



The impact of hybrid working model on employee turnover intention during COVID-19 in Azerbaijan in light of the mediating role of perceived organizational support

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Abstract

This research study aimed to explore the impact of hybrid working model on employee turnover intention and identify whether there is a significant association between these two variables. Due to hybrid work being an emerging concept, there are few studies that focused on the analysis of blended work model and its potential impact on turnover intention. The mediating role of another variable, perceived organizational support, was also assessed in this association to find out if the relationship between hybrid work model and employee turnover intention would be different along with the inclusion of perceived organizational support. The analyses conducted through the use of data collected revealed that there is a significant negative relationship between the amount of hours worked remotely per month and turnover intention, meaning that when employees have more time to work specific days/hours remotely per month, their inclination to leave the organization decreases. It was also revealed that the implementation of hybrid work arrangements positively contributes to the level of employee perception of being valued and supported by the organization. Finally, the study indicated a significant negative relationship between perceived organizational support and turnover intention as an increased level of perceived organizational support results in a reduced turnover intention.

Keywords: hybrid work model, employee turnover intention, flexibility, perceived organizational support, flexible work arrangements

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Introduction

COVID-19 pandemic, which started in early 2020, significantly changed people's lifestyles and norms and brought new concepts into their lives such as social distance, lockdown, face mask, social restrictions as well as remote work. The devastating impact and consequences of COVID-19 pandemic forced people to adjust to the new norm and live with restrictive measures in order to prevent the spread of the coronavirus. One of the biggest changes caused by the outbreak of this pandemic was related to the way people work; the organizations have been forced to shift to remote working in an attempt to protect both employees and customers. Restrictive measures adopted to prevent disease transmission has considerably transformed the work environment and forced employees to quickly adapt to the distance working.

Nearly one year since the outbreak of COVID-19, the vaccine rollout gave hope to all over the world to defeat the pandemic and get back to the normal life. Many countries started to scrap restrictions at the pace of vaccination, which encouraged the organizations to open up offices and bring employees back to the workplace. Although businesses and employers are expecting getting back to the office as quickly as time allows, a number of workers across the world saw the benefits of working from home and most are now reluctant to give these up (Bahl, 2021). Thus, while struggling to convince employees to give up their home offices and return to the workplace, the business world introduced hybrid model of working, which allows the staff to split their time between the office and home (Thomas, 2021).

A sudden move towards remote working presented the organizations an opportunity to consider hybrid working model even after the pandemic ends. Through this way, businesses across the globe are attempting to please workers who are willing to return to an office environment while also satisfying those who prefer to work remotely. The organizations are now starting to realize that our modern working environment and culture should be transformed to accommodate varying employee needs. Accordingly, businesses are currently adopting policies facilitating the implementation of hybrid workplace model, through which employees may work at the office or from home or may blend it up during the working week. The Chartered Institute of Personnel and Development (CIPD), which represents HR professionals, is stating that there has been a sharp increase in demand asking for flexible work policies and arrangements, and making flexible working a "normal norm" within the organizations (Bahl, 2021). Through the mixture of physical and virtual presence, managers and employees are seeking to find new methods of working that combine the advantages of face-to-face contact with the flexibility of working from home.

Regardless of the benefits of hybrid work model, not every employee is fit to working remotely due to the nature of their tasks and their own personal needs or preferences. Hence, remaining in a hybrid setup might have an impact on employee's attitude towards the job. Meanwhile, not every organization is able to embrace the hybrid work model, which can discourage employees who are willing to divide their work time between the office and home. In both cases, employees' willingness to

continue with that workplace can be influenced by their attitude towards the hybrid work model. Thus, this research paper aims to analyse how working in a hybrid environment can influence employees' propensity to leave and identify whether there is a relationship between blended work model and employee turnover intentions.

The existing studies demonstrate that there are multiple factors affecting employee turnover intentions such as leadership styles, organizational commitment, job satisfaction, salary, job stress as well as organizational justice (Belete, 2018). Each of these influential factors and their impact on employee's inclination to leave his/her job have been analysed and assessed several times. However, there is a lack of literature analysing hybrid working model and its potential impact on employee turnover intention basically because the business world has recently started considering the implementation of hybrid work model when COVID-19 has lessened in intensity and prevalence. Therefore, in an attempt to fill this gap, the study will basically examine whether hybrid work model is positively or negatively affecting employee's decision on whether to continue or quit from a job.

The impact of blended work model on employee turnover intention will be assessed in the light of mediating role of perceived organizational support, which refers to the extent to which workers perceive that their organization cares about their well-being and values their contribution (Park et al., 2020). Hybrid workplace often leads employees to feel a sense of insecurity and detached from the organization, which may result in employee perception of being unimportant for the organization ("Hybrid Work Culture", 2021). When employees experience good organizational support, they are more likely to feel safe in their jobs and to be more engaged with their work, which negatively affects their turnover intentions (Park et al., 2020).

Finally, as in Azerbaijan there is a huge gap in the conduct of studies related to the topic of hybrid working model, there is a great need for this research. Since this research aims to gather data from employees working in Azerbaijan, the results can be useful in determining whether hybrid work model positively or negatively affects employee's inclination to leave the job. Considering that hybrid form of work is a new concept for all over the world and there are few studies dedicated to the analysis of hybrid work model, this research paper can be useful for the organizations that hesitate whether to embrace hybrid work model or not.

Research Objectives and Questions

The purpose of this study is to determine how hybrid-working model influences employee turnover intentions and whether there is a relationship between these two variables. Apart from determining whether blended work model positively or negatively affects employee propensity to leave, the study also aims to examine the mediating role of perceived organizational support in this relationship. To achieve these research objectives, the following research questions are aimed to be addressed:

- **What is the impact of hybrid working model on employee turnover intentions?**
- **Does perceived organizational support mediate the link between hybrid working model and employee turnover intentions?**

Significance of the Research Study

Given that there is a lack of literature dedicated to the analysis of hybrid work model and its potential impact on employee turnover intention in Azerbaijan, specifically in Baku, this research study might be useful for managers and business owners who are willing to rethink their work strategies and eager for innovative work methods, but extremely hesitate whether to embrace flexible work arrangements or not. Also, it can be helpful for those businesses that are already implementing hybrid work arrangements, but are actually doubting the further continuation of hybrid work model.

Literature Review and Hypotheses Development

Hybrid Working Model

Even prior to the pandemic, the IWG Global Workspace Survey (2019) demonstrated that employers tended to adopt flexible work arrangements and that flexibility enhanced workplace productivity (Sokolic, 2022). Apparently, there is a key difference between a well-prepared strategic decision to shift to remote working and the requirement to work from home due to the pandemic; nevertheless, the existing studies assert that employers are willing to continue with remote working practices even after the pandemic is over (Microsoft, 2021). Even if COVID-19 pandemic has started to recede, employers can neither continue with a full remote model nor anticipate a sudden return of traditional full on-site work model. This presents business sectors an opportunity to promote this positive transformation in the labour market and consider hybrid form of work, which enables employees to work at the office or from home, or mix remote work and in-office time. Surveys conducted by Eurofound (2020) also confirmed that hybrid work model is more attractive in comparison with full remote work. Hence, several studies predict that hybrid work

model may appear to dominate the other work models and become the most prevalent model of work practice in organizations in the future (Grzegorzczak et al., 2021).

The attractiveness of hybrid model can be explained in terms of the opportunity of combining the benefits of working in the office, which includes the collaboration and face-to-face interaction with colleagues and managers, with the advantages of teleworking such as the flexibility and removal of commuting. In this form of work, employees can work from home for a certain proportion of their contracted working hours within the boundary of either individually or collectively negotiated work policies and arrangements. Within those boundaries, it is possible to determine hybrid employees who always telework, collaborating with those colleagues who prefer to spend some of their time working in the office and some working remotely (Grzegorzczak et al., 2021). The key strength of hybrid work model is flexibility which allows the organizations to adopt a particular form of blended work arrangement based on the nature of the work being done, the teams involved as well as individuals' preferences. The relevant literature shows that the most common forms of blended working pattern are the following (Lenka, 2021):

- Remote-first model- Companies following the remote first model as a hybrid arrangement enable the staff to work mostly remotely and only in case of an urgent requirement for physical presence, a few employees may show up at the office. Lloyds Banking Group carried out trials of blended work model through the involvement of thousands of its staff, and William Chalmers, finance director of the company, identified that 77 percent of workers preferred to continue to telework (Thomas, 2021). Another study by Bahl (2021) illustrated Spotify as a company adopting hybrid work policies whose 6500 employees across 73 countries are not supposed to get back to an office five days per week once the pandemic has ended. Instead of traditional full on-site work model, their workers will have the option of the office mix, meaning that they can work in the office two or three days in a week, or the home mix, which will enable employees to drop into the office only when needed.

- Office occasional- Despite the recent popularity of distant working, many organizations across the globe, including A&M, are still reluctant to adopt remote work model since they still believe that workers' physical presence in the office at least twice or thrice in a week is crucial for productivity and efficiency (Sehgal, 2021). The survey conducted by PwC among its 22,000 UK staff also revealed that most employees prefer to work three or four days in the office (Thomas, 2021). Similarly, Google returned to a hybrid work arrangement in September 2021, which required its employees to work from the office three days in a week and two days "wherever they work best" (Brandes, 2021). Also, only after conducting a survey among employees, which lasted four-to-five-month, and running focus groups with staff members, some Wall Street firms such as Hightower decided on the hybrid working model and offered their employees flexibility to work remotely two or three days per week but only on condition that they show up at the office the other days (Britton, 2021).

- Office first, remote allowed- Managers of the organizations requiring employees to work in the office but meantime giving flexibility to those who opt for remote work

are alert to the potential divisions that may occur in the workforce, between those who come to office regularly and those who prefer to teleworking (Thomas, 2021).

As discussed above, COVID-19 pandemic provoked a large-scale experiment in forcing employees across the globe to work from home, which enabled them to identify the benefits including increased flexibility, less time spent commuting as well as cost savings. Flexibility is considered to be a very critical factor for not only employees but also employers. For employers, flexibility can be associated with lower fixed costs and higher workforce availability. On the other hand, from the employees' perspective, flexibility basically means the ability to choose. The most recent global study conducted to identify future work arrangement preferences revealed that employees consider flexibility more significant to them compared to salary or other benefits, and 61% of survey respondents described flexibility as the ability to work both from the office and home depending on the nature of tasks (Reisinger & Fetterer, 2021 as cited in Sokolic, 2022). Similarly, the survey conducted by Australian government (2020) demonstrated that few employees are willing to work under full remote model and most of them prefer to work under hybrid work arrangement enabling to work both from the office and home (as cited in Sokolic, 2022). Another research study conducted by Cisco, an American multinational IT company, to identify the impact of hybrid work on employee wellbeing indicated that almost three-quarters (71% of the respondents) are in favour of a mixture of an in-office and remote work model emphasizing that hybrid and remote working has positively impacted different aspects, namely, mental, emotional, financial, physical, and social, of their wellbeing (Cisco study, 2022).

While being beneficial to both organizations and their employees, hybrid work model has also several drawbacks. The major downside of the blended work model is the slow death of organizational culture, which leads workers to feel detached from the organization thereby contributing to low productivity ("Hybrid Work Culture", 2021). PwC survey conducted among 133 executives found that 68 percent of the executives believe that a typical employee is supposed to be in the office at least three days per week in order to preserve a distinct organizational culture (Brandes, 2021). Companies following hybrid setup often confront the challenge of ensuring their remote employees feel that they are as much a part of the team as those in the office because employees who prefer to working mainly from home can be at an increased risk of being marginalised and feeling a sense of job insecurity due to having limited access to the management (Thomas, 2021). According to the survey result conducted by PwC among its employees, for 87 percent of employees, office is crucial for collaborating with team members and building and strengthening relationships with colleagues (Brandes, 2021).

It is also worth to highlight that executives and employees tend to have conflicting views on the implementation of hybrid work arrangements. For instance, McKinsey's recent survey found that while executives wanted their workers to be back in the office at least three days per week emphasizing the negative impact of remote work on organizational culture, more than half of the employees were in favour of working remotely at least three days per week, notwithstanding their

concerns about their inability to separate work from personal life and overall decrease in their sense of belonging (Driscoll, 2021). McKinsey's report concluded that employers are also willing to offer a new work arrangement that is somewhat flexible but not considerably different from the work model that existed prior to the COVID-19 pandemic (Driscoll, 2021).

Employee Turnover Intention

Throughout the decades, numerous studies have been conducted to examine the concept of employee turnover intention and its major determinants. Turnover intention basically refers to the willingness of an employee to quit the current job he/she is doing and has been used as the most accurate predictor of actual turnover by a lot of researchers including Mobley (1979), Steers & Mowday (1981) and Steel & Ovalle (as cited in Breukelen et al., 2004). The inclination of an employee to quit a company not only contributes to an increase in monetary and non-monetary costs for organizations but it is also associated with the loss of the company's competitive advantages (Ugural et al., 2019). Numerous studies such as Arnold & Fedman (1982) and Cotton & Tuttle (1986) identified that there are countless factors having an impact on employee turnover intention such as demographic factors, organizational culture, promotion opportunities, organizational tenure, whether a job meets an employee's expectations but the relevant literature demonstrates that job satisfaction, and organizational commitment are found to be strongly correlated with the decision of an employee to leave the organization (as cited in Huselid, 1995). Employees whose satisfaction level is high are more likely to be committed to their organizations and less likely to leave the job (Yin-Fah, 2010). The study conducted by Mobley et al (1979) has also found a negative correlation between overall job satisfaction and employee turnover. Several longitudinal studies have also confirmed that there exists statistically significant relationship between job satisfaction and turnover intention and demonstrated that job dissatisfaction considerably contributes to the job search and results in turnover (Jaramillo et al., 2006). As part of overall satisfaction, promotion and pay also play a critical role in employee's decision to leave or stay, which is why "leavers" have been found to have more negative attitudes towards promotion and pay compared to "stayers" (Mobley et al., 1979).

On the other hand, several other researchers have concluded that job satisfaction has an indirect impact on employee turnover intention, and that this indirect impact is explained by organizational commitment. When employees feel a sense of satisfaction from their jobs, they are more likely to have a positive attitude towards their workplace and show increased commitment in return (Jaramillo et al., 2006). Belete (2018) also confirmed that organizational commitment is one of the most significant determinants of employee turnover intention and is negatively associated with employee's willingness to quit from the job. Employees who are aligned to the organizational goals and values are more likely to walk extra mile and maintain a membership within the organization ("Hybrid Work Culture, 2021). Furthermore, organizational justice has been identified to be negatively related with

employee turnover intention. The higher level of employee perception towards fairness of workplace procedures, interactions with colleagues and managers, and outcomes within the organization increases the level of employee satisfaction and organizational commitment while decreases turnover intention (Belete, 2018).

The Impact of Hybrid Work Model On Employee Turnover Intention

It is extensively reported that the increased level of flexibility offered by remote work contributes to a decrease in employee turnover intention. Employees having the option of working from home enjoy greater flexibility and claim that it is much easier to manage their work and family responsibilities while teleworking rather than working in the office (Bloom et al., 2015). The study conducted by Bloom et al (2015) asserted that the implementation of a work from home option reduced attrition rate by 50%.

Nevertheless, there are also several studies predicting that the weaker relationship and lack of face-to-face interaction between employer and employee are anticipated to contribute to higher turnover in the workplace. Lack of social ties results in insufficient identification with the organization, loyalty issues, increased turnover rates, motivation as well as productivity issues, and an erosion of organizational culture (Sokolic, 2022). According to the study conducted by Microsoft (2021), 40% of people working from home were found to be considering changing their current job (as cited in Sokolic, 2021).

During COVID-19 pandemic and post-pandemic period, many companies experienced considerably high level of turnover, and the implementation of hybrid work arrangements did not play a contributing role in employee retention, which is not due to the employees' reluctance to split their work time between the office and home but rather because of the flexible work arrangements to be causing changes and instability (Driscoll, 2021). According to the report provided by Microsoft regarding the hybrid work model, 18-to-25 years old employees in the workforce have been identified to be considering leaving their jobs. Another survey report among 2,000 employees in the United States and Canada conducted by the Achievers Workforce Institute in Toronto revealed that more than 52% of the respondents were planning to search for a new job in 2021 compared to 35% in previous year (Driscoll, 2021).

As it is apparent from foregoing points, hybrid-working model has a major impact on employee turnover intention. However, as the relevant literature shows, the impact might be both positive and negative depending on the intervention of different factors. Hence, this study intends to analyse the following hypothesis:

H1: There is a statistically significant relationship between hybrid work model and employee turnover intentions.

Perceived Organizational Support

Perceived organizational support (POS) can be generally defined as the extent to which employees feel that their employer promotes their welfare and values their contributions to the organization (Eisenberger et al., 1986 as cited in Aube et al., 2007). POS can lead to employees feeling an obligation to be concerned with organization's welfare and support the organization to attain its goals (Eisenberger et al., 2001 as cited in Moghli, 2015). Therefore, POS can also be defined as a general belief in which workers perceive that the organization they work for tends to fairly compensate them for their contributions and efforts, support them when needed, make their work as much interesting and motivating as possible, and provide them with favourable working conditions (Eisenberger et al., 1986 as cited in Aube et al., 2007). Briefly, based on the actions of managers and executives, workers form a general idea regarding the support provided by the organization (Aube et al., 2007).

Several studies have examined the relation of perceived organizational support to employee job performance as well as organizational commitment. The study by Manyasi et al., (2011) showed that perceived organizational support is positively correlated with job performance, whereas another study by Stamper et al., (2011) claimed that organizational support is not directly related to employee performance (as cited in Moghli, 2015). Besides, perceived organizational support is positively correlated with organizational commitment since employees tend to interpret the support provided by their organization through enhanced organizational commitment towards them (Eisenberger & Rhoades, 2002 as cited in Aube, 2007). Numerous studies dedicated to the exploration of POS as an independent variable have shown the existence of a positive relationship between perceived organizational support and citizenship behaviors, employee attendance, innovation as well as conscientiousness in performing traditional work responsibilities (Eisenberger et al., 1986).

The Impact of Hybrid Work Model on Perceived Organizational Support

Regarding the impact of hybrid work model on perceived organizational support, the relevant literature shows that employees who opt to work mainly remotely are more likely to be dependent on organizational support than those who prefer to work from the office. Furthermore, employees working mostly remotely are more likely to experience social isolation (Bentley et al., 2016). In a hybrid set-up, employers may find it difficult to equitably support those working mostly in the office and those preferring to work remotely since the level of dependency of remote workers on organizational support is much more compared to those in the office. Thus, employers are expected to put more efforts to convince employees who opt for remote work that their contributions to the organization are as valued and appreciated as those who mainly work in the office (McCarthy, 2021).

The survey conducted among employees in the United States reported that 42% of employees would leave if their organization did not offer remote work options long term (Brandes, 2021). Surveys and studies also demonstrate that flexibility plays

a crucial role in deciding whether to accept a job offer (IWG Global Workspace Survey, 2019; Microsoft, 2021 as cited in Sokolic, 2022). Moreover, the results of FlexJobs survey (2021) indicated that 58% of employees would prefer to looking for another job rather than working solely from the office, and 44% of them accepted that they are familiar with at least one person who has left or plans to leave since their organization is reluctant to embrace hybrid work arrangements (Sokolic, 2022).

If employers consider embracing hybrid work model based on the needs and wants of their employees, it might increase the level of perceived organizational support as it leads employees feeling that their organization cares about their desires and promotes their welfare. Despite the lack of studies on the impact of hybrid work model on perceived organizational support, based on the existing ones the following hypothesis is formulated:

H2: There is a positive relationship between hybrid work model and perceived organizational support because of the perception that organizations consider embracing hybrid work model based on the requests of employees, which shows that they are concerned with employee needs and care about their well-being.

The Impact of Perceived Organizational Support on Employee Turnover Intentions

When it comes to the impact of perceived organizational support on employee willingness to leave the organization, it is widely reported that the high level of perceived organizational support leads to lower turnover intentions. According to the organizational support theory, perceived organizational support should reduce the likelihood of employee burnout and turnover by increasing organizational commitment (Eisenberger et al., 2002). The norm of reciprocity states that if employers provide a high level of organizational support to their workforce, employees are more likely to be emotionally committed to their organizations resulting in a decreased possibility of turnover and an increased level of job performance (Moghli, 2015). According to another study (Eisenberger et al., 2002), perceived organizational support tends to provoke workers' felt obligation to support the organization accomplish its objectives and increase organizational commitment with a low possibility of employee turnover and other employee withdrawal behaviours such as absenteeism and tardiness.

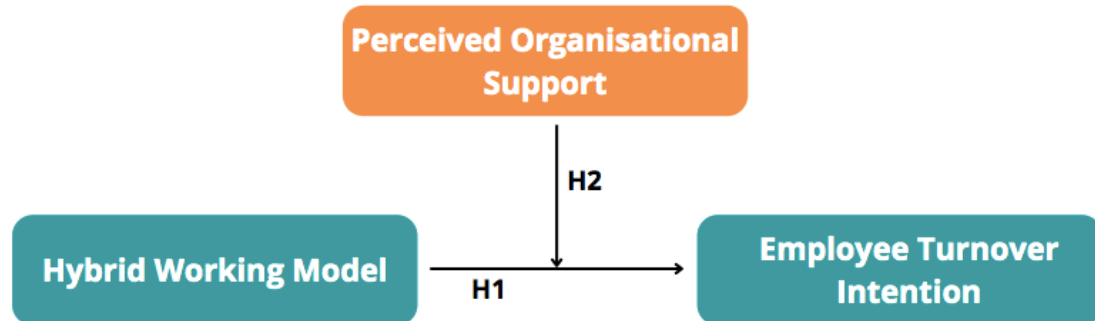
Thus, based upon the above-mentioned points, the following hypotheses are formulated:

H3: Increased level of perceived organizational support contributes to the decreased level of employee turnover intention.

H4: Perceived organizational support mediates the link between hybrid working model and employee turnover intention.

Conceptual Framework

Figure 1. Conceptual Framework



Source: Aynura Aliyeva, 2022

Taking the existing literature as a basis, this part demonstrates the expected relationship between variables. The relevant literature helped to thoroughly analyse the potential impact of hybrid working model on employee turnover intention. As already revealed from the existing studies, the impact of blended working model on employee turnover intention might be both positive and negative depending on the form of hybrid work arrangement adopted by the organization as well as the intervention of various factors. As suggested by the above conceptual model, this study aims to measure the relationship between two primary variables, namely, hybrid working model being independent and employee turnover intention being dependent. Furthermore, the study is also analysing the mediating impact of the perceived organizational support to examine if the impact of hybrid working model on employee turnover intention will be different when POS is included. Besides, factors such as age, gender, salary, position, and organizational tenure are planned to be control variables in this study.

Methodology

The primary data for this research has been gathered through a survey questionnaire. Since the target participants of this research study were employees working in different organizations in Baku who have an experience with hybrid work arrangements, the survey questionnaire was distributed among employees mainly through the Human Resources team or people holding managerial positions in those organizations. During the process of data collection, a decrease in the pace and intensity of COVID-19 pandemic led many companies to return to the office full-time; thus, it became quite hard to identify which companies have ever implemented hybrid working model meaning that which companies over the past two years has offered their employees flexibility to work specific days or hours remotely. Moreover,

HR team of some companies were reluctant to distribute the survey questionnaire among their employees because of the anonymity and confidentiality concerns.

As mentioned above, data needed for this research has been collected through a survey where participants were asked to fill out the questionnaire. To be able to attend the survey, respondents had to be experienced with hybrid-working model. The survey consisted of both close-ended and open-ended questions as well as included the existing scale questions from the previous research studies in order to ensure the reliability and validity of the data collected. In scale questions, which covered employee turnover intention and perceived organizational support, only positively-worded items were employed to eliminate the danger of misinterpretation and the probability of respondents forgetting to reverse their scores. While the objective of open-ended questions was to gather data related to the control variables such as gender, age, organizational tenure or position, close-ended questions were basically utilized as the existing scale questions. Two of the close-ended questions asking participants to define their current pattern of work at the organization where they work as well as whether their organization is currently offering any flexibility to work remotely or not aimed to identify which respondents are currently able to work both in-office and offsite locations. Another question asking whether respondents have worked over the past two years in any organization (located in Baku) that implemented a hybrid work model aimed to exclude those participants from the sample who does not have any experience with working remotely.

The survey questionnaire was constructed and distributed in two languages; namely, Azerbaijani and English in order to eliminate the language barriers. After the meetings with HR representatives of multiple companies located in Baku, it was identified that employees working in international organizations, particularly those whose mother tongue is not Azerbaijani might respond to the questions inaccurately due to misunderstanding. The same applies for the employees working in local organizations where working knowledge of English is not mandatory. Before the distribution of the survey questionnaire among participants, questions both in Azerbaijani and English languages were shared among colleagues to test whether questions have exactly the same meaning in both languages.

While HR representatives of several companies provided an employee distribution list which facilitated the process of reaching potential survey respondents, the others agreed to share only the email address of HR team, which decreased the probability of receiving more responses. Overall, the survey was kept open for approximately four weeks and the number of responses received stood at 225. However, a total of 204 usable responses were received since 21 participants were identified not to be experienced with working remotely at all, and consequently were excluded from the sample. The proportion of survey responses received is basically related to the challenge of reaching target audience because of several reasons. To begin with, due to the ease of pandemic restrictions followed by the recent decline in COVID-19 cases, many companies in Baku returned to the office full-time; thus, it took much time to identify the organizations that have implemented hybrid-working model over the past two years and then reach their employees. Besides, it was quite

difficult to assure people of the anonymity of the survey and confidentiality of the responses.

Measures

Hybrid working model. Since hybrid work model is an emerging concept, there is a huge gap in the literature dedicated to the analysis of split work time between office and home; consequently, there is no scale developed to measure this variable. Studies demonstrate that several companies such as PwC, McKinsey & Company, Microsoft are currently implementing hybrid work arrangements in which employees come to the office two/three days per week and work remotely for the rest of the week. Therefore, participants were given questions related to the number of days worked remotely per week and the amount of hours worked from the off-site location per month. Both the number of days per week and the amount of hours per month were asked in order to include employees of those organizations that allow working remotely not several days per week but per month. Respondents were also asked the question of whether their organization have implemented hybrid working model over the past two years or not in order to identify and exclude those that have no experience with blended work model from the sample.

Employee Turnover Intention. Employee turnover intention was measured employing a four-items scale developed by Rosin and Korabik (1991), published in Journal of Occupational and Organizational Psychology, which is a high-ranking journal. Demirtas & Akdogan (2015) whose research study was published in another high-ranking journal, namely, Journal of Business Ethics, also used this scale to measure employee turnover intention. The 4 items comprising the scale are the following: (1) “I am thinking of changing my workplace”, (2) “I am actively searching for a new workplace”, (3) “I have thought about leaving this organization in the near future”, (4) “At this time I would leave the organization if it were feasible”. Participants responded to the questions through the use of 5 Likert scale (1=strongly disagree, 2=disagree, 3=neither, 4=agree, 5=strongly agree).

Perceived organizational support. This research study measured perceived organizational support through the use of an abbreviated four-item scale developed by Rhoades and Eisenberger (2002, p.699) who stated that due to the original scale being unidimensional and having high internal reliability, the use of shorter forms is not considered as problematic (as cited in Dawley et al., 2010). The four POS items (items 1, 4, 8, and 9), which were selected based on the high factor loadings (respectively, .71, .74, .74, and .83) in the study conducted by Eisenberger et al (1986), are the following: (1) “The organization values my contribution to its well-being”, (2) “The organization takes into account of my goals and values”, (3) “The organization really cares about my well-being”, (4) “Support is available from my organization when I have a problem”. Respondents were asked to provide their answers via the use of 5 Likert scale (1=strongly disagree, 2=disagree, 3=neither, 4=agree, 5=strongly agree).

Control variables

Age. This variable has been included as control variable since it is expected that employees who are older are less likely to leave their organizations and change their jobs compared to those who are younger. Relatively older workers might have neither the desire to change workplace nor the opportunity to make that happen (Breukelen et al., 2004).

Gender. With regards to sex, female employees are expected to have higher turnover compared to male employees, which might be due to the women's traditional responsibility to give a birth and take care of the family (Mobley et al., 1979).

Income. Employees who have higher income are less likely to consider changing their current job in comparison with those having lower income (Mobley et al., 1979). Also, the impact of income should be controlled in order to ensure that the reason behind the turnover intention is not low salary.

Organizational tenure. The impact of job tenure is also controlled because employees who have been with an organization for a long time might be less willing to leave compared to short-tenured employees (Breukelen et al., 2004). The length of one's service within the organization is one of the best predictors of employee turnover (Mobley et al., 1979).

Position. People holding higher positions within the organization might be less prone to consider changing their current job than those who hold entry-level positions or have difficulty to get promoted. The impact of this variable is also controlled to ensure that the reason behind the turnover intention is not the absence of opportunity to get promoted.

Number of family members. The increased number of dependents and family responsibilities leads to decreased turnover (Mobley et al., 1979). Single people having no dependents might be more independent in their decision of quitting the organization compared to those who currently live with their dependents or other family members.

Data Analysis

In order to analyze the direction and strength in relationships between the independent variable, hybrid working model, and dependent variable, employee turnover intention, as well as moderating variable, perceived organizational support, along with several demographic variables such as gender, age, income, organizational tenure, and position, a number of statistic tests were conducted. To be more specific, these tests aimed to identify whether the hypotheses formed should be accepted or rejected. To begin with, descriptive statistics including frequencies, means as well as standard deviations for each variable were identified. Secondly, in order to assess the direction and strength in the association between both co-variables and scales, Pearson's Correlation Coefficient was employed. Last but not least, multiple regression analysis was conducted to analyze the linear relationship between dependent variable, employee turnover intention, and independent variable, hybrid

work model. The impact of moderating variable, perceived organizational support, on the association between dependent and independent variables have also been assessed. All data which was gathered through the survey questionnaire was managed and examined through the use of Statistical Package for the Social Sciences (SPSS).

Prior to conducting any analysis in SPSS, all non-numeric variables, particularly several control variables were coded in order to assign each of them a numeric value and use in correlation and regression analyses. Since dependent variable, employee turnover intention, and moderating variable, perceived organizational support, were measured through the use of previously validated scales, each consisting of 4 items, a separate variable for each was established to facilitate the process of assessing the impact of other variables on them. This was done through “Transform”, “Compute variable” and then “Function group” where mean of all items were found and used as a new variable.

Besides, in order to determine which variables are strongly correlated with one another, factor analysis has been conducted for two scale questions. The principal components of factor analysis are Kaiser-Meyer-Olkin (KMO) and Bartlett’s test of sphericity for sampling appropriateness. The value of KMO should be at least 0.5 in order to be considered valid (Kaiser, 1974). The result reveals whether the proportion of information among the variables overlap or not, which helps to determine if variables are appropriate to group under one factor. In order to assess internal consistency between items in a selected scale, Cronbach’s Alpha has been conducted. To be more specific, it measures how respondents have responded across all items and to identify whether they have given similar scores for each item in the scale instead of responding “strongly agree” for one item and “strongly disagree” for another item. The value of Cronbach’s alpha should be above 0.70 in order to be considered internally consistent.

Table 1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	612.294
	df	6
	Sig.	<.001

Source: Survey data (Aynura Aliyeva, 2022)

Regarding the factor analysis of turnover intention (TurnoverInt) scale, as demonstrated in Table 1, KMO is 0.84, which is greater than 0.5; hence it can be concluded that there is a very strong relationship between the variables of the scale. Also, the items are all represented under one component and 77.8 % variance is shown by the items in this component (Table 2). With regards to Cronbach’s alpha, since the value is 0.915, which is very close to 1, items in the scale are absolutely considered consistent (Table 3). Referring to the Table 4 (Appendix), which shows inter-item correlation matrix, there is no sign of highly correlated or very low

correlated item relationship. With regards to item-total statistics, it can be concluded that since no item within the scale contributes to a significant increase in Cronbach's alpha, there is no need to make any adjustments to the turnover intention scale as it is considered to be valid and reliable to use.

Table 2

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.205	80.129	80.129	3.205	80.129	80.129
2	.402	10.051	90.179			
3	.239	5.965	96.144			
4	.154	3.856	100.000			

Extraction Method: Principal Component Analysis.

Source: Survey data (Aynura Aliyeva, 2022)

Table 3

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.917	4

Source: Survey data (Aynura Aliyeva, 2022)

Factor analysis for the next scale, perceived organizational support, demonstrates that KMO value of this scale is 0.84, which is also higher than 0.5; thus, the significant relationship between the variables is ensured (Table 6). Again, all items are grouped under one component and 83.8 % variance is illustrated by the items in this component (Table 7). When it comes to Cronbach's alpha, as the value for this scale is 0.93 (Table 8), which is higher than 0.70, internal consistency has been proved, meaning that respondents have given all items similar scores. With regards to inter-item correlation matrix, there is no indicator of highly correlated or very low correlated item relationship (Appendix Table 9). Finally, item-total statistics for this scale indicate that due to the absence of an item leading to a significant rise to the value of Cronbach's alpha, the scale will not be altered and will be kept as it is for further analysis (Appendix, Table 10).

Table 6

Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		.844
Bartlett's Test of Sphericity	Approx. Chi-Square	722.647
	df	6
	Sig.	<.001

Source: Survey data (Aynura Aliyeva, 2022)

Table 7

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.354	83.857	83.857	3.354	83.857	83.857
2	.319	7.970	91.827			
3	.197	4.924	96.751			
4	.130	3.249	100.000			

Extraction Method: Principal Component Analysis.

Source: Survey data (Aynura Aliyeva, 2022)

Table 8

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.936	4

Source: Survey data (Aynura Aliyeva, 2022)

Demographic Profile of Respondents

The following tables basically demonstrate descriptive statistics about the demographic profile of survey participants. As shown in Table 11, there is no big difference in gender distribution of participants; male distribution stood at 52.9 while female distribution stood at 47.1. To be more specific, out of 204 responses, 96 of them were from women and 108 from men.

Table 11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	108	52.9	52.9	52.9
	Female	96	47.1	47.1	100.0
Total		204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Table 12

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	204	18	54	30.28	6.042
Number of family members	204	0	10	2.74	1.386
Number of people supervised	204	0	70	4.47	10.228
Valid N (listwise)	204				

Source: Survey data (Aynura Aliyeva, 2022)

Table 12 summarizes general descriptive statistics about age, the number of family members, and the number of people supervised at work. As it is explicit from the table, the youngest respondent is 18 years old, while the oldest one is 54 years old. The table also reveals that respondents are living without any family members and are sharing the house with up to 10 people. Besides, the highest number of people supervised at the work by the respondents stands at 70, while some are not supervising any employee at the workplace.

Table 13

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 500 AZN	8	3.9	3.9	3.9
	500–1000 AZN	47	23.0	23.0	27.0
	1000–1500 AZN	49	24.0	24.0	51.0
	1500–2000 AZN	48	23.5	23.5	74.5
	2000–2500 AZN	22	10.8	10.8	85.3
	2500–3000 AZN	13	6.4	6.4	91.7
	Above 3000 AZN	17	8.3	8.3	100.0
Total		204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Table 13 illustrates data about respondents' income. Very small proportion of respondents' monthly income is less than 500 AZN. The number of respondents with monthly income between 500-1000 AZN, 1000-1500 AZN and 1500-2000 AZN are almost equal. Also, the number of survey participants with income of 2000-2500, 2500-3000, and above 3000 AZN are quite close. Thus, it can be concluded that the majority of respondents earn between 1000 AZN and 2000 AZN monthly.

Table 14

		Organizational tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	55	27.0	27.0	27.0
	1-3 years	91	44.6	44.6	71.6
	4-6 years	41	20.1	20.1	91.7
	More than 6 years	17	8.3	8.3	100.0
	Total	204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Table 15

		Position level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry level	35	17.2	17.2	17.2
	Mid-level	113	55.4	55.4	72.5
	Senior-level	46	22.5	22.5	95.1
	Top-level	10	4.9	4.9	100.0
	Total	204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Table 14 and Table 15 show statistics about organizational tenure and position level of respondents. Half of the survey participants have been found to be working in their current organization between one and three years. Those working in their current workplace more than six years takes up the smallest proportion of the sample. Also, more than half of the respondents are holding mid-level positions in the organization where they are currently working.

Table 16

		Work pattern			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully in-office	91	44.6	44.6	44.6
	Hybrid	113	55.4	55.4	100.0
	Total	204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Table 16 illustrates statistics about the current pattern of work at the organization where respondents are currently working. While 113 of the respondents are working in an organization where hybrid work arrangement is being implemented, 91 respondents are currently working in those companies that has returned back to the office full-time.

Table 17

Current workplace offering flexibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	66	32.4	32.4	32.4
	Yes	138	67.6	67.6	100.0
Total		204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Finally, Table 17 demonstrates data about the question whether respondents' current workplace is offering any flexibility to work remotely despite their full return back to the office. As seen above, the current workplace of 138 respondents is providing their employees an opportunity to work remotely when requested, but 66 respondents have no flexibility to work from off-site locations post-COVID. Therefore, it can be deduced that some of the respondents' current workplace transitioning back to the office after the decline in the pace and intensity of COVID-19 are also offering their employees flexibility to work remotely specific days/hours, which is also considered a form of hybrid work arrangement. Basically, the use of this question in the survey served the purpose of including those employees who are working in the organizations where work pattern is not necessarily hybrid work but schedule and workplace flexibility is actually offered.

Findings

As mentioned above, in order to measure the relationship between independent variable, hybrid work model, and dependent variable, employee turnover intention, along with the impact of moderating variable, perceived organizational support, in this association, multiple regression analysis has been conducted in SPSS.

The below table basically summarizes the following data (Table 18): dependent variable is turnover intention (mean=2.50; standard deviation=1.19), independent variable is hybrid work model (the number of hours working remotely per month; mean=31, Std.Dev=31.05), control variables gender (mean=1.47; Std.Dev=0.5) male coded as 1 and female as 2, age (mean=30.28; Std.Dev=6.04), income (mean=3.67; Std.Dev=1.59) income levels coded as 1 up to 7, organizational tenure (mean=2.10; Std.Dev=0.89) less than 1 year coded as 1, 1-3 years as 2, 4-6 years as 3, and more than six years as 4, position level (mean=2.15; Std.Dev=0.75) entry level coded as 1, mid-level as 2, senior level as 3, and top-level as 4, number of family members (mean=2.74; Std.Dev=1.38), and other variables such as current workplace offering any flexibility or not (mean=0.68; Std.Dev=0.47) the response "No" coded as 0 and "Yes" as 1, and finally current pattern of work (mean=0.55; Std.Dev=0.49) fully in-office coded as 0 and hybrid as 1. As seen from the Table 19 (Appendix), Pearson's Correlation Coefficient indicates a moderate negative relationship between turnover intention and hybrid work model (the number of hours working remotely per month; $r=-.471$, $p<.001$). Besides, it demonstrates a moderate negative relationship with the state of flexibility offered or not at the workplace ($r=-.505$, $p<.001$) and a comparatively low negative relationship with organizational tenure ($r=-.111$, $p=.057$) and income ($r=-.158$, $p=.012$). Apparently, these variables do

not appear to have a significant influence on the way respondents evaluate the hybrid work model and score on the turnover intentions and perceived organizational support.

Table 18

Descriptive Statistics			
	N	Mean	Std. Deviation
TurnoverInt	204	2.4939	1.19843
The amount of hours per month working remotely	204	30.79	31.055
Gender	204	1.47	.500
Age	204	30.28	6.042
Number of family members	204	2.74	1.386
Organizational tenure	204	2.10	.893
Position level	204	2.15	.757
Income	204	3.67	1.590
Number of people supervised	204	4.47	10.228
Work pattern	204	.55	.498
Current workplace offering flexibility	204	.68	.469
Valid N (listwise)	204		

Source: Survey data (Aynura Aliyeva, 2022)

Table 20

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig. F Change	
1	.471 ^a	.222	.218	1.05959	.222	57.685	1	202	<.001	
2	.572 ^b	.327	.296	1.00535	.105	3.798	8	194	<.001	1.903

a. Predictors: (Constant), The amount of hours per month working remotely

b. Predictors: (Constant), The amount of hours per month working remotely, Gender, Organizational tenure, Number of family members, Number of people supervised, Income, Current workplace offering flexibility, Age, Position level

c. Dependent Variable: TurnoverInt

Source: Survey data (Aynura Aliyeva, 2022)

Even though demographics did not appear to have a significant relationship with turnover intention scale, there is a significant negative relationship between the amount of hours working remotely per month and employee turnover intention ($p < .001$) as illustrated in Table 21. Without predictors, the number of hours worked remotely shows 22% variability, but along with predictors it indicates 33% variability. In either case, there is a negative significant relationship between dependent and independent variables (Table 20). As discussed, the impact of each variable can be detected through Pearson's correlation coefficient (Appendix, Table 19) as it explicitly demonstrates which variables are correlated and to what extent. Thus, it can be concluded that a unit increase in the amount of hours working remotely per month contributes to Beta level of 0.471 unit decrease in turnover intention when uncontrolled and Beta level of 0.300 unit decrease when controlled. Consequently, the first hypothesis claiming that there is a significant relationship between hybrid working model end employee turnover intention is accepted.

Table 21

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.054	.105		29.197	<.001
	The amount of hours per month working remotely	-.018	.002	-.471	-7.595	<.001
2	(Constant)	4.245	.519		8.172	<.001
	The amount of hours per month working remotely	-.012	.003	-.300	-3.933	<.001
	Gender	-.061	.152	-.026	-.404	.687
	Age	-.018	.016	-.092	-1.164	.246
	Number of family members	.016	.053	.019	.303	.762
	Organizational tenure	-.063	.096	-.047	-.658	.511
	Position level	-.067	.140	-.042	-.476	.634
	Income	.040	.063	.053	.635	.526
	Number of people supervised	-.009	.008	-.079	-1.094	.275
	Current workplace offering flexibility	-.919	.193	-.360	-4.775	<.001

a. Dependent Variable: TurnoverInt

Source: Survey data (Aynura Aliyeva, 2022)

Once the relationship between hybrid work model (the amount of hours working remotely per month) and employee turnover intention was assessed and identified that there is a significant negative association between those variables, the moderating role of perceived organizational support in this relationship was analyzed. As seen from Table 22 (Appendix), descriptive statistics of perceived organizational support are as the following: (mean=3.55; Std.Dev=1.05). Referring to the Table 23 (Appendix) illustrating Pearson's coefficient correlations, it can be stated that there is a strong positive relationship between the amount of hours working remotely and perceived organizational support ($r=.587$; $p<.001$). Perceived organizational support has a comparatively lower positive relationship with organizational tenure ($r=.175$; $p=.006$) and income ($r=.109$; $p=.061$) and it has a strong positive relationship with the state of flexibility being offered ($r=.559$; $p<.001$).

Table 24

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.937	.085		34.726	<.001
	The amount of hours per month working remotely	.020	.002	.587	10.315	<.001
2	(Constant)	1.633	.389		4.196	<.001
	The amount of hours per month working remotely	.015	.002	.443	6.826	<.001
	Gender	.157	.114	.074	1.376	.170
	Age	-.013	.012	-.075	-1.105	.270
	Number of family members	.028	.040	.037	.700	.485
	Organizational tenure	.122	.072	.103	1.691	.092
	Position level	.538	.105	.386	5.123	<.001
	Number of people supervised	-.005	.006	-.053	-.864	.389
	Income	-.119	.047	-.179	-2.537	.012
	Current workplace offering flexibility	.872	.144	.387	6.044	<.001

a. Dependent Variable: POS

Source: Survey data (Aynura Aliyeva, 2022)

Table 25

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.587 ^a	.345	.342	.85667	.345	106.406	1	202	<.001	
2	.717 ^b	.514	.491	.75333	.169	8.403	8	194	<.001	2.056

a. Predictors: (Constant), The amount of hours per month working remotely

b. Predictors: (Constant), The amount of hours per month working remotely, Gender, Organizational tenure, Number of family members, Number of people supervised, Income, Current workplace offering flexibility, Age, Position level

c. Dependent Variable: POS

Source: Survey data (Aynura Aliyeva, 2022)

For perceived organizational support there is 34% variability (adjusted $R^2=.342$) when uncontrolled and 51% variability (adjusted $R^2=.514$) when controlled. As shown in Table 25, in either case there is a statistically significant relationship since the p value is as the following: $p<.001$. Table 24 provides more explicit information about the impact of each variable on perceived organizational support. As seen, a unit increase in the amount of hours working remotely per month contributes to Beta level of .587 unit increase in perceived organizational support when uncontrolled and Beta level of .443 unit increase when controlled. Besides, out of variables, the impacts of position level ($p<.001$), income ($p=.012$), organizational tenure ($p=.092$) on perceived organizational support were identified to be significant. To conclude, the second hypothesis is also accepted since an increase in the amount of hours per month working remotely leads to an increase in the level of perceived organizational support.

Table 27

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.270	.214		24.574	<.001
	POS	-.782	.058	-.689	-13.503	<.001
2	(Constant)	5.430	.455		11.936	<.001
	POS	-.735	.072	-.648	-10.186	<.001
	Gender	.055	.128	.023	.429	.669
	Age	-.027	.013	-.138	-2.086	.038
	Number of family members	.036	.045	.042	.818	.415
	Organizational tenure	.023	.081	.017	.290	.772
	Position level	.333	.120	.210	2.772	.006
	Number of people supervised	-.013	.007	-.112	-1.852	.066
	Income	-.049	.052	-.066	-.949	.344
	Current workplace offering flexibility	-.295	.171	-.116	-1.732	.085

a. Dependent Variable: TurnoverInt

Source: Survey data (Aynura Aliyeva, 2022)

Table 28

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.689 ^a	.474	.472	.87097	.474	182.335	1	202	<.001	
2	.726 ^b	.527	.505	.84322	.052	2.689	8	194	<.001	2.043

a. Predictors: (Constant), POS
 b. Predictors: (Constant), POS, Number of people supervised, Number of family members, Gender, Organizational tenure, Income, Current workplace offering flexibility, Age, Position level
 c. Dependent Variable: TurnoverInt

Source: Survey data (Aynura Aliyeva, 2022)

Next, the multiple regression analysis was conducted to assess the role of perceived organizational support in the association between hybrid working model and employee turnover intention. The analysis (Appendix 26) clearly demonstrates that there is a strong negative relationship between turnover intention and perceived organizational support ($r=-.689$; $p<.001$) and comparatively lower negative relationship with income ($r=-.158$; $p=.012$), organizational tenure ($r=-.111$; $p=.057$). A strong negative relationship is observed between employee turnover intention and the state of flexibility being offered at the workplace ($r=.505$; $p<.001$). As it is apparent from Table 27 and 28, a unit increase in the level of perceived organizational support contributes to Beta level of .689 unit decrease in turnover intention when uncontrolled and Beta level of .648 unit decrease when controlled. Hence, the third hypothesis saying that an increased level of perceived organizational support results in a decreased level of employee turnover intention is accepted as well.

In the final part of the data analysis, Independent-Samples T test was also conducted in order to identify whether the difference between two distributions (those who are offered flexibility to work remotely and those who have no flexibility to work remotely) in the sample is statistically significant.

Table 29

Group Statistics					
TurnoverInt	Current workplace offering any flexibility to work remotely or not?	N	Mean	Std. Deviation	Std. Error Mean
		No	66	3.3447	1.28210
	Yes	138	2.1395	.90770	.07727

Source: Survey data (Aynura Aliyeva, 2022)

As seen from the Table 29, while 138 of respondents were found to be having flexibility to work remotely, 66 respondents were identified to be having no flexibility. Apparently, there is a difference in the mean of two distributions, and through the T-Test, it can be identified whether this difference occurred by chance, or this difference indeed exists in the sample.

Table 30

		Independent Samples Test									
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
TurnoverInt	Equal variances assumed	12.836	<.001	7.721	202	<.001	<.001	1.20520	.15609	.89744	1.51297
	Equal variances not assumed			6.859	97.248	<.001	<.001	1.20520	.17572	.85647	1.55394

Source: Survey data (Aynura Aliyeva, 2022)

Table 29 indicates that the variance of those who are being offered flexibility and those who are not is significantly different ($p < .001$). To be more specific, turnover intention of respondents who claimed that their current workplace offer them flexibility to work remotely is significantly different from those who have no flexibility to work from off-site locations.

Discussion

The primary purpose of this research study was to analyze the impact of hybrid work model on employee turnover intention and reveal if there is a relationship between these two variables, and if yes, whether it is positive or negative. Analyses explicitly demonstrated above found that there is a statistically significant negative relationship between hybrid work model (the amount of hours per month working remotely) and turnover intention, which means that when employees work more days/hours remotely per month, they are less likely to intend leaving their workplace. Hereby, it is critical to highlight that hybrid work model as a concept should not be confused with remote working or teleworking since it basically refers to the mixture of in-office and remote work through the provision of some flexibility. To make blended work model distinctive from remote work, throughout the research study, the amount of hours working remotely per month, not per week, was used as the main indicator of this variable. As clearly shown in Table 31 (Appendix), according to the responses provided by the participants, the maximum amount of hours working remotely per month is 95, which accounts for approximately three/four days per week, which is completely distinct from the work model that existed in times of COVID-19 pandemic. Therefore, the impact of hybrid working model cannot be compared to the impact of full remote work since hybrid work model has appeared to be a new form of work combining in-office work and remote work.

As a result of regression analysis, it was revealed that an increase in the amount of hours working remotely per month leads to a decrease in the level of employee turnover intention.

Besides, one moderating variable, perceived organizational support, was also included to the research study in order to detect if the relationship between hybrid work model and employee turnover intention would be different when POS was added. The outcome of the analysis indicated that hybrid work model is indeed a strong predictor of perceived organizational support since an increase in the amount of hours working remotely was found to be strongly contributing to an increase in the level of perceived organizational support. Moreover, the result showed that there is a

significant negative relationship between perceived organizational support and turnover intention because an increase in the extent of employee belief that their well-being and contributions are valued and promoted by the organization was identified to be causing a decrease in their willingness to leave that workplace. Hence, it can be deduced that perceived organizational support plays a critical role in the association between hybrid work model and employee turnover intention.

Through the extensive analysis, it was also discovered that the variance with regards to the turnover intention between two primary distributions within the sample, those whose current workplace is offering flexibility to work remotely, and those whose organization is not providing such opportunity, is significantly different. To be more specific, responses of employees having flexibility in the workplace across the scale of turnover intention is very distinctive from those having no flexibility. Due to the existence of a significant negative relationship between hybrid work model and employee turnover intention, it can be asserted that employees having flexible work arrangements are less likely to intend leaving the current workplace compared to those having no flexibility at the workplace.

Theoretical Implications

The main objective of this research was to further elaborate on the influence of hybrid work model on employee turnover intention. Since hybrid work model is an emerging concept, there is not an extensive research dedicated to the analysis of flexible work arrangements; nevertheless, the majority of the existing studies (as discussed in the literature review part) indicated flexibility as one of the strong predictors of employee turnover intention. While the number of days worked remotely per week was the primary question aimed to explore the impact of hybrid work model, this study preferred to asking the number of hours working remotely per month since there are not many companies in Azerbaijan offering several days of flexibility each week. The outcome of this research study corresponds to the findings of the previously conducted studies and latest survey reports of companies implementing hybrid work model. Several factors can be mentioned to predict the consistency of this study's result with those of previously conducted ones. The first and foremost reason behind this alignment might be people's acceptance of new norm, which is the implementation of flexible work arrangements and their commonly changed views towards the rigidity of work schedules. Nevertheless, a negative impact of hybrid work model on employee turnover intention does not necessarily mean that the higher the proportion of remote work, the lower level of turnover intention.

Practical Implications

The outcome of this research study can be beneficial for those organizations that are planning to embrace hybrid work arrangements but hesitate due to its potential impact on employees' attitudes towards their workplace. The study can also provide useful insights into the exploration of employee turnover issue as the key reason behind the employee withdrawal behaviors such as absenteeism and lateness might be associated with the absence/lack of the flexible work arrangements. Managers can also perceive the implementation of hybrid work model as an effective way to increase the level of perceived organizational support among their employees, which in turn, may result in an increased level of job satisfaction, work performance as well as organizational commitment.

Limitations and Future Considerations

It was hardly possible to conduct this research study without any limitations. Hence, a number of limitations that occurred during the process of conducting this research study should be acknowledged. To begin with, like any other research studies, time was the primary limitation, which also negatively affected the process of data collection and consequently the proportion of survey responses. Thus, for future research studies, it is highly recommended to allocate more time to the data collection process in order to achieve a larger sample size.

Secondly, this research is based upon cross-sectional design, which prevented the study from establishing causality on the relationships analyzed. Therefore, future research studies may consider employing either longitudinal or experimental designs with repeated measures to be able to draw the causal inferences.

Thirdly, during data collection process, due to the sharp decrease in the pace and intensity of COVID-19 pandemic, many companies and organizations in Baku considered returning to an office to be quite safe and brought their employees back to the office, which complicated the process of identifying organizations implementing hybrid work model and reach their employees to get them fill the survey questionnaire. Hence, future research studies may need to rethink their data collection strategies and implement different methods to identify and determine right respondents.

Furthermore, assuring employees of the anonymity of the survey and confidentiality of the responses was the most challenging part of the data collection process. Due to the use of questions regarding age, gender, income, organizational tenure, as well as the intention of participants to leave the organization, employees doubted the anonymity and confidentiality of the responses provided.

Last but not least, this research study selected and examined only one dependent variable, which is employee turnover intention. Since this has been related to the significant outcome variables in organizational behaviour such as employee job performance, work behaviour, job satisfaction, future research studies may explore the impact of hybrid work arrangements on variables such as these.

As the final implication for future studies, it can be asserted that in organizations where hybrid work model is being implemented, employees working remotely more can feel a comparatively higher level of unfairness in terms of pay and promotions, training and growth opportunities compared to those who tend to work less from off-site locations. Therefore, in future research studies on the exploration of the impact of flexible work arrangements on employee attitudinal and behavioral outcomes, the moderating impact of organizational fairness or justice might be also assessed to see if it plays a crucial role in the relationship.

Ethical Considerations

The ethical considerations that were considered during this research study are the below-mentioned:

- Voluntary participation has been ensured since all respondents freely made the decision to take part in the research activity and contribute to the collection of data.
- Anonymity of the participants as well as confidentiality of their answers was fully ensured. Also, respondents were provided with the opportunity to skip any questions that they were unwilling to answer, or found them to be too sensitive or personal.
- During the process of writing the literature review, all sources were properly cited and referenced.

Conclusion

As it is apparent from foregoing points, this study intended to explore on the impact of hybrid work model on employee turnover intention and revealed that the implementation of hybrid work model in the workplace and the amount of hours working from off-site locations per month negatively affects employees' propensity to leave. With regards to the moderating variable of this research, which is perceived organizational support, it was identified that the embracement of flexible work arrangements and an increased proportion of working remotely per month considerably increases the level of employee perception of being valued and supported by their current organization. Finally, when employees feel that their contributions to their organizations are being valued and their welfare are being promoted, their willingness to quit that job significantly decreases.

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Appendix

Table 4

Inter-Item Correlation Matrix				
	TurnoverInt1	TurnoverInt2	TurnoverInt3	TurnoverInt4
TurnoverInt1	1.000	.818	.830	.672
TurnoverInt2	.818	1.000	.762	.656
TurnoverInt3	.830	.762	1.000	.660
TurnoverInt4	.672	.656	.660	1.000

Source: Survey data (Aynura Aliyeva, 2022)

Table 5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TurnoverInt1	7.34	12.995	.867	.778	.869
TurnoverInt2	7.83	13.729	.826	.704	.885
TurnoverInt3	7.05	12.652	.833	.721	.881
TurnoverInt4	7.70	13.787	.711	.506	.923

Source: Survey data (Aynura Aliyeva, 2022)

Table 9

Inter-Item Correlation Matrix				
	POS1	POS2	POS3	POS4
POS1	1.000	.863	.735	.803
POS2	.863	1.000	.718	.832
POS3	.735	.718	1.000	.752
POS4	.803	.832	.752	1.000

Source: Survey data (Aynura Aliyeva, 2022)

Table 10

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
POS1	10.71	10.031	.871	.781	.906
POS2	10.86	9.965	.875	.800	.905
POS3	10.41	10.411	.779	.616	.937
POS4	10.64	10.605	.864	.752	.910

Source: Survey data (Aynura Aliyeva, 2022)

Table 19

		Correlations										
		TurnoverInt	The amount of hours per month working remotely	Gender	Age	Number of family members	Organizational tenure	Position level	Income	Number of people supervised	Current workplace offering flexibility	
Pearson Correlation	TurnoverInt	1.000	-.471	.025	-.029	.003	-.111	.006	-.158	-.071	-.505	
	The amount of hours per month working remotely	-.471	1.000	-.008	-.205	-.019	.014	-.223	.109	-.105	.592	
	Gender	.025	-.008	1.000	-.179	.088	-.049	-.294	-.316	-.224	-.041	
	Age	-.029	-.205	-.179	1.000	.109	.491	.571	.429	.344	-.131	
	Number of family members	.003	-.019	.088	.109	1.000	.172	.010	-.007	.159	-.034	
	Organizational tenure	-.111	.014	-.049	.491	.172	1.000	.422	.238	.255	-.018	
	Position level	.006	-.223	-.294	.571	.010	.422	1.000	.562	.481	-.152	
	Income	-.158	.109	-.316	.429	-.007	.238	.562	1.000	.482	-.205	
	Number of people supervised	-.071	-.105	-.224	.344	.159	.255	.481	.482	1.000	-.017	
	Current workplace offering flexibility	-.505	.592	-.041	-.131	-.034	-.018	-.152	.205	-.017	1.000	
	Sig. (1-tailed)	TurnoverInt	.	<.001	.359	.343	.485	.057	.463	.012	.157	<.001
		The amount of hours per month working remotely	.000	.	.454	.002	.393	.423	.001	.060	.067	.000
Gender		.359	.454	.	.005	.105	.245	.000	.000	.001	.281	
Age		.343	.002	.005	.	.060	.000	.000	.000	.000	.031	
Number of family members		.485	.393	.105	.060	.	.007	.442	.462	.012	.315	
Organizational tenure		.057	.423	.245	.000	.007	.	.000	.000	.000	.399	
Position level		.463	.001	.000	.000	.442	.000	.	.000	.000	.015	
Income		.012	.060	.000	.000	.462	.000	.000	.	.000	.002	
Number of people supervised		.157	.067	.001	.000	.012	.000	.000	.000	.	.402	
Current workplace offering flexibility		.000	.000	.281	.031	.315	.399	.015	.002	.402	.	
N		TurnoverInt	204	204	204	204	204	204	204	204	204	204
		The amount of hours per month working remotely	204	204	204	204	204	204	204	204	204	204
	Gender	204	204	204	204	204	204	204	204	204	204	
	Age	204	204	204	204	204	204	204	204	204	204	
	Number of family members	204	204	204	204	204	204	204	204	204	204	
	Organizational tenure	204	204	204	204	204	204	204	204	204	204	
	Position level	204	204	204	204	204	204	204	204	204	204	
	Income	204	204	204	204	204	204	204	204	204	204	
	Number of people supervised	204	204	204	204	204	204	204	204	204	204	
	Current workplace offering flexibility	204	204	204	204	204	204	204	204	204	204	

Source: Survey data (Aynura Aliyeva, 2022)

Table 22

Descriptive Statistics			
	N	Mean	Std. Deviation
POS	204	3.5515	1.05591
The amount of hours per month working remotely	204	30.79	31.055
Gender	204	1.47	.500
Age	204	30.28	6.042
Number of family members	204	2.74	1.386
Organizational tenure	204	2.10	.893
Position level	204	2.15	.757
Number of people supervised	204	4.47	10.228
Income	204	3.67	1.590
Current workplace offering flexibility	204	.68	.469
Valid N (listwise)	204		

Source: Survey data (Aynura Aliyeva, 2022)

Table 23

		Correlations									
		POS	The amount of hours per month working remotely	Gender	Age	Number of family members	Organizational tenure	Position level	Number of people supervised	Income	Current workplace offering flexibility
Pearson Correlation	POS	1.000	.587	.022	-.050	.028	.175	.081	-.017	.109	.559
	The amount of hours per month working remotely	.587	1.000	-.008	-.205	-.019	.014	-.223	-.105	.109	.592
	Gender	.022	-.008	1.000	-.179	.088	-.049	-.294	-.224	-.316	-.041
	Age	-.050	-.205	-.179	1.000	.109	.491	.571	.344	.429	-.131
	Number of family members	.028	-.019	.088	.109	1.000	.172	.010	.159	-.007	-.034
	Organizational tenure	.175	.014	-.049	.491	.172	1.000	.422	.255	.238	-.018
	Position level	.081	-.223	-.294	.571	.010	.422	1.000	.481	.562	-.152
	Number of people supervised	-.017	-.105	-.224	.344	.159	.255	.481	1.000	.482	-.017
	Income	.109	.109	-.316	.429	-.007	.238	.562	.482	1.000	.205
	Current workplace offering flexibility	.559	.592	-.041	-.131	-.034	-.018	-.152	-.017	.205	1.000
Sig. (1-tailed)	POS	.	<.001	.380	.240	.346	.006	.124	.403	.061	<.001
	The amount of hours per month working remotely	.000	.	.454	.002	.393	.423	.001	.067	.060	.000
	Gender	.380	.454	.	.005	.105	.245	.000	.001	.000	.281
	Age	.240	.002	.005	.	.060	.000	.000	.000	.000	.031
	Number of family members	.346	.393	.105	.060	.	.007	.442	.012	.462	.315
	Organizational tenure	.006	.423	.245	.000	.007	.	.000	.000	.000	.399
	Position level	.124	.001	.000	.000	.442	.000	.	.000	.000	.015
	Number of people supervised	.403	.067	.001	.000	.012	.000	.000	.	.000	.402
	Income	.061	.060	.000	.000	.462	.000	.000	.000	.	.002
	Current workplace offering flexibility	.000	.000	.281	.031	.315	.399	.015	.402	.002	.
N	POS	204	204	204	204	204	204	204	204	204	204
	The amount of hours per month working remotely	204	204	204	204	204	204	204	204	204	204
	Gender	204	204	204	204	204	204	204	204	204	204
	Age	204	204	204	204	204	204	204	204	204	204
	Number of family members	204	204	204	204	204	204	204	204	204	204
	Organizational tenure	204	204	204	204	204	204	204	204	204	204
	Position level	204	204	204	204	204	204	204	204	204	204
	Number of people supervised	204	204	204	204	204	204	204	204	204	204
	Income	204	204	204	204	204	204	204	204	204	204
	Current workplace offering flexibility	204	204	204	204	204	204	204	204	204	204

Source: Survey data (Aynura Aliyeva, 2022)

Table 26

		Correlations									
		TurnoverInt	POS	Gender	Age	Number of family members	Organizational tenure	Position level	Number of people supervised	Income	Current workplace offering flexibility
Pearson Correlation	TurnoverInt	1.000	-.689	.025	-.029	.003	-.111	.006	-.071	-.158	-.505
	POS	-.689	1.000	.022	-.050	.028	.175	.081	-.017	.109	.559
	Gender	.025	.022	1.000	-.179	.088	-.049	-.294	-.224	-.316	-.041
	Age	-.029	-.050	-.179	1.000	.109	.491	.571	.344	.429	-.131
	Number of family members	.003	.028	.088	.109	1.000	.172	.010	.159	-.007	-.034
	Organizational tenure	-.111	.175	-.049	.491	.172	1.000	.422	.255	.238	-.018
	Position level	.006	.081	-.294	.571	.010	.422	1.000	.481	.562	-.152
	Number of people supervised	-.071	-.017	-.224	.344	.159	.255	.481	1.000	.482	-.017
	Income	-.158	.109	-.316	.429	-.007	.238	.562	.482	1.000	.205
	Current workplace offering flexibility	-.505	.559	-.041	-.131	-.034	-.018	-.152	-.017	.205	1.000
Sig. (1-tailed)	TurnoverInt	.	<.001	.359	.343	.485	.057	.463	.157	.012	<.001
	POS	.000	.	.380	.240	.346	.006	.124	.403	.061	.000
	Gender	.359	.380	.	.005	.105	.245	.000	.001	.000	.281
	Age	.343	.240	.005	.	.060	.000	.000	.000	.000	.031
	Number of family members	.485	.346	.105	.060	.	.007	.442	.012	.462	.315
	Organizational tenure	.057	.006	.245	.000	.007	.	.000	.000	.000	.399
	Position level	.463	.124	.000	.000	.442	.000	.	.000	.000	.015
	Number of people supervised	.157	.403	.001	.000	.012	.000	.000	.	.000	.402
	Income	.012	.061	.000	.000	.462	.000	.000	.000	.	.002
	Current workplace offering flexibility	.000	.000	.281	.031	.315	.399	.015	.402	.002	.
N	TurnoverInt	204	204	204	204	204	204	204	204	204	204
	POS	204	204	204	204	204	204	204	204	204	204
	Gender	204	204	204	204	204	204	204	204	204	204
	Age	204	204	204	204	204	204	204	204	204	204
	Number of family members	204	204	204	204	204	204	204	204	204	204
	Organizational tenure	204	204	204	204	204	204	204	204	204	204
	Position level	204	204	204	204	204	204	204	204	204	204
	Number of people supervised	204	204	204	204	204	204	204	204	204	204
	Income	204	204	204	204	204	204	204	204	204	204
	Current workplace offering flexibility	204	204	204	204	204	204	204	204	204	204

Source: Survey data (Aynura Aliyeva, 2022)

Table 31

The amount of hours per month working remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	69	33.8	33.8	33.8
	2	1	.5	.5	34.3
	5	2	1.0	1.0	35.3
	6	1	.5	.5	35.8
	8	6	2.9	2.9	38.7
	10	3	1.5	1.5	40.2
	12	1	.5	.5	40.7
	16	6	2.9	2.9	43.6
	18	3	1.5	1.5	45.1
	20	2	1.0	1.0	46.1
	24	17	8.3	8.3	54.4
	25	4	2.0	2.0	56.4
	27	1	.5	.5	56.9
	30	3	1.5	1.5	58.3
	32	15	7.4	7.4	65.7
	36	2	1.0	1.0	66.7
	40	3	1.5	1.5	68.1
	48	6	2.9	2.9	71.1
	56	3	1.5	1.5	72.5
	60	1	.5	.5	73.0
	63	1	.5	.5	73.5
	64	5	2.5	2.5	76.0
	70	11	5.4	5.4	81.4
	72	6	2.9	2.9	84.3
	75	12	5.9	5.9	90.2
	80	13	6.4	6.4	96.6
	90	4	2.0	2.0	98.5
	95	3	1.5	1.5	100.0
	Total	204	100.0	100.0	

Source: Survey data (Aynura Aliyeva, 2022)

Survey Questionnaire

1) What is your gender?

- Male (1)
- Female (2)

2) What is your age?

3) How many family members currently live with you?

4) Over the past two years have you worked in an organization in Baku that implemented a hybrid-working model (the mixture of in-office work and remote work)?

- Yes (1)
- No (2)

5) How long have you been with your current organization?

- Less than a year (1)
- 1-3 years (2)
- 4-6 years (3)
- More than six years (4)

6) Which of the following most closely matches your job title/position?

- Entry level (1)
- Mid-level (2)
- Senior-level (3)
- Top-level (4)

7) How many people are currently working under your supervision?

8) What is your monthly income?

- Less than 500 AZN (1)
- 500-1000 AZN (2)
- 1000-1500 AZN (3)
- 1500-2000 AZN (4)
- 2000-2500 AZN (5)
- 2500-3000 AZN (6)
- Above 3000 AZN (7)

9) What is the current pattern of work at the organization you work for?

- Fully in-office (0)
- Hybrid (1)

10) Is your current workplace offering any flexibility to work remotely/work from home?

- Yes (1)
- No (0)

11) On average how often do you work from home?

- Not at all (0)
- 1-4 days per month (1)
- 1-2 days per week (2)
- 3-4 days per week (3)
- 5 days per week (4)

12) On average how many hours per month do you work remotely?

Please indicate the extent to which you agree with the following statements:

- 1- Strongly disagree (1)
- 2- Disagree (2)
- 3- Neutral (3)
- 4- Agree (4)
- 5- Strongly agree (5)

Employee Turnover Intention scale (Rosin and Korabik, 1991 as shown in reference list):

Turnover Intention- **TurnoverInt**

13) "I am thinking of changing my workplace" (**TurnoverInt1**)

14) "I am actively searching for a new workplace" (**TurnoverInt2**)

15) "I have thought about leaving this organisation in the near future"(**TurnoverInt3**)

16) "At this time I would leave the organisation if it were feasible" (**TurnoverInt4**)

Perceived Organizational Support scale (Eisenberger et al, 1986 as shown in reference list):

Perceived Organizational Support- **POS**

17) “The organization takes into account of my goals and values” (**POS1**).

18) “The organization cares about my general satisfaction at work” (**POS2**).

19) “Support is available from my organization when I have a problem” (**POS3**).

20) “The organisation values my contribution to its well-being” (**POS4**).