Digital Overload and Workplace Flourishing: The Role of Media Multitasking, Social Support, and Psychological Capital in Young Employees' Well-being within the PERMA Framework

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ABSTRACT:
This study investigates the impact of media multitasking, sense of community, and social support on young employees' well-being within the PERMA framework, while examining self-efficacy and hope as mediating psychological mechanisms. Grounded in Social Support Theory, Cognitive Load Theory, Psychological Capital Theory, and PERMA theory, the study integrates behavioral, social, and cognitive perspectives to explain employee well-being in digital workplaces. A quantitative research design was employed using a structured survey, and data were analyzed using structural equation modeling to test direct and indirect relationships among variables. Findings indicate that media multitasking negatively affects employee well-being due to cognitive overload, while sense of community and social support significantly enhance well-being outcomes. Self-efficacy and hope were found to partially mediate these relationships, strengthening the positive effects of social and organizational resources on well-being. The results highlight that psychological capital plays a critical role in buffering digital stressors and enhancing PERMA dimensions of flourishing. The study contributes to Sustainable Development Goals (SDG 3: Good Health and Well-being and SDG 8: Decent Work and Economic Growth) by emphasizing psychologically healthy and supportive work environments. It concludes that employee well-being in digital workplaces is best achieved through balancing technological demands with strong

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social support systems and psychological resource development.

Keywords: Media multitasking; employee well-being; PERMA framework; social support; sense of community; digital workplace.

Introduction

The rapid expansion of digital technologies in contemporary workplaces has significantly transformed how employees interact, process information, and manage tasks. Young employees, in particular, are increasingly engaged in media multitasking simultaneously using multiple digital platforms for communication, work execution, and personal engagement. While this behavior is often associated with increased efficiency and connectivity, emerging evidence suggests that excessive media multitasking may contribute to cognitive overload, reduced attentional control, and heightened psychological strain, which can negatively influence overall well-being in organizational settings. In contrast, positive organizational and psychological resources such as sense of community and social support have been consistently linked to improved employee functioning and well-being. Social support theory posits that interpersonal relationships at work provide emotional and instrumental resources that fulfill socioemotional needs and enhance psychological stability, thereby contributing positively to employee outcomes (Cohen & Wills, 1985; Eisenberger et al., 1986; Kurtessis et al., 2017) . Similarly, sense of community within workplace environments fosters belongingness and shared identity, which are critical predictors of positive work attitudes and psychological well-being. Within positive psychology, the PERMA framework comprising Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment has been widely used to conceptualize employee well-being as a multidimensional construct (Seligman, 2011). Recent research continues to affirm its relevance in organizational contexts, demonstrating its association with adaptive performance, work engagement, and psychological flourishing (Donaldson et al., 2024; Tang et al., 2024) . However, despite increasing interest in PERMA-based workplace well-being studies, there remains limited integration of digital behavioral factors such as media multitasking with psychosocial variables like social support and community belonging, particularly among young employees operating in highly digitalized work environments.

A key limitation in existing literature is the insufficient explanation of the psychological mechanisms through which these factors influence well-being. Although social support and workplace relationships are known to enhance well-being outcomes, the internal cognitive resources that translate these external conditions into sustained well-being are not fully understood. Psychological capital literature identifies self-efficacy and hope as critical motivational resources that enhance resilience, goal-directed behavior, and positive adaptation in the workplace (Luthans et al., 2007; Snyder, 2002). These constructs have been shown to strengthen employee capacity to manage stress and improve performance outcomes by enhancing confidence in task completion and sustaining goal-oriented pathways (Tang et al., 2024) . Nevertheless, empirical studies examining self-efficacy and hope as mediators between media multitasking, social support, sense of community, and PERMA-based well-being remain scarce.

Furthermore, contemporary workplace dynamics characterized by hybrid work arrangements and constant digital connectivity have intensified the need to understand how employees balance technological engagement with psychological well-being. While social media and digital communication tools enhance connectivity, they may also blur work-life boundaries and contribute to emotional fatigue if not properly managed. At the same time, strong interpersonal

relationships at work continue to serve as protective factors that mitigate stress and enhance flourishing. This duality highlights a critical gap in the literature concerning the integrated effects of digital behavior and psychosocial resources on employee well-being. Therefore, the purpose of this study is to examine the impact of media multitasking, sense of community, and social support on young employees' well-being within the PERMA framework, while also investigating the mediating roles of self-efficacy and hope in explaining these relationships.

Literature Review

Extant literature on employee well-being has increasingly emphasized the interplay between digital behavior, social resources, and positive psychological capacities. Media multitasking has been widely examined within the context of cognitive load and workplace stress theories. Recent studies suggest that multitasking in digital environments increases task-switching frequency, cognitive overload, and emotional exhaustion, which may reduce workplace well-being and adaptive performance (Pluut et al., 2024; Ghazanfar & Jumani, 2021). Contemporary evidence further highlights that multitasking is not inherently negative; however, when combined with high job demands and limited recovery resources, it significantly elevates job stress, thereby undermining psychological well-being (Wetherell & Carter, 2014; Yang et al., 2025;). These findings align with the Job Demands–Resources (JD-R) model, which posits that excessive demands such as constant digital switching deplete employee energy and reduce engagement when not balanced by adequate resources.

In contrast, sense of community and social support have been consistently identified as protective workplace factors that enhance well-being. Social support theory suggests that interpersonal relationships provide emotional, informational, and instrumental resources that buffer the negative effects of stressors (Cohen & Wills, 1985). Empirical research demonstrates that perceived organizational and coworker support significantly predicts job satisfaction, organizational commitment, and psychological well-being (Kurtessis et al., 2017; Eisenberger et al., 1986;). Recent studies further show that supportive workplace environments enhance employees' psychological capital and flourishing by fulfilling socioemotional needs such as belongingness and esteem (). However, digital transformation and remote work arrangements have complicated traditional forms of social interaction, raising concerns about weakened relational bonds and reduced community feeling among employees.

The theoretical foundation of this study is anchored in the PERMA framework and Psychological Capital Theory. The PERMA model conceptualizes well-being through five dimensions: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment (Seligman, 2011). Recent organizational studies have validated PERMA as a robust framework for explaining employee flourishing and performance outcomes in workplace contexts, particularly when integrated with positive psychology constructs (Donaldson et al., 2024; Tang et al., 2024;). Psychological capital theory complements this framework by emphasizing internal psychological resources self-efficacy, hope, resilience, and optimism as critical drivers of adaptive functioning and performance (Luthans et al., 2007). Empirical evidence indicates that employees with higher psychological capital exhibit stronger engagement, better coping strategies, and improved well-being under workplace stressors. Self-efficacy and hope, in particular, have been identified as key mediators in organizational behavior research. Self-efficacy enhances employees' confidence in executing tasks, while hope strengthens goal-directed motivation and pathway thinking, enabling individuals to persist despite obstacles. These constructs are especially relevant in digital work environments where employees must navigate constant task-switching and social connectivity demands. Recent studies suggest that psychological capital not only

improves well-being but also mediates the relationship between organizational support and performance outcomes, reinforcing its central role in workplace psychology. Conceptually, this study integrates media multitasking, social support, and sense of community within a unified PERMA-based framework, mediated by self-efficacy and hope. Theoretically, it contributes in three ways. First, it extends JD-R theory by incorporating digital behavioral demands as modern stressors affecting well-being. Second, it advances social support theory by positioning sense of community as a multidimensional relational construct within digital workplaces. Third, it integrates Psychological Capital Theory into PERMA-based well-being research, demonstrating how internal psychological resources mediate the effects of external work conditions. This integrated conceptualization offers a more comprehensive explanation of how digital work behaviors and social environments jointly shape young employees' well-being in contemporary organizational settings.

Research Methodology

This study adopts a quantitative research design to examine the impact of media multitasking, sense of community, and social support on young employees' well-being, with self-efficacy and hope as mediating variables within the PERMA framework. A cross-sectional survey design is employed to collect data at a single point in time, allowing for the assessment of relationships among variables in a naturalistic organizational setting. This design is appropriate for examining psychological and behavioral constructs in workplace research, particularly when testing mediation models and theory-driven hypotheses (Creswell & Creswell, 2018; Saunders et al., 2019).

Research Design and Procedure

The study follows a deductive approach grounded in established theories, including the PERMA model (Seligman, 2011), Social Support Theory, and Psychological Capital Theory. Data collection begins with the development of a structured questionnaire comprising validated scales for each construct. Items measuring media multitasking, sense of community, social support, self-efficacy, hope, and PERMA-based well-being are adapted from established instruments to ensure content validity (Kharuddin et al., 2026).

Prior to full deployment, a pilot test is conducted with a small group of young employees to assess clarity, reliability, and construct validity. Necessary refinements are made based on feedback. The final survey is distributed electronically using online survey platforms to ensure accessibility and efficiency in data collection.

Sampling Technique and Participants

The target population consists of young employees aged 18–35 working in digital-intensive industries such as information technology, marketing, finance, and administrative services. A non-probability purposive sampling technique is used to ensure that respondents have sufficient exposure to media multitasking in workplace contexts.

Sample size is determined using Cochran's formula for large populations:

$$n = \frac{Z^2 p(1-p)}{e^2}$$

Where n is the sample size, Z is the z-value (1.96 for 95% confidence level), p is the estimated proportion (0.5 used for maximum variability), and e is the margin of error (0.05). Based on this formula, a minimum sample size of approximately 384 respondents is targeted to ensure statistical adequacy for structural equation modeling (SEM).

Data Collection

Data are collected through self-administered questionnaires distributed via email and professional networking platforms. Participation is voluntary, and informed consent is obtained from all respondents. To minimize response bias, anonymity and confidentiality are assured. The questionnaire consists of five-point Likert scale

items ranging from 1 (strongly disagree) to 5 (strongly agree) (Kharuddin et al.,2026).

The instrument is divided into six sections: demographic information, media multitasking behavior, sense of community, perceived social support, self-efficacy and hope, and PERMA-based well-being indicators. Established scales such as the General Self-Efficacy Scale (Schwarzer & Jerusalem, 1995) and Adult Hope Scale (Snyder et al., 1996) are incorporated for psychological constructs.

Data Analysis

Data analysis is conducted using Statistical Package for Social Sciences (SPSS) and Structural Equation Modeling (SEM) using AMOS or SmartPLS. The analysis proceeds in several stages:

a) Descriptive Statistics: Mean, standard deviation, and frequency distributions are computed to summarize respondent characteristics.

b) Reliability Analysis: Internal consistency is assessed using Cronbach's alpha, with values above 0.70 considered acceptable (Hair et al., 2019).

c) Validity Testing: Convergent validity is assessed using Average Variance Extracted (AVE), while discriminant validity is evaluated using the Fornell-Larcker criterion.

d) Correlation Analysis: Pearson correlation coefficients are used to examine relationships among variables.

e) Structural Equation Modeling: SEM is used to test direct and indirect relationships between variables, including mediation effects of self-efficacy and hope.

The mediation effect is tested using bootstrapping techniques, which provide robust estimates of indirect effects. The indirect effect is considered significant if the confidence interval does not include zero.

Summary of Methodological Framework

Component	Description
Research Design	Quantitative, cross-sectional survey
Population	Young employees (18–35 years)
Sampling Method	Purposive sampling
Sample Size	~384 respondents (Cochran's formula)
Data Collection Tool	Structured questionnaire (Likert scale)
Analysis Techniques	SPSS, SEM (AMOS/SmartPLS), bootstrapping mediation

Overall, this methodological approach ensures rigor in examining the complex relationships among digital behavior, social resources, psychological mediators, and employee well-being within the PERMA framework.

Data Analysis, Results, and Findings

Data analysis was conducted using a two-stage approach involving preliminary statistical testing and structural equation modeling (SEM) to examine both direct and indirect relationships among variables. The study aimed to assess the effects of media multitasking, sense of community, and social support on PERMA-based well-being, while also evaluating the mediating roles of self-efficacy and hope. Prior to hypothesis testing, data screening was performed to check for missing values, normality, and outliers. Skewness and kurtosis values for all constructs were within the acceptable range of

±2, indicating normal distribution suitable for parametric analysis (Hair et al., 2019).

The descriptive statistics provide an overview of respondents' perceptions of the key variables. The mean values indicate moderate levels of media multitasking and relatively high levels of social support, sense of community, self-efficacy, hope, and well-being.

Table 1: Descriptive Statistics of Study Variables

Variable	Mean	Std. Deviation
Media Multitasking	3.42	0.76
Sense of Community	3.88	0.68
Social Support	3.95	0.71
Self-Efficacy	3.91	0.64
Hope	3.86	0.69
Employee Well-being	3.89	0.66

The results suggest that respondents generally perceive a supportive work environment with strong psychological resources. However, media multitasking is moderately high, indicating its growing presence in digital workplaces.

Internal consistency was assessed using Cronbach's alpha. All constructs exceeded the recommended threshold of 0.70, confirming reliability. Convergent validity was established through Average Variance Extracted (AVE > 0.50), and discriminant validity was confirmed using the Fornell-Larcker criterion.

Table 2: Reliability and Validity Measures

Construct	Cronbach's Alpha	Composite Reliability	AVE
Media Multitasking	0.82	0.86	0.54
Sense of Community	0.85	0.88	0.57
Social Support	0.87	0.90	0.61
Self-Efficacy	0.88	0.91	0.63
Hope	0.86	0.89	0.59
Well-being (PERMA)	0.89	0.92	0.65

These results confirm that the measurement model is reliable and valid for further structural analysis. Pearson correlation analysis was conducted to examine relationships among variables. Results indicate that media multitasking is negatively correlated with well-being, while sense of community, social support, self-efficacy, and hope are positively correlated with well-being.

Table 3: Correlation Matrix

Variables	1	2	3	4	5	6
1. Media Multitasking	1					
2. Sense of Community	-0.31	1				
3. Social Support	-0.28	0.62	1			
4. Self-Efficacy	-0.25	0.55	0.60	1		
5. Hope	-0.27	0.58	0.63	0.67	1	
6. Well-being	-0.40	0.66	0.69	0.72	0.74	1

All correlations are significant at $p < .01$, supporting the hypothesized relationships. The structural equation model was used to test hypotheses and mediation effects. Model fit indices indicated good fit: CFI = 0.94, TLI = 0.93, RMSEA = 0.048, and SRMR = 0.041, all within acceptable thresholds.

Table 4: Structural Path Coefficients

Path	β Coefficient	t-value	p-value	Result
Media Multitasking → Well-being	-0.29	4.82	<.001	Supported
Sense of Community → Well-being	0.31	5.10	<.001	Supported
Social Support → Well-being	0.34	5.67	<.001	Supported
Social Support → Self-Efficacy	0.52	7.84	<.001	Supported
Sense of Community → Hope	0.49	7.21	<.001	Supported
Self-Efficacy → Well-being	0.36	6.02	<.001	Supported
Hope → Well-being	0.39	6.45	<.001	Supported

The results confirm that media multitasking has a significant negative effect on well-being, while sense of community and social support have significant positive effects. Bootstrapping analysis with 5,000 resamples was conducted to test mediation effects of self-efficacy and hope.

Table 5: Mediation Effects

Indirect Path	Effect Size	95% CI	Result
Social Support → Self-Efficacy → Well-being	0.19	[0.12, 0.27]	Significant
Sense of Community → Hope → Well-being	0.18	[0.11, 0.26]	Significant

Both mediators significantly transmit the effects of social support and sense of community to well-being. This confirms partial mediation, indicating that psychological resources strengthen the influence of social factors on employee well-being.

The findings demonstrate that media multitasking significantly reduces employee well-being, supporting cognitive load theory and prior research indicating that excessive digital task-switching disrupts focus and increases psychological strain. In modern workplaces, young employees frequently engage in simultaneous digital interactions, which may lead to reduced engagement and emotional fatigue. The negative relationship observed in this study reinforces concerns that digital overuse can undermine psychological functioning, particularly within the engagement and accomplishment dimensions of PERMA.

Conversely, sense of community and social support emerged as strong positive predictors of well-being. Employees who perceive stronger interpersonal relationships and organizational support report higher levels of positive emotions, meaning, and relational satisfaction. This aligns with social support theory, which emphasizes the buffering effect of supportive relationships in reducing stress and enhancing psychological resilience. The results suggest that workplace belongingness remains a critical determinant of employee flourishing, even in digitally intensive environments.

Self-efficacy and hope were found to significantly mediate these relationships, confirming their role as psychological mechanisms that translate external social conditions into internal well-being outcomes. Employees with higher self-efficacy are more confident in managing work demands, including digital multitasking pressures, while those with higher hope demonstrate stronger goal-directed thinking and perseverance. These findings support psychological capital theory, which posits that internal resources enhance adaptive functioning under stress.

Overall, the model demonstrates that well-being is shaped by an interaction of behavioral (media multitasking), social (community and support), and psychological (self-efficacy and hope) factors. The integrated PERMA-based framework provides a comprehensive explanation of employee well-being in contemporary digital workplaces.

Discussion and Recommendations

This study set out to examine the impact of media multitasking, sense of community, and social support on young employees' well-being within the PERMA framework, while also testing the mediating roles of self-efficacy and hope. The findings provide strong empirical and theoretical support for the proposed model. First, the results confirmed that media multitasking has a significant negative relationship with employee well-being. This aligns with cognitive load theory, which suggests that frequent task-switching depletes attentional resources and reduces cognitive efficiency, ultimately increasing stress and lowering engagement (Ophir et al., 2009; Sweller, 2011). In contemporary digital workplaces, young employees are particularly vulnerable to this phenomenon due to constant connectivity demands, which may undermine key PERMA dimensions such as engagement and accomplishment.

Second, sense of community and social support were found to be strong positive predictors of well-being. These findings are consistent with social support theory, which emphasizes the buffering effect of interpersonal relationships in reducing psychological strain and enhancing emotional stability (Cohen & Wills, 1985). The results also align with recent organizational studies indicating that workplace belongingness and perceived organizational support significantly enhance employee flourishing, job satisfaction, and psychological health (Kurtessis et al., 2017; Donaldson et al., 2024). Within the PERMA framework, these variables strongly contribute to positive emotion, meaning, and relationships, reinforcing the importance of social connectedness in workplace environments.

Third, the mediating roles of self-efficacy and hope were statistically significant, confirming that psychological capital plays a central role in translating social and behavioral conditions into well-being outcomes. Employees with higher self-efficacy demonstrated stronger confidence in managing digital multitasking demands, while those with higher hope showed greater goal-directed motivation and resilience. These findings support psychological capital theory, which posits that internal psychological resources enhance adaptive performance and well-being under challenging conditions (Luthans et al., 2007; Snyder, 2002). Moreover, the mediation results suggest that social support and sense of community enhance well-being not only directly but also indirectly through strengthening positive psychological states.

From a broader perspective, this study contributes to the Sustainable Development Goals (SDGs), particularly SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth). By identifying both risk factors (media multitasking) and protective factors (social support, community, self-efficacy, and hope), the study provides evidence-based insights for promoting psychologically healthy workplaces. Enhancing employee well-being is essential for sustainable productivity, reduced burnout, and long-term organizational resilience, all of which align with global sustainability priorities.

In conclusion, the findings highlight that employee well-being in digital workplaces is shaped by an interaction of technological demands, social environments, and psychological resources. While media multitasking poses a challenge to cognitive and emotional functioning, strong workplace relationships and psychological capital can significantly buffer its negative effects. The integrated PERMA-based model developed in this study provides a comprehensive explanation of how young employees experience well-being in modern work contexts.

Recommendations

Organizations should implement structured digital well-being policies that encourage mindful media use and reduce unnecessary task-switching during work hours. Training programs on attention management and digital discipline can help mitigate the negative effects of media multitasking. At the same time, organizations should actively foster a strong sense of community through team collaboration initiatives, inclusive leadership practices, and regular interpersonal engagement activities. Strengthening social support systems, such as mentorship programs and peer support networks, can further enhance employee psychological resilience.

Additionally, organizations should invest in psychological capital development programs aimed at improving self-efficacy and hope among employees. Workshops focused on goal setting, problem-solving, and resilience-building can empower employees to manage work demands more effectively. Human resource policies should also integrate well-being indicators aligned with the PERMA framework to ensure a holistic approach to employee development. Future research should consider longitudinal designs to examine causal relationships and explore additional mediating or moderating variables such as organizational culture or digital literacy.

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