hybrid Working*, Kepuasan Kerja, *Burnout*, Dukungan Sosial Organisasi.

ABSTRACT

This study aims to analyze the effect of hybrid working and job satisfaction on employee burnout levels with organizational social support as a moderating variable among employees in the digital marketing and creative agency sector in Surabaya. Changes in work patterns due to technological developments have led to the increasing implementation of hybrid working systems. However, this flexibility may also create work pressure and burnout if not properly managed. This study employed a quantitative approach using an explanatory research method. Data were collected through questionnaires distributed to employees working in the digital marketing and creative agency sector in Surabaya. Data analysis was conducted using statistical software through multiple linear regression analysis and Moderated Regression Analysis (MRA). The results indicate that hybrid working and job satisfaction influence employee burnout levels. Furthermore, organizational social support plays a moderating role in the relationship between the independent variables and burnout. This research contributes to the development of human resource management studies, particularly in managing hybrid work systems to improve employee well-being and reduce burnout risks through optimal organizational support.

Keywords: *Hybrid Working, Job Satisfaction, Burnout, Organizational Social Support.*