

# THE IMPACT OF WORK MODELS ON ORGANIZATIONAL COMMITMENT

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The aim of this study is to investigate the impact of work models on employees' organizational commitment. The data is collected from a sample of 71 participants across Kosovo regions, including respondents from other countries as well. The results of study's research is showing, that at least one of the Organizational Commitment (OC) items exhibits a significant difference across groups, with the empirical results supporting all four study hypotheses. Therefore, for H1, the study indicated a statistically significant difference in the second Item of OC which is emotional attachment to the organization, between On-Site and Hybrid groups. For H2, the study also indicated a significant difference in emotional attachment between Flexible and Pre-Determined groups. For H3, the hypothesis was confirmed with the finding that Age is the only demographic factor showing a significant difference in general OC among its groups. For the last hypothesis, H4, the study shows statistically significant differences in two demographic factors: 1. Gender: a significant difference was found in the item: "I don't feel connected to the team and leadership while working remotely" and 2. Civil Status: A significant difference was found in the item: "My hybrid work model has increased my engagement with organizational goals".

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## 1 Introduction

In recent decades, the world has undergone profound transformations, particularly in the realms of technology and globalization, both of which are experiencing relentless and exponential growth with rules and requirements that are changing every day. Within this context of change, organizations, recognized as essential components of society and integral to individuals' lives, must adapt and innovate to enhance their effectiveness and sustain their relevance.

Organizations must ensure that both employees and managers are equipped with the requisite skills and competencies to effectively leverage their knowledge and experience in pursuit of organizational goals and objectives. To achieve this, business organizations must cultivate teams that are deeply committed to their strategic imperatives, with a strong orientation toward organization and operational excellence. Human resource management, positioned as a core function within the organization, plays a pivotal role in fostering organizational commitment (Herrera and Heras-Rosas, 2021). This commitment emerges between the resources provided by the organization and the inputs of the employee, establishing a reciprocal relationship that is further strengthened by an emotional alignment between the organization's goals and values and those of its workforce (Buchanan, 1974).

Dedicated and responsible employees are thus regarded as critical drivers of organizational success (Jafari & Bidarian, 2012). On the other side, as of Covid19 Pandemics, employees' work environment has shifted from offices to homes and will likely persist, and home office will become an essential part of the working environment (Krajčik et al., 2023). Simultaneously, the integration of hybrid work models, combining remote and in-office work, offers mutual advantages for employees and employers. Thus, on one hand, the topic of this study is organizational commitment while on the other hand, it is the working models especially the hybrid work models and the impact of these on employee's organizational commitment, as one of the most important organizational behaviors. The organizational commitment is closely related to job satisfaction, which consists of an individual's relation, or attachment with an organization (Silverthorne, 2005). Though literature indicates different kinds of approaches regarding Organizational Commitment, studying it from the context of the employee's possibility to choose or to combine his/her work model (remote and in-office work) presents gaps that

have indicated the need for more and new research in this direction (Martins, Euzebio and Beuren, 2022).

The aim of this study is to investigate the impact of hybrid work on organizational commitment.

The dynamics of the work of employees is undergoing changes due to the new era of technology and working infrastructure possibilities. As a result, the findings of the given study will help organizations achieve a higher level of their staff commitment. In order to keep them in the company, the employers should invest in increasing their organizational commitment (Ahmed et al., 2011). It can also predict the turnover rate and staff replacement, with a higher level of organizational commitment leading to higher productivity and performance and lower levels of absenteeism (Brown et al., 2007).

In the following paragraphs, an overview of the existing literature and previous research on organizational commitment and its role within organization will be provided as well as the work models with a special focus of the impact of hybrid work models on organizational commitment.

## **2 Literature review**

### **Organizational Commitment**

Organizational Commitment has garnered significant attention from both employers of different organizations and researchers, particularly since the 1980s. Broadly defined, organizational commitment refers to the extent to which employees demonstrate loyalty and dedication to their employer and express a desire to remain part of the organization. Commitment encompasses the employees' feelings and behaviors toward their company (Jex, 2002).

Scholars have noted that individuals exhibit varying forms of commitment in the workplace, not only toward the organization itself but also toward subunits such as departments, teams, unions, or specific locations etc.

According to Mowday et al.'s definition (cited in Meyer and Allen, 1991: 64), organizational commitment represents "the relative strength of an individual's identification with and involvement in a particular organization". This conceptualization underscores three critical components: (1) a desire to maintain membership in the organization; (2) a belief in and alignment with the organization's values and objectives and (3) a willingness to exert effort on behalf of the organization (Arnold, 2005).

Among most important contributors in this subject that have significantly expanded its framework are Meyer and Allen who introduced it in another aspect by dividing the organizational commitment in three forms or components as in the following dimensions:

1. Affective (organizational) Commitment (Desire to Stay): This dimension reflects an employee's emotional attachment to the organization. According to Boselie (2010), this type of commitment is especially valued by employers as it reflects the employees "level of identification with the organization, its goals and values as well as their genuine sense of loyalty towards the company".
2. Continuance Commitment (Need to Stay): This dimension pertains to an employee's assessment of the costs and risks associated with leaving the organization. It reflects the connection with the organization due to the lack of other opportunities or alternatives. It arises from the perception of limited alternatives or substantial investments already made within the organization which it costs too much if leaving and joining another company. Hence, encompassing two kinds of variables: perceived personal investments and perceived availability of alternatives (Rogelberg, 2007).
3. Normative Commitment (Moral Obligation to Stay): This form of commitment stems from an individual's moral sense of obligation and responsibility towards the organization (Meyer et al., 1993). It reflects a belief that remaining with the organization is the right or expected course of action.

For employers, the concept of organizational commitment is particularly compelling due to its potential to foster a workforce that identifies with their organization and aligns with its mission and values while demonstrating a proactive willingness to contribute. Employees who demonstrate high levels of organizational commitment play a crucial role in the company as their loyalty and engagement facilitate the implementation of positive organizational changes and initiatives.

According to Suliman and Lles, 2012, positive relationships between organizational commitment and employee performance were found in earlier studies and as well as a meta-analysis of 51 empirical research undertaken by Jaramillo et al., 2014 indicated a favorable association between organizational commitment and job performance (Ying et al., 2024).

In the study of Alomran et al., 2024, it is found that according to Celep and Yilmazturk, organizational commitment (OC) and trust are crucial for maintaining high levels of performance within companies and achieving organization-specific goals. The achievement of organizational goals is strongly predicated on employee trust and organizational commitment. Also, according to Lewicka et al., building employee commitment is a necessity for human resources managers, as it leads to increased efficiency and the organization's success and organizational commitment has been extensively discussed as a crucial aspect of employee-organization relationships, with increased efficiency and production as possible outcomes. It is essential for organizations to determine what employees are faithful to and the level of their commitment, in addition to determining how effective they are perceived to be. In this context, Mayer et al. (1995) claim that by recognizing the importance of organizational construction, the organization will be able to adapt to changes in the surrounding environment. Commitment is critical for increased production and performance, as well as capacity optimization (Alomran et al., 2024).

### **On-Site, Remote and Hybrid work**

The idea of flexible work arrangements which are known as work from home (WFH), hybrid or remote setting are not new and the usage of these work settings were and are still practiced by the organizations nationwide (Selvaraju and Anuar, 2024).

On-site work involves performing work directly at employer's premises, typically within an office or designated workplace environment. This type of work requires active participation in in-person meetings, events and close collaboration with colleagues and clients, fostering direct, face-to-face interactions. However, COVID-19 pandemic has irreversibly changed the attitude towards office presence. According to Smite et al., 2024, companies indeed struggle with office presence and a large share of corporate space (35-67%) is underutilized whereas the main motivator for office presence is Connection and community, followed by Material offerings, Preference and Duty (Smite et al., 2024).

The concept of remote work was developed in the early 1970s and simply meant working remotely with the use of IT devices and office equipment. This type of work was commonly referred to as teleworking. Teleworking is a flexible work arrangement in which employees perform their duties remotely, outside the employer's premises, relying on information and communication technologies, particularly the internet, to deliver work outcomes and facilitate the transfer of data. In the era of general access to the internet and widespread computerization, the term "teleworking" has been replaced with the term "remote work" (Wontorczyk and Roznowski, 2022).

According to Hopkins and Bardoel, hybrid work is a relatively new term, gaining popularity during the pandemic to define a working arrangement where an employee divides their time between working at a traditional workplace and working remotely (typically at home, or from 'third places' such as a coworking space, library, or local café, etc.), which attempts to combine the best parts of both telework and office-based work (Hopkins and Bardoel, 2023).

### **The Relation between Organizational Commitment and Work models**

Scholars have conducted many studies on organizational commitment in relation to different factors and work attitudes for the success of the organization, as well as on work models as the most common work arrangements for them. However, little research has been conducted to identify the different hybrid work models that have been emerging rapidly (Hopkins and Bardoel, 2023) and their impact on the relationship with these factors including organizational commitment. Therefore, in

this context, there have been gaps that have indicated the need for more and new research in this direction (Martins, Euzebio and Beuren, 2022).

According to Tuzovic and Kabadavi (2021), working from home was, for many employees, required with short notice by the employer or the government in response to the need to keep social distance and not a voluntary action to balance work and family life (Innstrand et al. 2022). Employees reported feelings of social isolation and increased family-work conflict despite experiencing the newfound benefits of autonomy and self-leadership from remote working (Galanti et al., 2021). The combination of working at the office and work from home can benefit both employees and employers but may also lead to various issues arising from both work environments (Krajčik et al., 2023).

On the other hand, the performance of a company significantly depends on the effort that employees put into their work. Responsible employees, who are also committed, courageous, and smart, are considered one of the main factors for the success of an organization (Jafari & Bidarian, 2012).

The results of a study conducted within the IT departments in the Jordanian banking sector show that the commitment of the IT employees positively and significantly affected organizational performance and job satisfaction (Al-dalahmeh, et al., 2018). Another study, conducted in the branches of a Persian Bank in Tehran, Iran, show that organizational commitment and its components have a significant positive impact on market-orientation of Persian banks (Khoshnamnoghdam, 2017).

A study conducted in some selected IT companies with a stratified sampling method, collecting data from 210 employees observed two main factors, the effectiveness of the hybrid workplace and the second one was the determinants of organizational commitment. The SEM model was applied to examine the significant impact of the effectiveness of hybrid work on determinants of organizational commitment which its results showed that there is a significant impact. Thus, it was suggested that for better organizational commitment, companies should develop and propagate a hybrid work model (Vidya Sri and Vasantha, 2024).

### 3 Methodology

Since the aim of the study was to measure the impact of work models on employees' organizational commitment in general, as well as by placing a special emphasis on the hybrid work models, the study participants were divided into two groups. The first group consisted of participants from the on-site working model and the second one included those with different hybrid work models including the remote ones. Data was collected online from a total of 71 participants (N=71), out of which 34 were from the on-site category and 37 from hybrid and remote. Out of them, 37% of the participants were male and 63% female. A total of 51% of participants were 36 to 45 years old, 42% were under the age of 36 and 7% were over 45 years old. Other demographic information included the participants' marital status, place and their level of education and years of experience in the company, the number of employers they were working for until participating in this study. The research questions and hypothesis:

*R.Q.: 1. Is there a significant difference in OC across work model groups?*

H1: There is a significant difference at least in one of the four OC Items between 2 work models (On-Site vs. Hybrid).

H2: There is a significant difference at least in one of the four OC Items between 2 hybrid work models (Flexible vs. Pre-Determined).

*R.Q.: 2. Is there a significant difference in OC among the groups in the demographic data factors such as, age, civil status, academic level etc. in OC?*

H3: There is a significant difference in OC among the groups in at least one demographic data factor.

*R.Q.: 3. Is there a significant difference in OC related to the Hybrid Work Model across different groups in the demographic data factors such as age, civil status etc?*

H4: There is a significant difference in OC related to the Hybrid Work Model across the groups at least in 2 demographic data factors.



The measuring scale included the instrument for measuring the organizational commitment which was developed by Meyer, Allen & Smith (1991) and used by Ellemers et al. in 1998, (Boselie, 2010). The measurement scale consisted of four statements that were designed to measure the general organizational commitment. The respondents expressed how much they agreed with each statement on a five-point Likert scale, with values ranging from 1 (strongly disagree), to 5 (strongly agree).

#### 4 Data analysis and results

A total of 75 respondents were sent a questionnaire for fulfilment. However, 71 of them responded and filled the questionnaire online. 3 out of these 71 were removed from the analysis because they were left unanswered in several questions. After creation of new variable from the means of the items from the measuring scale of Organizational Commitment, the analysis for outliers was done (univariate and multivariate). It was verified that there was one outlier with a value smaller than  $|z| = -3.3$  which was removed from the sample. Therefore, the final sample number of this study was 67 which we did the analysis from.

Reliability of OC measurement scale, mean, standard deviation, minimum and maximum values are presented in Table 1.

**Table 1: Reliability of measuring scales**

Scale	No. of items	Cronbach alpha	Mean	SD	Min.	Max.
OC	4	0.85	3.69	2.97	3.28	3.97

The results show that the value of Cronbach’s Alpha is quite high, respectively (0.85) indicating a satisfactory level of construct validity. In general, it can be concluded that, on a five-point Likert scale, the mean value of participants’ organizational commitment is 3.69. This implies that research participants generally agree that they are committed to their company.

**Descriptive Data**

Descriptive Data was presented for the groups of work models, hybrid work models, as well as for the demographic data. After analysing carefully all the numbers achieved from the questionnaire for three main categories of work models (on-site, remote and hybrid) it was decided that these models will be rearranged only into two categories, on-site and hybrid+remote category due to having a very small number of participants who work fully remotely, respectively only 4 of them.

**Table 2: Work Model Groups and Hybrid Work Model Groups**

Category	Subcategory	Number of Participants	Notes
Work Models	On-Site	31	
	Hybrid + Remote	36	33 Hybrid + 4 fully remote.
<b>Total</b>		<b>67</b>	
Hybrid Work Models	Flexible	14	Flexible, Role-Based, and Team-Based categories.
	Pre-Determined	19	Fixed, Office-First, and Remote-First categories.
<b>Total</b>		<b>33</b>	

Therefore, as shown on the table 2 above, the final number of participants of this study who work fully on-site is 31 and 36 belong to the hybrid+remote category, respectively  $33+4=36$ . For these 33 participants from the category of Hybrid which itself has 6 different categories as hybrid work models (Flexible, Fixed, Office-first, Remote-first, Role-based and Team-specific), it was decided to apply the same rule for reducing them into 2 main categories due to having a very small number of participants to some of the categories. Therefore, it was decided that the first category will be the Flexible (which includes the Flexible, Role-Based and Team-Based) with a total number of 14 participants and the second category is the Pre-

Determined (including the Fixed, Office-First and Remote-First) with a total number of 19 participants

There were 43 females and 24 males who participated in the study. As per the age, the respondents had to choose one of the respective categories divided according to the age group provided for each. Categories varied from 20 – 25 years old, which there was only one respondent in this category; the second category was the age group from 26-35, which there participated 27 respondents, the other category was from 36 -45 years old which had the highest number of respondents with a total of 34, the next one was from 46 – 55 which had 4 respondents and the last one was Above 55 years old which had only 1 participant. On the other hand, regarding the Academic level of respondents, in the study there was only one participant that has finished only the High-School Degree, furthermore there were 16 participants who have finished Bachelor's Degree, whereas the highest number of participants of this study were with a Master's Degree with a total number of 44 and with a PhD Degree as the last category for the Academic level there were 6 participants. The civil status of participants was as following: 14 were single, 49 married and 4 Divorced. Lastly, the categories of the location or place where the participants come from were divided into three main ones. The first was the Local – Kosovo Category which represents the number of respondents who live and work in different cities from Kosovo which at the same has the largest number of the sample with a total of 38 participants. The second is International – Abroad Category which represents all the other participants who live outside Kosovo, spread everywhere around different countries of the world with a total number of 18 participants. The last category which is called Unspecified, represents a total of 10 participants who did not want to answer where they live and work, therefore they have left the question unanswered.

Most of the participants (49 of them) have more than 10 years of work experience in general, 14 of them have from 5-10 years of work experience and only 4 have 2-4 years of work experience, whereas no participant belongs to the category with 0-1 year of work experience in general. In the actual company where participants work, 10 of them belong to the category with 001 year of work experience earned there, 21 of them have 2-4 years of work experience there, 19 have 5-10 years and 17 participants have more than 10 years of work experience in the actual company they work in.

13 participants come from Public sector whereas the private sector leads with a number of 31 participants, the NGO sector with 20 and the last one as Other with only 3 participants. On the other hand, for the number of Employers it can be seen that 16 participants have declared to have had from 1-2 Employers until now, 23 have had 3-5 Employers, 13 participants have had 6-10 Employers whereas 15 respondents of this study sample have had more than 10 Employers to date.

### T-test and Anova

As per our Research Question 1 if there is a significant difference in Organizational Commitment across two groups of work models On-site vs. Hybrid+Remote, and in order to test our 1st Hypothesis that there is a significant difference at least in one of the four items of OC between On-Site and Hybrid+Remote, the T-Test was used for such comparison. As it can be seen in the table 3, in fact there is a significant difference between these two groups only in the second item of OC which is “I feel emotionally attached to this organization” with the respective values:  $t(67) = 2.049$ ;  $p < 0.05$ ; **Therefore, we can say that our 1st Hypothesis is accepted.**

**Table 3: Independent Samples T-Test across the Work Model groups (On-Site vs. Hybrid)**

		Levene's Test for Equality of variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
OC Item 2: I feel emotionally attached to this organization	Equal Variances assumed	3.646	.061	2.049	65	.044
	Equal Variances not assumed			2.068	64.938	.043

In order to test our second Hypothesis that there is a significant difference at least in one of the four items of OC between Hybrid work models (Flexible vs. Pre-Determined) the T-Test was used for this comparison as well. As it can be seen in the table 4, there is a significant difference between these two groups again in the same item of OC which is the second item “I feel emotionally attached to this

organization” with the respective values:  $t(33) = 2.317$ ;  $p < 0.05$ ; **Therefore, we can say that our 2nd Hypothesis is also accepted.**

**Table 4: Independent Samples T-Test across the Hybrid Model groups (Flexible vs. Pre-Determined)**

		Levene's Test for Equality of variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
OC Item 2: I feel emotionally attached to this organization	Equal Variances assumed	.660	.423	2.317	31	.027
	Equal Variances not assumed			2.381	30.419	.024

ANOVA was used for our research question no. 2 if there is a significant difference in OC among the groups in the demographic data factors such as age, civil status etc. and to test our 3rd Hypothesis that there is a significant difference of OC among the groups in at least one demographic data factor.

We conducted ANOVA analysis of the new common variable of OC which includes the Mean of the four OC Items (Table 5). This was analysed among the groups in different factors such as the different age groups, the groups of civil status (single, married, divorced and widowed), academic level (High School, Bachelor, MA and PhD) and all the other groups of the factors involved in our study. We found that significantly there is a difference between groups in only one factor which is Age. In the analysis of the means of each age group of participants we see that there is a significant difference among the five age groups respectively 20-25, 26-35, 36-45, 46-55 and the last one - Above 55 years old. **Therefore, we can say that our 3rd Hypothesis is also accepted.**

**Table 5: ANOVA Results at the comparison with the groups of Age**

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
OC	Between groups	7.153	4	1.788	3.615	.010
	Within Groups	30.669	62	.495		
	Total	37.823	66			

ANOVA was used also for our last research question if there is a significant difference in OC related to the Hybrid Work Model across different groups in the demographic data factors such as age, civil status etc. and to test our 4th and last Hypothesis that there is a significant difference at least in 1 of the five Items of OC related to the Hybrid Work Model across the groups in at least one of the demographic data factors.

Just like in the 3rd hypothesis above, we conducted ANOVA analysis among the groups in different factors such as the different age groups, the groups of civil status (single, married, divorced and widowed), academic level (High School, Bachelor, MA and PhD) and all the other groups of the factors involved in our study (Table 6).

**Table 6: ANOVA Results at the comparison with the groups of Gender and Civil Status**

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
OCHM-5th Item by Gender	Between groups	8.000	1	8.000	7.556	.010
	Within Groups	36.000	34	1.059		
	Total	44.000	35			
OCHM-2nd Item by C.S.	Between groups	5.567	2	2.783	4.983	.013
	Within Groups	18.433	33	.559		
	Total	24.000	35			

However, this time we did this with the other 5 Items of OC that were related specifically for the category of those with Hybrid Work Model and not with the general OC Scale. We found that significantly there is a difference between groups in two factors such as Gender and Civil Status. In the analysis of the means of each

group of participants from these two factors we see that there is a significant difference among Male and Female but only in the 5th item “I don’t feel connected to the team and leadership while working remotely” as well as among the four civil status groups (single, married, divorced and widowed) but only in the item “My hybrid work model has increased my engagement with organizational goals”. **Therefore, we can say that our 4th and last Hypothesis of our study is also accepted.**

### **Interpretation of Results**

This study highlights the nuanced impact of work models on organizational commitment. The t-test results for the 1st Hypothesis indicated a statistically significant difference in the second Item of OC which is emotional attachment to the organization, between On-Site and Hybrid groups and at the same time accepting the Hypothesis. This suggests that the way employees work (on-site or hybrid) influences their emotional attachment to the organization. The lack of significant differences in the other three items of the OC Scale indicates that emotional attachment is uniquely sensitive to the work models, while other aspects of commitment might remain consistent across groups.

In the examination of the mean scores for each group, we see that the On-Site group feels more emotionally attached to the organization (M=4.00, the 4th level of Likert scale, respectively the Agree answer level) than the Hybrid+Remote Group (M=3.58, between levels 3 to 4, respectively Neutral to Agree answer levels). This suggests that for hybrid work groups, their reduced face-to-face interactions limit direct, in-person communication. Therefore, they may miss informal interactions, social bonding, and the sense of camaraderie that develops naturally in on-site settings. Organizational culture is often reinforced through physical presence and shared experiences. Therefore, hybrid employees may feel excluded from activities or traditions that are more accessible to on-site workers. On-site employees may have more access to managers and teams, leading hybrid workers to feel overlooked or less valued.

The t-test results for the 2nd Hypothesis also indicated a statistically significant difference in emotional attachment between Flexible and Pre-Determined groups and at the same time accepting the Hypothesis. This suggests that Flexible Hybrid

employees and Pre-Determined Hybrid employees experience differing levels of emotional attachment to the organization. The absence of significant differences in the other OC items suggests that emotional attachment is uniquely impacted by the structure of the hybrid work model, while other aspects of commitment remain consistent.

In the examination of the mean scores for each group, we see that the Flexible Hybrid employees report higher emotional attachment to the organization where they work ( $M=3.92$ , so close to Agree level) than the Hybrid+Remote Group of employees ( $M=3.26$ , very close to the 3rd Neutral level). This suggests that for the employees whose work model is flexible hybrid, they benefit more from the autonomy and adaptability of their work model than the ones whose work model is fixed or pre-determined.

Using ANOVA, the 3rd hypothesis was confirmed with the finding that Age is the only demographic factor showing a significant difference in general OC among its groups. By analyzing the mean of the four OC items as a single composite variable, we found a statistically significant difference in OC scores among the five age groups. Furthermore, by analysing the mean of each age group 26-35 years old ( $M=3.35$ ), 36-45 ( $M=3.83$ ), 46-55 ( $M=4.06$ ) and the last group - above 55 years old ( $M=4.75$ ), we notice that the older the employees are in age the more committed they are to their organization where they work as scored in the OC Scale. This suggests that younger employees may show lower OC scores due to limited tenure or weaker emotional ties to the organization, whereas older employees may exhibit higher OC scores, potentially reflecting stronger bonds developed over time or a sense of stability. It may also indicate that the differences in OC across age groups may reflect generational differences in work values, organizational expectations, or career stages present in their life.

Using ANOVA, we analyzed the five OC items specific to participants with the Hybrid Work Model. The analysis revealed statistically significant differences in two demographic factors: 1. Gender: a significant difference was found in the 5th item: "I don't feel connected to the team and leadership while working remotely" and 2. Civil Status: A significant difference was found in the item: "My hybrid work model has increased my engagement with organizational goals".



For the Gender Factor, this suggests that Male and Female participants differ significantly in how disconnected they feel from the team and leadership while working remotely and that perceptions of remote team and leadership dynamics differ based on gender. In our study Males reported a higher mean score ( $M=3.33$  – between Neutral to Agree level) compared to Females ( $M=2.33$  – close to disagree level). This shows that Males feel more disconnected from their team and leadership while working remotely compared to Females. Males may perceive remote work as creating a greater barrier to effective communication or leadership engagement whereas females, with a lower mean score, appear to feel more connected to their team and leadership while working remotely. These differences could come from variations in communication preferences, differences in leadership styles perceived by Males and Females, Role-specific responsibilities or team dynamics.

For the Civil Status Differences, participants from different civil status groups report differing levels of increased engagement with organizational goals due to the hybrid work model. In the item “My hybrid work model has increased my engagement with organizational goals,” the mean scores reveal significant differences among these groups. Divorced participants reported the highest mean score ( $M=4.5$ ), indicating they feel the most engaged with organizational goals under the hybrid work model. Singles reported a moderately high level of engagement ( $M=3.7$ ) whereas Married participants reported the lowest mean score ( $M=3.0$ ), suggesting they feel less engaged compared to the other groups. The Divorced Group may find the hybrid work model particularly beneficial, as it could offer flexibility and independence that aligns with their personal or professional circumstances and the higher engagement may stand from a strong focus on career goals. Single participants also report relatively high engagement, potentially due to having fewer family-related responsibilities and more capacity to focus on work goals. The hybrid model might offer the balance they need between personal life and professional ambitions. Married participants report the lowest engagement. This could be due to challenges balancing family responsibilities with work, or because the hybrid model might not fully accommodate their unique needs e.g., childcare, spousal support etc.

Overall, the findings emphasize the importance of understanding demographic differences within work model groups and the hybrid model groups in their commitment to the organization.

## 5 Conclusion and recommendations

The analysis of Organizational Commitment (OC) through various hypotheses and demographic factors in this study has provided key insights into the dynamics of employee commitment across different work models and groups.

The conclusion, which can also serve as recommendations for researchers and employers have been summed up as following:

- a) For researchers in the future studies:
  - They should use a larger and more diverse sample to enhance the generalizability of findings across industries and organizations, especially when involving workers through several sectors with different work models and structures.
  - Explore why these differences exist using qualitative methods or additional quantitative factors (e.g., tenure, culture background or family responsibilities) as well as adding more continuous variables that help conduct deeper analysis in order to understand more precisely the cause and effect of these on organizational commitment.
  - Each dimension should be measured separately, using instruments with subscales for categories of organizational commitment (affective, continuance and normative).
  - Future research should aim to deepen our understanding of the complex factors influencing organizational commitment. Expanding the scope to include more diverse demographics, psychological variables, and industry-specific contexts will provide richer insights to help organizations tailor effective strategies in the evolving workplace landscape.
- b) For leaders, managers or supervisors in the company:
  - They need to undertake tailored approaches to ensure all employees, regardless of their work mode, feel emotionally connected to the organization. Since employees working in a hybrid model may experience challenges in forming emotional attachments due to reduced physical interactions, the organizations should foster stronger connections by organizing periodic on-site meetings or team-building activities.

- Regarding the age groups, it is important for the companies to develop programs that address the unique needs and motivations of each age group, promoting inclusivity and enhancing overall organizational commitment. For younger employees they should implement career development programs, mentorship, and leadership opportunities to strengthen their organizational attachment.
- Gender and civil status policies could enhance engagement and reduce feelings of disconnection. Invest in training for leaders to bridge gaps in connection and inclusion for hybrid workers, particularly those who report feeling disconnected. For married employees, offer flexibility to balance work and family responsibilities, such as childcare support or family-friendly schedules. For divorced employees, engage them in leadership roles or organizational goal-driven projects to leverage their high engagement. For single employees, provide opportunities for growth and networking to keep them motivated and connected.

The findings highlight the importance of understanding how work models and demographic diversity influence organizational commitment. By tailoring policies and interventions to the unique needs of different groups, organizations can create a more engaged, connected, and committed workforce.

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