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The interaction of the hybrid work model with the factors that drive
employee engagement and their intention to remain in the current
workplace.

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Patras, Greece, June 2026

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Abstract

This dissertation explores the impact of hybrid working on factors influencing employee engagement and intention to remain with their current employer. As hybrid working has become a permanent feature of contemporary organizational practice, understanding its effects on employee attitudes is crucial for maintaining productivity and organizational unity. Drawing on existing research in human capital, organizational culture, work–life balance and employee engagement, the study presents a framework for examining the interaction between these factors in hybrid working environments.

Primary data were gathered through a structured questionnaire distributed to employees from a range of organizations. These were analyzed using descriptive statistics, correlation analysis and regression techniques to evaluate the relationships among the key constructs. The results suggest that employee retention is positively associated with engagement, clan and adhocracy organizational cultures, and work–life balance, highlighting the importance of supportive, adaptable, and employee-centered work environments. However, a higher frequency of remote work is associated with lower retention levels. This suggests that hybrid working alone does not necessarily strengthen employees' commitment to their organization, unless it is supported by effective management practices and a strong organizational culture.

The study concludes that organizations should develop hybrid work strategies combining flexibility with effective communication, inclusiveness and cultural alignment to foster greater engagement and retention. These findings contribute to the broader debate surrounding the future of work, providing practical recommendations for human resource professionals aiming to maximize the benefits of hybrid working models.

Keywords

Hybrid work; Remote work; Job retention; Employees' engagement; Organizational culture; Work-life balance

Περίληψη

Η παρούσα διατριβή διερευνά τον αντίκτυπο της υβριδικής εργασίας στους παράγοντες που επηρεάζουν την αφοσίωση των εργαζομένων και την πρόθεσή τους να παραμείνουν στον τρέχοντα εργοδότη τους. Καθώς η υβριδική εργασία έχει καταστεί μόνιμο χαρακτηριστικό της σύγχρονης οργανωτικής πρακτικής, η κατανόηση των επιπτώσεών της στις στάσεις των εργαζομένων είναι ζωτικής σημασίας για τη διατήρηση της παραγωγικότητας και της οργανωτικής συνοχής. Βασιζόμενη σε υπάρχουσα έρευνα στους τομείς του ανθρώπινου κεφαλαίου, της οργανωτικής κουλτούρας, της ισορροπίας μεταξύ επαγγελματικής και προσωπικής ζωής και της αφοσίωσης των εργαζομένων, η μελέτη παρουσιάζει ένα πλαίσιο για την εξέταση της αλληλεπίδρασης μεταξύ αυτών των παραγόντων σε περιβάλλοντα υβριδικής εργασίας.

Τα πρωτογενή δεδομένα συλλέχθηκαν μέσω ενός δομημένου ερωτηματολογίου που διανεμήθηκε σε εργαζόμενους από διάφορους οργανισμούς. Αυτά αναλύθηκαν χρησιμοποιώντας περιγραφική στατιστική, ανάλυση συσχέτισης και τεχνικές παλινδρόμησης για την αξιολόγηση των σχέσεων μεταξύ των βασικών κατασκευασμάτων. Τα αποτελέσματα υποδηλώνουν ότι η διατήρηση των εργαζομένων συνδέεται θετικά με την αφοσίωση, τις οργανωτικές κουλτούρες τύπου «clan» και «adhocracy», καθώς και με την ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής, υπογραμμίζοντας τη σημασία των υποστηρικτικών, ευέλικτων και επικεντρωμένων στους εργαζόμενους εργασιακών περιβαλλόντων. Ωστόσο, η υψηλότερη συχνότητα της εξ αποστάσεως εργασίας συνδέεται με χαμηλότερα επίπεδα διατήρησης. Αυτό υποδηλώνει ότι η υβριδική εργασία από μόνη της δεν ενισχύει απαραίτητα τη δέσμευση των εργαζομένων προς τον οργανισμό τους, εκτός εάν υποστηρίζεται από αποτελεσματικές πρακτικές διαχείρισης και μια ισχυρή οργανωτική κουλτούρα.

Η μελέτη καταλήγει στο συμπέρασμα ότι οι οργανισμοί θα πρέπει να αναπτύξουν στρατηγικές υβριδικής εργασίας που να συνδυάζουν την ευελιξία με την αποτελεσματική επικοινωνία, την ένταξη και την πολιτισμική εναρμόνιση, με στόχο την ενίσχυση της αφοσίωσης και της διατήρησης του προσωπικού. Τα ευρήματα αυτά συμβάλλουν στον ευρύτερο διάλογο σχετικά με το μέλλον της εργασίας, παρέχοντας πρακτικές συστάσεις στους επαγγελματίες του τομέα των ανθρώπινων πόρων που επιδιώκουν να μεγιστοποιήσουν τα οφέλη των υβριδικών μοντέλων εργασίας.

Λέξεις - Κλειδιά

Υβριδική εργασία; Εξ' αποστάσεως εργασία; Παραμονή στην εργασία; Αφοσίωση
εργαζομένων; Οργανωσιακή κουλτούρα; Ισορροπία εργασίας – ζωής

Table of Contents

Abstract	1
Περίληψη	2
1. Introduction.....	7
2. Theoretical background	11
2.1. The importance of human capital for firms' competitiveness and sustainability – The value of job retention	11
2.2. Human capital and employment relations: A shift to hybrid work models	16
2.3. Employees' engagement and its impact on job retention	21
2.4. Organizational culture and job retention	24
2.5. Work-life balance and job retention	31
2.6. The moderating role of hybrid work	33
3. Research design.....	37
3.1. Types of research.....	37
3.2. Survey instrument	39
3.3. Sampling.....	40
3.4. Operationalization of key constructs	46
4. Empirical results	48
4.1. Descriptive statistics.....	48
4.2. Correlation matrix	54
4.3. Regression analysis	55
5. Findings and discussion.....	60
6. Conclusions.....	64
References	69
Appendix A: Thesis questionnaire	80
Appendix B: Questionnaire	81

List of Figures

Figure 1 - Competing Values Framework	27
Figure 2 - Conceptual Framework diagram.....	36
Figure 3 - Age Group of the Sample	41
Figure 4 - Gender of the Sample.....	41
Figure 5 - Marital Status of the Sample	42
Figure 6 - Education Level of the Sample.....	42
Figure 7 - Income Level of the Sample.....	43
Figure 8 - Length of Employees' Time with Current Organization	43
Figure 9 - Job Level of the Sample	44
Figure 10 - Industry Sector of Organization.....	44
Figure 11 - Origin of Organization	45
Figure 12 - Size of Organization.....	45
Figure 13 - Frequency of Remote Work Days per Week Among Survey Respondents.....	48
Figure 14 - Importance of Teamwork (Source: Author's survey)	49
Figure 15 - Employee Perceptions of Company Encouragement for Change and Innovation	50
Figure 16 - Perceptions of Organizational Value Placed on Task-Related Ability	50
Figure 17 - Perceptions of Organizational Emphasis on Formal Status and Roles	51
Figure 18 - Perceptions of Work-Life Balance	52
Figure 19 - Levels of Employee Engagement	52
Figure 20 - Employee Intentions to Remain at Their Present Organization	53
Figure 21 - Employee Intentions to Remain at Their Present Organization	53

List of Tables

Table 1 -Operationalization of Variables.....	47
Table 2 - Correlation Matrix.....	55
Table 3 - Regression Analysis (Retention as the Dependent Variable).....	58
Table 4 - Regression Analysis (Retention as the Dependent Variable and Hybridity as the Moderator)	59
Table 5 - Hypothesis Testing	60

1. Introduction

Over the last decade, the modern workplace has undergone substantial transformation particularly following the rapid digitalization and organizational changes accelerated by the COVID-19 pandemic. One of the most significant developments has been the widespread adoption of the hybrid work model, which combines remote and on-site working arrangements. Organizations across industries increasingly utilize hybrid work structures in an effort to balance operational efficiency, employee flexibility, and organizational performance. As businesses continue to redefine traditional work environments, understanding the implications of hybrid work on employees has become a critical area of academic and managerial interest.

Employee engagement and employee retention are two of the most important factors influencing organizational success in contemporary business environments. Employee engagement refers to the emotional engagement, motivation, and level of involvement employees demonstrate toward their work and organization. Employees who are highly engaged are generally associated with increased productivity, stronger organizational commitment, greater innovation and better overall performance. Similarly, employee retention has become a strategic priority for organizations due to the high financial and operational costs associated with employee turnover. Consequently, organizations are increasingly seeking to identify the factors that encourage employees to remain committed and satisfied within their current workplace.

The hybrid work model has introduced both opportunities and challenges for modern workplaces. On one hand, hybrid work offers flexibility, improved work–life balance, reduced commuting time, and greater autonomy, all of which may positively influence employee satisfaction and engagement. On the other hand, reduced face-to-face interaction, communication barriers, social isolation, and difficulties in maintaining organizational culture may negatively affect employee motivation and attachment to the organization. As a result, organizations face the complex challenge of designing hybrid work environments that effectively support employee well-being while maintaining productivity and long-term engagement.

The importance of this topic is further reinforced by the increasing prevalence of hybrid work arrangements worldwide. Many organizations no longer view hybrid work as a temporary response to crisis conditions, but rather as a permanent component of modern organizational strategy. Consequently, understanding how hybrid work interacts with the factors that drive employee engagement and employees' intention to remain in their current workplace is highly relevant for both researchers and practitioners. Insights from this study could encourage organizations to develop more effective human resource management practices, leadership strategies, communication systems and workplace policies to enhance the employee experience in hybrid environments.

Despite the growing body of literature on remote work and employee engagement, several research gaps remain evident. Existing studies have often focused independently on either remote work practices, employee engagement, or turnover intention, without sufficiently examining the interaction among these variables within a hybrid work context. Furthermore, many previous studies were conducted during the pandemic period, when remote work conditions were heavily influenced by external uncertainty and crisis management factors. Therefore, the long-term implications of hybrid work under more stable organizational conditions remain underexplored.

Another important gap concerns the limited understanding of how specific engagement drivers interact with hybrid work structures to influence employees' intention to remain with their employer. While factors such as leadership support, communication quality, organizational culture, autonomy, recognition, and work-life balance are frequently discussed in engagement literature, fewer studies investigate how these factors operate simultaneously within hybrid work environments. Additionally, empirical research examining employees' perceptions of hybrid work in relation to retention intentions remains relatively limited, particularly across different organizational and demographic contexts.

This dissertation's novelty lies in its approach to examining the interaction between the hybrid work model and factors influencing employee engagement and job retention. Rather than analyzing these concepts separately, this study investigates how hybrid work conditions influence the relationship between engagement drivers and retention intentions. The dissertation contributes to the existing literature by providing updated empirical evidence

regarding employee experiences within contemporary workplaces and by exploring the extent to which hybrid work arrangements strengthen or weaken employee engagement outcomes.

Furthermore, this research provides practical relevance by identifying organizational practices that may improve employee engagement and retention in hybrid settings. The findings may support managers and human resource professionals in designing workplace policies that address employees' evolving expectations while maintaining organizational cohesion and performance.

The research is based on primary data collected through a structured survey questionnaire distributed to employees of several organizations. Quantitative analysis is used to examine the relationships among hybrid work practices between the factors of employees' engagement, organizational culture, autonomy, flexibility and work-life balance with employees' intention to remain in their current organization.

The main findings of the dissertation indicate that job retention is positively influenced by employee engagement, clan culture, adhocracy culture and work-life balance, highlighting the importance of supportive organizational environments and employee well-being in this regard. By contrast, remote work was found to have a negative impact on retention, suggesting that excessive remote working can weaken employees' connection to the organization. This finding implies that although hybrid work seems to be the future of employment relations, it does not automatically lead to higher job retention rates, unless this is accompanied by properly structured HR policies and frameworks which are successfully followed and supported by the employees. Overall, the findings imply that organizations adopting hybrid work models must develop balanced strategies that combine flexibility with strong organizational support systems and foster a culture that highlights the advantages of hybrid work. It is only in this way that remote work can make a significant contribution to boosting employee retention.

This dissertation is structured into several chapters. The first chapter presents the introduction, including the research background, significance of the study, research gap, objectives, and contribution of the dissertation. The second chapter provides a comprehensive literature review examining previous research on hybrid work, employee engagement, employee retention, and related organizational behavior theories. The third chapter outlines the research methodology, including the research design, survey instrument, sampling process, and methods of data

analysis. The fourth chapter presents and analyzes the empirical findings derived from the survey data. The fifth chapter discusses the findings in relation to existing literature and theoretical frameworks, highlighting both theoretical and managerial implications. Finally, the dissertation concludes with a summary of key findings, limitations of the study, and recommendations for future research.

Overall, this dissertation aims to contribute to the growing academic discussion about the future of work by examining how hybrid work models influence employee engagement and retention intentions in modern organizations. As the concept of hybrid work continues to transform organizational structures and employee expectations, it is becoming increasingly important to understand these relationships in order to ensure long-term organizational success.

2. Theoretical background

2.1. The importance of human capital for firms' competitiveness and sustainability – The value of job retention

Human capital (HC) is defined by specialists as a measure of knowledge, skills, abilities and experience embodied in humans used to produce goods, services, or ideas in market circumstances in order to meet firm's or social goals. Additionally, to be clear the difference between HC and human resources (HR), HC means the potential of HR to create knowledge to the benefit of enterprises to meet their goals. HC is an intangible asset and together with the net value of tangible assets, constitutes the market value of an enterprise. Unlike other assets like machines, it is one asset that can learn, innovate and adapt.

According to Schultz (1960), human capital is defined as employees' explicit and implicit knowledge and abilities, which lead to organizational competitiveness. Further, Lynn (2000) stated that human capital is formed through employees' skills, knowledge, and experience.

People-related resources belong to intangible resources of a business and can lead to more sustainable operations and economic success. Moreover, human capital is inimitable, difficult to transfer from one firm to another (Hall, 1992), highlighting its importance and potential to provide a firm with a sustainable competitive advantage. Many researchers describe human capital as perhaps the most universally valuable and imperfectly imitable resource (Coff, 1997; Grant, 1991; Kogut

& Zander, 1992).

With regards to relationship between human capital and firms' competitiveness, from strategic human resource management point of view is important to determine what forms of HC exist in a firm and how they can create competitive advantage. Back in 1999 Lepak and Snell stated that employees' contribution requires unique and valuable knowledge, abilities, and skills. According to them, the two critical characteristics of human capital are its value and its uniqueness. Specifically, the two dimensions of human capital are referred to on the value-creating potential from a group of skills, as well as the uniqueness of these skills to a particular firm. Ulrich and Lake (1991) suggest that firms can create value in terms of strategy,

technology, finance, and/or organization from human capabilities that are realized by consumers. They also note that the uniqueness of an employee's skills and capabilities is critical for gaining a competitive advantage.

The value of human capital is basically the value employees bring to a firm through their skills, experience, knowledge and creativity. There are several reasons why human capital is valuable. One reason is that it drives productivity, as skilled employees do more responsibilities faster and more effectively. Secondly, it is inherently dependent upon its potential to create competitive advantage for a firm as knowledge and expertise are hard to copy. Also, human capital enables innovation, as the last comes from people, as well as improving adaptability. Unlike machines, human capital helps organizations adapt to change and crises. Finally, human capital makes important other resources like systems and capital, as they are useful only when employees know how to use them.

Furthermore, if a firm's assets or skills cannot be duplicated or imitated by another firm, they provide the firm with a potential source of competitive advantage (Barney, 1991). Thus, we can describe these assets and skills as unique. An employee's unique skills may result from a variety of factors. For instance, when employees use their skills in exceptional circumstances or in interdependent arrangements, they tend to require more tacit knowledge and expertise (Becker, 1964 & Perrow, 1967). Since these skills often involve idiosyncratic learning processes, firms are unlikely to find them in the open labor market.

Additional to competitiveness, human capital is critical to firms' economic, social and environmental sustainability. This constitutes not just a factor, but this is a core strategic resource that can lead to success and advancement, because employee knowledge and skills are vital in the context of an ever-changing business environment (Subramaniam & Youndt, 2005). Robust human capital leads to increased productivity and creativity, which fosters economic growth. Stable economic growth ensures long-term performance. Regarding its contribution to social sustainability, human capital enhances collaboration and well-being. Moreover, having environmentally informed and conscious human capital can lead to more effective environmental stewardship. Taking into consideration this comprehensive view of human capital, including its various forms and effects, we can understand that this has central as well as crucial role for firms' sustainable development and corporate strategy.

Recent years, the global economic instability especially marked by Covid pandemia, has spurred a notable shift in corporate spheres, focusing on the relationship between human capital and corporate sustainability. Human capital and its role have become more relevant than ever in fostering organizational sustainability (Amrutha & Geetha, 2020), and this is something that must be taken into consideration by organizations going forward. According to Chaparro-Banegas (2023), achieving sustainable development is more difficult in the lack of an educated and well-equipped society that supports research and initiatives based on sustainable development options. Educated and well-equipped society means high quality of available human capital for organizations.

The growth of HC constitutes a key determinant of long-term sustainability. Becker in 1964 in his human capital theory states that investments in training, education and health can foster higher-quality human capital with enhanced skills, knowledge and productivity, directly leading to better economic and performance outcomes. The study by Corredor and Gomez (2019) found that employees with higher levels of skill are more likely to implement sustainability actions.

In order to meet their objectives in a way that aligns with fundamental economic, social, and environmental principles, firms need capable people who are able to support corporate sustainability and improve performance.

In today's competitive global business environment, organizations face many challenges in order to remain sustainable. One of the toughest challenges, beyond others, is retaining employees, as they are an organization's most crucial, valuable, and productive asset. Cutler (2001) stated that one of the most important tasks for managers in any organization today is to keep vital and dynamic human resources motivated and dedicated.

Employee retention can be defined as encouraging employees, through some measures, to remain in the firm for a long period of time. Job retention can be defined as an obligation to continue doing business or exchanging goods and services with a particular company on an ongoing basis (Zineldin, 2000). The main reason for retention is to prevent talented workforce from turnover (James & Mathew, 2012).

There are several reasons why an employee might leave an organization. Some of these reasons might include a better-paying job outside the company, a bad relationship with a supervisor or boss or due to family reasons. The types of employee turnover are two. One is decided by employee and is called voluntary turnover, but the other type is decided by the firm and is called involuntary turnover. One example of involuntary turnover is when the performance of an employee is reviewed as inadequate and he/she is fired by the employer (Allen, Bryant, & Vardaman, 2010). An employee may also leave due to a lack of career development opportunities, low job satisfaction, limited job autonomy, or inadequate compensation (James, Mathew, 2012). In addition to the aforementioned factors, flexibility is also a significant factor in an employee's decision to leave a firm. Hybrid work, which can enhance employees' work-life balance, job satisfaction and reduce commuting stress, is undoubtedly included in the factor of flexibility.

In a working environment, employees who are happy and satisfied with their jobs are more dedicated to their work and always strive to make better customer satisfaction within their organization (Denton, 2000). Another view of job retention is that managing and retaining employees of high potential is a crucial means of achieving competitive advantage among organizations (Walker, 2001). Employee retention strategies are the plans and decision-making methods formulated by organizations to retain their competent workforce. Employees will surely remain and work toward the successful achievement of organizational objectives if appropriate job retention strategies are adopted and implemented by organizations (Gberevbie, 2008). Acton (2003) stated that the HR Department plays a significant role in retaining employees. The department creates policies that improve employees' qualifications, so that can enhance their job satisfaction and encourage them to stay with the firm for a longer time.

From a managerial perspective, job retention is significant as it directly affects organizational performance through reducing cost, workforce stability, which leads to knowledge preservation and employer reputation or employer branding. Regarding reputation, retention is also crucial to improving customer service. According to Carol Schultz, when customers see the same employees year after year, they know the company must be doing something right.

Retention is important for human resource planning within an organization. HR planning estimates the future demand and supply of the necessary workforce based on organizational

objectives. It also aids in succession planning, which aims to identify the core strategic positions within a firm. Having a talented and committed workforce reduces recruitment and training and development costs (Kamalaveni, Ramesh, Vetrivel, 2019).

One of the most immediate and measurable benefits of job retention is cost efficiency. Employee turnover generates direct costs, including recruitment process, onboarding, and training expenses, as well as indirect costs such as productivity loss and the time that a new employee needs to reach full performance. Hiring new employees is far more difficult and costly than keeping current employees in the organization. Therefore, the core issue for any organization is to make continuous efforts to identify and retain the best performers, regardless of their age (Baker, 2006). It is of great importance to retain the best talent and skill, since doing so limits costly processes such as recruitment, selection, replacement, and training (Tymon, 2011).

The value of job retention is also illustrated by Denise Rousseau's psychological contract theory. The psychological contract theory (PCT) has had a significant impact on management training and practice in North America, Europe, and beyond. Textbooks on organizational behavior, marketing, and human resource management often have sections about the psychological contract. These sections help management professionals understand the dynamics of exchange relationships and how employment relationships affect attitudes and behaviors within organizations. According to David Guest and Conway, 36% of the 1,300 human resources managers surveyed in the U.K. use the psychological contract as a management tool, and 90% of them agreed that it is useful. PCT is applied to organizations because it can establish clarity, manages expectations, fosters positive relationships, and maintains positive attitudes and productive behaviors among employees. Additionally, the PCT helps managers understand the impact of implied promises, as well as the consequences of failing to fulfill them and also understand that maintaining a positive relationship with employees involves more than just economic exchange (Rousseau, 2013). In this sense, financial incentives are not the only factor that sustains retention; relational and symbolic elements that reinforce trust also play a role. Employees are more likely to be loyal and make long-term engagements when they perceive that the organization fulfills implicit promises regarding development, recognition, and fair treatment.

Companies worldwide are struggling to retain their workforce, as evidenced by the challenges they face in retaining employees. There are three types of challenges that firms face regarding job retention. They are: (1) stiff competition from rivals, (2) brain drain, i.e., the migration of skilled labor from one country to another that offers better opportunities and rewards, and (3) the inability of companies to predict future employee needs and take corrective action (Eldridge & Nisar, 2011; Terera & Ngirande, 2014).

In each sector of the market the demand for skilled employees remains constant and intense. The shortage of skilled labor reached ten million in the previous decade according to Roger Herman and Olivo (2003). According to Diwakar Singh (2019), firms have recognized the importance of retaining employees, so they are making a lot of effort to emerge as sustainable brands. Recently, the trend is that companies hire employee retention specialists to guide and consult with them so they can reduce workforce turnover. Furthermore, when discussing the new generation of workers, organizations emphasize finding tools for employee retention. They are also paying attention to social initiatives that are important to new generations. Moreover, many organizations are experimenting with treating their employees like customers in order to build strong relationships with them and finally retain them. Organizations that understand their employees' preferences and expectations may be more likely to retain them.

2.2. Human capital and employment relations: A shift to hybrid work models

In the last decade, technological advancements and the need for flexibility, especially in big cities, have caused new employment models to emerge. However, while flexible work arrangements existed before, the COVID-19 pandemic accelerated their adoption. Post-pandemic employment relations include new work models, such as remote work and hybrid work, which are now usual expectations of employees globally.

Remote work arrangement means a standard “out of-office” work. A hybrid work arrangement is a type of work arrangement that combines traditional in-office work with remote work that

is done outside the office (Cook, 2020). This blended type of work provides flexibility to employees, so that they can work from an office or any other remote location (home, cafeteria etc.) outside their firm's premises.

The global crisis of COVID-19 began in the first months of 2020. As of the first half of that year, due to the outbreak of the Coronavirus, 81% of employees were working in countries that had to close their businesses (ILO, 2020). Then, the only necessary solution was an instant transition from traditional office work to remote work, also known as working from home.

These days, hybrid work is no longer seen as a temporary response to a crisis, but rather as a strategic organizational choice related to productivity, talent recruitment, employee engagement, and organizational resilience. Firms had to revise their human resource management practices, such as hiring, training, and performance management, to accommodate remote work. (Hamouche, 2021). During the initial days of the pandemic, organizations operated in crisis mode, raising the question of whether there was a need for performance management amid so much uncertainty and unfamiliarity (Aguinis & Burgi-Tian, 2021). As organizations shifted to remote and hybrid work arrangements, there is a strong consensus that performance management is necessary now more than ever (Aguinis & Burgi-Tian, 2021).

As a result, employment relations have had to adapt to new expectations regarding flexibility, autonomy, trust, and performance management. Performance management is vital for all organizations and when effective, it ensures that employees focus on the right goals and work efficiently.

There is a general view that performance metrics should shift from measuring inputs to measuring outputs (Göndöcs & Dörfler, 2021; Kaufman & Taniguchi, 2021; Kniffin et al., 2021; Van der Lippe & Lippényi, 2020). The first shift was related to becoming more data-driven when measuring performance. Firms have started to use performance indicators (KPI's). The second change in performance management is a forward-looking, development-focused approach. This includes frequent communication between managers and subordinates and ongoing performance feedback and metrics (Göndöcs & Dörfler, 2021).

Studies have shown that clear communication from managers regarding performance standards and expectations at the start of remote work usually results in enhanced performance from remote employees. Additionally, studies have shown that there has been more frequent formal and informal communication between managers and their subordinates since the period before pandemic (PR Newswire, 2022). The shift to results-based performance management supports the idea that being in the office does not necessarily mean someone is more productive (Kaufman & Taniguchi, 2021).

Although output-based control can increase unbiasedness and accountability, it also poses challenges for managers. One significant challenge of remote and hybrid work environments is the limited opportunity for face-to-face engagement. Without the ability to observe body language when providing feedback, managers may be dissuaded from doing so. Additionally, most managers view performance reviews as an annual procedure. However, in a hybrid work environment, this should change to regular online meetings that focus on progress made on specific goals (Aguinis, 2011). To address these challenges, managers should become more comfortable with virtual engagements and listen attentively to their employees (Caetano, 2011). They can also create performance management routines of their subordinates that include online meetings with direct reports individually to discuss their performance (Fisher & Fisher, 2011).

In addition to performance management, hybrid work models are connected to employee autonomy, engagement, and well-being. Although hybrid models promise enhanced flexibility, autonomy, and productivity, they also introduce new layers of complexity for leaders who aim to foster high-quality performance while promoting employee well-being.

Hybrid environments present their own set of challenges when it comes to employee well-being. The flexibility of hybrid work promotes better work-life integration by reducing commuting stress and enhancing autonomy, both of which are key elements associated with increased job satisfaction (Parker, Knight & Keller, 2022). On the other hand, there are concerns about psychological impact, possible burnouts and emotional isolation of employees.

Digital fatigue, which can lead to cases of burnout, is considered as one of the greater risks. According to a 2022 study by Microsoft, prolonged virtual communication increases stress biomarkers and reduces employees' sense of belonging. Additionally, the World Health

Organization (2022) reports cases of burnout among hybrid and remote employees due to boundary erosion caused by continuous digital connectivity and increased self-imposed pressure to demonstrate productivity. To prevent the perception that remote work equals constant availability, managers must actively signal norms that respect boundaries.

Another concern about hybrid work arrangements is social isolation. According to Lindeberg et al. (2024), social isolation negatively affects employee well-being. From an employment relations point of view, these issues underscore the importance of firms designing hybrid work arrangements that promote flexibility and social connection.

In addition to the aforementioned points, we must not forget trust and its key role in hybrid employment relations. For managers building trust relationships is fundamental to remote and hybrid work settings. Trust is imperative when managing employees in hybrid or remote work arrangements. Managers face every day such challenges that are related to building trust. Firms must emphasize the creation of hybrid-working culture through trust-building practices, using tools like informal dialogue, shared spaces and digital rituals. Managers must build trust. They can do so by consistently engaging with employees (Lewis-Iley, 2021). Furthermore, research has shown that employee performance improves when they feel trusted by their managers and colleagues (De Leede & Kraijenbrink, 2014).

Undoubtedly hybrid work has several positive aspects both for employers and employees. According to the study of Oppong Peprah (2024) some positive aspects of flexible working arrangements for the employees are that employees are more productive not only in their professional responsibilities but also in managing their personal affairs. Increased productivity is largely attributed to reduced commuting time, which allows employees to conserve both mental and physical energy and redirect it toward work-related tasks. Furthermore, fewer workplace interruptions enable deeper thinking, stronger concentration, and more reflective decision-making, resulting in fewer errors and improved quality of output. Employees also report experiencing lower stress levels and greater autonomy, as they can complete tasks at their own pace and during their most productive hours. In addition to performance benefits, virtual and hybrid working contribute to cost reductions through savings on fuel and overall living expenses.

Significant advantage of hybrid working for organizations is reduced fixed costs, as there is less need for offices and other spaces, as well as a reduction in operating expenses.

On the other hand, the study by Oppong Peprah (2024) presented some notable risks and disadvantages that an employee can face in hybrid work. One significant concern is slower decision-making processes, particularly when employees require input or approval from colleagues and managers, which can delay project timelines. Additionally, insufficient monitoring and limited feedback mechanisms may hinder performance management and professional development. Technical challenges, such as unreliable internet connections, further disrupt workflow and productivity. Many employees also face inadequate spatial and ergonomic working conditions at home, which can negatively affect health and efficiency. Organizationally, hybrid arrangements may lead to the emergence of two distinct corporate cultures - one centered in the office and another among remote workers - potentially weakening cohesion, shared identity, and a sense of community. On a personal level, the blending of professional and private life, including tasks sent at all hours requiring immediate attention, can blur boundaries and increase stress. Reduced social interaction may contribute to feelings of isolation and loneliness, particularly among single employees, while household distractions from spouses, children, or pets can further compromise focus.

The aforementioned study also revealed some challenges for the firms. A primary concern is the lack of effective monitoring capabilities, which may result in reduced accountability, including situations where employees are virtually present and logged into systems but not fully engaged in work-related activities. Organizations may also face increased operational costs, such as unreasonably high internet expenses and productivity losses caused by unreliable connectivity. Furthermore, the absence of direct and informal interactions among employees weakens internal communication networks and limits spontaneous collaboration. Prolonged isolation poses an additional risk, as it may contribute to depression and reduced employee well-being, ultimately affecting overall productivity. From a teamwork perspective, hybrid conditions can significantly hinder team effectiveness and learning processes. The study found that group cohesion tends to diminish, knowledge exchange becomes insufficient, and asynchronous working dynamics create coordination challenges. Moreover, there is often a lack of structured knowledge transfer to newly hired employees, which can negatively affect skill development and long-term organizational performance.

In conclusion, the shift toward hybrid work models is a fundamental transformation of employment relations, not just a change in work location. Hybrid work alters how work is organized, supervised, and experienced. Consequently, it reshapes employee autonomy, the psychological contract and managerial control. Hybrid work seems that has the potential to enhance engagement, flexibility and organizational performance, but when it is based on clear performance frameworks, inclusive HR policies and trust-based management. However, it also poses risks, such as inequality among workers, long work hours and organizational cohesion issues. Someone could argue that for firms hybrid work constitutes an opportunity for more sustainable working culture and at the same time a challenge to implement this opportunity as smoothly as possible.

2.3. Employees' engagement and its impact on job retention

Employees' engagement and retention is a promising area of study in modern management. The concept of employee engagement is gaining recognition among professional health psychologists due to its positive impact on employees' well-being and sense of control at work (Shuck, 2011). Engaged workers are more dynamic, enthusiastic and motivated than their disengaged counterparts.

Engagement has become an important area of study because engaged employees are more invested in their jobs. They are self-motivated and go above and beyond what is expected of them to help a firm to succeed (Bakker, 2011). Employees who are satisfied with their careers and engaged in their work are expected to be happy in their personal lives, too (Ashraf, 2020). In terms of well-being, Lyubomirski in 2001 has linked the term with happiness. Happy individuals are energetic, proactive, highly engaged in their work, and determined in the face of complexity. Furthermore, there is the factor of an individual's optimism, which can be considered as psychological capital, especially in the modern workplace which is characterized by uncertainty and complexity. Psychological capital is the personal resource that enables employees to remain positive and calm. Employees with high psychological capabilities can deal with numerous demands simultaneously and easily invest their efforts in their work role

(Luthans, 2013). They are also able to increase their well-being and sense of control at work simultaneously (Nguyen, 2012). Having control over work may enable these individuals to spend valuable time with their families. Therefore, it can be concluded that workers with high psychological capital are fulfilled by their work and their life in general, which promotes overall well-being (Avey, 2010).

Engagement is a central concept in organizational behavior and employment relations research. It reflects the psychological bond that employees form with their work, organization, or profession. It is a multidimensional concept encompassing emotional, cognitive and behavioral components and as a result it is often considered a difficult-to-define HR variable. Engagement is the bond that employees experience with their organization, which is an important aspect of employee morale and satisfaction (Beloor, Nanjundeswaraswamy, Swamy, 2017). In general, employees who are committed to their organization feel connected to it. They feel that they fit in and understand the organization's goals. The added value of such employees is that they tend to be more determined in their work as well as highly productive and proactive in offering their support.

In the business world right now, competition is fierce, and companies are finding it tough to bring in and keep hold of talented, dedicated employees. To overcome the obstacles, every company tries to maintain a high level of Quality Work Life (QWL). QWL is a researcher-driven social movement that began in the early 1980s. Specifically, it began with a conference of 2,000 participants from approximately 30 countries, including researchers, union members, managers, and government officials. Their main and common idea is that the type of workplace organization demonstrated in the Industrial Democracy Experiments¹ had the potential to emancipate democracy, productivity, and health in the workplace and beyond.

Literature refers to the fact that QWL is a movement in a continuous process that affects the employees' performance. If the level of QWL decreases, employees' morale, engagement, efficiency, and effectiveness will decrease drastically. So, organizations need to consider

¹ Industrial democracy experiments (IDEs) are workplace initiatives that shift decision-making power from management to workers. These initiatives aim to increase employee participation, autonomy, and responsibility in industrial operations.

certain factors when designing QWL for employees. These factors affect morale and engagement.

A study by Guna Seelan Maimunah (2008) stated that QWL is associated with job satisfaction, job involvement, motivation, productivity, health and safety, well-being, job security, competence development, as well as a balance between work and non-work life. The research by S. Barzoki and V. Sarand (2015) showed that there is a significant and direct relationship between organizational justice, employee engagement and Quality of Work Life. Moreover, V.Sivalogathan and S. Edirisinghe (2015) study has shown that there is positive correlation between QWL and employee's engagement. Given all of the above, we can see how significant a role QWL plays in evaluating the work engagement of the workforce.

Work engagement is a significant issue, because it can be used to predict various things about employees, such as their performance, absenteeism and other behaviors (B. Dordevic, 2004). A declining level of absenteeism and tardiness is possible only when in a firm there are highly committed employees. This leads to higher productivity and better performance (Cohen, 2003). Earlier in 1992, Schwarzwald's study had shown something equally remarkable. Employees who had been promoted by considering the internal labor market within the organization had a higher work engagement.

The positive outcomes of employees' engagement are directly related to organizational performance and strategic objectives. Employees' engagement can become a variable with very significant impact to the work performance (Silva, Dias. & Pereira, 2024). Throughout time, employee's engagement has been positively related to employee's intention to stay and negatively related to turnover intention (Meyer, Stanley, Herscovitch and Topolnytsky, 2002) and with employee satisfaction (Rachman, et al., 2022).

Generational differences and evolving workforce expectations also impact engagement dynamics. For example, younger employees may value flexibility, meaningful work, and personal development more than job security. Consequently, organizations may need to redefine their value propositions to maintain employee engagement. Additionally, the rise of hybrid and remote work arrangements may alter the nature of organizational attachment by shifting the emphasis from physical workplace identity to shared purpose and digital collaboration.

Beyond that, there is also a critical perspective of work engagement. A high level of engagement under stressful conditions (e.g., role overload) can lead to burnout and other stress-related outcomes if adequate support is lacking (Wongsuwan, Phanniphong, Na-Nan, 2023).

Employees' retention has become an issue of growing concern for modern organizations. Their HR strategies seem to focus on employees' engagement in order to increase employees' intention to remain with organization as employees' engagement is a factor that may influence job retention. Retention is an important concern because when an employee leaves, it incurs significant costs for the company in recruiting a replacement, not to mention the effect on the morale of other team members. An employee's intention to remain with an organization is shaped by a combination of attitudinal, relational and contextual factors. Employees who are highly committed to their organization are less likely to intend to leave, as they have a strong sense of loyalty and attachment to it (Elrayah M., Mabkhot H., 2023). Employees who are committed to their company are less likely to leave for other opportunities (Mathieu et al., 2016). Emotional attachment aside, perceptions of fairness, opportunities for career development and supportive leadership can have a significant influence on retention decisions. On the other side, employees are more likely to consider leaving when they experience limited growth opportunities, weak organizational support or a mismatch between their personal values and the organization's culture. Therefore, employee retention is not solely dependent on contractual or financial considerations but is rather the outcome of a broader employment relationship in which trust, recognition and meaningful work play a critical role.

In this way, regarding the relationship between employees' engagement and employees' retention the following hypothesis will be explored:

H1. Employees' engagement is expected to be statistically significant and positively related to job retention.

2.4. Organizational culture and job retention

A range of organizational, managerial, and individual factors influence employee engagement and job retention, shaping the quality of the employment relationship. For contemporary

organizations operating within dynamic labor markets and increasingly flexible work environments, fostering retention has become a key strategic priority. Therefore, understanding the factors that contribute to employees' retention is essential for organizations seeking to maintain workforce stability, enhance performance, and sustain a competitive advantage.

Organizational culture seems to be important factor in determining employee retention. According to Denison et al. (2012), organizational culture refers to a set of intrinsic values, beliefs, protocols, and assumptions within an organization. Additionally, according to Denison and Mishra (1995) an organization's culture can be classified into four attributes: involvement, consistency, adaptability, and mission.

Organizational culture is considered one of the most significant factors in an organization's effectiveness and also important in order to be formed an organization's norms and values. Some studies (Levering, 2016) have revealed that culture positively influences organizational effectiveness. However, crucial is considered also the relationship of culture with intention to stay. When employees work in an organization with a positive culture, it will motivate them to make decisions, improve their professionalism and help them with conflict resolution. As a result, they will feel more committed and more likely to stay with the organization long term (AbuAIRub & Nasrallah, 2017). Furthermore, when individuals are happy with the company's culture, they become more emotionally and psychologically connected (Sathe, 1983). Also, when employees perceive a family-like atmosphere at a company, they are happier and more likely to stay (Silva, Dias. & Pereira, 2024).

Culture is a complex issue that essentially encompasses all of a group's shared values, attitudes, beliefs, assumptions, artefacts and behaviors. Culture is broad, encompassing all aspects of internal and external relationships, and deep, in that it guides individual actions to the extent that members are not even aware they are influenced by it (Tharp B., 2009).

Organizational culture is defined by the core values, assumptions, interpretations and approaches that characterize an organization (Cameron & Quinn, 2006). It means that it is commonly categorized based on values, leadership style and how work is carried out.

John Campbell and his colleagues (1974) created a list of thirty-nine indicators which they claimed represented all possible measures of organizational effectiveness. As those thirty-nine

indicators of effectiveness were too many, they were submitted to statistical analysis and two dimensions emerged, organizing the indicators into four main clusters. One dimension differentiates between effectiveness criteria that emphasize flexibility, discretion and dynamism, and criteria that emphasize stability, order and control. In other words, some organizations are considered effective if they are adaptable and organic — for example Microsoft or Nike. In contrast, other organizations are considered effective if they are stable, predictable and mechanistic. For instance, most universities and government agencies. The scale ranges from organizational versatility and pliability at one end to organizational steadiness and durability at the other (Cameron & Quinn, 2006).

The second dimension distinguishes between effectiveness criteria that emphasize internal characteristics such as integration and unity, and those that emphasize external characteristics such as differentiation and rivalry. In other words, some organizations are considered effective if they have harmonious internal characteristics — for example, IBM. Conversely, others are considered effective if they focus on interacting or competing with entities outside their own boundaries, such as Toyota. The scale ranges from organizational cohesion at one end to organizational separation and independence at the other (Cameron & Quinn, 2006).

The aforementioned dimensions together form the four quadrants of the Competing Values Framework (Figure 1), through which a wide variety of organizational phenomena can be organized and interpreted. Each quadrant represents one of the four types of organizational culture. These four types represent opposing or competing assumptions. This means that the dimensions produce contradictory or competing diagonal quadrants (Cameron & Quinn, 2006).

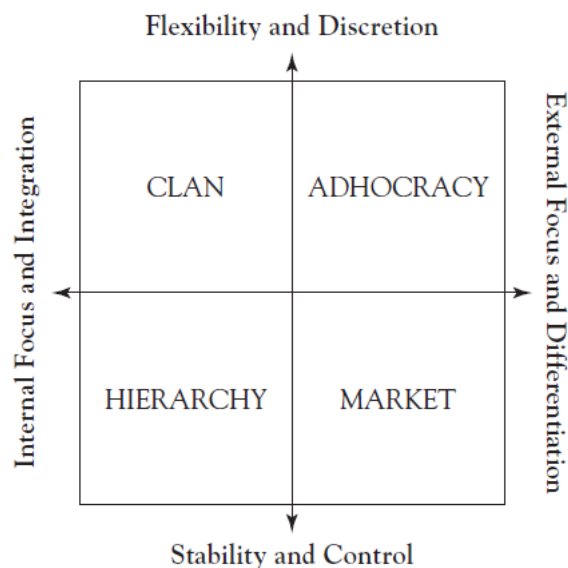


Figure 1 - Competing Values Framework

(Source: Cameron, K. S., & Quinn, R. E., 2006)

The four main types of culture described in this framework hierarchy, market, clan and adhocracy culture.

It presents four main types:

- Control (Hierarchy) Culture

Organizations with a hierarchical culture are similar to the stereotypical large, bureaucratic corporation with the classical characteristics of bureaucracy as described by Weber in 1947 (Übüs & Alas, 2009). Weber presented seven characteristics, known as attributes of bureaucracy: rules, specialization, meritocracy, hierarchy, separate ownership, impersonality and accountability (Cameron & Quinn, 2006). Such organizations are characterized by stability and control. They have an internal focus and are integrated. In short, they are structured workplaces. They value standardization, control and a well-defined structure for authority and decision-making. Stability, predictability and efficiency are the organization's long-term concerns. Effective leaders in hierarchical cultures are the ones who can organize, coordinate and monitor people and processes (Tharp B., 2009).

Large organizations and government agencies tend to have a hierarchical culture, as evidenced by the large number of standardized procedures, multiple hierarchical levels and emphasis on enforcing rules (Cameron & Quinn, 2006). Some examples of companies with hierarchical cultures are McDonald's that emphasize standardization and efficiency, many government agencies and Ford Motor Company with the seventeen levels of management (Tharp B., 2009).

- Compete (Market) Culture

The market culture type was largely based on the work of Williamson in 1975 and Ouchi in 1981 (Übius & Alas, 2009). A market-oriented company is focused on interaction with external constituencies like suppliers, customers, contractors, licensees, unions and regulators. This is a results-driven organization that focuses on completing jobs and competitiveness, making focus on the goals and targets. Leaders in such a company are demanding, hard-driving and productive. The emphasis on winning and the factors of reputation and success unify the people of the firm constituting common concerns. Compete type of culture is similar to control culture in that they value stability and control. However, rather than having an inward focus, that type of company has an external orientation and value differentiation over integration. Monetary exchange is the main way in which the market operates, primarily through economic market mechanisms. The organization's primary objectives are profitability, bottom-line results, strength in market niches, challenging targets and a secure customer base. (Cameron & Quinn, 2006).

In a market culture, the basic assumptions are that the external environment is hostile, consumers are discerning and value-conscious, and the organization's purpose is to increase its competitive position. An indicative example of market type organization is General Electric with CEO, Jack Welch. He was known for his bold declaration that businesses should aspire to dominate their markets or face the prospect of being sold. Their corporate culture is highly competitive emphasizing performance results (Tharp B., 2009).

- Collaborate (Clan) Culture

The distinguishing feature of a collaborative (clan) culture is that it emphasizes flexibility and discretion rather than the stability and control of Control (hierarchy) and Compete (market) organizations. Organization with clan culture is open and friendly place to work where a

family-like atmosphere prevails. Also, leaders act more like mentors or parental figures. Great focus is given to team cohesion, teamwork, employee involvement and corporate commitment to employees. Also, there is strong concern for the employees as human beings first. In a clan culture, some basic assumptions are that the environment can be best managed through teamwork and employee development; that customers should be considered partners; and that the organization's purpose is to develop a humane work environment (McGregor, 1960, Likert, 1970 & Argyris, 1964).

Clan culture emerged from the different approach of Japanese firms in the late 1970s and 1980s. While American corporations followed their national type of culture, which is founded upon individualism, Japanese companies had a more team-centered approach, operating more like families with a more humane working environment and emphasizing on commitment and loyalty (Tharp B., 2009).

Clan-type firms were characterized by shared values and goals, cohesion, involvement, individuality and a sense of 'we-ness'. Rather than the rules and procedures of hierarchies or the competitive profit centers of markets, clan-type firms were characterized by teamwork, employee involvement programmes, and a corporate commitment to employees (Cameron & Quinn, 2006).

Evidence of these characteristics can be seen in semi-autonomous work teams that are rewarded based on team achievements, and that hire and fire their own members; quality circles that encourage workers to suggest ways to improve their own work and the company's performance; and an environment that encourages employees to take responsibility (Cameron & Quinn, 2006).

Therefore, many American corporations have started to adopt the humanistic, clan-like approach of more successful Japanese firms. A typical example of such a company is Tom's of Maine, which produces soaps, toothpaste, and similar hygiene products. The founder, Tom Chappell, built the company on the principle of fostering positive relationships with employees, customers, owners, agents, suppliers, the community and the environment. Their goal to provide their employees with 'a safe and fulfilling environment and an opportunity to grow and learn' is the company's collaborative state of belief (Tharp B., 2009).

- Create (Adhocracy) Culture

Companies with create (adhocracy) culture tend to be somehow similar to collaborate (clan) companies but their inward focus is different. Instead, they focus on creativity and differentiation externally.

The root of the word 'adhocracy' is 'ad hoc', indicating something temporary, specialized and dynamic. Adhocracies are similarly temporary. They have been characterized as 'tents rather than palaces' in that they can adapt rapidly to new circumstances. A major goal of an adhocracy is to foster adaptability, flexibility and creativity in situations of uncertainty, ambiguity and information overload (Cameron & Quinn, 2006).

Such organizations are creative and dynamic places to work, focusing on innovation with the elements of risk-taking and experimentation. Their long-term emphasis is given on growth and acquiring new resources. Furthermore, their success is familiarized with unique and innovative products or services, acting as market leaders and adapting fast to new opportunities. In companies with an adhocracy culture, there is a strong focus on individuality and risk-taking. Employees are encouraged to take the initiative and are given the freedom to act within their responsibilities (Cameron & Quinn, 2006).

Adhocracies are different from markets or hierarchies. They do not have centralized power. They also do not have authority relationships. The adhocracy organizations may frequently be found in industries such as aerospace, software development, think-tank consulting, and filmmaking (Cameron & Quinn, 2006). Adhocratic firms value flexibility and adaptability and thrive in what would previously have been considered unmanageable chaos. A typical example of such a firm is Google, which develops innovative web solutions. The company's ability to develop so fast new web services and products has made them the leader in this marketplace (Tharp B., 2009).

Most organizations develop a particular cultural style. Of the several thousand organizations they have studied, more than 80 per cent have been characterized by one or more of the cultural types identified by the aforementioned framework (Übius & Alas, 2009). There are companies that either are not identified with a dominant type of culture or their approach contains different subcultures. It is possible for a company or department to have subdominant traits. For

example, an accounting department that is part of a hierarchy may still exhibit significant market-oriented characteristics (Tharp B., 2009).

Therefore, the above information is used to develop the following hypotheses:

H2.a. Control (Hierarchy) culture is expected to be statistically significant and negatively related to job retention.

H2.b. Compete (Market) culture is expected to be statistically significant and positively related to job retention.

H2.c. Collaborate (Clan) culture is expected to be statistically significant and positively related to job retention.

H2.d. Create (Adhocracy) culture is expected to be statistically significant and positively related to job retention.

2.5. Work-life balance and job retention

One very influential factor in employee engagement and intention to stay in the workplace is the work-life balance and flexibility. Several definitions of work-life balance have been given. It may be described as achieving a balance between work and family or home responsibilities, which can be difficult to balance (Vyas & Shrivastava, 2017). Another definition is the harmony a worker achieves between their paid job, their unpaid engagements, and their personal time (Agha, 2017).

Previous research indicates that work-life balance is beneficial for employees as well as companies and it is linked with higher levels of job satisfaction and mental health. Employees who perceive their work-life balance as good develop a healthier mindset. This leads to reduced stress levels and higher levels of job engagement (Aruldoss, 2020). Additionally, when an organization promotes work-life balance for its employees, it builds a positive reputation as a workplace that cares about and strives for employee well-being. The result is that work-life balance is now considered as critical for attracting and retaining a workforce (Deery & Jago,

2014). When an organization promotes a good work-life balance for its employees, the cost of leaving would be the potential loss of this balance. Employees who perceive this cost as too high will stay with the organization (Chigeda et al., 2022). Moreover, having into consideration that work and personal life are complementary for better individual life, studies have indicated that work-life balance can help people feel more comfortable, motivated, productive, and less stressed (Byrne, 2005).

Some organizations have started to emphasize work-life balance practices in order to increase workforce engagement and job retention. Flexible scheduling, childcare services, and employee assistance programs are just some of the potential practices. Employees who experience a satisfactory balance between work and personal life feel less stressed, thus are more likely to approach their organization with positive attitudes. This situation can increase job satisfaction and motivation, as well as create a positive atmosphere within the company (Chiang, Birtch, & Kwan, 2010). Also, according to Chan et al. (2019), there is positive relationship between engagement and work-life balance.

The factor of work-life balance should be considered crucial for employee engagement, as it affects employees' overall well-being and job satisfaction. Work flexibility can be defined as "the ability of workers to make choices that influence when, where, and how long they engage in work-related tasks (Hill et al., 2008). Employees will be happier and more productive if they are provided with flexibility to adjust their work hours (Eldridge & Nisar, 2011). It might lead to increased employee retention in an organization, which would be beneficial for both employers and employees. With regards to work-life balance, this is gradually becoming more important to employees and affects their decision to stay with an organization. Loan-Clarke, Arnold, Coombs, Hartley, and Bosley (2010) found that jobs that allow employees to fulfill their family responsibilities increase retention. Furthermore, employees who feel supported in their personal lives are less likely to consider leaving their job (Osman, 2013).

In this way, regarding the relationship between work-life balance and job retention, we will explore the following hypothesis:

H3. Work-life balance is expected to be statistically significant and positively related to job retention.

2.6. The moderating role of hybrid work

Hybrid work is expected to act as a moderating variable influencing the strength of relationships between employees' engagement, work-life balance, organizational culture and job retention.

In the context of hybrid work arrangements, the role of organizational engagement becomes even more critical. Even when employees are committed to the organization, the extent to which this engagement translates into a stronger intention to stay depends on their experience of and approach to hybrid working. Therefore, the moderating role of hybrid working is likely to depend on the quality of the arrangement rather than its mere existence. To retain employees, employers should invest in increasing their employees' engagement (Ahmed et al., 2011). A higher level of engagement can predict turnover and staff replacement rates, leading to higher productivity and performance, and lower levels of absenteeism (Brown et al., 2007).

When implemented positively, hybrid working can reinforce employees' engagement and make employees more likely to stay. Flexible working arrangements give employees greater autonomy and a better work-life balance, while reducing their commuting costs, leading to increased job satisfaction. A company's performance depends significantly on the effort that its employees put into their work. Responsible, committed, courageous and smart employees are considered one of the main factors in an organization's success (Jafari & Bidarian, 2012).

On the other hand, poorly managed hybrid work arrangements may weaken the relationship between engagement and retention. Combining office work with working from home can benefit both employees and employers, but it can also lead to issues arising from both work environments (Krajčik et al., 2023).

About the relationship between organizational culture and job retention in hybrid work settings, transmitting and experiencing organizational culture may be more difficult due to reduced face-to-face interaction. Consequently, organizations need to implement intentional strategies to communicate and reinforce cultural values in both physical and virtual environments.

Hybrid work transforms organizational culture by not only reducing face-to-face interactions but also increasing reliance on digital communication. Although this can weaken social cohesion and employees' sense of belonging, hybrid working arrangements that are well

managed can foster a culture of trust, flexibility and autonomy. Rather than viewing hybrid working as disruptive to the cultural experience, leaders should see it as an opportunity to develop a different kind of culture (Cambon A., 2022). Therefore, the impact of hybrid working on organizational culture does not depend on the arrangement itself, but rather on how effectively organizations adapt their communication, leadership and inclusion practices. The pandemic has radically changed the way employees experience corporate culture. If companies embrace this new reality, they will see a significant impact on performance and staff retention (Harvard Business Review, 2022).

Additionally, the effectiveness with which firms adapt their communication and leadership practices may influence the P-O fit. Hybrid working arrangements influence employees' perceptions of the connection between themselves and the organization by altering the extent to which organizational values and working practices align with their individual preferences and expectations. Employees are more likely to feel a strong connection with an organization when hybrid work offers flexibility, autonomy and support, increasing their intention to stay.

Furthermore, hybrid working may have significant impact on perceived work-life balance. Hybrid working arrangements offer flexibility in terms of time and location, which can improve employees' ability to balance work with their personal lives and family responsibilities.

Specifically, when hybrid work is implemented in an organization, work-life balance is enhanced by providing greater flexibility in scheduling and reducing commuting time. It can be very important, for example, for mothers who can manage both work activities and family demands. Employees' time and energy for social and family activities is reduced when they are asked to work more hours at their workplace (Chiang, Birtch, & Kwan, 2010). However, it is also crucial to establish boundaries between work and personal life to prevent possible intensification of remote work. Some organizations implement work-life balance practices to improve individual satisfaction and engagement, as well as to reduce stress and family conflicts. A discrepancy between an individual's work and personal life can lead to increased stress, which may result in an increase in turnover intention (Kumara & Fasana, 2018) (Smith & Gardner, 2007) (Chang, Hsieh, Lan, & Chen, 2019).

In conclusion, the adoption of hybrid working practices may moderate the relationship between that and the aforementioned factors and finally have impact on employees' intentions to remain

with the company. Such arrangements could become increasingly valuable to employees and serve as a key retention tool.

In this way, the following hypotheses will be explored:

H4.a. Hybrid work models moderate the relationship between employee's engagement and job retention such that the positive linkage between engagement and retention will be further weakened with increased hybridity.

H4.b. Hybrid work models moderate the relationship between hierarchy culture and job retention such that the negative linkage between hierarchy culture and retention will be further strengthened with increased hybridity.

H4.c. Hybrid work models moderate the relationship between market culture and job retention such that the positive linkage between market culture and retention will be further weakened with increased hybridity.

H4.d Hybrid work models moderate the relationship between clan culture and job retention such that the positive linkage between clan culture and retention will be further strengthened with increased hybridity.

H4.e Hybrid work models moderate the relationship between adhocracy culture and job retention such that the positive linkage between adhocracy culture and retention will be further strengthened with increased hybridity.

H4.f Hybrid work models moderate the relationship between work-life balance and job retention such that the positive linkage between work-life balance and retention will be further strengthened with increased hybridity.

Lampros Tsantikos, The interaction of the hybrid work model with the factors that drive employee engagement and their intention to remain in the current workplace.

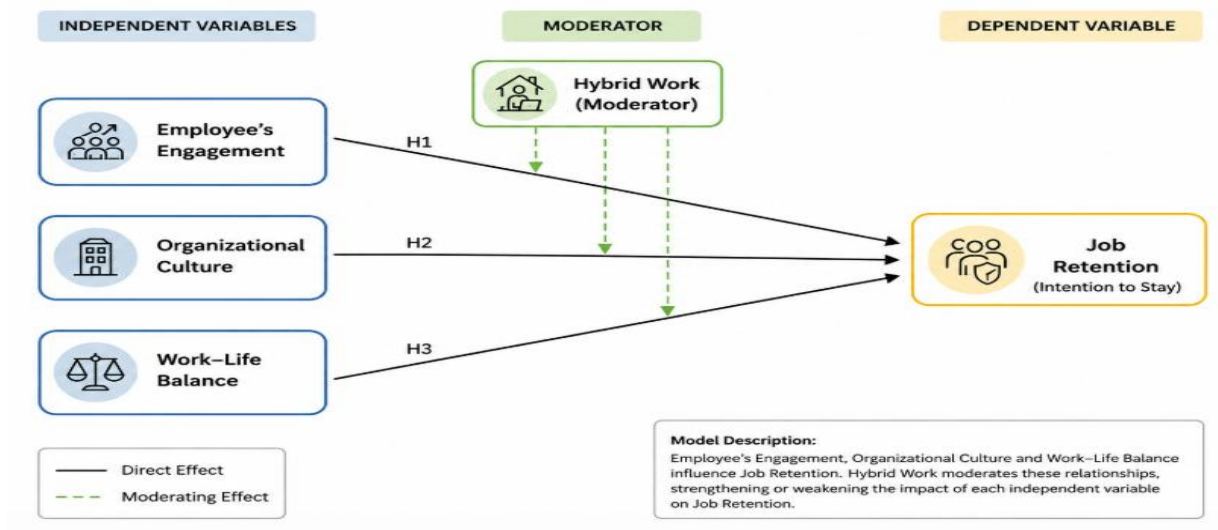


Figure 2 - Conceptual Framework diagram

3. Research design

3.1. Types of research

Research is a systematic endeavor to acquire understanding, broaden knowledge, or find answers to unanswered questions. It involves methodically and systematically investigating natural and social phenomena in order to test and enhance existing knowledge, as well as generate new knowledge (Naidoo, 2011).

Research methods can be classified in five categories. These can be a survey, case study, laboratory experiment, field experiment, or action research (Goundar, 2012).

The two main types of research are quantitative and qualitative. Quantitative research is based on the measurement of quantity or amount. In this context, a process is expressed or described in terms of one or more quantities. Qualitative research, on the other hand, is concerned with qualitative phenomena involving quality. It is non-numerical or descriptive, and uses reasoning and words (Goundar, 2012).

The difference between the two types of research is depicted in that qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. (Bryman, 2008). Moreover, the quantitative method is based on the philosophy of positivism. It attempts to solve problems by using numbers to display frequency rates. The focus is on data collection and observation, with conclusions drawn at the final stage. (Curwin & Slater, 2008).

Quantitative research is conducted with questionnaires, surveys, mathematical modelling, statistical and econometric analysis while qualitative research methods include interviews, case study, grounded research, semiotics, discourse analysis and hermeneutics (Goundar, 2012).

Both types of research have key advantages and disadvantages. Some advantages of quantitative research are:

- Collection of larger amount of data than in qualitative research
- Objectivity and reliability, because data is collected in a standard way (e.g. questionnaires, surveys)

- Clear, precise results and easy comparison
- Hypothesis testing is supported
- Efficient for large-scale studies

On other hand, some advantages of qualitative research are:

- Research is conducted in deeper insight than in quantitative research, as it explores “why” and “how” questions, in detail, providing a thorough understanding
- Captures the human experience
- Flexibility as someone can adapt questions and contextual understanding
- Efficient for new or complex topics

The method chosen to carry out this research is that of quantitative research. This research concerns the interaction of hybrid work arrangements with the factors that drive employee engagement and job retention. A quantitative research type was selected because it enables the measurement and analysis of relationships between clearly defined variables, such as the hybrid work model, employee engagement factors, and employees’ intention to remain in their organization. Using a structured instrument in the form of a questionnaire with scaled responses, it becomes possible to collect data from a larger sample and apply statistical techniques to identify patterns, correlations, and potential causal links. This approach ensures a higher level of objectivity and allows the findings to be generalized to a broader population, which is particularly important when examining workplace trends that affect diverse employee groups.

Additionally, quantitative research is well-suited for testing existing theories and models related to employee engagement and retention. Since this study aims to evaluate how different factors interact within a hybrid work context, numerical data provides clarity and precision in comparing the strength and significance of these relationships. The use of statistical analysis enhances the reliability and validity of the results, supporting evidence-based conclusions that can inform organizational strategies and decision-making regarding hybrid work policies and employee retention initiatives.

3.2. Survey instrument

A survey instrument is a structured tool, such as a questionnaire, interview guide or checklist, used to collect data from participants. It encompasses response scales, layout and question wording.

This research is carried out using a quantitative method of research and the chosen survey instrument is a questionnaire. A questionnaire is a survey tool consisting of a series of structured digital questions designed to collect data from individuals. They are primarily used in the social sciences, health research, and market research to gather information about experiences, opinions, attitudes, or behaviors.

To develop the questionnaire for this study, we reviewed the literature to identify scales that correspond to the key variables. These key variables are the different types of organizational culture and work-life balance, which represent the independent variables, and employee engagement and job retention, which represent our dependent variables.

First, a draft of the questionnaire was created, which includes and describes the aforementioned variables adapted to a 7-point Likert scale. Point 1 corresponds to a “Strongly Disagree” and the last point 7 corresponds to “Strongly Agree”. In addition, it includes some questions regarding the demographics of both the respondents and the companies they work for, such as age, gender, years with the organization, industry sector, size of the company etc.

This draft was sent to an academic before taking its final form to ensure that the methodology used did not violate the institution’s ethical standards. Then the academic made some comments regarding the content of the questions. Therefore, after making some revisions to the draft of the questionnaire, it was sent to a sample of company employees none of whom participated in the final data collection. This pilot testing was performed to ensure that respondents comprehended the questions, and to check for any confidential elements that could violate confidentiality rules. After some suggestions and comments from the respondents, more about some elements of confidentiality, the suggestions and revisions of the academic and the respondents in this pilot testing were collected in order to construct the final edition of the questionnaire.

The final version of the questionnaire was sent to the respondents along with a cover letter explaining the purpose of the study and estimating the time frame required to complete it which is approximately 10 minutes. The cover letter also assured respondents of the anonymity and confidentiality of their responses and stated that the results would be used solely for research purposes.

The questionnaire and the cover letter are included in their entirety in the appendix of this paper.

3.3. Sampling

Sampling involves selecting a sample from a population, whether that population is an individual or a large group, for a specific research objective. This objective is to obtain accurate data. Researchers use sampling because surveying the entire population for a research study would be extremely expensive and time-consuming (Makwana, Engineer, Dabhi, Chudasama, 2023).

The questionnaire for this study was initially sent to 500 employees by e-mail, 192 of whom responded, forming the sample of the survey. Therefore, a response rate of 40% (based on 192 of 500 responses) is perfectly acceptable for a questionnaire-based survey. The 192 respondents to the questionnaire work for 32 different companies, which are either Greek or foreign companies with a subsidiary in Greece.

The following pages of this subsection present the demographic characteristics of these 192 respondents and their organizations with pie charts. The First, the demographics of the respondents follow:

What is your age group ?

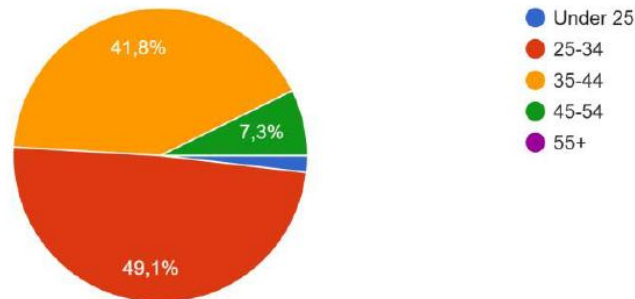


Figure 3 - Age Group of the Sample

(Source: Author's Own Elaboration)

Regarding the age of our sample, 49.1% of the 192 respondents are aged 25–34, 41.8% are aged 35–44, 7.3% are aged 45–54, and a low 1.8% are aged over 55.

Gender

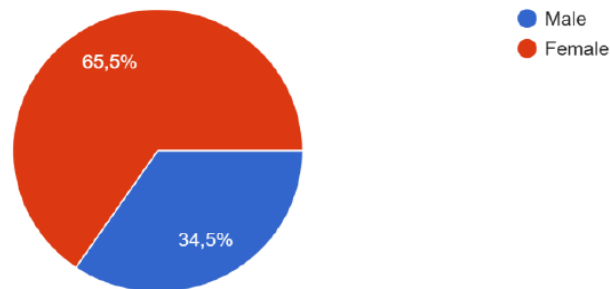


Figure 4 - Gender of the Sample

(Source: Author's Own Elaboration)

Regarding the gender, it seems that there is a light bias towards the women, as 65,5% are female and 34,5% male.

Marital status

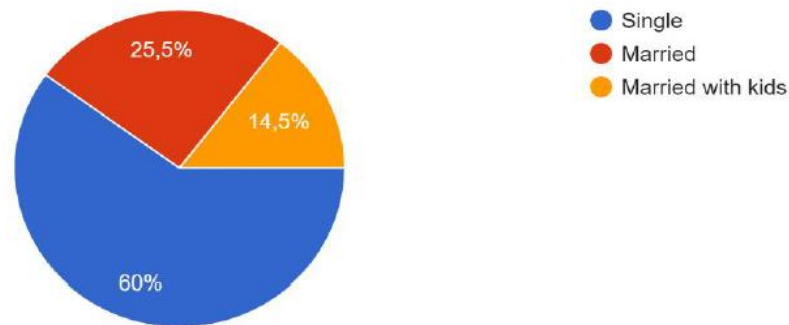


Figure 5 - Marital Status of the Sample

(Source: Author's Own Elaboration)

About the marital status, 60% of them are single and 25,5% married and only 14,5% married with kids.

Education level

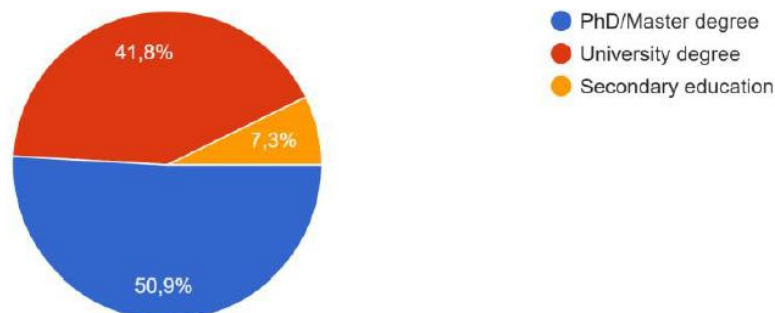


Figure 6 - Education Level of the Sample

(Source: Author's Own Elaboration)

Approximately half of them have PhD or master's degree as education level (50,9%), 41,8% have university degree and 7,3% have a secondary education level.

Income level

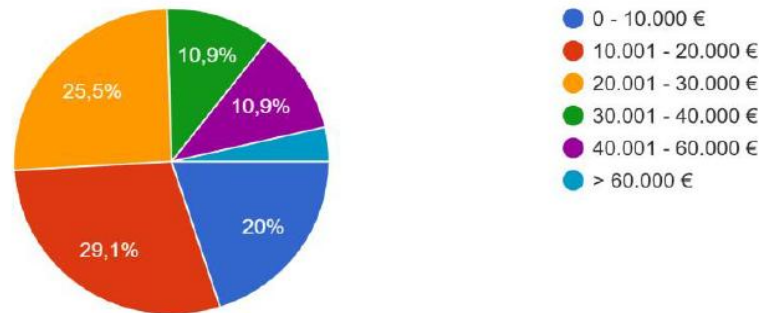


Figure 7 - Income Level of the Sample

(Source: Author's Own Elaboration)

Regarding the respondents' income, 54.6% responded that their income is between 10.001€ and 20.000€ or between 20.001€ and 30.000€. The rest 45,4% is divided into income levels up to 10.000€ (20%) and income levels 30.001 – 60.000€ (21,8%). A low percentage of 3,4% responded that they have income over 60.000€.

Length of time with current organization

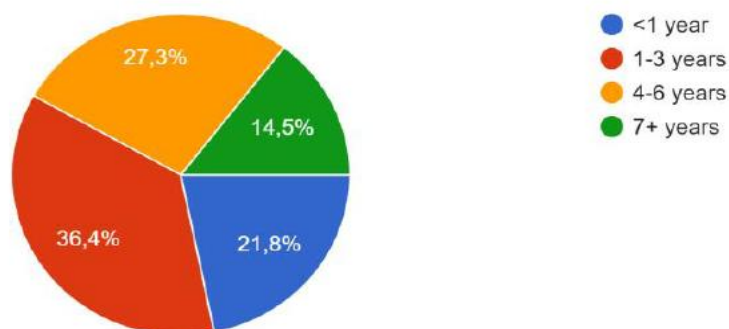


Figure 8 - Length of Employees' Time with Current Organization

(Source: Author's Own Elaboration)

36,4% of the employees are 1-3 years with current organization, 27,3% 4-6 years and 14,5% have remained in the same company for 7 or more years. 21,8% are new entries in their company.

Job level

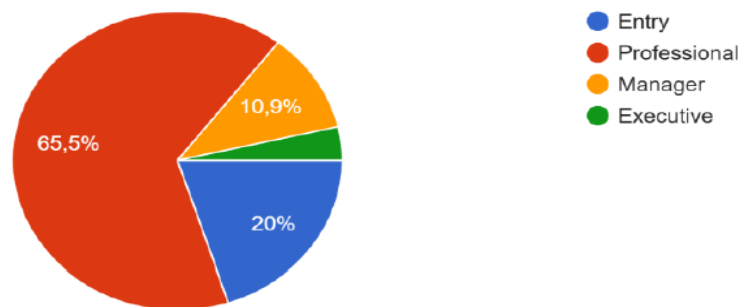


Figure 9 - Job Level of the Sample

(Source: Author's Own Elaboration)

Most of the respondents are professionals in their job, particularly 65,5%. 20% are in an entry level, 10,9% are at a manager level and a small percentage of 3,6% are executives.

Additionally, the organizational profiles of these 32 responding firms are as follows:

Industry sector of your organization

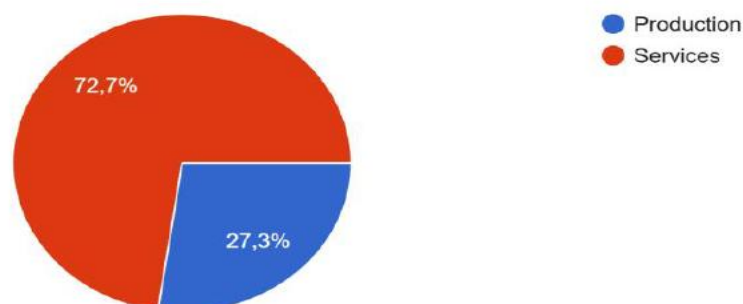


Figure 10 - Industry Sector of Organization

(Source: Author's Own Elaboration)

Regarding the industry sector, 72,7% of the respondents work in companies that provide services and 27,3% in companies that belong in the sector of production.

What is the nationality of your company ?

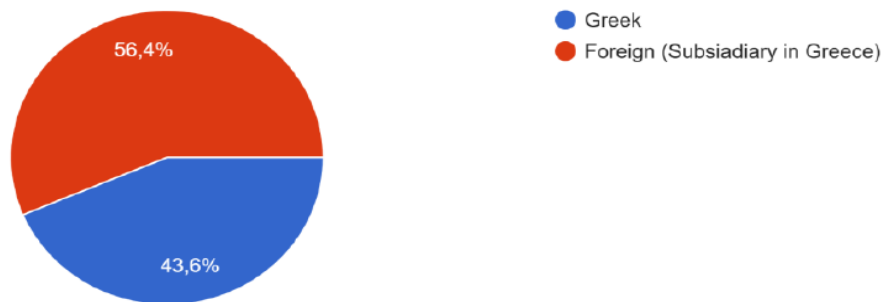


Figure 11 - Origin of Organization

(Source: Author's Own Elaboration)

Most of the companies of our sample are Greek (54,6%), while 43,6% are foreign with subsidiary in Greece.

What is the size of your organization (by number of employees)?

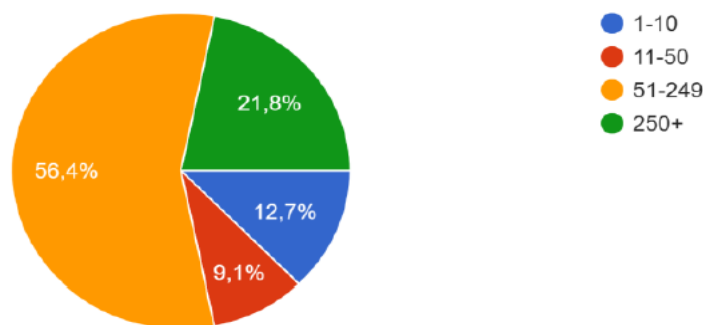


Figure 12 - Size of Organization

(Source: Author's Own Elaboration)

Last, 56,4% of the organizations employ 51-249 people, 21,8% are large organizations that employ over 250 people. The rest 21,8% are divided into smaller companies that have up to 50 employees.

3.4. Operationalization of key constructs

The questionnaire for this research includes some variables that we will describe in this subsection. We have one dependent variable, which is job retention and three independent variables, which are employee's engagement, organizational culture, work-life balance. Additionally, there is the factor of hybrid work which operates as the moderator in the relationship between dependent and independent variables.

The first column of the following Table 1 presents all the aforementioned variables; the second column lists the type of each variable; the third column lists the number of questions included in the questionnaire of this research for each variable; the fourth column indicates the source of the literature from which we obtained the variable; and the fifth column lists the key statistical measure, Cronbach's alpha.

Cronbach's alpha is a statistic that authors commonly quote to demonstrate that the tests and scales they have constructed or adopted for their research projects are fit for purposes. This statistic is regularly adopted in studies to validate questionnaires and also as a measure of reliability (Taber, 2017).

Cronbach's alpha statistic ranges from 0 to 1. A value above 0.6 indicates acceptable reliability, while a value above 0.7 indicates good reliability of a variable.

As depicted in Table 1, the variables "Job Retention" and "Work-life Balance" have very good reliability, while "Employee Engagement" has an acceptable reliability. The three items of "Organizational Culture" have good or very good reliability. However, the reliability of the "Market Culture" item of our independent variable "Organizational Culture" is extremely marginal, as it is close to 0.6 (0.595).

Lampros Tsantikos, The interaction of the hybrid work model with the factors that drive employee engagement and their intention to remain in the current workplace.

Construct	Type	Number of items	Source	Cronbach's Alpha
Job retention	Dependent variable	8 (see appendix)	1. Silva I., Dias Á. & Pereira L. F. (2024)	0,864
Employees' Engagement	Independent variable	3 (see appendix)	Meyer, Stanley, Herscovitch and Topolnytsky (2002)	0,645
Organizational culture	Independent variable	12 (see appendix)	1. Silva I., Dias Á. & Pereira L. F. (2024)	Hierarchy cult. 0,815 Market cult. 0,595 Clan cult. 0,705 Adhocracy cult. 0,886
Work-life balance	Independent variable	4 (see appendix)	1. Silva I., Dias Á. & Pereira L. F. (2024)	0,713
Hybrid work	Independent variable/Moderator	1 (see appendix)		

Table 1 -Operationalization of Variables

4. Empirical results

4.1. Descriptive statistics

Once the questionnaire responses had been collected from our sample, some descriptive statistics were generated to present the data graphically. Descriptive statistics are a set of statistical measures that summarize the characteristics and distribution of a set of data values. These measures may also include the minimum and maximum values, the range, the mean, the median, the mode and the standard deviation. They provide the basis for comparing different data series.

Descriptive statistics from a questionnaire can be summarized in the form of understandable, actionable graphics, such as histograms, charts, pie charts or graphs. In this study, demographic data are summarized in pie charts, while other data concerning our variables are summarized in histograms. Some of these histograms are shown below and will be compared and briefly explained.

How many times a week do you work remotely?

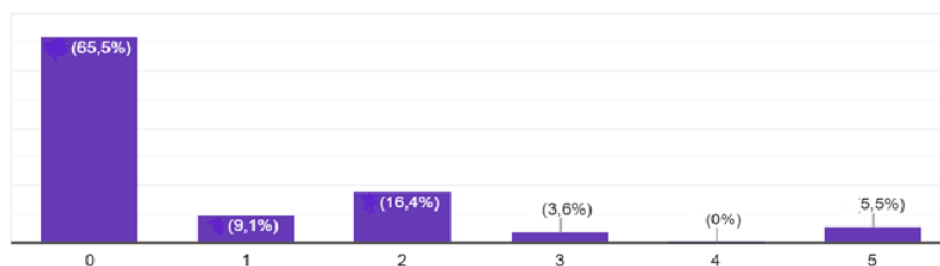


Figure 13 - Frequency of Remote Work Days per Week Among Survey Respondents

(Source: Author's Own Elaboration)

The figure 13 shows how often respondents work remotely during a typical week. A clear majority (65.5%) report never working remotely, suggesting that most employees fully work on-site.

Smaller proportions work remotely one or two days per week (9.1% and 16.4%, respectively), while very few report three or more remote days. Overall, the results suggest limited adoption of hybrid work in the sample.

My company considers working as a team important.

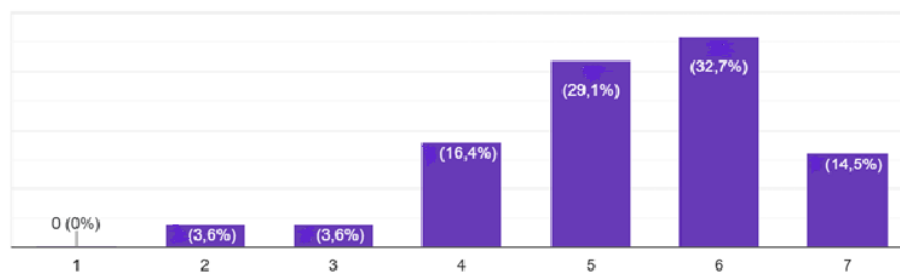


Figure 14 - Importance of Teamwork (Source: Author's Own Elaboration)

The figure 14 corresponds to the “Clan or Collaborate Culture” and shows that the distribution is clearly skewed towards higher values. The majority of responses fall between 5 and 7, with the highest proportion at 6 (32.7%), followed by 5 (29.1%). Moderate agreement (4) accounts for 16.4%, while very few respondents selected the lower scores of 2 and 3 (3.6% each). Overall, these results suggest that most employees believe their company strongly values teamwork.

My company encourages change and innovation.

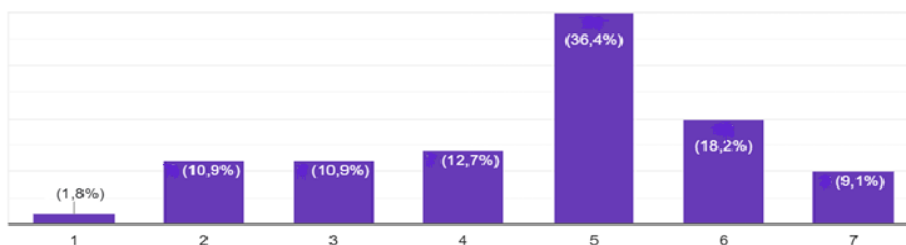


Figure 15 - Employee Perceptions of Company Encouragement for Change and Innovation

(Source: Author's Own Elaboration)

The figure 15 corresponds to the first type of culture, the “Adhocracy Culture”. This indicates that many respondents agree that their organization supports innovation. However, compared to the previous graph, there is a more skewness towards lower values. Overall, these results suggest a moderately positive perception, though they also indicate that not all employees strongly experience a culture of innovation.

My company believes ability related to a task is the most important requirement for employees.

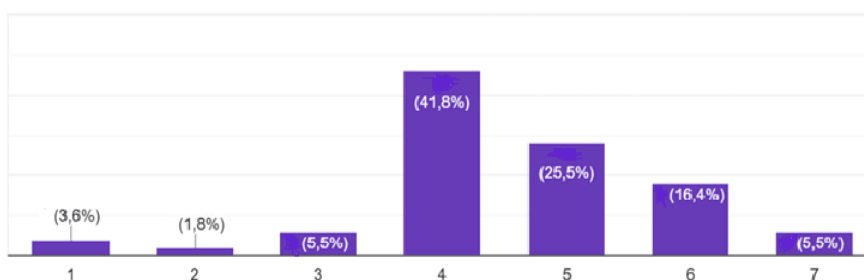


Figure 16 - Perceptions of Organizational Value Placed on Task-Related Ability

(Source: Author's Own Elaboration)

The graph16 corresponds to the “Market Culture” and shows that some respondents moderately agree with the perception that, for their companies, task-related ability is the most important quality in an employee. The majority of responses are moderate score 4 (41.8%), followed by score 5. Few respondents selected the lower scores of 1–3 or the higher score of 7.

My company emphasizes formal status and roles in the organization.

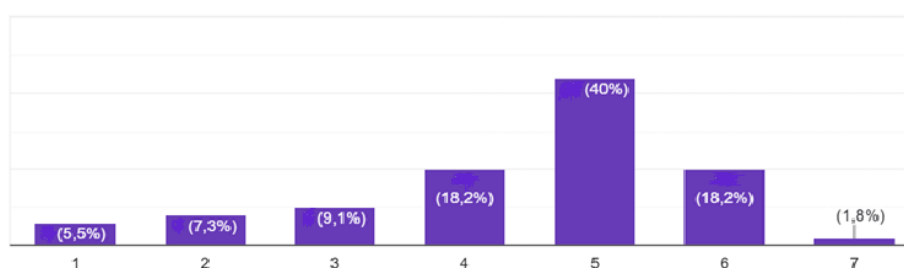


Figure 17 - Perceptions of Organizational Emphasis on Formal Status and Roles

(Source: Author's Own Elaboration)

The question of the above figure corresponds to “Hierarchy Culture”. This suggests that some respondents view their company's environment as formal and structured, with clear roles for employees. Respondents who scored 5 or 6 accounted for 40% and 18.2% of the sample, respectively. However, a notable percentage of respondents gave lower scores, indicating a less formal and structured environment in some companies.

I currently have a good balance between the time I have available for non-work activities.

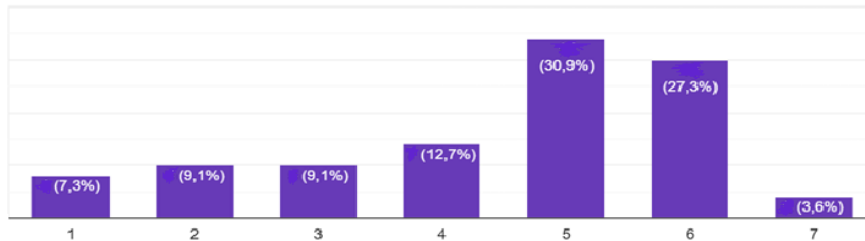


Figure 18 - Perceptions of Work-Life Balance

(Source: Author's Own Elaboration)

Regarding the above figure, this corresponds to the other independent variable, which is work-life balance. Though the distribution is slightly skewed towards higher scores, 5 (30,9%) and 6 (27,3%), there are also responses with lower scores, indicating that not all respondents feel that their work and non-work lives are balanced. However, these results suggest a moderately positive perception of work-life balance.

I feel emotionally invested in my work and in the success of my organization.

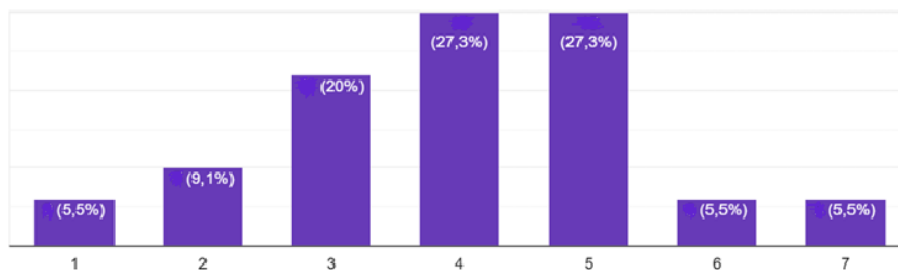


Figure 19 - Levels of Employee Engagement

(Source: Author's Own Elaboration)

The figure 19 also indicates that a moderately positive perception corresponds to another independent variable, i.e. employee engagement. The majority of responses fall within scores of 4 and 5, which have the same percentage (27.3%). However, a significant percentage of responses are also for score 2 (20%). Next is score 2, with 9.1%, and 5.5% for scores 1, 2, and 7. Not many employees in the sample are engaged with their organizations.

I am pleased to choose my company as a workplace

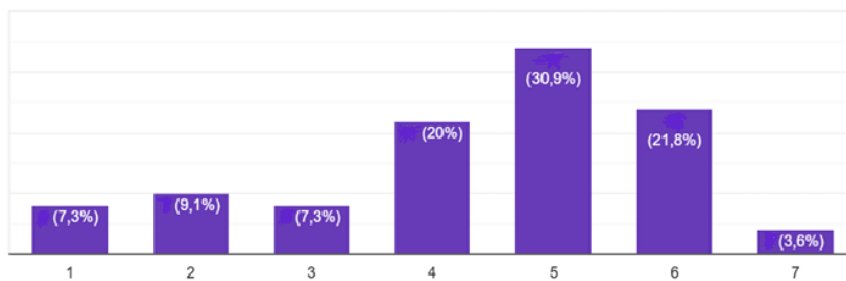


Figure 20 - Employee Intentions to Remain at Their Present Organization

(Source: Author's Own Elaboration)

I plan to work at my present job for as long as possible.

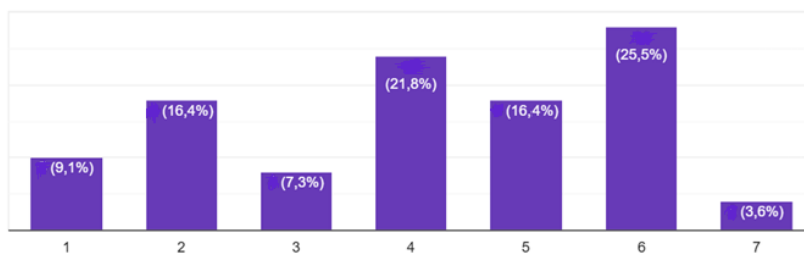


Figure 21 - Employee Intentions to Remain at Their Present Organization

(Source: Author's Own Elaboration)

The last two figures above relate to the dependent variable of the study, that is job retention. The majority of responses fall between scores of 4 and 6 in both graphs, indicating an overall moderate intention to remain in respondents' current workplace. The distribution of responses to the question "I am pleased to choose my company as a workplace" is more positively skewed than that of the second question, as there are more negative responses to the second question.

In conclusion, the most prevalent culture among the sample of respondents is Clan Culture, indicating that most respondents feel working in collaborative environments with a friendly or family-like atmosphere. Regarding the other variables, respondents have a moderately positive perception of them.

4.2. Correlation matrix

The coefficient of correlation measures the relative strength of the linear relationship between two numerical variables (Pearson Education Inc., 2020, Ch. 3, P. 180-181) The values of correlation range from -1 to +1. The following holds true for the values of the coefficient:

- The closer to -1, the stronger the negative linear relationship
- The closer to 1, the stronger the positive linear relationship
- The closer to 0, the weaker the linear relationship

The correlation table 2 shows one meaningful relationship. This notable relationship is between employee engagement (eng) and job retention (retent), which are strongly and positively correlated ($r = 0,7708$). This indicates that higher engagement is associated with a greater intention to remain in the organization. This strong relationship does not affect our analysis, as it concerns the two dependent variables.

There are also moderate positive correlations between engagement and organizational culture variables such as clan ($r = 0,6400$) and adhocracy ($r = 0,6348$), however these values of coefficient are lower than 0,7. Therefore, we do not perceive a strong correlation between them.

In contrast, remote work shows weak negative correlations with both engagement ($r = -0,1967$) and retention ($r = -0,3335$), implying weak relationships between them. Additionally, most demographic variables (e.g. age, gender and education) exhibit weak or negligible correlations with the main constructs, suggesting that they have limited direct influence.

Overall, the results suggest that organizational culture plays a moderate role in influencing employee engagement and retention. This is in contrast to remote/hybrid work and demographics, which are not as strongly related. However, all the coefficient values, except for the correlation coefficient between the two dependent variables, are within the range $-0,7$ to $+0,7$, indicating a weak or very weak correlation. As the constructs of the analysis are uncorrelated, we will proceed with regression analysis in the next subsection (4.3).

. correlate eng retent remotely clan adh market hierarchy age gender marital education nationality_org size
,obs=55)

Σημ.η	rete	eng	remot	clan	adh	mar	hieran	age	gend	marit	education	nationality_or	size
retent	1,0000												
eng	0,7708	1,0000											
remotely	-0,3335	-0,1967	1,0000										
Clan	0,5432	0,6400	-0,0247	1,0000									
adh	0,5903	0,6348	0,0896	0,6032	1,0000								
market	0,3653	0,3518	0,1317	0,4089	0,5101	1,0000							
hierarchy	0,1937	0,1853	-0,0485	0,0806	0,1952	0,4965	1,0000						
age	0,0265	-0,0971	-0,1449	-0,2590	-0,1211	0,0357	0,2706	1,0000					
gender	-0,0242	-0,0914	0,0057	-0,0253	0,0579	0,2370	0,1990	0,1379	1,0000				
marital	0,1639	0,0629	-0,1663	-0,0061	0,0963	0,0068	0,1007	0,4397	0,2794	1,0000			
education	0,0436	0,0024	-0,1474	0,0216	-0,0075	-0,0123	-0,0142	-0,2176	-0,1400	-0,1152	1,0000		
nationality_org	-0,0933	0,0584	0,3611	-0,0061	0,1200	0,0587	-0,2862	-0,2745	0,1318	-0,0454	-0,2621	1,0000	
size	0,1525	0,1806	0,2515	0,0436	0,2085	-0,0855	0,0528	-0,0985	0,0675	0,0779	-0,1640	0,3662	1,0000

Note: Correlations above $|0,14|$ are statistically significant at 0,05 level)

Table 2 - Correlation Matrix

4.3. Regression analysis

Regression analysis helps to identify relationships between variables. It seeks to discover how one or more X variables can predict the value of a Y variable. The Y variable is the dependent variable, as it depends on the values of X variable and is the one we wish to explain. X variables

are known as independent or predictor variables (Pearson Education Inc., 2020, Ch. 3, P. 180-181).

In this subsection, we first examine the direct relationship between one independent variable or demographic characteristic and the dependent variable using simple regression analysis. Table 3 shows which variables are statistically significant and the relationship between all aforementioned variables with job retention, which is the dependent variable.

In table 3 the statistically significant variables are the employees' engagement (eng) with $P > |Z| = 0,01$, the "clan culture" (clan) with $P > |Z| = 0,02$, the adhocracy culture (adh) with $P > |Z| = 0,018$, work-life balance with $P > |Z| = 0,009$, size of the organization with $P > |Z| = 0,065$ and remote/hybrid work (remotely) with $P > |Z| = 0,002$.

The analysis shows that employee engagement has a positive influence on their intention to stay, as the coefficient is equal to 0.628 (see Table 3). This suggests that employees who feel emotionally connected, motivated, and involved in their organization are more likely to remain with their employer. Employees who are engaged typically experience higher job satisfaction, stronger commitment and a greater sense of purpose at work, which reduces their intention to leave the organization. These findings align with previous studies indicating that engagement strengthens employees' connection to the organization, positively impacting retention.

A clan culture and an adhocracy culture seem to also have a positive influence on employees' intention to remain with the organization, as the coefficients equal to 0,5 and 0,468 respectively. This means that percentage of employees' retention tends to be higher in organizations with a friendly and collaborative environment, or with an element of innovation than in organizations with hierarchical, stereotypical cultures or organizations that focus on strong internal and external competition, as well as on goals and targets.

Work-life balance (coefficient = 0,629) and size of the organization (coefficient = 0,398) also have a positive influence on job retention. The positive relationship between work-life balance and job retention implies that a good balance between work and non-work activities can increase retention. A supportive work-life balance can reduce stress, boost job satisfaction and improve overall employee well-being. This strengthens organizational commitment and

retention. These findings corroborate previous research suggesting that organizations that promote work–life balance are more successful at retaining employees in the long term.

Similarly, the positive relationship between organization’s size and retention suggests that job retention is higher in larger organizations. This may be due to higher job security, greater career development opportunities and more competitive compensation and benefits in larger organizations. Additionally, larger companies may have more structured HR practices and employee support systems, which can strengthen employees’ engagement and reduce turnover intentions.

Regarding remote working, the study shows a negative influence on job retention, as the coefficient equals to -0.67. This suggests that the more someone works remotely, the less likely they are to remain with the company. Although remote working offers flexibility and autonomy, excessive physical distance from the workplace can reduce social interaction, collaboration, and employees’ sense of belonging. Employees who work remotely for long periods may feel isolated from organizational culture and disconnected from colleagues and managers. This may also limit opportunities for informal communication, career visibility, and professional development, reducing long-term commitment to the organization. Furthermore, remote employees may experience blurred work–life boundaries and lower engagement, which can increase turnover intentions over time. The finding therefore indicates that while remote work is something positive for employment relations that provides several important benefits, organizations must carefully manage communication, inclusion, and employee support to prevent negative effects on retention. Also, management teams of organizations may prefer to implement hybrid work instead of totally remote work, for example three days’ work from home and two days’ work from office. Consequently, remote work alone may not guarantee employee engagement unless it is supported by strong organizational practices and a positive work environment.

retent	Coefficient	Std. err.	z	P> Z	[95% conf. Interval]	Column1
eng	0,6284205	0,1942071	3,24	0,001	0,2477815	1,0090590
remotely	-0,6704081	0,2151966	-3,12	0,002	-1,092186	-0,2486305
clan	0,4999498	0,2154775	2,32	0,020	0,0776217	0,9222779
adh	0,4676445	0,1972997	2,37	0,018	0,0809443	0,8543447
market	0,1705016	0,2830281	0,60	0,547	-0,3842233	0,7252265
hierarchy	-0,0216764	0,16802	-0,13	0,897	-0,3509895	0,3076366
wlb	0,6293117	0,2398605	2,62	0,009	0,1591938	1,09943
age	0,2037723	0,3124793	0,65	0,514	-0,408676	0,8162205
gender	-0,4620593	0,3634272	-1,27	0,204	-1,174364	0,2502450
marital	0,1108868	0,2501144	0,44	0,658	-0,3793284	0,6011021
education	0,0793022	0,2740137	0,29	0,772	-0,4577548	0,6163593
nationality_org	-0,4678232	0,4266074	-1,10	0,273	-1,303958	0,3683119
size	0,3978906	0,2154003	1,85	0,065	-0,0242862	0,8200674

Table 3 - Regression Analysis (Retention as the Dependent Variable)

Table 3 concerns the direct relationships of variables with the dependent variable of the research. However, in addition to analyzing direct relationships, regression analysis was also used to identify the effect of remote work on the relationship between the dependent variable and the independent variables. As mentioned in previous chapter, remote/hybrid work acts as a moderator in our research. For example, our analysis of direct relationships revealed that clan culture has a positive relationship with job retention. The following analysis aims to determine the effect of our moderator (remote/hybrid work) on the positive relationship between clan culture and job retention.

Table 4 presents the regression analysis data of the impact of remote working on the relationships between job retention (the dependent variable) and independent variables. The statistically significant indicator in this analysis of the moderator with the other variables is the “rhier” ($P|Z| = 0,095$). Remote work negatively influences the effect of hierarchical culture on job retention, as the moderating coefficient is negative (-0.281). In organizations characterized by hierarchical cultures, employees often rely on close supervision, clear authority practices and direct communication with management. Remote work may weaken these characteristics by reducing face-to-face interaction and limiting managerial visibility and control. In this model, there is no empirical evidence that remote or hybrid work significantly changes the relationship between the other independent variables and job retention. The absence of statistically significant interactions for the other independent variables suggests that remote or

hybrid work does not substantially alter their relationship with job retention within this sample. Therefore, the moderating effect of remote work appears to be particularly relevant in organizations with stronger hierarchical cultural structure.

retent	Coefficient	Std. err.	Z	P> Z	[95% conf. interval]	Column1
eng	0,4519503	0,168798	2,68	0,007	0,121112	0,782788
remotely	-0,6592086	1,583271	-0,42	0,677	-3,762363	2,443946
clan	0,490584	0,2349414	2,09	0,037	0,0301073	0,9510606
adh	0,8471675	0,2570748	3,30	0,001	0,343310	1,351025
market	-0,295238	0,3516162	-0,84	0,401	-0,9843935	0,3939169
hierarchy	0,1293314	0,1935085	0,67	0,504	-0,249938	0,508601
wlb	0,800715	0,2616185	3,06	0,002	0,2879519	1,3134780
age	0,1011065	0,3272832	0,31	0,757	-0,5403567	0,742570
gender	-0,5579149	0,3770808	-1,48	0,139	-1,29698	0,1811499
marital	0,1015219	0,2663666	0,38	0,703	-0,420547	0,6235908
education	0,0741443	0,2879914	0,26	0,797	-0,4903085	0,6385972
nationality org	-0,5075862	0,437562	-1,16	0,246	-1,365192	0,3500197
size	0,4452986	0,2186992	2,04	0,042	0,0166561	0,8739411
reng	0,132415	0,2926314	0,45	0,651	-0,4411320	0,7059619
rclan	0,1924673	0,2589263	0,74	0,457	-0,315019	0,6999535
radh	-0,3318605	0,2244346	-1,48	0,139	-0,7717442	0,1080232
rmkt	0,4565854	0,289490	1,58	0,115	-0,110805	1,0239760
rhier	-0,281036	0,1754870	-1,60	0,095	-0,6249842	0,0629121
rwlb	-0,0096684	0,2082976	-0,46	0,643	-0,504940	0,3115716

Table 4 - Regression Analysis (Retention as the Dependent Variable and Hybridity as the Moderator)

5. Findings and discussion

Table 5 below presents the results of hypotheses created in chapter 2 for our analysis. Five out of twelve hypotheses are accepted based on the data of the analysis and six of the hypotheses are not supported. One hypothesis about the positive linkage between clan culture and retention, and if further strengthened with increased hybridity, is slightly accepted due to positive coefficient but is not statistically significant because of the p-value.

Hypothesis	Result on hypothesis
Employees' engagement is expected to be statistically significant and positively related to job retention.	Accepted
Control (Hierarchy) culture is expected to be statistically significant and negatively related to job retention.	Not supported
Compete (Market) culture is expected to be statistically significant and positively related to job retention.	Not supported
Collaborate (Clan) culture is expected to be statistically significant and positively related to job retention.	Accepted
Create (Adhocracy) culture is expected to be statistically significant and positively related to job retention.	Accepted
Work-life balance is expected to be statistically significant and positively related to job retention.	Accepted
Hybrid work models moderate the relationship between employee's engagement and job retention such that the positive linkage between engagement and retention will be further weakened with increased hybridity.	Not supported
Hybrid work models moderate the relationship between hierarchy culture and job retention such that the negative linkage between hierarchy culture and retention will be further strengthened with increased hybridity.	Accepted
Hybrid work models moderate the relationship between market culture and job retention such that the positive linkage between market culture and retention will be further weakened with increased hybridity.	Not supported
Hybrid work models moderate the relationship between clan culture and job retention such that the positive linkage between clan culture and retention will be further strengthened with increased hybridity.	Not supported
Hybrid work models moderate the relationship between adhocracy culture and job retention such that the positive linkage between adhocracy culture and retention will be further strengthened with increased hybridity.	Not supported
Hybrid work models moderate the relationship between work-life balance and job retention such that the positive linkage between work-life balance and retention will be further strengthened with increased hybridity.	Not supported

Table 5 - Hypothesis Testing

The first hypothesis that is accepted from the findings of the research is that “employees’ engagement is expected to be statistically significant and positively related to job retention”. Empirical confirmation of this hypothesis highlights the important role of employee engagement in stabilizing organizational retention and reducing turnover intentions. When employees demonstrate high levels of dedication and absorption in their roles, their psychological connection to the organization strengthens, reducing the likelihood of voluntarily leaving. This positive, statistically significant relationship suggests that engagement acts as a robust internal anchor, aligning individual motivations with organizational goals.

Consequently, fostering engagement directly enhances job retention, as fulfilled employees perceive greater long-term value and growth within their current workplace. These results ultimately provide human resource management with significant insights, proving that strategic investments in employee engagement are empirically linked to sustained workforce stability.

Another accepted hypothesis of the dissertation is that “Collaborate (Clan) culture is expected to be statistically significant and positively related to job retention”. The confirmation of this hypothesis highlights the profound impact that a “Collaborate” organizational culture has on fostering long-term workforce stability. In environments characterized by shared values, mutual trust and a family-like atmosphere, employees develop a deep sense of loyalty and belonging. This positive relationship suggests that the supportive, team-oriented dynamics inherent in a clan culture effectively reduce employee intentions to leave by prioritizing morale and well-being. Consequently, these findings demonstrate that creating a collaborative cultural environment that focuses on people is an effective strategy for increasing job retention.

Additionally, the statistical confirmation of hypothesis that “Create (Adhocracy) culture is expected to be statistically significant and positively related to job retention” underlines its crucial role on increasing employees’ retention. This type of culture is characterized by innovation, creativity and a high tolerance for risk-taking, thus this positive relationship shows that when employees are encouraged to innovate and experiment, their motivation and professional growth are significantly stimulated. Rather than causing burnout, the flexibility and nature of an innovative environment act as a powerful retention mechanism. Consequently, these findings suggest that organizations can reduce voluntary turnover by fostering an adaptable workplace that celebrates pioneering initiatives. Ultimately, this evidence suggests that fostering creativity is a highly effective modern strategy for securing long-term commitment from the employees.

Another initial hypothesis that our findings confirm is that “Work-life balance is expected to be statistically significant and positively related to job retention”. This is not surprising, given that modern professionals, especially Generation Z, place great importance on well-being and achieving a balance between their professional and personal lives. The acceptance of this hypothesis highlights work-life balance as a key factor in retaining employees in the modern workplace. When an organization successfully implements practices that enable employees to

balance their professional and personal lives effectively, chronic stress and burnout are inevitably reduced. The positive, statistically significant relationship indicates that employees who experience low levels of role conflict develop a stronger sense of organizational gratitude and psychological well-being. By respecting boundaries outside working hours, organizations foster an environment in which individuals feel valued as whole people rather than as economic inputs. The findings demonstrate that robust work-life initiatives are a crucial retention mechanism, directly translating into lower intentions to leave the organization voluntarily. From human resource managers' point of view, they could take the confirmation of this hypothesis as a guide in order to create flexible and supportive scheduling for increasing workforce's intention to remain in their current workplace.

The last hypothesis that finally confirmed by the findings' analysis is that "Hybrid work models moderate the relationship between hierarchy culture and job retention such that the positive linkage between hierarchy culture and retention will be further weakened with increased hybridity". In a hierarchy culture are greatly valued stability, control, predictability and efficiency of workforce. Therefore, hierarchy culture fosters job retention through its aforementioned characteristics. However, the statistically significant negative moderation effect proves that increasing the level of hybridity disrupts these traditional mechanisms by decoupling work from a centralized physical space. As remote autonomy increases, the structured control and strict oversight inherent in a hierarchical workplace become less effective in fostering employee loyalty or psychological attachment. This suggests that the psychological distance introduced by hybrid work models actively undermines the structural adherence that usually keeps individuals within a formalized system. Consequently, these findings offer a noteworthy theoretical contribution by demonstrating that modern flexible work arrangements fundamentally misalign with and undermine the retention strategies of highly bureaucratic organizations.

One of the main empirical findings of this study is the negative relationship between remote working and job retention. This directly contradicts the literature review, which emphasizes the positive impact of flexibility and autonomy. This unexpected negative association suggests that the theoretical benefits of remote working do not universally apply in different socio-economic contexts, particularly in the specific case of Greece. The sample's unique demographic profile further clarifies this divergence: 90.9% of respondents fall into the 25–44 age group. As the

core of the Greek active workforce, this generation entered or navigated their formative career years during the prolonged economic crisis, making them highly sensitive to employment insecurity. In this macroeconomic context, remote work may not be perceived as a progressive benefit, but rather as a source of job insecurity, organizational isolation or a lack of career advancement opportunities, thereby driving turnover intentions. Furthermore, individuals in this age group are often in intensive life phases, such as establishing households or raising young children. Consequently, remote work in Greek urban environments can lead to the stressful overlap of professional and family responsibilities, resulting in severe boundary blurring and accelerated burnout. This issue is compounded by the collectivist nature of Greek workplace culture, which emphasizes face-to-face interpersonal relationships and physical solidarity as key factors in building organizational loyalty. For this young-to-mid-career demographic, prolonged physical isolation undermines the spontaneous mentorship and cultural connection that are traditionally necessary to build institutional trust.

Additionally, many Greek organizations employing this age group may lack the digital maturity or decentralized management styles necessary to foster remote psychological safety, transforming autonomy into isolation. Therefore, this study shows that the benefits of remote working for employee retention depend on age-specific life cycle needs and national economic contexts. This proves that Western-centric models of flexibility cannot be applied to the Greek labor market without significant strategic adaptation.

6. Conclusions

This dissertation examined the relationship between employee engagement, organizational culture, work–life balance, and job retention, while also investigating the moderating role of hybrid or remote working arrangements. The study was conducted within the context of changing employment relations and the increasing adoption of hybrid work models in modern organizations. Flexible working arrangements continue to be expanded worldwide, while managers and researchers find it important to understand factors that drive employees' intention to remain in organization.

The study's findings demonstrate that employee engagement, clan culture, adhocracy culture and work–life balance have a positive influence on job retention. Employees' engagement was found to be one of the strongest predictors of retention, suggesting that employees who feel emotionally connected to, motivated by, and involved in their work are more likely to remain within the organization. The analysis of the data also found that a strong sense of clan culture has a positive effect on job retention. Organizations characterized by collaboration and trust and supportive environment seem to have more chances to retain workforce. This finding emphasizes the significance of organizational culture as a non-financial factor in retention. These results therefore not only emphasize the importance of creating a supportive work environment that encourages recognition and meaningful employee involvement, but also how important it is for employees to experience a sense of belonging and organizational support in their workplace. Similarly, an adhocracy culture was found to have a positive and statistically significant relationship with job retention. This implies that innovative and flexible working environments that offer autonomy and creativity may have positive impact on workforce intention of remaining in a company.

Additionally, analysis demonstrates that work-life balance also has positive influence on job retention. When professional and personal of family responsibilities are balanced, this is very meaningful to employees. This finding is particularly relevant in the context of hybrid or remote working arrangements and supports existing literature suggesting that organizations that promote employee well-being and flexibility can reduce turnover intentions.

On the contrary, hierarchy and market culture do not seem to be statistically significant for the direct relationships with job retention. This implies that companies with more competitive and strongly controlled organizational environments have not significant chances to reduce turnover intentions of their employees.

The study also investigated the direct impact of remote working on job retention. While remote working offers flexibility and autonomy, the results showed that there is a negative correlation between remote working and job retention. This implies that an increase in remote work would not mean an increase in employees' intention to stay with organization. The explanation for this could be that increased remote work could result in reduced face-to-face interaction and limited integration into culture of organization. People who work remotely for extended periods may face difficulties with isolation and have fewer opportunities for informal communication and career development. Therefore, if not supported by effective managerial and organizational practices, remote work may weaken employees' emotional attachment to a firm.

The key contribution of the current dissertation was the investigation of moderating role of remote or hybrid work arrangements in relation to the variables that influence job retention. The findings showed that remote work did not significantly moderate the relationships between employee engagement, clan culture, adhocracy culture, market culture, or work-life balance and retention. These imply that the positive effects of engagement, clan or adhocracy culture and work-life balance on retention remain relatively stable regardless of the degree of hybridity within a company.

Exception from non-significant relationships constitutes the interaction between remote work and hierarchical culture, which demonstrated a negative coefficient, suggesting that remote working could undermine the link between a hierarchical culture and job retention. In highly hierarchical organizations, there are often the phenomena of direct supervision and formal, structured communication. Remote work may weaken these mechanisms and therefore, employees may feel less connected to the organization when working remotely.

This dissertation has several practical implications. Although remote working offers flexibility and autonomy, the findings suggest that flexibility alone is not enough to encourage employees to stay with an organization. HR management teams that aim to improve retention rate should focus on constructing policies that enhance work-life balance, employee engagement and

creating supportive types of organizational culture. Regarding firms that support hybrid work and seek to remain competitive in the current labor market, has become a strategic imperative understanding of how hybrid work arrangements influence employees' attitudes and retention. Employees require managerial support, effective communication, inclusion in company's processes and professional development. Therefore, managers should take into consideration that implementing remote or hybrid work policies will not automatically improve employee satisfaction or retention. Instead, organizations should adopt a more holistic approach, combining flexibility with supportive leadership practices, employee recognition and initiatives that strengthen organizational commitment.

The findings also highlight the growing importance of organizational culture in modern employment relations. In hybrid work models there is limited physical interaction among employees, making it challenging to organizations to maintain cultural cohesion. Consequently, organizations may need to place greater emphasis on promoting teamwork and creating inclusive practices to ensure that remote employees, especially younger ones, remain integrated into the organizational environment.

Furthermore, the findings of this dissertation may have implications for employee well-being and mental health. Although flexibility and autonomy can improve work-life balance, excessive remote working can lead to feelings of isolation and emotional exhaustion. Management teams should ensure that employees remain connected to organizational culture through effective communication and opportunities for collaboration trying to reduce feelings of isolation. Also, employees who work remotely for extended periods may find it difficult to distinguish between work and personal life, resulting in blurred boundaries between the two. Therefore, HR managers should implement policies that encourage employees to disconnect from work outside of working hours.

Undoubtedly, this is a study with limitations. The findings are based on a specific sample and organizational context, which may restrict the extent to which the results can be generalized. The study's sample of 192 respondents is heavily biased towards women, younger employees and individuals working in the service sector. However, the dissertation neither acknowledges nor discusses these imbalances as limitations. With 65.5% of respondents being women, almost half of whom are aged 25–34, and 72.7% of whom are employed in services, the sample does

not reflect the demographic or sectoral diversity of the wider Greek workforce. This lack of representativeness restricts the extent to which the findings can be generalized, particularly given that the study examines workplace models and engagement factors which may vary significantly across age groups, industries and organizational structures.

Another limitation of this dissertation is its conclusion that hybrid work does not necessarily result in higher job retention. However, this claim is based on a narrow and weak definition of hybrid working, which is measured only by the number of days spent working remotely per week. Such a limited measure cannot capture the complexity of hybrid working arrangements, which encompass autonomy, managerial support, digital infrastructure, communication quality and team cohesion. Additionally, the cross-sectional nature of the research restricts our ability to establish causal relationships between the variables.

Future research could examine these relationships in several industries, organizations of different sizes and countries. Also, future studies could investigate additional variables and their influence in the context of hybrid work arrangements. Such variables could be different leadership styles, psychological safety and technological support.

In conclusion, this dissertation makes a valuable contribution to existing literature by examining the integration of concepts from organizational behavior, employment relations and human resource management in the context of hybrid working. At the same time, the research broadens our understanding of the moderating role of hybrid work arrangements, demonstrating that their impact is more complex than is generally recognized. The study demonstrates that employees' engagement, culture of a company and work-life balance play crucial role in trying to improve job retention. In this rapidly changing world, hybrid work is the future of employment relations, particularly in large cities where traffic and an imbalanced work-life are problems for many workers. Additionally, remote working enables people with mobility issues to work like anyone else, eliminating the need to commute.

Although hybrid work is perceived as beneficial, the findings suggest that its effects depend largely on organizational context and how remote work arrangements are implemented and managed. Even though remote work still appears a number of difficulties for the workers, such as the fact that many of them feel connected to their responsibilities after working hours, measures should be adopted by the companies in order to moderate them. Management teams

of organizations should implement practices that improve work-life balance and for example they can adopt remote work two or three times a week for their employees, rather than full-time remote work.

Moreover, the findings could help managers and policymakers design future workplace strategies, as labor markets are increasingly competitive and flexibility and well-being are more significant for employees. Creating effective and supportive cultures, investing in employees' engagement and promoting work-life balance in hybrid work arrangements would be crucial steps in retaining their workforce.

Taking into consideration all the aforementioned arguments, hybrid work arrangements constitute a key feature, a hope of current and future employment relations. However, the findings suggest that hybrid work does not automatically result in increased job retention rates, unless this is accompanied by properly structured HR policies. These policies may protect both employees and organizations from remote work's complex effects and balance them.

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Appendix A: Thesis questionnaire

You are invited to take part in a research study conducted as part of a postgraduate dissertation. The purpose of this study is to examine “*The interaction of the hybrid work model with the factors that drive employee engagement and their intention to remain in the current workplace.*” The goal of this research is to provide insights into how hybrid work arrangements influence organizations’ culture, employee attitudes, engagement and retention, contributing to both academic knowledge and practical organizational strategies.

Your participation involves answering a 36-question questionnaire exploring your experiences and perceptions of the interaction between hybrid working and specific variables. The survey is designed to be concise and should take approximately **10 minutes** to complete.

Please be assured that your participation is entirely voluntary. All responses will be treated with strict **confidentiality and anonymity**. No personally identifiable information will be collected, and the data will be used solely for academic purposes. The results will be reported in aggregate form, ensuring that individual responses cannot be traced back to any participant.

Kind regards,

Lampros Tsantikos

Hellenic Open University

Appendix B: Questionnaire

1. What is your age group?

☐ Under 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55+

2. Gender:

☐ Male ☐ Female

3. Marital status

☐ Single ☐ Married ☐ Married with kids

4. Length of time with current organization:

☐ <1 year ☐ 1–3 years ☐ 4–6 years ☐ 7+ years

5. Job level

☐ Entry ☐ Professional ☐ Manager ☐ Executive

6. Industry sector of your company

☐ Production ☐ Services

7. Your organization operates

☐ Locally ☐ As subsidiary of an international company

8. What is the size of your organization (by number of employees)?

☐ 1-10 ☐ 11-50 ☐ 51-249 ☐ 250+

9. How many times a week do you work remotely?

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

**Please define below from 1 to 7. Number 1 indicates very low agreement and 7 indicates very high agreement with the sentence.*

10. My company has a family-like atmosphere.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

11. My company considers solidarity and a feeling of oneness as important

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

12. My company considers working as a team important.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

13. My company encourages change and innovation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

14. My company fairly compensates innovation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

15. My company gives more incentive to creative people.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

16. My company emphasizes competition and outcome excellence.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

17. My company believes ability related to a task is the most important requirement for employees.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

18. My company evaluates employee performance on the basis of actual outcomes.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

19. My company emphasizes formalization and structure.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

20. My company takes a one-way, top-down approach to communication.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

21. My company emphasizes formal status and roles in the organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

22. I feel emotionally invested in my work and in the success of my organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

23. I am willing to put in extra effort beyond what is normally expected to help my organization succeed.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

24. I feel motivated and enthusiastic when carrying out my job responsibilities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

25. I currently have a good balance between the time I have available for non-work activities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

26. I have difficulty balancing my work and non-work activities (-)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

27. I feel that the balance between my work demands and non-work activities is currently about right.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

28. Overall, I believe, that my work and non-work life are balanced.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

29. I would like to continue working at my company as a workplace for life.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

30. I am pleased to choose my company as a workplace.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

31. Even if the opportunity to choose work again is given to me, my company will be considered a priority.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

32. I accept my company's future and fate as mine.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

33. I think my company is the best workplace to me.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

34. I plan to work at my present job for as long as possible.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

35. I will most certainly look for a new job in the near future (reversely coded).

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

36. I plan to stay in this job for at least two to three years.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

Author's Statement: |

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations. |