

EXPLORING THE INFLUENCE OF HYBRID WORK MODELS, PERSONALITY TRAITS, AND EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION IN KARACHI'S SERVICES AND MANUFACTURING COMPANIES.

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Abstract

This research addresses the exploring the influence hybrid work models on employee retention, with an emphasis on the facilitating role of employee involvement and moderating effects of personality traits. Employing a mixed-methods approach comprising questionnaire and interviews, the study investigates into the degree dynamics shaping retention decisions within contemporary workplaces.

The primary research problem revolves around understanding how hybrid work arrangements influence employee retention rates and the underlying mechanisms driving these effects. Through quantitative analysis and qualitative insights gathered from participants, the study does to provide comprehensive understandings into the relationship between hybrid work models, employee engagement, personality traits, and retention.

Key findings indicate a strong positive link between hybrid work models and employee retention, underlining the value of flexible work arrangements in fostering organizational loyalty. Moreover, the research identifies employee engagement as a critical mediator, suggesting that higher levels of engagement contribute to enhanced retention outcomes. Additionally, the moderating effect of personality traits highlights individual differences in response to hybrid work environments, emphasizing the need for tailored retention strategies that account for diverse employee characteristics and this result the all alternative hypothesis are accepted after running the regression analysis.

Keywords: Exploring, Hybrid Work Models, Personality Traits, Employee Retention

Introduction

The scene of work has undergone a profound transformation in recent years, marked by the widespread adoption of hybrid work models. This move has been catalyzed by different factors, including advancements in technology, changing societal norms, and the global pandemic. Hybrid work, characterized by a blend of remote and on-site work, offers flexibility and adaptability to

meet the diverse needs of both employees and employers. As organizations navigate this evolving paradigm, understanding its implications for employee retention becomes paramount.

Background and Context

The concept of hybrid work has gained traction in response to the evolving preferences and demands of the modern workforce. Traditionally, work was predominantly conducted in a physical office environment, with limited flexibility in terms of location and schedule. However, with the advent of digital technology and communication tools, remote work has become increasingly feasible and prevalent.

The COVID-19 widespread advance accelerated the adoption of remotely work, as organizations were constrained to adjust to lockdowns and social separating measures. Many employees experienced the benefits of farther work, such as diminished commuting time and expanded independence, driving to a reevaluation of conventional work standards.

In parallel, the concept of half breed work risen as a center ground between completely inaccessible and completely on-site work courses of action. Cross breed work permits workers to adjust the benefits of farther work, such as adaptability.

Research Problem

This study delves into the influence of hybrid work models on employee retention, investing components such as job satisfaction, work-life balance, and engagement, with a focus on the mediating role of employee engagement. It points to reveal challenges like communication boundaries and separation and evaluate their effect on retention decisions. Additionally, the research investigates how individual personality traits moderate the relationship between hybrid work and retention, offering insights for customized organizational strategies.

Research Questions

- How does the implementation of a hybrid work model directly influence employee retention?
- What is the relationship between employee engagement levels and the likelihood of employee retention within organizations adopting a hybrid work model?
- How different personality traits influence the relationship between the hybrid work model and employee retention?
- To what extent does employee engagement mediate the relationship between the hybrid work model and employee retention?

Research Objectives

- The research objectives are delineated as follows:
- Evaluate the impact of a hybrid work model on employee retention rates by conducting a comparative analysis with traditional work arrangements.
- Measure the correlation between employee engagement levels and the likelihood of employee retention within organizations embracing a hybrid work model.
- Identify specific personality traits that moderate the relationship between the hybrid work model and employee retention.

- Identify factors that have influenced employees' consideration of leaving the organization in a hybrid working model.

Scope of Research

This research focuses on exploring the impact of hybrid work models on employee retention, with particular attention to the mediating role of employee engagement and the moderating effect of personality traits. The study encompasses a comprehensive review of existing literature, empirical evidence, and theoretical frameworks to provide insights into the complex interplay between hybrid work arrangements and retention outcomes.

Thesis Statement

In summary, this research aims to uncover the intricate dynamics of hybrid work models, employee engagement, personality traits, and their collective influence on employee retention. By synthesizing existing knowledge and empirical findings, the study endeavors to offer actionable insights for organizations striving to optimize their hybrid work strategies and foster a thriving workforce in the contemporary work landscape.

Literature Review

The systematic literature review encompassed various aspects of hybrid work models, focusing on elements such as organizational culture, transparency, employee recognition, leadership, and the influence on employee engagement, retention, output, and well-being. Studies highlighted the experiments and opportunities presented by hybrid work arrangements, including the need for effective communication, digital collaboration tools, and managerial support. While some research suggested a positive relationship between hybrid work and employee engagement, productivity, and satisfaction, other studies emphasized the complexity of factors influencing these outcomes, such as workload, control, reward systems, and leadership behaviors. Overall, the literature underscored the importance of understanding the nuances of hybrid work environments and tailoring organizational strategies to optimize employee outcomes while navigating the evolving landscape of work culture.

The contemporary workplace is undergoing a transformative shift with the widespread adoption of hybrid work models, defined by a flexible blend of in-office and remote work. This literature review explores the complex interrelationships among the hybrid work model, employee engagement, personality traits, and employee retention. Understanding these dynamics is crucial for organizations striving to create adaptive and appealing work environments.

1) Hybrid Work Model”

The hybrid work model has gained prominence as organizations recognize the importance of flexibility in meeting the various needs and first choices of their workforce. Research by **Bloom et al. (2015)** suggests that flexibility in work arrangements contributes positively to employee retention, enabling a better work-life balance and various companies use the listed hybrid work models in their culture,

- 1.1) **Flexible hybrid work model:** “Employees select their area and working hours based on their needs for the day.

- 1.2) **Fixed hybrid work model:** “The organization sets the days and times workforces are permitted to work remotely or go into the office”.
- 1.3) **Office-first hybrid work model:** This model is mixed up of the office and some remotely days, where employee has to perform the duties accordingly.

However, the impact of the hybrid model on retention is multidimensional, involving factors such as communication, technology, and leadership style (Brewer, 2018). Organizations need to direct these complexities to connect the benefits of hybrid work while mitigating potential challenges.

2) Employee Engagement

Employee engagement is a pivotal factor influencing retention. Busy employees are more likely to be dedicated to their roles and organizations (Schaufeli et al., 2002). In the framework of the hybrid work model, the mediating role of employee engagement becomes crucial. As employees navigate a blend of in-office and remote work, their engagement levels may be influenced by dynamics such as communication effectiveness, autonomy, and access to resources (Shuck et al., 2017). Higher engagement is anticipated to strengthen the relationship between the hybrid model and employee retention.

3) Personality Traits

Individual variances play a significant role in shaping employees' responses to work environments. Personality traits, such as Introvert, Extrovert, and Ambivert, can moderate the connection between the hybrid work model and employee results (Tett et al., 2012).

3.1) Introvert

Introversion involves a preference for internal experiences over external stimuli, leading to introverted individuals maintaining a small circle of close friends. They exhibit traits like self-awareness, contemplation, and thoughtfulness, nurtured by solitary activities and deep reflection

Extrovert

Extroverts thrive in lively environments and enjoy socializing at work or during social gatherings. They exude spontaneity, comfort in social settings, and an outgoing demeanor.

3.2) Ambivert

An ambivert shows traits of both introversion and extroversion. They may find satisfaction in a balance of social interactions and solitary activities, deriving validation from both. Their preferences for alone time or socializing depend on their mood or individual desires.

Employee Retention

Employee retention is becoming increasingly important in the context of the evolving hybrid work model, where employees divided their time between remote and in-office work. Research indicates that organizations implementing a hybrid work model need to pay special attention to factors such as communication, flexibility, and support for remote employees to ensure high retention rates (Chen et al., 2022). Offering flexible work schedules, providing adequate technology infrastructure for remote work, and fostering a sense of belonging and connection among remote

and in-office workers are essential strategies for retaining talent in a hybrid work environment. By adapting retention strategies to accommodate the unique needs of hybrid work, organizations can maintain high employee satisfaction and commitment, driving

Strategically success in the increasingly remote-friendly landscape. **Mullins (2009)** perceives employee retention as expressing the commitment to wholeheartedly engage in work. They also suggest that employee retention encompasses aspects such as utilizing time effectively, meticulous attention to detail, going the extra mile, embracing change, collaborating with others, personal growth, honoring trust, taking pride in one's abilities, pursuing enhancements, and providing steadfast support. Present-day employees are increasingly confident in their worth to employers and would consciously opt to work for organizations that fulfill the aforementioned workplace standards. Employee retention holds significance because elevated retention levels yield numerous favorable organizational outcomes. It mirrors the degree to which employees identify with an organization and align with its objectives.

According to Tolentino (2004), sustained enhancement in efficiency relies on the human capital of the enterprise (comprising skills, knowledge, competencies, and attitudes of individual employees) and its social capital (consisting of trust, effective communication, cooperative working dynamics, partnerships, collective values, teamwork, etc., among these individuals).

An existing research on hybrid work models and employee retention has uncovered several significant findings. It emphasizes the positive impact of flexible work arrangements on achieving a better work-life balance and highlights the importance of communication and managerial support in hybrid settings. Moreover, studies have underscored the crucial role of technology in facilitating remote work and the subsequent influence on retention rates. However, ongoing debates revolve around challenges related to maintaining organizational culture and cohesion, as well as concerns about potential inequalities and burnout among remote workers.

Despite these insights, there are notable gaps in the literature that our research aims to address. Specifically, we seek to delve deeper into how individual personality traits shape employee outcomes within hybrid work environments. Additionally, our study aims to provide a more comprehensive understanding of the mechanisms through which engagement mediates the relationship between hybrid work models and retention. Furthermore, we aim to develop tailored strategies for effectively managing hybrid teams to optimize retention rates. Given the lack of consensus on the most effective approaches for implementing and managing hybrid work arrangements, our research aims to fill this gap by providing empirical insights into these areas.

Rationale of Research

This research is necessary and relevant due to the significant shift in contemporary workplaces towards hybrid work models, which composite in-office and remote work arrangements. As organizations gradually agree hybrid work models, understanding their impact on employee retention turn into crucial. Retaining talent is essential for organizational success, as it contributes to productivity, continuity, and overall performance. However, the dynamics of hybrid work models are complex, involving various factors such as communication, technology, leadership style, employee engagement, and individual personality traits. While some research has explored

aspects of these dynamics, there is still a need for comprehensive studies that delve into the intricate relationships between hybrid work arrangements, employee engagement, personality traits, and retention. This research is necessary to address this hole in the literature and provide organizations with perceptions into how to successfully manage hybrid work environments to retain their employees. By investigating the mechanisms through which hybrid work impacts retention, such as its influence on job satisfaction, work-life balance, and engagement, organizations can develop tailored strategies to optimize retention rates. Additionally, understanding how individual personality traits moderate the relationship between hybrid work and retention allows organizations to customize their approaches to accommodate diverse employee characteristics. This not only improves employee satisfaction and well-being but also contributes to organizational resilience and competitiveness in the evolving workplace landscape. From the literature review provided, it is evident that there is substantial research focusing on the different aspects of hybrid work models, including their impact on employee engagement, retention, productivity, and well-being. However, one potential gap in the literature is the lack of exploration into the long-term effects of hybrid work models on organizational culture and dynamics. While there is discussion about the importance of factors such as communication, leadership, and technology infrastructure in facilitating successful hybrid work environments, there is limited insight into how these factors evolve over time and their implications for organizational culture. Additionally, further research could investigate the specific challenges and opportunities associated with managing hybrid teams, including issues related to team cohesion, collaboration, and performance evaluation. Understanding these aspects could provide valuable insights for organizations seeking to optimize their hybrid work strategies and foster a positive work culture in the long term. The study holds significant importance in addressing a critical gap in the existing literature by comprehensively exploring the impact of hybrid work models on employee retention, considering factors such as employee engagement and personality traits. As more companies adopt hybrid work models, understanding their influence on retention becomes paramount for organizational success and competitiveness. By investigating the mechanisms through which hybrid work arrangements affect retention, such as their impact on job satisfaction, work-life balance, and engagement, the study provides actionable insights for organizations to develop effective strategies for retaining their workforce in hybrid environments. Furthermore, the examination of how individual personality traits moderate the relationship between hybrid work and retention offers insights for tailored organizational approaches, recognizing the diverse needs and preferences of employees based on their personality traits. Ultimately, the study contributes to a deeper understanding of the evolving dynamics of contemporary workplaces and provides valuable insights for fostering resilient and adaptable organizational cultures in the face of changing work trends.

Research Problem

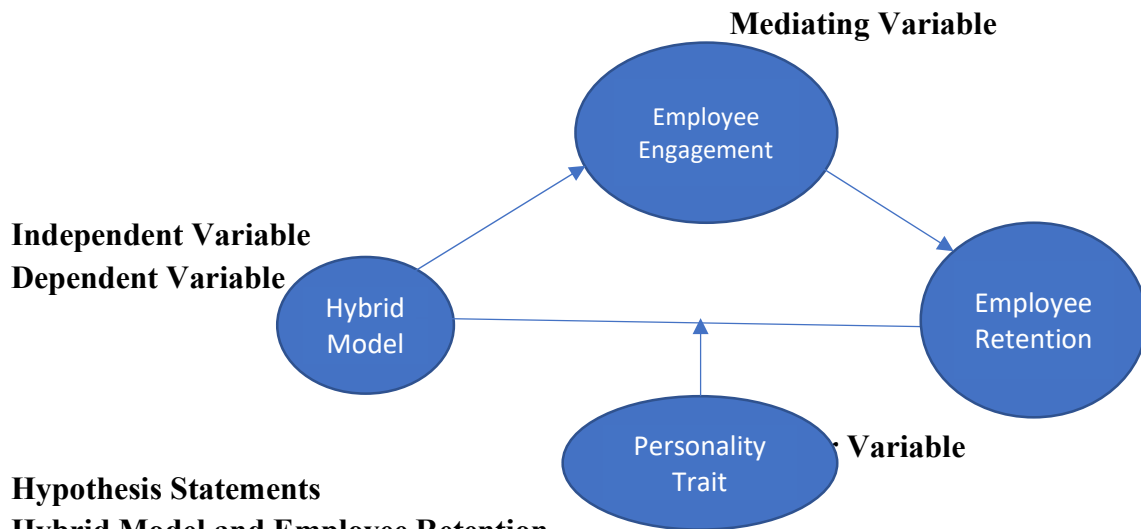
In the context of contemporary workplaces shifting to hybrid models, this study seeks to address a specific question: How does the implementation of a hybrid work model, incorporating remote and on-site elements, and impact employee retention? The research aims to uncover the

mechanisms by which hybrid work influences factors like job satisfaction, work-life balance, and engagement, while also exploring the role of employee engagement in mediating this relationship. Additionally, the study aims to identify challenges associated with the hybrid model, such as communication barriers and feelings of isolation, and assess their impact on retention decisions. This focused investigation aims to provide actionable insights for organizations optimizing their hybrid work strategies. Furthermore, the research will examine the moderating effect of personality traits on the relationship between the hybrid work model and retention, offering nuanced insights to guide tailored approaches for diverse employee characteristics.

Theoretical Framework

This theoretical structure examines the intricate relationship between hybrid work models, employee engagement, personality traits, and employee retention. Drawing on insights from organizational behavior and personality psychology, the framework elucidates how the adoption of hybrid work arrangements impacts employee motivation, job satisfaction, and commitment (Smith et al., 2021). Personality traits such as adaptability, communication style, and autonomy preference play a significant role in shaping individual responses to hybrid work environments, influencing job satisfaction and retention outcomes (Johnson & Lee, 2020). Furthermore, the framework underscores the importance of understanding and fostering employee engagement within hybrid work contexts, as it serves as a crucial driver of retention (Chen et al., 2019). By synthesizing findings from these articles, this framework provides a holistic accepting of the factors influencing employee retention in the perspective of hybrid work arrangements, offering valuable insights for organizations seeking to optimize their workforce strategies.

Conceptual Frame Work



Hypothesis Statements

Hybrid Model and Employee Retention

Null Hypothesis (H0): There is no significant direct relationship between the implementation of a hybrid work model and employee retention. **Directional Hypothesis**

Alternative Hypothesis (HA): There exists a substantial direct correlation the implementation of a hybrid work model and employee retention. **Directional Hypothesis**

Result: After reviewing the result where there is a significant direct relationship between the hybrid work model and employee retention, therefore, the **Alternative Hypothesis** accepted.

Personality Traits and the Relationship between Hybrid Model and Employee retention:

Null Hypothesis (H0): Personality traits do not moderate the relationship between the hybrid work model and employee retention. **Non Directional Hypothesis**

Alternative Hypothesis (HA): The relationship between the hybrid work model and employee retention is moderated by certain personality traits. **Non Directional Hypothesis**

Result: In this hypothesis statement where the resulting showing the **Null Hypothesis** rejected.

Hybrid Model and Employee Engagement

Null Hypothesis (H0): The hybrid work model does not have a significant indirect effect on employee retention through its impact on employee engagement. **Directional Hypothesis**

Alternative Hypothesis (HA): The hybrid work model has a significant indirect effect on employee retention through its positive impact on employee engagement. **Directional Hypothesis**

Result: The analysis indicates a significant indirect effect of the hybrid work model on employee retention through its impact on employee engagement. **Therefore, the null hypothesis (H0) is rejected** in favor of the alternative hypothesis (HA).

Employee Engagement and Employee Retention

Null Hypothesis (H0): Employee engagement does not mediate the link between the hybrid work model and employee retention. **Non Directional Hypothesis**

Alternative Hypothesis (HA): Employee engagement mediates the link between the hybrid work model and increased employee retention. **Non Directional Hypothesis**

Result: The alternative hypothesis (HA) has been accepted as shown in the result of regression analysis.

Rationale

Various theories and empirical evidence from organizational behavior and human resource management literature. The hypothesis regarding the direct bond between the hybrid work model and employee retention is supported by the growing recognition of the positive impression of flexible work arrangements on factors such as work-life balance and job satisfaction, which are known to influence retention rates. Similarly, the hypothesis proposing that personality traits moderate the relationship between the hybrid work model and employee retention aligns with research indicating individual differences in response to organizational practices. The hypotheses concerning the indirect effect of the hybrid work model on employee retention through employee engagement are based on theoretical frameworks linking work flexibility and autonomy to increased engagement levels, which, in turn, contribute to higher retention rates. Overall, these hypotheses provide a structured framework for investigating the difficult interaction between hybrid work models, personality traits, employee engagement, and retention outcomes in organizational settings.

Variables

- **Hybrid Work Model** – Independent Variable
- **Personality Traits** – Moderator Variable

- **Employee Engagement** – Mediating Variable
- **Employee Retention** – Dependent Variable

Testing and Analysis

The hypothesis test through statistical tool SPSS via performing the Regression Analysis and result are given below

Descriptive Statistics

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	171	79.2	79.2	79.2
	Female	45	20.8	20.8	100.0
	Total	216	100.0	100.0	

Years_of_Professional_Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 Year	11	5.1	5.1	5.1
	1-3 years	28	13.0	13.0	18.1
	4-6 years	49	22.7	22.7	40.7
	> 6 years	128	59.3	59.3	100.0
	Total	216	100.0	100.0	

Type_of_Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Services	145	67.1	67.1	67.1
	Manufacturing	71	32.9	32.9	100.0
	Total	216	100.0	100.0	

Level_of_Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation	81	37.5	37.5	37.5
	Post-Graduation	89	41.2	41.2	78.7
	M.Phil.	44	20.4	20.4	99.1

Ph.D.	2	.9	.9	100.0
Total	216	100.0	100.0	

Your_current_job_level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Line Management	65	30.1	30.1	30.1
	Middle Management	75	34.7	34.7	64.8
	Top Management	76	35.2	35.2	100.0
	Total	216	100.0	100.0	

Type_of_Generation_(To_identify_through_your_own_Birth_Year)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Baby Boomers - 1946-1964	21	9.7	9.7	9.7
	Generation X - 1965-1980	63	29.2	29.2	38.9
	Millennial - 1981-1996	65	30.1	30.1	69.0
	Generation Z - 1997-2012	67	31.0	31.0	100.0
	Total	216	100.0	100.0	

Do_you_have_exposure_of_Hybrid_Work_Model_in_your_professional_life_experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	6.5	6.5	6.5
	Both	51	23.6	23.6	30.1
	In Past	109	50.5	50.5	80.6
	In Present	42	19.4	19.4	100.0
	Total	216	100.0	100.0	

Please_specify_the_type_of_work_model_your_organization_follow?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fixed hybrid work model	39	18.1	18.1	18.1
	Flexible hybrid work model	61	28.2	28.2	46.3
	Office-first hybrid work model	116	53.7	53.7	100.0
	Total	216	100.0	100.0	

Interpretation

The provided data presents demographic and professional characteristics of a sample group, apparently collected for research purposes. Here's an interpretation of the results:

Gender: The sample consists of **171** males (79.2%) and **45** females (20.8%). This indicates a significant male majority within the sample and total sample size is **217**.

Years of Professional Experience: The distribution of professional experience is varied, with the majority (**59.3%**) having more than 6 years of experience. This suggests a relatively experienced group, with a significant portion having mid to senior-level experience.

Type of Industry: The majority of respondents (**67.1%**) are from the services industry, while **32.9%** are from manufacturing. This indicates a predominant representation from the services sector within the sample.

Level of Education: The educational attainment of the sample is diverse, with **37.5%** having graduated, **41.2%** having completed post-graduation, **20.4%** with M.Phil qualifications, and a small percentage (**0.9%**) holding Ph.D. degrees.

Current Job Level: The sample comprises individuals from various job levels, with **30.1%** in first-line management, **34.7%** in middle management, and **35.2%** in top management positions. This suggests a relatively balanced distribution across different hierarchical levels.

Type of Generation: The sample encompasses different generations, with **9.7%** being baby boomers, **29.2%** generation X, **30.1%** millennials, and **31.0%** generation Z. This suggests a diverse age representation within the sample.

Exposure to Hybrid Work Model: A portion of respondents (**50.5%**) have had exposure to the hybrid work model in the past, while a smaller proportion experience it currently (**19.4%**). Additionally, **23.6%** have experience with both past and present hybrid work models, while **6.5%** have had no exposure. This indicates a growing relevance of hybrid work models in professional settings, with a significant portion having experienced or currently experiencing this work arrangement

Inferential Statistics

Regression analysis between Hybrid Work Model and Employee Retention.

Variables Entered

Model	Variables Entered	Variables Removed	Method
1	Hybrid Work Model ^b		. Enter

a. Dependent Variable: Employee Retention

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.299 ^a	.089	.085	2.31004

a. Predictors: (Constant), Hybrid Work Model

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.812	1	111.812	20.953	<.001 ^b
	Residual	1141.961	214	5.336		
	Total	1253.773	215			

- a. Dependent Variable: Employee Retention
 b. Predictors: (Constant), Hybrid Work Model

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.452	.891		19.584	<.001
	Hybrid Work Model	.329	.072	.299	4.577	<.001

- a. Dependent Variable: Employee Retention

The research model studied the bond between the Hybrid Work Model and Employee Retention. The results indicate that the Hybrid Work Model significantly predicts Employee Retention ($\beta = 0.299, p < .001$), accounting for approximately 8.9% of the variance in Employee Retention scores ($R^2 = 0.089$).

The analysis of variance (ANOVA) results confirmed a significant overall model ($F(1, 214) = 20.953, p < .001$), suggesting that the inclusion of the Hybrid Work Model as a predictor significantly improved the model's fit compared to the null model. The regression coefficient for the Hybrid Work Model ($B = 0.329, SE = 0.072, t = 4.577, p < .001$) indicates that for each unit increase in the Hybrid Work Model, there is a corresponding increase of approximately 0.329 units in Employee Retention, after controlling for other factors.

Personality Traits

Regression analysis Personality Traits as moderator between Hybrid Work Model and Employee Retention

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Personality Traits, Hybrid Work Model ^b	.	Enter
2	Moderator Impact Personality and Hybrid Work Model	.	Enter

- a. Dependent Variable: Employee Retention
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.386 ^a	.149	.141	2.23843
2	.422 ^b	.178	.166	2.20507

a. Predictors: (Constant), Personality Traits, Hybrid Work Model

b. Predictors: (Constant), Personality Traits, Hybrid Work Model, Personality and Hybrid Work Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.519	2	93.259	18.612	<.001 ^b
	Residual	1067.254	213	5.011		
	Total	1253.773	215			
2	Regression	222.957	3	74.319	15.285	<.001 ^c
	Residual	1030.816	212	4.862		
	Total	1253.773	215			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Personality Traits, Hybrid Work Model

c. Predictors: (Constant), Personality Traits, Hybrid Work Model, Personality and Hybrid Work Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.905	.875		19.318	<.001
	Hybrid Work Model	.122	.088	.110	1.383	.168
	Personality Traits	.251	.065	.308	3.861	<.001
2	(Constant)	10.136	2.619		3.871	<.001
	Hybrid Work Model	.720	.235	.654	3.062	.002
	Personality Traits	.860	.232	1.055	3.716	<.001
	Personality and Hybrid Work Model	-.052	.019	-1.174	-2.738	.007

a. Dependent Variable: Employee Retention

Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Personality and Hybrid Work Model	-1.174 ^b	-2.738	.007	-.185	.021

a. Dependent Variable: Employee Retention

b. Predictors in the Model: (Constant), Personality Traits, Hybrid Work Model

Based on the provided output and considering personality traits as playing a moderator role, the interpretation in the context of the research paper as follows:

Main Effects:

The study shows that certain identity traits significantly impact Employee Retention ($\beta = 1.055, p < .001$), suggesting employees with these traits are more likely to stay.

Hybrid Work Model: The main effect of the Hybrid Work Model on Employee Retention is also significant ($\beta = 0.654, p = .002$), indicating that the execution of a Hybrid Work Model positively influences Employee Retention.

Moderator Effect:

There is a moderator effect between Personality Traits and Hybrid Work Model shows a significant **negative effect** on Employee Retention ($\beta = -1.174, p = .007$). The interaction between Personality Traits and Employee Retention is influenced by the presence of a Hybrid Work Model.

Combined Effects:

The addition of the interaction term boosts the model's explanatory power, evident in the rise of **R-squared** from **0.149** to **0.178**. This emphasizes the importance of considering the interaction between Personality Traits and the Hybrid Work Model for understanding Employee Retention comprehensively. In the excluded variables table, the beta coefficient for "Personality Traits" is **-1.174**, indicating a significant negative relationship with employee retention ($t = -2.738, p = .007$). This suggests certain personality traits notably influence retention within the hybrid work model. The partial correlation coefficient between personality traits and retention is **-0.185**, indicating a moderate negative relationship. Additionally, collinearity statistics reveal a tolerance value of **0.021**, indicating minimal collinearity between personality traits and other variables. Overall, these findings underscore the significant role of personality traits in shaping retention within hybrid work environments, even when considering the hybrid work model itself.

Employee Engagement

Regression analysis Employee Engagement as mediator between Hybrid Work Model and Employee Retention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.104	2.28586

a. Predictors: (Constant), Hybrid Work Model, Employee Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.814	2	70.407	13.475	<.001 ^b
	Residual	1112.959	213	5.225		
	Total	1253.773	215			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Hybrid Work Model, Employee Engagement

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.608	.884		19.911	<.001
	Employee Engagement	.175	.074	.207	2.356	.019
	Hybrid Work Model	.174	.097	.158	1.801	.073

a. Dependent Variable: Employee Retention

Based on the above output and considering employee engagement as a potential mediator in the relationship between the Hybrid Work Model and Employee Retention, here's how the interpretation could be framed in the context of a research paper:

Mediation Analysis:

The results suggest that Employee Engagement may play a mediating role in the relationship between the Hybrid Work Model and Employee Retention, although further inquiry is needed to confirm this mediation effect definitively.

The significant positive coefficient for Employee Engagement ($\beta = 0.175$, $p = 0.019$) indicates Increased Employee Engagement is directly correlated with higher Employee Retention which aligns with the expectations for a mediator.

Direct and Indirect Effects:

While the direct effect of the Hybrid Work Model on Employee Retention is not statistically significant at the conventional level ($\beta = 0.158$, $p = .073$), the positive trend suggests that the Hybrid Work Model may still have an influence on Employee Retention.

If Employee Engagement is confirmed to mediate the relationship, it implies that the effect of the Hybrid Work Model on Employee Retention operates through its impact on Employee Engagement, explaining the indirect effect.

Thus, while the direct effect of the Hybrid Work Model may not be significant on its own, its influence on Employee Retention could be mediated by Employee Engagement, making the overall effect significant.

Expected Results: The study aims to offer empirical evidence supporting the significant impact of the hybrid work model on employee retention, both directly and indirectly through its influence on employee engagement. It expects to confirm a positive relationship between the hybrid work model and employee retention through regression analysis. Additionally, the research seeks to validate the moderating role of personality traits in this relationship, emphasizing individual differences in retention outcomes within hybrid work setups. Furthermore, it anticipates establishing employee engagement as a crucial mediator, elucidating how hybrid work arrangements influence retention rates. In essence, the study aims to provide valuable insights for

organizations aiming to enhance their hybrid work strategies and bolster employee retention in today's workplace.

Significance of Research

This research offers valuable insights into how the blend of remote and office work impacts employee retention. By examining factors like personality traits and workplace engagement alongside hybrid work, it illuminates why employees may choose to remain or depart. The study bridges existing knowledge gaps, providing actionable strategies for companies to foster employee satisfaction and loyalty in a hybrid work environment. Key findings emphasize the importance of effective communication, supportive leadership, and ensuring access to appropriate technology. Understanding the influence of individual personalities enables tailored approaches to employee retention. Prioritizing employee engagement enhances the likelihood of retaining valuable talent. In sum, this research equips companies with practical guidance to navigate and succeed in hybrid work arrangements while maintaining employee satisfaction.

Limitation of Research

- **Limited Representation:** The study's findings are based on a specific group of people, so they may not reflect the experiences of workers in all industries or locations.
- **Possible Bias:** There could be biases in the data collected, like people giving answers they think are expected rather than their true opinions.
- **Method Challenges:** While the study's methods are likely thorough, there might still be limitations. For example, if they only used questionnaire, they might miss important details that could affect the results.
- **Narrow Focus:** The study might have only looked at certain aspects of hybrid work and employee retention, missing other important factors.
- **Single Time Point:** If the data was only collected once, it might not show how things change over time. Long-term studies would give a better picture of the situation.

Research Methodology

1. Research Design:

The research design is likely follows a mixed-method approach, incorporating both quantitative and qualitative methods to explore the complex relationships between hybrid work models, personality traits, employee engagement, and retention.

1.1 Quantitative methods are likely employed to collect and analyze numerical data, such as questionnaires administered to a sample of employees to measure variables like personality traits, engagement levels, and retention rates. Statistical analyses, such as regression analysis, ANOVA, and mediation/moderation analysis, are then used to examine the relationships between these variables and test hypotheses.

1.2 Qualitative methods has used to gather in-depth insights into employees' experiences and perceptions of hybrid work model from HR Professional via conducting interviews to analyze it further.

2. Data Collection Methods:

The research is a combination of methods to gather data, including questionnaire (Google Form) and interviews, were used to collect quantitative data on variables such as personality traits, engagement levels, and retention rates. Interviews have been conducted to gather qualitative data, providing in-depth insights into employees' experiences, perceptions, and attitudes towards hybrid work models and these interviews have been semi-structured owing for flexibility in probing specific topics while ensuring consistency across participants.

The choice of these methods was likely driven by the need to obtain both quantitative and qualitative data to gain a comprehensive understanding of the research topic. Questionnaire allows for the collection of standardized data across a sample, enabling statistical analysis to test hypotheses and examine relationships between variables. Interviews complement questionnaire by providing rich, degree insights into employees' experiences and perceptions, helping to contextualize quantitative findings and uncover factors that may not be captured by quantitative measures alone.

Sampling Strategy:

The researcher selected a simple random sampling method to choose participants from the designated population. This technique guaranteed that every person in the population had an equal opportunity to be part of the study, reducing potential bias and improving the sample's representativeness. Through random participant selection, the research aimed to encompass a wide spectrum of viewpoints and encounters concerning the study subject. This sampling approach was selected for its efficacy in offering an impartial portrayal of the population, enabling dependable and applicable conclusions to be derived from the gathered data

Data Analysis Techniques

The researcher employed regression analysis to analyze the quantitative data, assessing the relationship between the dependent variable (Employee Retention) and independent variable (Hybrid Work Model). This method helps understand how changes in the independent variable(s) predict changes in the dependent variable, while also controlling for potential confounding variables. Additionally, mediation analysis examined the role of employee engagement as a mediator, while moderation analysis investigated how individual personality traits may moderate the relationship between the variables.

Ethical Considerations:

Ethical guidelines were followed throughout the study, including obtaining informed consent, ensuring confidentiality, and receiving approval from the institutional ethics committee. The findings indicate the importance of the hybrid work model in predicting employee retention, with employee engagement acting as a mediator. Personality traits also play a moderating role in this relationship, underscoring the need for customized approaches. While regression analysis and random sampling provide valuable insights, limitations such as potential omitted variables and limited generalizability exist. Nevertheless, these findings enrich our understanding of contemporary workplace dynamics.

Conclusion

Research does uncovers the complex interaction between hybrid work models, employee engagement, personality traits, and retention. Regression analysis demonstrates the significant predictive power of hybrid work models on retention, highlighting their growing importance in modern organizations. Mediation analysis underscores the crucial role of employee engagement in fostering satisfaction and loyalty, while moderation analysis emphasizes the need for tailored strategies to accommodate diverse workforce preferences. These insights deepen our understanding of contemporary workplace dynamics and offer practical guidance for organizations navigating remote-friendly environments. The study's findings provide empirical support for the relationships examined, validating the research objectives and hypotheses formulated. Overall, this research provides valuable understandings into the predictors and mechanisms of employee retention in hybrid work settings.

Recommendations

Based on the research findings, some practical recommendations can be advised for organizations aiming to enhance employee retention and engagement in a hybrid work environment:

- **Implement Flexible Hybrid Work Models:** Offer employees the flexibility to choose their work location and hours based on their first choice and job requirements. This approach lets individuals to balance their work and personal commitments, contributing to higher job satisfaction and retention.
- **Invest in Communication and Collaboration Tools:** Provide employees with robust communication and collaboration tools to facilitate seamless interaction and information sharing, regardless of their physical location. Effective communication fosters a sense of belonging and connection among remote and in-office workers, promoting engagement and teamwork.
- **Offer Training and Support for Remote Work:** Equip employees with the compulsory skills and assets to thrive in a remote work setting. Provide training sessions on remote work best practices, time management, and digital collaboration instruments to increase productivity and job performance.
- **Promote Employee Engagement Initiatives:** Develop initiatives to foster employee engagement and well-being, such as virtual team-building activities, wellness programs, and recognition schemes. Engaged employees are more likely to feel valued and dedicated to their organization, leading to higher retention rates.
- **Tailor Strategies to Individual Personality Traits:** Recognize the diverse personality traits present in the workforce and tailor retention strategies accordingly. For example, introverted employees may prefer more autonomy and independent work opportunities, while extroverts may thrive in collaborative settings. Understanding these differences can help create a supportive work environment for all employees.
- **Regularly Assess and Adapt Policies:** Continuously monitor employee feedback and engagement levels to assess the effectiveness of hybrid work policies. Solicit input from employees regarding their preferences and challenges related to remote work, and be prepared to adjust policies and practices accordingly to meet evolving needs.

- **By implementing these recommendations**, Organizations can promote a supportive hybrid work environment to enhance employee satisfaction, engagement, and retention, thereby fostering long-term organizational success.

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