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NEW WAYS OF WORKING AND BURNOUT IN THE POST-PANDEMIC ERA: A CASE OF NATIONAL HEALTH INSURANCE FUND (NHIF), KENYA.

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ABSTRACT

New Ways of Working (NWW) is portrayed as a model involving flexible work arrangements made possible by information and communication technology (ICT). These flexible work arrangements have gradually evolved as the new normal in organizations particularly following the COVID-19 pandemic. Notably, at the National Health Insurance Fund (NHIF) in Kenya, this evolution is evident in the embrace of teleworking and hybrid working. Due to the novelty of NWW, there has been little research on its psychological outcomes and underlying processes. More particularly, the psychological effects it has on individuals, as well as the elements that contribute to such effects, especially within the nuanced context of a developing country. Consequently, the aim of this study is to find out to what extent New Ways of Working (NWW) relate to employee burnout among the Kenyan National Health Insurance Fund Employees and how organizational support (training and provision of material resources) moderates this relationship. The Job Demands-Resources (JD-R) model and basic psychological needs (ABC) theory provides the theoretical framework. The results of the analysis from the surveyed NHIF employees (n=117) showcase non-significant findings (a) the anticipated positive relationship between NWW and burnout proves non-significant, (b) training and provision of material resources have no significant relationship with burnout, (c) both training and provision of material resources do not moderate the relationship between NWW and burnout. These are novel insights into the relationship between NWW and burnout in the setting of a developing country. The findings are evaluated, and discussed based on theory, and various suggestions for further research and practice are made.

Keywords: *New Ways of Working (NWW), hybrid working, teleworking, burnout, JD-R model, basic psychological needs theory*

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INTRODUCTION

Although many organizations in developed countries embraced hybrid working since the COVID-19 pandemic (Hurst, 2023), in developing countries such as Kenya this is far less obvious (Joly, 2022). Even during the pandemic, only 29 percent of Kenyan employees worked remotely (The Next Normal: The Changing Workplace in Kenya, n.d.). Important reasons why working remotely in Kenya is relatively low are amongst others the lack of systems for coordinating work remotely, limited, or poor internet connectivity, and work processes that could not be done remotely (The Next Normal: The Changing Workplace in Kenya, n.d.). While technology has advanced significantly in Kenya over the last several decades, WIFI internet connectivity is less widespread than it is in developed countries. The majority of Kenyans do not utilize the Internet for a variety of reasons, including gender inequities in access and usage, pricing, content relevancy, and basic access (Mureithi, 2017).

One of the scarce exceptions that started to implement hybrid working in some of its departments is the National Health Insurance Fund (NHIF), a Kenyan State Parastatal founded in 1966. The primary responsibility of the Fund is to offer health insurance to all of its members and their declared dependents (spouses and children) (NHIF, 2023). Within the NHIF they already embraced forms of hybrid working before the COVID-19 pandemic. In order for NHIF to expand coverage among the rural sectors in Kenya, so-called New Ways of Working (NWW) including for example teleworking was introduced (Wechuli et al., 2017). NHIF began sending teams of workers to rural parts of the country on a regular basis to conduct business through telework. In line with definitions of teleworking in the literature (Bailey and Kurland, 2022), teleworking at NHIF consists of working at remote locations other than the office. These remote locations normally include rural regions in Kenya or places with no access to NHIF services (NHIF, 2023). Prior to the advent of teleworking, locals in rural areas had to go to regional NHIF offices to purchase or renew their insurance packages. As a consequence, many residents were left without medical coverage because they lacked the time and resources to go and register for healthcare services. Through teleworking, personnel at NHIF and the government at large continue to raise awareness of the necessity of healthcare insurance among Kenyans living in rural areas (Ministry of Medical Services, 2012; Munge et al., 2017). In these remote locations, NHIF workers conduct their business using technology (laptops, etc.) to update crucial customer information or enroll new members into the insurance scheme.

Although telework was already part of the work processes in the NHIF, recently this was expanded by other NWW instruments including hybrid working. NHIF hybrid staff work three weeks offsite and one week onsite each month. While working offsite, NHIF employees typically conduct their work digitally from home whereas onsite would be at the office/location of employment. At NHIF, hybrid working was implemented as a means of flexible work arrangements that would ensure the organization's operability even in the face of a catastrophe such as the pandemic (NHIF, 2023). However, despite the fact that these NWW instruments should have ensured the organization’s operability, signals from the internal organization are less positive.

Problem Statement

NWW as discussed by many scholars including Ten Brummelhuis et al., (2012) is a key strategy or model in which employees structure their work in a flexible manner and are supported by electronic communication which normally enhances employee well-being. However, the implementation of both teleworking, as well as hybrid working at NHIF, seems to have resulted in the loss of autonomy and inherently negative effects on employee well- being. Employees mention that remote workers at NHIF experience symptoms of burnout due to the lack of training in using the technology effectively (personal communication, 28, February 2023). Moreover, Kenya is also working on legal rights for remote workers to disconnect because they experience many problems with employers continuously approaching employees in off-work situations due to emergencies which are also often seen at the NHIF (EY Global, 2022). At the same time, it is not that clear to what extent the perceived burnout among NHIF employees can be ascribed to NWW because there is also

understaffing leading to higher workloads. The goal of this study is therefore to study the relationship between NWW and burnout symptoms among NHIF employees in Kenya.

In contrast to the signals at the NHIF though, the scarce literature about New Ways of Working (NWW) has predominantly found positive or at least non-significant effects with positive employee outcomes and negative or non-significant relations with negative employee outcomes such as burnout (Renard et al. 2021). This is also not that strange since NWW can be seen as a bundle of HR practices that possesses three essential positive traits (Baane, et al., 2010; Ten Brummelhuis et al., 2012; Poutsma et al., 2014). First, the timing of work is more flexible, with employees having greater autonomy over when they work. Second, employees have the option of working in the office, at home, or during commuting time (e.g., on the train). In lieu of assigned workstations, the office provides universally suitable, unadorned office spaces (Kelliher & Anderson, 2008). Thirdly, digital technologies such as e-mail, smartphones, and videoconferencing enable NWW. Consequently, scholars show by the usage of the Job Demands-Resources (JD-R) model that NWW most often leads to a motivational process as NWW leads to job resources such as autonomy which inherently lead to positive employee outcomes (Ten Brummelhuis et al., 2012; Poutsma et al., 2014).

The literature about NWW can at the same time be criticized as it has merely been studied in developing countries (WFH, 2021). By using the JD-R model as well, it seems that in developing countries like Kenya NWW might often lead to a stressful process due to a lack of resources to implement NWW and an increase in job demands, subsequently leading to burnout symptoms (cf. Poutsma et al. 2014; Giauque et al., 2022). Indeed, the remote workers at NHIF seem to get stressed as a result of a lack of training on how to utilize technology efficiently. Moreover, an apparent lack of material resources such as credit, modems, and other necessary equipment to facilitate telework and hybrid working has led to financial and psychological strains among remote workers at NHIF as they bare the extra costs that come with remote working (personal communication, 28, February 2023). In other words, the provision of resources by NHIF in the form of credit, modem, or reimbursement of additional expenses incurred due to remote labor might result in less financial stress and pressure (personal communication, 28, February 2023). In other words, a lack of several types of organizational support seems to enhance the negative consequences of NWW on burnout symptoms in developing countries. As so far, the JD-R model is only positively used in the context of NWW in developed countries, it can be questioned whether these mechanisms explained above indeed turn out differently in developing countries. This thesis will therefore study these mechanisms through a study among NHIF employees in Kenya. The discussion leads to the following research question:

To what extent are new ways of working (NWW) related to employee burnout among the Kenyan National Health Insurance Fund Employees and how does organizational support (training and provision of material resources) moderate this relationship?

RELEVANCIES

Scientific Relevancies

It is evident that there exists a link between NWW and burnout among workers (Ten Brummelhuis et al., 2012; Ter Hoeven, 2016; Demerouti et al., 2014; Derks et al., 2014). However, the present literature leaves significant research gaps that this study seeks to fill. First, insufficient empirical research has been conducted on the concept of NWW in developing countries, as current studies primarily concentrate on developed countries. Similarly, the phenomenon of burnout in developing countries remains understudied, with most existing research focusing on employees in developed countries (Khan et al., 2013; Van et al., 2018; Renard et al., 2021). Thus, this study analyzes the effects of new ways of working on employee well-being in a developing nation, consequently expanding the scope of research on NWW and employee burnout in developing nations.

Second, previous literature (Ten Brummelhuis et al., 2012; Ter Hoeven, 2016; Demerouti et al., 2014; Derks et al., 2014) has presented inconclusive findings regarding the association between New Ways of

Working (NWW) and employee burnout therefore, contextual considerations such as existing difficulties and differences in developing nations bolster the premise that NWW may contribute to employee burnout, suggesting a compelling correlation between the two variables. Additionally, previous studies (Schaufeli et al., 2001 & Schutte et al., 2000) noted that cross-cultural studies have shown that the concept and manifestation of burnout varied between nations, languages, and cultures. This highlights the need to look into burnout specifically within the context of developing countries. Furthermore, the existence of such contextual variations between developed and developing nations, make it possible to question the effects of new ways of working on employee well-being in developing nations. As a result, this study contributes to the existing literature by casting light on the specific dynamics and implications of NWW on employee well-being in the context of a developing country.

Third, The Job Demands-Resources (JD-R) model has been widely utilized to better understand the link between job demands, job resources, employee burnout, and employee engagement (Schaufeli and Taris, 2014). However, despite substantial studies on the links between various job demands and resources, there is an intriguing gap in the literature when it comes to the investigation of material resources. Interestingly, the importance of material resources in the context of new ways of working (NWW) has not yet been investigated. Notably, the introduction of NWW has highlighted the growing importance of material resources, particularly office supplies, and equipment in the home setting, in impacting employee performance, productivity, and general well-being. As a result, there is a greater need to investigate the function of material resources as job resources in the JD-R paradigm. Understanding the function of material resources as job resources can help firms better support their employees' well-being in the digital era. Therefore, the inclusion of material resources expands our understanding of the relationship between NWW and employee burnout beyond what has been previously documented.

Societal Relevancies

There has been a considerable shift toward new ways of working (NWW) in developing countries. This trend has been encouraged by the quick technological advancements that have allowed many businesses to move to remote working arrangements. Nevertheless, despite the advantages of remote labor, enterprises in developing countries have had trouble integrating NWW (Kimani, n.d.). This is especially true for businesses that lack the tools and resources needed to support remote work. Nonetheless, the widespread promotion of remote work continues as it remains a critical strategy for future corporate success (Figueira et al., 2022). Therefore, this study examines NWW in developing nations as it is not only the future of work but also has the ability to support economic development and progress in developing nations. By examining the adoption, implementation, and outcomes of NWW practices in these contexts, researchers can identify strategies to increase productivity, generate employment opportunities, and promote entrepreneurship. This information can help with economic planning initiatives and policy decisions, eventually promoting sustainable growth and development.

In terms of employee well-being, several studies have connected remote work to increased stress, burnout, and mental health issues (Reuters, 2022). Unfortunately, the bulk of existing burnout management strategies for individuals and organizations remain ineffective in the setting of NWW. In developing countries, for instance, effective strategies for addressing burnout at both the individual and organizational levels are still lacking (Gachutha, 2006). Therefore, examining NWW and employee burnout in a developing country can shed light on the challenges and benefits faced by employees. This understanding can help in developing better burnout management strategies, mental health support, and social welfare policies, to promote the well-being of employees in these contexts.

Practical Relevancies

This research is also useful in practice, particularly for the National Health Insurance Fund (NHIF). Understanding the impact of NWW practices on employee burnout at NHIF allows for the development of

tailored interventions and initiatives. By recognizing the individual variables and contextual dynamics that contribute to burnout in different contexts, NHIF management and policymakers can effectively design interventions that address specific difficulties and enhance employee well-being.

Reading Guide

In the next chapter, a literature review is offered that gives further insight into NWW and its linked variable, burnout. In addition, the chapter will generate several scientific hypotheses that will be examined in subsequent chapters. The study's research methodology will be described in Chapter 3. After which, results will be displayed. Ultimately, the study's final chapter will entail the conclusion, a discussion that addresses the research question and discusses the findings and consequently the practical implications relevant to the study.

Theoretical Framework

In this chapter, a theoretical framework is presented, starting with the dependent variable "Burnout symptoms". This is followed by the independent variable "New Ways of Working (NWW)" and the examination of the relationship between the two variables, additionally, the moderating effect of organizational support is introduced, and conceptualized through the provision of training and material resources. This framework establishes a consistent structure for understanding the interplay between NWW, burnout symptoms, and the role of organizational support in shaping this relationship.

Burnout Symptoms

Several models have been proposed to describe the causes and symptoms of burnout. Long-term feelings of emotional exhaustion, depersonalization, cynicism (negative, dehumanized, and insensitive attitudes toward the beneficiaries of one's services), lack of engagement at work, and low levels of personal accomplishment may result from unsatisfactory conditions. Maslach et al. (2001) identified this burnout construct and devised the Maslach Burnout Inventory (MBI). According to the definition behind the MBI, burnout symptoms can be categorized into three primary characteristics: "emotional exhaustion, depersonalization or what is commonly referred to as cynicism (Schaufeli et al., 1996), and feelings of reduced personal accomplishment" (Maslach & Jackson, 1981). Emotional exhaustion occurs when an employee is overworked and utterly devoid of resources. The depersonalization dimension relates to the indifferent and detached attitude toward coworkers. Negative self-evaluation of one's accomplishments is the final dimension of diminishing personal accomplishment (Maslach & Jackson, 1981).

Despite the widespread usage of the MBI and its three characteristics to study burnout symptoms, it has been challenged for a number of shortcomings, including conceptualization, psychometric qualities, and practical use (Schaufeli et al., 2020). The MBI was conceptualized with input from professionals in high burnout-risk occupations, although it did not capture all characteristics of burnout, such as reduced cognitive function (Deligkaris et al., 2014). There are also debates about whether reduced personal accomplishment or professional efficacy is a fundamental part of burnout or a consequence of it (Schaufeli & Taris, 2005).

The MBI's psychometric discrepancies are related to extreme wording in certain items, non-equivalent response categories, and the distinct behavior of the personal accomplishment dimension, where its items are positively worded, resulting in a lower score indicating burnout, causing this dimension to behave differently than the other two burnout dimensions. These factors influence the inventory's reliability and interpretation (Wheeler et al., 2011). Finally, on practicality, as indicated in the test manual (Maslach et al., 2017; p. 44), the MBI delivers independent scores for each of the three subscales rather than a single overall burnout score. This suggests that the MBI was not intended to be a diagnostic instrument for identifying persons with severe burnout, but rather to investigate the link between people and their occupations across several dimensions. The use of three scores rather than one generates some uncertainty, especially given that the MBI also refers to burnout as a "syndrome."

To address the above-mentioned concerns, the Burnout Assessment Tool (BAT) was recently created as an alternative burnout assessment tool (Schaufeli et al., 2020). The BAT conceptualizes burnout symptoms into four core dimensions, including the inability (which manifests as a lack of energy) to no longer spend the necessary effort at work for proper task completion, which contributes to the three dimensions (i.e., exhaustion, cognitive and emotional impairment), and finally, the unwillingness to see a task to completion (i.e., mental distance). As a result, the Burnout Assessment Tool (BAT) offers a conceptualization of burnout that addresses several concerns associated with the Maslach Burnout Inventory (MBI). By considering the influence of work-related stressors and conditions on burnout symptoms, the BAT provides a more comprehensive understanding of burnout. Furthermore, the BAT overcomes the psychometric limitations of the MBI by employing more reliable and valid scales with enhanced discriminant validity. It also offers increased feasibility for both individual and group-based burnout assessments, generating conclusive results that organizations can act upon effectively (Schaufeli et al., 2020).

Based on the above overview of burnout models, the conceptualization of the BAT model seems to be the most applicable and comprehensive conceptualization of burnout symptoms. Interestingly, the BAT has been investigated mostly in Europe, as burnout is a topic garnering attention, particularly among European countries (Redelinghuys et al., 2023). However, recent research suggests that South African employees may have differing perspectives on the meaning of burnout. This disparity can be attributed to several factors, including the influence of unique economic, political, and labor contexts that shape individuals' interpretations of burnout and their responses to the BAT items (Schaufeli, 2018). Moreover, social acceptance, stigma, limited information, and differences in how burnout is described in developing countries could also contribute to the variation in responses to the BAT items. These observations align with older comparative studies that have also demonstrated that the conceptualization, experience, and understanding of burnout differ across cultures, nations, and languages (Schaufeli et al., 2001; Schutte et al., 2000).

Additionally, besides possible different meanings of burnout between developing countries and developed countries, the appearance of burnout symptoms also seems to differ depending on the development of a country. The level of development of a certain country may influence the quality of work or the working circumstances of its citizens. People in developing countries face rising levels of work-related stress as a result of globalization. Employees in these countries may be unfamiliar with burnout and job-stress prevention measures (Houtman et al. 2007). Burnout and work stress in developing countries can be exacerbated by a variety of variables outside of the workplace. These include gender inequality, poor participation pathways, a lack of occupational health services coverage, poor nutrition and hygiene, inadequate transportation systems, illiteracy, and widespread poverty (Houtman et al., 2007). Recent research has demonstrated that despite potential variations in the meanings and manifestations of burnout, the BAT model remains applicable even in predominantly developing countries such as South Africa (Redelinghuys et al., 2023).

New Ways of Working (NWW)

In many studies (Ten Brummelhuis et al., 2012), New Ways of Working (NWW) are depicted as a model that involves flexible work arrangements enabled by Information and Communication Technology (ICT) or as ongoing transformative processes that have been unfolding for decades (Alfes et al., 2022). This model reveals various forms of new ways of working/remote work that suit the general conception of NWW, such as hybrid working and teleworking, which are the focus of this study.

Research on new ways of working has explored various aspects within the field. Some studies have focused on the flexibility of timing and location, examining employees who have greater autonomy in determining when and where they work (Kossek & Lautsch, 2018; Van Steenbergen et al., 2018). Other studies have investigated the changing landscape of work arrangements, including agency work, crowd work, and freelancing, to understand who performs the work (Cappelli & Keller, 2013; Katz & Krueger, 2017; Sundararajan, 2017). Additionally, a third stream of research has explored the implications of agile,

participative, and automated work organization (Cappelli & Tavis, 2018; McIver et al., 2018). These studies collectively emphasize the underlying theme of novelty, indicating that current work practices differ from traditional approaches. Prior literature has employed various labels such as “new ways of organizing” (Kelliher & Richardson, 2012), “new ways to work” (Peters et al., 2014), “new ways of working” (Gerards et al., 2018), or more recently, “the future of work” (Beane & Leonardi, 2022).

These different foci are a result of the conceptualization of NWW which has constantly developed over the years. De Leede and Kraijenbrink (2014) divide NWW into three aspects: flexibility, working from home, and working together remotely. Flexibility is an important feature of NWW since it allows employees to choose the best work environment for them (Kelliher & Anderson, 2008; Nijp, Beckers, Geurts, Tucker, & Kompier, 2012). It allows employees more time management flexibility, which has been associated with favorable results such as work-life balance and job-related outcomes. While much of the literature has concentrated on control over work schedules, NWW allows for flexibility in when tasks are accomplished as long as the job is completed on time. Another significant feature of NWW is working from home. Teleworking and telecommuting have been found in studies to be more productive since they minimize commuting time and distractions (Baruch, 2000). Working from a third location, such as home, might thus boost productivity and promote work-life balance.

The third feature of NWW is remote collaboration, also known as virtual teamwork or distributed work. Virtual teams collaborate across geographical and organizational borders, with communication technology serving as the principal mode of communication (Lipnack and Stamps, 1997). It necessitates distributed working and technology-mediated communication, both of which might be difficult. However, retaining cooperation aspects such as task interdependence and shared goals is still critical for virtual team success.

Although De Leede and Kraijenbrink (2014) provide an extensive overview of NWW, Baane et al. (2010) provide a more specific explanation of one of its important elements, time- and place-independent work. This element of NWW is particularly pertinent to this study and is discussed in further depth throughout Baane et al.'s work. This aspect refers to the implementation of working from home and teleworking, which allows employees to work independently of time and location. Employees can now work remotely and at different times due to technological advancements, which promotes flexibility in work schedules and locales. This component of NWW allows employees to better balance work and personal life by substituting a more flexible work schedule for the usual “nine to five” work schedule.

This aspect of NWW, “time and place independent work” is similar to the concepts of hybrid and telework. Hybrid working, as a work arrangement, allows workers to organize their workday and carefully pick the most appropriate workplace (office or home) based on their activities (De Souza et al., 2022; Appel-Meulenbroek et al., 2022). Organizations face the challenge of implementing and sustaining productivity in a hybrid work model by reconfiguring work processes, identifying task requirements, redesigning workspaces, and potentially relocating offices (Vyas, 2022). Moreover, hybrid work offers advantages such as cost savings in-office maintenance, increased flexibility in recruiting talent from diverse geographical areas, and improved accessibility for individuals with disabilities (Konovalova, 2022). From an employee perspective, hybrid work provides heightened flexibility to align working hours with personal and family needs (Vyas, 2022). Furthermore, it allows employees to capitalize on their strengths and enhance productivity by working in environments where they feel most productive and capable (Konovalova, 2022). However, the feasibility of adopting hybrid work practices hinges on the nature of tasks, as white-collar roles are generally more adaptable to this model compared to manual or physically demanding labor (Vyas, 2022).

Telework, on the other hand, is a work mode in which an employee works outside of the employer's workplace, at places such as satellite offices or from home, utilizing information and communication technologies (ICTs) (Blahopoulou et al., 2022). Telework is more widespread in knowledge-intensive sectors,

as many high-skill positions need the use of ICTs such as laptop computers and mobile phones (Abulibdeh, 2020). It is, however, less widespread in the manufacturing and construction industries, as well as in low- and medium-skilled employment (Abulibdeh, 2020). As a consequence, this study suggests that telework and hybrid work both meet the description of Baane et al. (2010) since both types of work arrangements permit flexible working in time and location and are supported by technology.

As already established, central to NWW is digitization (UN News, 2020). This is particularly crucial for organizations as employees' needs associated with remote work have been made possible through information and communication technology (ICT) (Allvin, 2011; Clarke, 2017) a facet of NWW. The most significant and essential requirement for implementing telework and/or hybrid working in organizations is the availability of infrastructure that allows remote working mode for both the organization and the employee. Teleworking is completely reliant on an efficient communication network infrastructure that connects the company, the worker, and even the clients. As a result, well-developed information communication technologies (ICT), good telecommunication service, continuous connectivity, machines, terminals, and peripheral devices become critical requirements of a teleworking system (Aundhkar et al., 2000; Mitter, 2000).

However, developing countries experience underdeveloped infrastructural facilities. As a result, the major challenges encountered when implementing NWW in organizations in developing countries have been the high cost of telecommunication service, poor access to telecommunication infrastructure, small capacity, high cost of telecommunication equipment and machines, power failures, and subsequent interruptions to connectivity (Irani, Gothoskar, & Sharma, 2000). In Kenya, for example, ICT growth remains restricted, with employee digital skills falling short of expectations (ILO Kenya, 2022). This has slowed/hampered the smooth implementation of NWW in Kenya thus far, as well as created stressful processes for enterprises implementing NWW. According to Aundhkar et al. (2000), the governments in these countries must play a significant role in providing infrastructure and related amenities for remote working. It is recommended that government laws be liberalized in order for enterprises to implement NWW.

Relationship between NWW and Burnout

To study the consequences of NWW on Burnout, scholars predominantly apply the Job Demands-Resources (JD-R) framework (Bakker & Demerouti, 2017; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) as a theoretical model (e.g., Peters, Poutsma, Van der Heijden, Bakker, & De Bruijn, 2014; Van Steenbergen, Van der Ven, Peeters, & Taris, 2018; Giauque, Renard, Cornu & Emery, 2022). Indeed, scholars often argue that teleworking as part of NWW is a resource that positively influences employee well-being (Hoornweg, Peters, & Van der Heijden, 2016). This can be explained by the mechanisms in the JD-R model.

The JD-R model proposed by Demerouti and associates in 2001 has had a significant impact on burnout research. According to the JD-R model, the nature of the job is critical in determining employee engagement and burnout (Schaufeli & Bakker, 2004). This approach divides job characteristics into two groups: job demands and job resources. The term "demands" refers to parts of the job that necessitate prolonged physical or mental effort and are connected with physiological and psychological expenses (Demerouti et al., 2014; Derks et al., 2014). Work overload, disagreements with colleagues, and future employment uncertainty are all examples of job demands. These are often the "bad things" at work that deplete employees' energy and lead to burnout symptoms (Bakker et al., 2003; Bakker et al., 2005 & Hakanen et al., 2008).

Job resources, on the other hand, are defined as "good things" that may be effective in accomplishing work goals, reducing working demands, and stimulating personal growth and development. Job resources include things like peer assistance, job control, and performance feedback. These resources assist individuals in meeting work objectives while also lowering the physiological and psychological expenses associated with job demands (Demerouti et al., 2001). Furthermore, job resources promote personal growth and development, which leads to enhanced employee engagement and motivation (Schaufeli & Bakker, 2004).

Overall, the JD-R model integrates two fundamental psychological processes: health impairment and motivation (Bakker & Demerouti, 2007). According to the health impairment process, job demands may result in burnout symptoms, whereas the motivational process implies that job resources may result in employee engagement and motivation (Bakker & Demerouti, 2007). According to this model, the link between job demands and resources is curvilinear rather than linear, with high job demands and low resources resulting in burnout and poor engagement, and high job demands and high resources resulting in strong engagement and motivation.

Translated to NWW, New Ways of Working (NWW) are often seen as job resources that, through a motivational process lead to higher work engagement and lower burnout. Indeed, NWW is a working model in which employees control the timing and location of their work and are supported by electronic communication (Ten Brummelhuis et al., 2012). NWW, therefore, seems to be effective in accomplishing work goals, reducing working demands, and stimulating personal growth and development. Consequently, the scarce literature on (NWW) indeed has predominantly found positive or at least non-significant effects with the well-being indicator of work engagement and negative or non-significant effects with the well-being indicator of burnout (Renard et al. 2021).

In developing countries, the effects of New Ways of Working (NWW) as a job resource may unfold differently compared to developed countries. Contextual variables unique to developing countries may have a significant effect on the relationship between NWW and employee well-being. In such contexts, NWW may face obstacles associated with infrastructure limitations, technological accessibility, and socioeconomic disparities (Renard et al., 2021; Irani, Gothoskar, & Sharma, 2000). Lack of access to dependable technology and internet connection may impede the successful adoption and usage of NWW practices, thereby diminishing their beneficial impact as a job resource. Furthermore, cultural characteristics and work standards unique to developing nations may influence how workers perceive and experience NWW. Face-to-face engagement (Barrero et al., 2021) and physical presence at the workplace, for example, may be highly valued in certain developing countries, making the shift to remote work or flexible work arrangements more difficult and less desirable (Ten Brummelhuis et al., 2012).

In addition, socio-economic gaps in developing countries might have an influence on the availability and adoption of NWW practices among workers. The resources necessary for remote employment, such as dependable internet connections or suitable workplaces, may not be readily available to those in lower socio-economic strata. This disparity in resource availability may intensify job demands and may lead to greater degrees of burnout (Renard et al., 2021; Schaufeli & Bakker, 2004). Taking these contextual considerations into account, the relationship between NWW and employee well-being in developing countries could reflect distinct patterns than in developed countries. The positive effects observed in the literature from developed countries may not directly translate to developing country contexts.

Job resources that meet basic psychological needs, such as autonomy, belongingness, and competence (ABC), have been proven to lead to reduce burnout symptoms and increased work engagement (Van den Broeck et al., 2008; Ryan & Deci, 2000). Based on this assessment, it can be argued that New Ways of Working (NWW) have the ability to improve these basic needs and, as a result, impact employee well-being.

For starters, autonomy is a basic psychological need that refers to an individual's feeling of control and independence in work (Ryan & Deci, 2000). NWW may provide employees more control over their work processes and schedules by emphasizing flexible work arrangements and self-directed work (Kossek & Lautsch, 2018; Van Steenbergen et al., 2018). NWW fosters autonomy by giving people more flexibility over when, where, and how they work, possibly leading to decreased burnout and increased work engagement.

The second essential psychological need, belongingness, refers to the feeling of being connected, supported, and valued by others in the workplace (Baumeister & Leary, 1995). While NWW may cause

physical separation between workers, it may also enable virtual cooperation, communication, and social engagement (Lipnack and Stamps, 1997). NWW may promote a feeling of belonging among workers by facilitating connectedness, collaboration, and social support via the effective utilization of technology and virtual platforms. This, in turn, may lead to less burnout and increased job engagement.

Finally, competence relates to an individual's desire to feel successful, skilled, and growing in their profession (White, 1959). NWW can provide the opportunity for people to develop and use their skills and abilities in novel ways (Cappelli & Keller, 2013; Katz & Krueger, 2017; Sundararajan, 2017). NWW may boost emotions of competence by giving workers the choice to pick their work methods and leveraging technology, enabling them to participate in important and demanding jobs. This satisfaction with the competence requirement may result in lesser employee burnout and increased job engagement.

In summary, although NWW has the ability to meet fundamental requirements such as autonomy, belongingness, and competence (ABC) and favorably affect employee well-being, the particular obstacles that developing nations face may impair this relationship (Irani, Gothoskar, & Sharma, 2000). In developing countries, limited digital capabilities and infrastructure might impede the successful implementation and exploitation of NWW, thereby inhibiting competence satisfaction and leading to increased stress and burnout. Furthermore, because of continual accessibility and fuzzy boundaries between work and personal life, NWW practices in these situations may unwittingly undermine workers' autonomy (Demerouti et al., 2014; Derks et al., 2014). The lack of proper guidelines and policies as well as support frameworks exacerbates these issues, leaving workers feeling overwhelmed, unsupported, and without a sense of belonging, which may increase job demands and lead to increased levels of burnout.

Hence it is assumed that NWW at NHIF leads to an increase in employee burnout symptoms leading to the following hypothesis.

Hypothesis 1: NWW is positively related to perceived burnout symptoms.

The Moderating Effect of Organizational Support

Although it is expected that NWW is positively related to perceived burnout symptoms among employees in developing countries, the basic psychological needs already showcase that it does not necessarily need to work out this way. In general, NWW as a job resource that meets the basic psychological needs, such as autonomy, belongingness, and competence (ABC), has been proven to lead to reduced burnout symptoms and increased work engagement (Van den Broeck et al., 2008; Ryan & Deci, 2000). In other words, if organizations in developing countries provide the necessary resources and climate that satisfy employee's basic psychological needs related to autonomy, belongingness, and competence employees can then effectively adapt to NWW.

Resources provided by an organization are also known under the collective name "Perceived Organizational Support" (POS). POS, as a valued job resource, refers to employees' evaluation of the extent to which the organization offers assistance, affirmation, and demonstrates genuine concern about their presence in the organization (Yanbei et al., 2023). According to Eisenberger et al.'s organizational support theory from 1986, employees form global beliefs about how much their employer values their contributions and is concerned about their well-being. These beliefs help determine whether the organization is willing to reward increased work effort and meet socio-emotional needs. In general, employees are more focused on the company's commitment to them. Being respected by the company can result in advantages like approbation and respect, income, and promotions, as well as access to knowledge and other types of assistance required to perform one's job more effectively (Rhoades et al., 2002).

According to Cohen and Wills (1985), organizational support serves four purposes in protecting employees from the negative consequences of job-related pressures that may result in burnout symptoms. First, support serves to boost people's self-esteem; that is, support can add to people's sentiments of self-

esteem and acceptance by signaling that they are respected and appreciated despite their flaws. Second, support performs an informational function by providing individuals with sufficient information to assist them in defining, comprehending, and coping with stressful occurrences. Third, support serves a social companionship function by satisfying the needs of being accompanied and affiliated while distracting persons from stress. Finally, support performs an instrumental purpose by providing the materials and services required to cope with difficult conditions at work.

Organizational support can mitigate the effect of job stress on burnout since it is related to three of the above tasks, namely preserving and developing self-esteem, delivering information, and providing material resources (George et al. 1993). First, when people are unable to deal with stress successfully, they may relate their failure to a lack of abilities and personality flaws, putting their self-esteem at risk. Such dangers may cause them to underestimate their own ability to cope with stress, exacerbating their burnout symptoms. Individuals who believe they are respected and cared for by their organizations, on the other hand, may have fewer esteem-threatening self-recriminations and higher overall self-esteem, boosting their impression of their ability to cope with the negative consequences of job demands for burnout symptoms (George et al. 1993).

Second, employees who receive a high level of POS also believe that their organizations will provide them with all relevant information about stressors and instruct them on how to effectively manage stress. Such beliefs may mitigate the impact of job stress on burnout because they reduce the inclination to exaggerate the stresses and increase their impression of available resources to deal with the stress. Finally, employees who consider their organizations to be supportive feel that the organizations will provide them with resources to cope with the demands, such as time off from work and adequate job autonomy, reducing the impact of the demands on their burnout symptoms (Cohen and Wills 1985).

As already shown above, organizational support can have various different forms. This study particularly conceptualizes organizational support into two categories which include the provision of training and the provision of material resources. First, training acts as a vital buffer against the negative impacts of New Ways of Working (NWW) on employee burnout by addressing and meeting the basic psychological needs of autonomy, belongingness, and competence (Ryan & Deci, 2000). Through training, employees acquire the necessary knowledge and skills to navigate the NWW, nurturing a sense of autonomy and control over their work. Previous studies that examined the effect of skill development on the level of burnout (Corcoran & Bryce, 1983; Corrigan et al., 1997; Ewers et al., 2002) showcased a decrease in burnout after skill development training.

In addition to providing opportunities for social interaction and collaboration, training programs foster a sense of belonging and connection among employees. Furthermore, training improves employee competence by providing them with the skills and resources required to execute their responsibilities effectively in the context of NWW. Skill-development programs, which focus on teaching and instilling new intervention skills or refining current ones, were frequently recognized as a burnout-relieving technique (Cherinss, 1982; Pines et al.,1981; Kalliath & Beck, 2001; Pines & Maslach, 1980; Wade et al.,1986; Zastrow, 1984). Furthermore, research highlights two critical domains of skill development programs: the supportive domain (Krell et al., 1983; Koeske & Koeske, 1989; Wade et al., 1986) and the educational domain (Cherinss, 1982; Krell et al., 1983; Pines et al., 1981).

According to Kadushin and Harkness (2002) in their study of supervision, the supporting domain enhances the capacity to deal with job pressures by providing reassurance, approval, and the like, whereas the educational domain is concerned with improving job performance efficiency. Their combined effect may boost self-efficacy, provide challenge and stimulation, and promote self-awareness and personal growth (Cherinss, 1982; Pines et al., 1981). Addressing the psychological requirements of employees through training programs creates a supportive work environment that reduces the risk of burnout, improves well-being, and fosters resilience in the face of NWW challenges.

Second, in terms of material resources, firms may meet practical needs and alleviate stresses associated with NWW by providing workers with necessary technological equipment, remote work infrastructure, and resources for work-life balance. Personal and social resources are the two categories of resources that have been studied extensively. Personal resources are elements of oneself that are often associated with resilience. The most recent research on this topic focuses on people's perceptions of their capacity to effectively manage and influence their surroundings, particularly in difficult situations (Bandura, 1997; Kobasa & Puccetti, 1983; Schwarzer, 1992; Skinner, 1996). Social resources, particularly interpersonal support, have also been linked to improved emotional outcomes in the face of stress (Cohen & Wills, 1985; Sarason, Sarason, Shearin, & Pierce, 1987; Vaux, 1988).

As a result, providing material resources may help to mitigate the negative impacts of New Ways of Working (NWW) on employee burnout in developing countries. Employees may handle the hurdles of remote work more efficiently if they are equipped with the essential tools and resources, including laptops, reliable internet connections, virtual communication platforms, and flexible work hours. Furthermore, providing ergonomic assistance and tools for preserving work-life balance increases physical well-being and prevents work-related stress from infiltrating personal lives in such environments.

Therefore, it is predicted that making the required resources available for remote work and training staff to enhance their digital skills could result in a decrease in burnout among employees. As a result, the following main hypothesis and sub-hypotheses are developed.

Hypothesis 2: Both training and the provision of material resources are negatively related to burnout.

Hypothesis 3a: Training moderates the positive relation between NWW and burnout such that the positive relationship becomes weaker when training is incorporated.

Hypothesis 3b: The provision of material resources moderates the positive relation between NWW and burnout such that the positive relationship becomes weaker when material resources are provided.

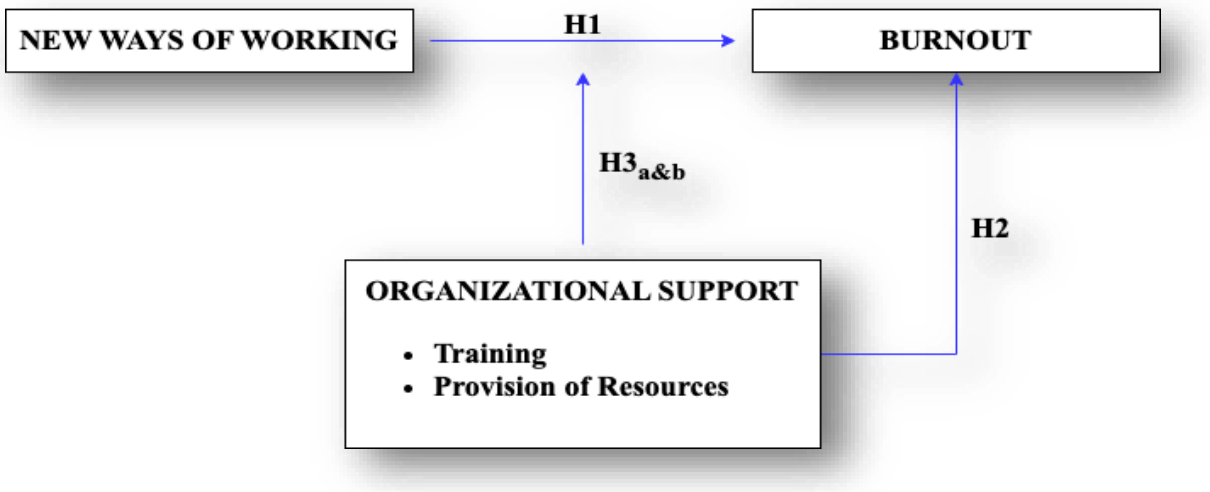

Figure 1: Conceptual Framework

METHODS

For this study, an explanatory research design is employed. Explanatory research seeks to identify causal relationships (Sainani, 2014). To test the conceptual model/hypotheses, the study employed a quantitative data collection method in the form of an online survey questionnaire distributed via email. The primary variables under examination in this study's survey were burnout (dependent variable), New Ways of Working (independent variable), and organizational support (moderating variable), which was further divided into two

dimensions: (a) training and (b) provision of resources. Additionally, control variables were used in the survey, including participants' gender, educational level, age, employment status, contract type, and tenure. To collect the data, a carefully designed questionnaire was created and disseminated through the secure platform 'Qualtrics' (Qualtrics, 2023). The platform not only ensures the safe storage of data but also offers the option to anonymize participants' answers completely, safeguarding their privacy. The distribution of the questionnaire was carried out through the head of the HR department at NHIF, who then shared the questionnaire link with various departments within NHIF via email and the social media platform WhatsApp, allowing employees to conveniently participate. The data collected from the questionnaires was diligently compiled and stored on the 'Yoda' data server of Utrecht University (Yoda Portal, 2023). Subsequently, a thorough examination of this data was conducted to draw meaningful conclusions and address the study's objectives effectively.

The target population for this study comprised employees working at the National Health Insurance Fund (NHIF), a state parastatal in Kenya. At the time of study, NHIF had recorded at least 1900 employees in its various branches (personal communication, 28, February 2023). NHIF had 95 fully autonomous branches and a presence in the 47 Huduma Centers across the country (Webadmin, 2023).

Two vital statistical control tests were conducted to evaluate the data's appropriateness for detecting underlying structures. Bartlett's Test of Sphericity and the Kaiser-Meyer Olkin Measure of Sampling Adequacy (KMO) were employed for this purpose.

The gathered data was cleaned and evaluated prior to hypothesis testing (Diekmann, 2021). All responses in the demographic section question were converted to quantitative values so that they could be evaluated without additional modification. Subsequently, individuals who did not complete multiple questions were manually removed. The appropriate statistical tests were carried out using the Statistical Program for Social Sciences (SPSS) version 29.

RESULTS

Descriptive Statistics

A descriptive statistical analysis was performed to gain a better understanding of the central variables in this study. Table 1 shows the range, mean and standard deviation of the central variables.

Table 1: Descriptive Statistics of Main Variables

	Min.	Max.	M	SD
Burnout	1	5	2.29	0.61
New Ways of Working	1	5	3.62	0.57
Training	1	5	2.87	0.98
Provision of Material Resources	1	2	1.67	0.16

N=120; M=mean; SD= Standard Deviation; Min = lowest value, Max = highest value.

As shown in the table above, NHIF employees score fairly average on well-being. Burnout symptoms were scored on a scale of 1 (never) to 5 (Always). As the table shows, NHIF employees on average experience some level of burnout symptoms although not high (M=2.29, SD=0.61). At the same time, New Ways of Working (NWW) seem to be the current practice at NHIF with the majority of the respondents showcasing that NHIF personnel commonly implement the New Ways of Working practices in their job duties (M=3.62, SD=0.57).

Regarding the provision of training opportunities to the workforce, employees at NHIF remain neutral in regard to receiving adequate levels of training to accommodate the changing working environment (M=2.87, SD=0.98). This might indicate that NHIF employees are somewhat unsure about the adequacy of their training in relation to the changing work environment. This could signify the lack of up-to-date training in regard to

the new ways of working. Suggesting communication about the training programs offered or more tailored training to address the unique demands brought about by New Ways of Working (NWW). Lastly, respondents seem to be predominantly positive about the provision of material resources required to facilitate NWW (M=1.67, SD=0.16).

Correlation Analysis

A positive correlation suggests that if one variable increases or falls, so does the other. When two variables have a negative correlation, they move in opposing directions. Therefore, correlation analysis was run to determine the relationship between the variables and give inferences based on the same as described in the table below.

Table 2: Correlations

	1	2	3	4	5	6	7	8	9	10	11
Male	1										
Female	-.983**	1									
Age	.032	-.011	1								
Educational Level	-.231*	.233*	-.270**	1							
Job Tenure	-.112	.125	.784**	-.331**	1						
Job Contract	-.021	.026	-.297**	.140	-.355**	1					
Employment Status	-.054	.059	-.293**	.089	-.389**	.938**	1				
Burnout Symptoms	-.126	.148	.235*	-.076	.254**	.052	.034	1			
NWW	.096	-.101	.042	.182*	.135	-.317**	-.392**	-.139	1		
Training	-.198*	.192*	-.183*	.330**	-.105	.130	.173	-.168	.260**	1	
Material Resources	.025	-.043	-.033	.021	.017	-.209*	-.198*	-.197*	.271**	.296**	1

P <0.01**; p <0.05*, NWW = New Ways of Working, Job Contract: 1= permanent or 2= temporary, Employment Status: 1= full-time or 2= part-time.

The correlation analysis presented in Table 2 examines the relationships between the central and control variables in this study. To start with, NWW showcases no significant relationship with burnout (r = -.139, p<.01). In addition, training also not significantly correlated with burnout (r = -.168, p<.01) however, material resources demonstrate a negative significant correlation with burnout (r = -.197, p<.05). Therefore, it can be assumed that when the necessary/required material resources are made available, the reported burnout symptoms tend to decrease. This suggests a potential avenue for mitigating burnout by ensuring necessary resources are accessible.

Both moderating variables training and provision of material resources indicate a significant positive correlation with NWW (r = .260, p<.01), (r = .271, p<.01) respectively. This concurs with the study's suggestions as discussed in the theoretical sections that training and provision of material resources may indeed moderate the negative effects brought forth by New Ways of Working such as burnout. Such that enhancing training and the provision of material resources would ensure that employees are able to effectively cope with the New Ways of Working.

In addition to the above finding, the table above highlights that age has a positive significant correlation with burnout symptoms (r = .235, p<.05). This suggests that as age increases, burnout symptoms tend to increase. The analysis also shows that employees with higher job tenure experience an increase in burnout

symptoms (r = .254, p<.01). the analysis also shows that neither gender (male nor female) has a significant correlation with burnout (r = -.126, r = .148 p<.01) respectively. Indicating that burnout does not significantly differ between both genders.

Educational Level has a positive significant correlation with NWW (r = .182, p<.05). This may suggest that employees with higher levels of education may be better suited for NWW. More specifically, individuals with higher educational backgrounds may possess skills and adaptability that align well with the changes brought about by NWW.

Regression

Regression is a method for examining the relationship between variables. More crucially, it allows us to model the relationships between variables, controlling for the scores of other variables. The regression analyses showcased below comprise models that demonstrate both direct and moderating effects, allowing to test the hypotheses. In this study, five regression models were created building a hierarchical regression to investigate the factors impacting the dependent variable, burnout.

The first model includes control variables, which are often elements that may have an impact on the dependent variable but are not the primary focus of the investigation. The second model included the key independent variable, New Ways of Working (NWW), in order to better understand its impact on burnout. In the third model, two additional organizational support factors, namely training and material resources, were introduced to determine how they contribute to burnout levels in the presence of NWW.

The fourth and fifth models introduced moderators to investigate moderating effects. The moderator of Training was introduced to the fourth model to investigate how it interacts with NWW in determining burnout. Similarly, the moderator of material resources was incorporated in the fifth model to investigate its moderating function in the association between NWW and burnout.

Table 3: Regression Table for Burnout Symptoms

	Model 1	Model 2	Model 3	Model 4	Model 5
	B(SE)	B(SE)	B(SE)	B(SE)	B(SE)
Male	.530(.603)	.525(.601)	.443(.598)	.466(.595)	.466(.599)
Female	.691(.605)	.658(.604)	.590(.601)	.618(.598)	.618(.601)
Age	.068(.078)	.055(.079)	.036(.079)	.044(.079)	.045(.079)
Educational Level	-.017(.040)	-.002(.041)	.010(.042)	.008(.042)	.008(.043)
Job Tenure	.089(.090)	.107(.090)	.123(.091)	.108(.091)	.109(.092)
Job Contract	.562(.659)	.629(.659)	.375(.671)	.834(.737)	.833(.747)
Employment Status	-.203(.639)	-.377(.650)	-.095(.677)	-.500(.727)	-.499(.746)
NWW		-.148(.112)	-.073(.118)	-.094(.119)	-.094(.119)
Training			-.077(.069)	-.066(.069)	-.066(.069)
Material Resources			-.402(.366)	-.312(.369)	-.312(.372)
NWW * Training				-.126(.086)	-.126(.102)
NWW * Material Resources					-.006(.568)
N	116	116	116	116	116
R^2	.114	.128	.156	.173	.173
F	2.004	1.986	1.960	1.998	1.814
Sig.	.061	.055	.045	.036	.055

**p < 0.001; *p < 0.05, NWW = New Ways of Working, Job Tenure = duration of employment, Job Contract: 1= permanent or 2= temporary, Employment Status: 1= full-time or 2= part-time.

The first model is related to the relationship between the control variables and burnout, explaining 11,4% of the variance and not significant (F =2.004, p>.05).

The second model is used to test the first hypothesis: "*H1: NWW is positively related to perceived burnout symptoms".* The model explains 12.8% of the variance and is not significant for burnout (R^2=0.128, F=1.986, p=>.05). The analysis showcases that the relationship between NWW and burnout is non-significant (B = -.148, p >.05). Hypothesis (H1) is therefore not supported.

The third model tests the second hypothesis on organizational support: *"H2: Both training and the provision of material resources are negatively related to burnout".* The direct relations between burnout and both training and provision of material resources are non- significant (respectively B = -.077, p>.05, B = -.402, p>.05). Consequently, hypothesis 2 is not supported.

In the fourth and fifth models, training, and provision of material resources as moderators are introduced to test the next hypotheses: "*H3a: Training moderates the positive relation between NWW and burnout such that the positive relationship becomes weaker when training is incorporated"* and *"H3b: The Provision of material resources moderates the positive relation between NWW and burnout such that the positive relationship becomes weaker when material resources are provided".* Both relationships also prove non-significant with (B = -.126, B = .006) respectively. Consequently, hypotheses 3a and 3b are not supported either.

Robustness Check

To further examine the direct relationship between NWW and burnout a robustness test was conducted. Robustness tests are generally conducted to check the reliability and validity of the regression analysis conducted. It is a common exercise done in empirical studies to examine how certain ''core'' regression coefficient estimates behave when the regression specification is modified in some way, typically by adding or removing regressors (Lu & White, 2014).

As already discussed in the theoretical section of this study, NWW comprises several facets. This study incorporated five key facets that accounted for the 10 items used in the measurement of NWW. The facets include (facet 1: Time-and location-independent work, facet 2: Management of output, facet 3: Access to organizational knowledge, facet 4: Flexibility in working relations, and Facet 5: Freely accessible open workplace). To test for robustness the study, therefore, selected five items out of the ten that closely described teleworking and hybrid working in the context of NWW. Items selected included; NWW 1: "I am able to set my own working hours", NWW 2: "I am able to determine where I work", NWW 3: "I am able to determine the way I work" NWW 4: "I can access all necessary information on my computer, smartphone, and/or tablet", and NWW 7: "I am able to reach colleagues outside the team quickly". The overall weighted Omega is .738. The results of the analysis are presented in the table below.

Table 4: Robustness Check

	Model 1	Model 2
Controls	**B(SE)**	**B(SE)**
Male	.530(.603)	.533(.606)
Female	.691(.605)	.695(.608)
Age	.068(.078)	.068(.079)
Educational Level	-.017(.040)	-.019(.044)
Job Tenure	.089(.090)	.087(.091)
Job Contract	.562(.659)	.562(.662)
Employment Status	-.203(.639)	-.196(.650)
Independent Variable		
NWW_a		.013(.086)
N	116	116
R^2	.114	.114
F	2.004	1.741
Sig.	.061	.097

**p < 0.001; *p < 0.05, NWW = New Ways of Working, Job Tenure = duration of employment, Job Contract: 1= permanent or 2= temporary, Employment Status: 1= full-time or 2= part-time.

Based on the table above, it is concluded that there is no significant relationship between NWW and burnout (B = .013).

DISCUSSION AND CONCLUSION

Burnout and NWW

Based on the study, the researcher sought to determine to what extent perceived new ways of working (NWW) relate to perceived burnout symptoms among employees of the Kenyan National Health Insurance Fund and how organizational support (training and provision of material resources) moderate this relationship. To answer this question several hypotheses were developed.

Based on the literature it was expected that a positive relationship would be found between NWW and perceived burnout symptoms. However, the study's findings indicate that the relationship was non-significant. That is, the adoption of NWW at NHIF does not seem to result in employee burnout symptoms. Nonetheless, this conclusion could be attributed to a number of reasons mentioned in prior research.

One possible explanation, for the non-significant association might be attributed to sample characteristics as well as the special nature of the NWW deployment at NHIF. It is probable that NHIF's NWW procedures are in the meantime institutionalized in the organization, resulting in an easier transition and no additional burnout symptoms. As mentioned in the introduction NHIF in itself has a work environment in which employees already work often outside the office. Consequently, they might already be more used to these forms of working. In other Kenyan firms which are less used to NWW techniques, different outcomes might be found.

While the study's findings indicate a non-significant association in the relationship between NWW and burnout, this aligns with prior theoretical propositions, and empirical evidence, underlining the complexity of the relationship between NWW and employee well- being (burnout).

According to Warr (1987), certain job characteristics, such as autonomy, an important feature of NWW, may function similarly to vitamins and have a nonlinear effect on well-being. That is, too much or too little autonomy, for example, could be detrimental. As a result, it may be anticipated that the impact of NWW on employee well-being and, in this case, burnout is complex and can be influenced by a variety of factors, including work characteristics such as autonomy.

This nuanced interplay demonstrates that NWW's impact on employee well-being is shaped by a variety

of circumstances. The relationship is driven by the intricate interaction of different components, including other work characteristics and individual differences, rather than a linear pattern. In-depth, these findings support the idea that the impact of NWW on employee well-being isn't defined merely by a linear cause-and-effect relationship. It is instead the product of the dynamic interaction between various factors. This complicated interplay suggests that the study's non-significant findings on the connection between NWW and burnout are consistent with these assumptions.

In essence, the lack of a substantial relationship between NWW and burnout in the study could be interpreted as support for Warr's views (Warr 1987). It emphasizes that the complex interplay of variables, including autonomy, contributes to employee well-being outcomes, making the link more subtle than a simple linear connection.

Additionally, the presence of effective coping strategies or factors such as organizational support, leadership support, and organizational culture may impact the probable lack of a significant association between new ways of working (NWW) and burnout among Kenyan National Health Insurance Fund (NHIF) personnel. Previous studies have demonstrated that clearly defined roles, duties, and boundaries improve employees' mental health and lower their susceptibility to burnout (Hassan et al., 2023; Howlett et al., 2015; Maresca et al., 2022). If these measures are in place, the potential negative effects of NWW on employee well-being may be mitigated, resulting in a non-significant association with burnout symptoms. Moreover, other factors such as the organizational culture and leadership style may have a significant impact on how NWW affects burnout. Even in the face of significant NWW- driven changes, a positive work environment that prioritizes work-life balance, open communication, and employee well-being can serve as a preventative measure against burnout. Previous research suggests that combining the employee support of transformational leadership with the challenges of transactional leadership not only aligns goals and clarifies job roles, but also indirectly reduces burnout (Schulz et al., 1995; Breevaart & Bakker, 2018). And while these factors are not controlled for in this study, these might be reasons why there is a non- significant relation between NWW and burnout symptoms among NHIF employees.

The Direct and Moderating Relationship of Organizational Support

The second and third hypotheses (H2, H3a, and H3b) looked at the direct and moderating relations of organizational support in terms of training and material resource supply in reducing burnout in the setting of NWW. These connections were found to be insignificant. Consequently, these findings imply that the resources and training programs provided may not directly reduce burnout or effectively moderate the relationship between NWW and burnout, suggesting that their efficacy in countering or alleviating the potential adverse impacts of NWW on employee burnout at NHIF might be limited. This resonates with the notion that different people react differently to NWW and the resources supplied. Regardless of the available tools and training, some employees may adjust well to the changes, while others may struggle.

On the direct relationship between organizational support and burnout (H2), It is crucial to note that an increase in some resources does not necessarily correspond with a decrease in burnout symptoms. According to Warr (1987), job resources like autonomy, social support, and feedback might behave like vitamins and have a nonlinear influence on well-being. For example, very high degrees of job autonomy may be detrimental to employee well-being since they imply ambiguity, difficulty in decision-making, and a high amount of responsibility on the job (Warr, 1987). Expanding upon this perspective, it is important to recognize that the relationship between increased job resources and decreased burnout symptoms is not always straightforward (Van Veldhoven et al., 2019).

For example, a non-significant link between training and burnout could imply that improvements in or enhancement of training practices at NHIF may not result in a corresponding, linear change in burnout outcomes. In the same way that variables like autonomy can have a non-linear influence in the setting of NWW, other aspects like training provision can as well (Warr, 1987). As a result, the link between training

approaches and their suitability for NWW in relation to burnout may not be linear.

The moderation effect of organizational support (H3) also proved non-significant. One obvious argument that supports the above findings is that NWW in itself is already non- significantly related to burnout which might explain why organizational support (training and provision of resources) as a moderator, might not be additionally helpful. Moreover, the assessment of material resources encompasses fundamental aspects that are necessary but not sufficient to comprehensively address NWW-related challenges. More specifically, material resources are necessary to conduct remote work but that does not mean that they are helpful to employees in overcoming negative consequences that might be brought forth by NWW. This concurs with previous studies that have underlined the importance of examining a wide range of job resources to further understand their relationship with burnout (Warr, 1987; Bakker et al., 2005; Zubairi & Noordin, 2016; Amoafo et al., 2014; Prins et al., 2007).

In addition, the Demand Induced Strain Compensation (DISC) model, like the Job Demands-Resources (JD-R) model, emphasizes that both job resources and job demands should be considered multidimensional, incorporating emotional, cognitive, and physical components of labor. The DISC model is a concept that emphasizes how the effects of job resources vary depending on the nature of job demands in a specific work context. According to the DISC model, job resources do not moderate the influence of job demands at random but are most effective when they interact with job demands that share common characteristics. In summary, job resources are most helpful when they are well aligned with the specific types of job demands existing in the work environment (De Jonge & Dormann, 2003).

Following this logic, and on the basis of this study's non-significant findings, it can be assumed that job resources such as training, in this case, might not particularly "match" in dealing with NWW. Whereby, training practices at NHIF might not align effectively with New Ways of Working (NWW). If the training provided does not adequately address the unique demands of NWW, then it might not be effective.

Simultaneously, the measurement of training is predominantly focused on the accessibility of on-the-job training in general but might not be really connected to specific training to deal with NWW.

Theoretical Implications

Despite the non-significant hypotheses, this research derives various theoretical inferences from the data. The non-significant direct association between NWW and burnout symptoms emphasizes the complexities of the NWW-burnout interaction. While NWW is commonly perceived and characterized as a resource in developed countries (Ten Brummelhuis et al., 2012; Renard et al., 2021; Van den Broeck et al., 2008; Ryan & Deci, 2000), this viewpoint differs in the context of NHIF in Kenya, as evidenced by the study's non-significant findings.

This study contributes to existing research by providing insights into the divergence in how NWW is perceived and experienced in developed and developing countries. Firstly, in developed countries, NWW often thrives within environments that possess well-established technological infrastructure, a robust culture of flexible work arrangements, and a high level of employee familiarity with remote work (Blok et al., 2011). These factors contribute to the portrayal of NWW as a resource that amplifies autonomy, flexibility, and a healthier work-life balance, which collectively mitigate burnout risks. However, the scenario is distinct at NHIF in Kenya. The considerations and circumstances that apply in developed countries may not be directly translatable to developing countries, as the nature of job roles can vary substantially across contexts (Saltiel, 2020). Challenges related to remote work practices, potential difficulties in maintaining a clear work-life boundary, and differing employee expectations could alter the perception of NWW. The non-significant findings might reflect these contextual

nuances, suggesting that the envisioned benefits of NWW as a resource for reducing burnout may not be fully realized under the current conditions.

Furthermore, the observation that both training and resource provision are not deemed significant for addressing NWW challenges in developing countries raises questions regarding their efficacy. This could be attributed to the specificity of the provided training and resources, which may not fully align with the unique demands of NWW within these settings. As a result, this study adds to the current literature by highlighting the efficacy of organizational support in a developing country context.

Overall, the theoretical ramifications of this study establish the framework for further investigation and the development of theoretical models (i.e. the vitamin model and the DISC model) that are able to take into consideration the complexity of the relationship between NWW and burnout. Theoretical frameworks, which take into account all aforementioned factors, can provide a more thorough understanding of how NWW influences employee well- being and burnout in various organizational settings, including developing nations like Kenya.

Limitations of the Study

While this study provides valuable insights into the relationship between New Ways of Working (NWW) and burnout among employees at the Kenyan National Health Insurance Fund (NHIF), it is important to recognize certain limitations that may impact the interpretation and generalizability of the findings.

For starters, the research was done within a particular organization, the NHIF, which may restrict the results' generalizability to other businesses or environments. Moreover, the scope of generalizability might extend only to the studied group within NHIF, as there is a lack of clarity about the broader demographics of the organization. Furthermore, employee variables such as roles, work atmosphere, and demographics may vary from those in other firms, thereby impacting outcomes. Similarly, since the research was carried out in a developing nation environment (Kenya), the results may not completely reflect the experiences of workers in other developing or developed countries with varied socioeconomic situations and cultural norms.

Second, the research used an explanatory research design, which only gives a snapshot of data at one moment in time. Longitudinal or experimental designs would provide a better understanding of the time-dependent causal linkages between NWW, burnout, and the role of organizational support as a moderator. Previous research has found that a minimum of one year is required to notice an optimal effect and that more than two years may result in an increased influence on the NWW and burnout relationship (Taris & Kompier, 2014).

Third, the data was gathered using self-report measures, which are susceptible to response bias or social desirability (Podsakoff et al., 2003). Participants may have given responses they thought were more favorable (Paulhus, 2017) or in accordance with organizational expectations, which might have influenced the accuracy of the findings. Furthermore, the research did not include a control group of workers who were not exposed to NWW. A more robust evaluation of the effect of NWW on burnout could have been achieved by comparing the outcomes of employees participating in NWW to those participating in traditional work arrangements.

Finally, the study concentrated on two kinds of organizational support: material resources and training. Other sources of support, such as social support from coworkers and supervisors, were not thoroughly investigated, despite the fact that they might play important roles in affecting burnout outcomes (Warr, 1987; Bakker et al., 2005; Zubairi & Noordin, 2016; Amoafo et al., 2014; Prins et al., 2007).

Despite these limitations, the study provides a foundation for future research on NWW and burnout, in developing nations, as well as significant insights for companies wishing to adopt NWW.

Future Research

Several avenues for future research can further expand and deepen our understanding of this topic. As previously stated, since this study was exploratory, future research might benefit from a longitudinal data design with a lag of several months to assess the long-term effects of NWW (Taris & Kompier, 2014). Another prospect for future research is to look at the function of personality traits. For example, it is probable that certain people who are more receptive to new experiences benefit more from NWW, resulting in increased engagement and a reduction in burnout, whilst others do not (Brummelhuis, 2012).

Comparative studies comparing different firms or sectors in Kenya or other developing nations, on the other hand, may illustrate how varied work environments and cultural settings interact with NWW to impact employee burnout. Comparing employee experiences in businesses with various NWW techniques or resources may offer insight on successful burnout management measures in dynamic work arrangements. This is particularly significant given the paucity of studies on NWW and burnout in developing countries.

Furthermore, integrating quantitative data with qualitative insights might provide a more comprehensive picture of the NWW-burnout relationship. Qualitative data may give detailed explanations and personal experiences of workers who have dealt with NWW and its influence on their well-being. Mixed-methods research may help triangulate data and increase conclusion validity (Hendren et al., 2022).

Future research could investigate specific interventions that organizations can implement to improve employee support throughout the NWW implementation process. Evaluating the success of various support measures, such as flexible work arrangements and well-being programs, may offer businesses practical direction in creating a friendly work environment. In addition, future studies could focus on interventions targeted at strengthening and improving workers' coping abilities, building on the significance of coping mechanisms in affecting burnout. Identifying appropriate coping techniques and treatments may help workers handle the difficulties of NWW more successfully. This would expand upon the existing literature, such as Howlett et al. (2015), and perhaps generate new insights on the topic.

It would be also interesting for researchers to investigate other types of moderators that may influence the relationship between NWW and burnout, as previous research suggests that training and the provision of material resources may not be sufficient to influence this relationship. Other resources may influence the NWW-burnout relationship (Warr, 1987; Bakker et al., 2005; Zubairi & Noordin, 2016; Amoafo et al., 2014; Prins et al., 2007).

By addressing these areas for future research, researchers can contribute to a more complete understanding of NWW, burnout, and the function of organizational support in both developing and developed country contexts. The findings of such research may be used to develop evidence-based strategies to create healthier, more productive, and supportive work environments for employees in the changing workplace.

Societal and Practical Implications

The study's findings imply that NWW may not always result in higher levels of employee burnout. Owing to the non-significant effect of the relationship between NWW and burnout, it can be assumed that New Ways of Working (NWW) are not necessarily negative for employees in developing countries. In other words, the adaptation/implementation of NWW in developing countries does not need to be discouraged. However, it is important for organizations in developing countries such as NHIF to investigate or examine ways in which NWW can be perceived and experienced as an actual resource as is often the case in developed countries (Blok et al., 2011).

In addition to the non-significant results, which can be attributable to the aforementioned constraints, the study further emphasizes the significance for policymakers to consider the implications of this study's results. Incorporating the study's findings into policies

might require conducting periodic burnout evaluations for NHIF personnel who participate in New Ways of Working (NWW). Such assessments might provide more rigorous evidence on the relationship between burnout and NWW. It is crucial to highlight that the lack of a significant link does not necessarily imply the absence of a relationship, but rather may be due to study design constraints, particularly the lack of a longitudinal approach (Taris & Kompier, 2014).

By integrating periodic assessments into policy measures, HR managers and or line managers can gain a more thorough picture of how NWW practices affect employee well-being (burnout) over time. This would moreover provide a platform for continuous monitoring, enabling organizations to identify potential burnout risks and implement targeted interventions as needed.

Policymakers can acquire a more complete picture of how NWW practices affect employee well-being (burnout) over time by including periodic assessments into policy measures. Furthermore, this would serve as a platform for continuous monitoring, allowing companies to recognize possible burnout concerns and implement targeted solutions as needed. The suggested inclusion of periodic burnout assessments, as well as the recognition of potential unexplored linkages, highlight the dynamic nature of the NWW-burnout relationship, as well as the importance of ongoing research and informed decision-making.

To conclude the study draws back to the study's central research question:

"To what extent are new ways of working (NWW) related to employee burnout among the Kenyan National Health Insurance Fund Employees and how does organizational support (training and provision of material resources) moderate this relationship?"

The results of the study showed that there was no significant relationship between NWW and employee burnout in NHIF. Furthermore, the study found that organizational support had no direct or moderating effect on this association. While the study's concluding chapter offers theoretical explanations and insights into the likely causes of these insignificant relations, it does not reduce the significance of further research into the subtle interactions between NWW and burnout.

By shedding light on the complex interplay between NWW, burnout, and organizational support, this study contributes to the ongoing discussion about effective work arrangements and employee well-being. The study results, while insignificant, encourage further research efforts that delve into the nuanced interactions between NWW, burnout, and organizational support. These kinds of research have the potential to uncover important insights that can shape strategies to promote a healthier work environment and improve employee well-being in organizations around the world.

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