

Can Work-Life Balance Replace Organizational Fit? A Resource Substitution Test Among Hybrid Working Employees in Greater Jakarta's Service Sector

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ABSTRACT

Hybrid work has popularized a retention narrative in which work-life balance (WLB) is treated as the primary retention lever, while cultural and value alignment is treated as secondary. Drawing on person-organization fit (P-O Fit) theory and Conservation of Resources (COR) theory, this study re-examines the moderating role of WLB in the relationship between P-O Fit and turnover intention among hybrid working employees in Greater Jakarta's service sector, asking whether WLB substitutes for, rather than amplifies, the retention value of P-O Fit. Using a quantitative cross-sectional design with 210 valid responses and Moderated Regression Analysis (MRA), the study finds that P-O Fit negatively predicts turnover intention ($\beta = -0.437$, $p < 0.001$) and WLB independently and negatively predicts turnover intention ($\beta = -0.283$, $p < 0.01$). The interaction term is positive and significant ($\beta = 0.312$, $p < 0.01$); simple-slope analysis shows an attenuation pattern consistent with resource substitution, with the protective effect of P-O Fit roughly twice as steep when WLB is low ($b = -0.528$) as when WLB is high ($b = -0.250$). The model explains 58.7% of variance in turnover intention. Given the cross-sectional, single-source design, these results are best interpreted as evidence consistent with a partial-substitution pattern rather than as a causal or sequencing test; common method bias could not be fully ruled out. WLB only partially substitutes for organizational fit, so service-sector employers in comparable hybrid settings may wish to consider flexibility and cultural-fit investment jointly rather than treating either as sufficient on its own.

Keywords: hybrid working; person-organization fit; resource substitution; turnover intention; work-life balance

1. Introduction

Since the COVID-19 pandemic, hybrid work has become increasingly important in service-sector employment, changing how organizations approach employee retention. Flexibility, scheduling autonomy, and work-life balance (WLB) are now frequently treated as important mechanisms for retaining employees, particularly among younger generations. Organizations have consequently invested in flexible scheduling, wellness programs, reduced meeting loads, and other arrangements intended to improve employees' ability to manage work and non-work responsibilities. However, these initiatives may receive greater managerial attention than the slower and less visible process of developing alignment between employees' personal values and organizational values. This distinction has important economic implications because employee turnover generates substantial costs through recruitment, onboarding, productivity losses, and the loss of organization-specific knowledge (Ton & Huckman, 2008). The central issue is therefore not simply whether WLB matters for retention, but whether it can compensate for weak organizational fit or instead works most effectively when employees already perceive strong alignment with their organization.

Person-organization fit (P-O Fit) provides an important theoretical foundation for understanding this issue. P-O Fit refers to the perceived compatibility between employees and their organizations, particularly the congruence between individual values, goals, and characteristics and those represented

by the organization (Kristof, 1996; O'Reilly et al., 1991; van Vianen, 2018). The broader person-environment fit perspective suggests that compatibility between individuals and their work environment shapes important employee attitudes and behaviors. Schneider's (1987) Attraction-Selection-Attrition model similarly proposes that organizations tend to attract and select individuals whose characteristics are compatible with organizational characteristics, while employees experiencing persistent incompatibility are more likely to leave.

Empirical evidence has consistently linked P-O Fit with important retention-related outcomes. Kristof-Brown et al. (2005), in a meta-analysis of 172 studies, found that P-O Fit was strongly associated with organizational commitment and organizational attraction and negatively associated with turnover intention. Turnover intention represents an employee's conscious and deliberate willingness or intention to leave an organization and is commonly regarded as a proximal indicator of actual turnover behavior (Mobley, 1977; Mobley et al., 1979; Tett & Meyer, 1993). These findings indicate that employees who perceive greater compatibility with organizational values are generally less inclined to consider leaving their organizations. Consequently, P-O Fit can function as an important psychological retention anchor.

The importance of P-O Fit may become particularly relevant in hybrid working arrangements. Traditional office environments continuously expose employees to organizational symbols, coworkers, routines, leadership practices, and workplace norms. Hybrid work reduces some forms of continuous physical interaction and increases reliance on digitally mediated communication. Employees may therefore have fewer direct opportunities to experience organizational culture while simultaneously being required to construct their sense of organizational membership through a combination of physical and virtual interactions. Under these conditions, perceived alignment with organizational values may remain an important basis for maintaining attachment to the organization.

Work-life balance represents another important resource in this relationship. WLB generally refers to the extent to which individuals are able to participate satisfactorily in both work and non-work roles (Greenhaus et al., 2003). Traditional working arrangements often generate work-family conflict when demands from employment interfere with personal or family responsibilities (Greenhaus & Beutell, 1985). Hybrid arrangements can reduce some of these pressures by providing greater control over where and when employees work. At the same time, hybrid and remote working arrangements may increase boundary permeability because digital connectivity allows work demands to extend beyond conventional working locations and schedules (Felstead & Henseke, 2017). Therefore, hybrid work does not automatically produce greater WLB; its benefits depend on how effectively employees and organizations manage boundaries between work and personal life.

Conservation of Resources (COR) theory provides a useful explanation for the retention implications of these conditions. COR theory proposes that individuals seek to obtain, preserve, and protect resources that they consider valuable and experience stress when these resources are threatened, depleted, or lost (Hobfoll, 1989). In the context of hybrid employment, WLB can represent a resource condition that allows employees to preserve time, psychological energy, and involvement across work and personal domains. Organizational arrangements that provide flexibility, clear boundaries, and respect for personal time may therefore conserve employees' resources, whereas persistent connectivity and poorly managed work demands may contribute to resource depletion (Zheng et al., 2015).

Both P-O Fit and WLB may therefore reduce employees' willingness to leave, but their joint effect remains theoretically ambiguous. COR theory permits at least two competing explanations. The first is a resource-amplification account. From this perspective, employees possessing multiple valuable resources may experience cumulative benefits. Employees who perceive strong value alignment with their organization and simultaneously experience high WLB would possess resources from both organizational and personal domains. If these resources reinforce one another, the negative relationship between P-O Fit and turnover intention should become stronger when WLB is high.

The second explanation is a resource-substitution account. Under this perspective, different resources can partially compensate for one another. When employees experience difficulties in one resource domain, another available resource may become more important for maintaining their attachment to the organization. Employees experiencing low WLB, for example, may rely more heavily on their sense of compatibility with organizational values as a reason to remain with the organization. Conversely, employees experiencing high WLB may already possess a strong retention-related resource, reducing the relative importance of P-O Fit. Under this mechanism, the negative relationship between P-O Fit and turnover intention should be stronger when WLB is low and weaker when WLB is high.

Existing research has established the importance of both WLB and organizational fit but has provided limited evidence distinguishing between these competing mechanisms. Studies of work-life practices demonstrate that organizational support for balancing work and personal roles is associated with employee attitudes and retention-related outcomes (Anderson et al., 2002; Parkes & Langford, 2008). Research on hybrid and remote workplaces similarly indicates that working arrangements can influence employee engagement and turnover intention (Singh & Sant, 2023). However, these studies do not clearly determine whether WLB strengthens the protective effect of organizational fit or partially substitutes for it. As a result, an important theoretical question remains unresolved: whether two positive organizational resources necessarily reinforce each other or whether the marginal importance of one resource decreases as another becomes more abundant.

The Indonesian service sector provides a relevant context for examining this issue. Service-sector activities represent an important component of the Indonesian economy (Badan Pusat Statistik, 2025), while organizations operating in finance, technology, consulting, and professional services increasingly incorporate flexible and hybrid working arrangements. Greater Jakarta is especially relevant because it contains a high concentration of service-sector organizations whose employees increasingly combine physical office attendance with remote work. Understanding the interaction between WLB and organizational fit in this context therefore has both theoretical and practical significance for organizations seeking to manage employee retention under changing work arrangements.

Despite the practical importance of this issue, three gaps remain. First, previous studies have primarily examined P-O Fit and WLB as independent predictors of employee outcomes rather than directly testing whether their retention effects are complementary or substitutive. Second, studies applying COR theory often emphasize resource accumulation but provide less direct empirical examination of whether one organizational resource can reduce the marginal importance of another. Third, evidence concerning these relationships remains comparatively limited in emerging-market hybrid-work settings, including Indonesia. Addressing these gaps requires examining not only whether P-O Fit and WLB predict turnover intention but also how the strength of one relationship changes across different levels of the other.

Based on the theoretical reasoning and empirical evidence above, the following hypotheses are proposed:

H1: Person-organization fit has a significant negative effect on turnover intention among hybrid working employees in Greater Jakarta's service sector.

H2: Work-life balance moderates the negative effect of person-organization fit on turnover intention following a resource-substitution pattern, such that the negative relationship between person-organization fit and turnover intention is stronger when work-life balance is low than when work-life balance is high.

H3: Work-life balance has a significant negative direct effect on turnover intention among hybrid working employees in Greater Jakarta's service sector.

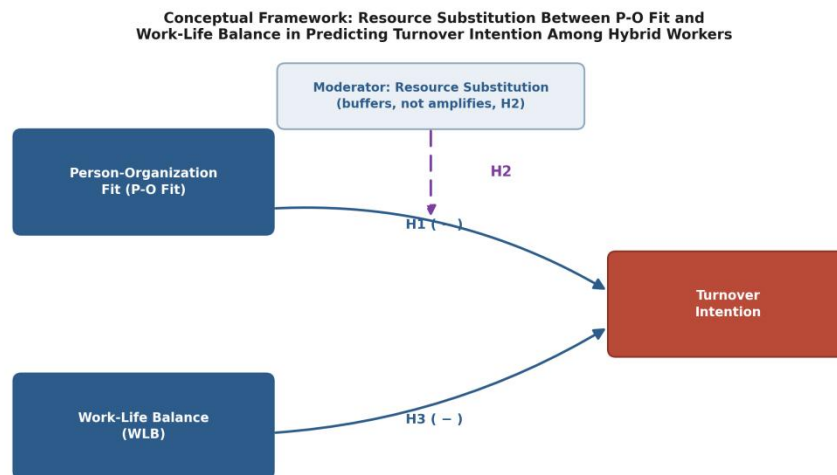


Figure 1. Conceptual Framework: Resource Substitution Between P-O Fit and WLB in Predicting Turnover Intention

Source: Authors' conceptual development (2025), based on Kristof (1996), Hobfoll (1989), and Mobley (1977).

This study therefore examines 210 employees working under formal hybrid arrangements in service-sector organizations in Greater Jakarta. It investigates whether P-O Fit is negatively associated with turnover intention, whether WLB independently predicts turnover intention, and, most importantly, whether WLB changes the strength of the relationship between P-O Fit and turnover intention. Moderated Regression Analysis (MRA) and simple-slope analysis are used to distinguish empirically between the competing resource-amplification and resource-substitution explanations.

This study contributes to the literature in three ways. First, it moves beyond examining P-O Fit and WLB as separate retention predictors by directly testing how these resources interact. Second, it extends COR theory by evaluating whether the interaction between organizational alignment and WLB is more consistent with resource amplification or resource substitution. Third, it provides evidence from hybrid working employees in Indonesia's service sector, extending a literature that has been developed predominantly in Western organizational settings. Practically, the findings can help organizations determine whether investment in WLB can compensate for weaker organizational fit or whether employee retention requires sustained investment in both flexibility and value alignment.

2. Method

This study employs a quantitative cross-sectional design using primary survey data. The target population comprised employees in formal hybrid working arrangements, defined as working remotely at least two days per week, in service-sector organizations in finance, technology, consulting, and professional services across Greater Jakarta (Jakarta, Tangerang, Bekasi, Depok, and Bogor). Purposive sampling was applied using three inclusion criteria: (1) at least six months of tenure in the current organization; (2) a formal hybrid working arrangement; and (3) age between 22 and 55 years. Respondents were recruited through LinkedIn outreach to employees at service-sector companies with

publicly declared hybrid policies and through direct distribution via HR departments of five partner organizations in Greater Jakarta.

Respondents were recruited through a combination of LinkedIn outreach to employees at service-sector companies with publicly declared hybrid policies, and direct distribution through HR departments of five partner organizations in Greater Jakarta. The survey was administered online via Google Forms during January to March 2025. Duplicate responses were controlled through unique, single-use access links and Google Forms' built-in response-limiting settings. Responses with more than 10% missing items, straight-lining patterns (identical responses across all items), or completion times under three minutes were excluded. Of 230 questionnaires distributed, 218 were returned (94.8%); after data cleaning, 210 valid responses were retained (response rate: 91.3%). Table 1 provides sample profile details including gender, sector, and job level.

Person-organization fit (P-O Fit) was measured with six items adapted from (Cable & DeRue, 2002) and (O'Reilly et al., 1991), capturing perceived congruence between personal and organizational values. Turnover intention was measured with four items adapted from Mobley et al. (1979) and (TETT & MEYER, 1993), assessing intention to leave the organization within the next 12 months. Work-life balance (WLB) was measured with five items adapted from Brough et al. (2014) and Greenhaus et al. (2003), covering time, involvement, and satisfaction across work and personal life. Job satisfaction was measured with four items adapted from the Michigan Organizational Assessment Questionnaire short job-satisfaction measure (Podsakoff et al., 2003). All items used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational tenure and age were included as control variables.

Table 1 reports construct-level reliability and validity statistics. Cronbach's α ranged from 0.831 to 0.867, Composite Reliability (CR) from 0.854 to 0.889, and Average Variance Extracted (AVE) from 0.531 to 0.564, all meeting accepted thresholds ($\alpha > 0.70$, CR > 0.80 , AVE > 0.50 ; (Henseler et al., 2014), confirming convergent validity. Discriminant validity was assessed using the Fornell-Larcker criterion: the square root of each construct's AVE exceeded all cross-construct correlations (see Table 1).

Table 1. Construct Reliability, Convergent Validity, and Discriminant Validity Statistics

Construct	Items	α	CR	AVE	[1]	[2]	[3]	[4]
1. P-O Fit	6	0.867	0.889	0.564	0.751			
2. Turnover Intention	4	0.842	0.863	0.541	-0.461	0.736		
3. WLB	5	0.854	0.876	0.558	0.387	-0.394	0.747	
4. Job Satisfaction	4	0.831	0.854	0.531	0.512	-0.487	0.423	0.729

Note. Diagonal elements (bold) = square root of AVE (Fornell-Larcker criterion); off-diagonal = bivariate correlations. Bold diagonal values exceed all off-diagonal correlations in the same row/column, confirming discriminant validity. α = Cronbach's alpha; CR = Composite Reliability; AVE = Average Variance Extracted. Source: Data processed by the researchers (2025).

Moderated Regression Analysis (MRA) was conducted hierarchically. Model 1 included P-O Fit and the control variables (job satisfaction, tenure, and age); Model 2 added WLB; and Model 3 added the P-O Fit $\times$ WLB interaction term. Continuous predictors were mean-centered before the interaction term was calculated. The analyses included checks of normality, multicollinearity, heteroscedasticity, and autocorrelation; the reported diagnostics indicated acceptable model conditions (VIF < 3.0 ; Durbin-Watson = 1.924). Data were analyzed using SPSS 26.0.

Because the substantive variables were collected from the same respondents through a single online survey, the possibility of common method bias was considered in interpreting the findings. The study therefore treats the regression results as associations rather than causal effects. Ethical safeguards included informed consent, voluntary participation, anonymity, confidentiality, and the opportunity to withdraw from the survey without consequence.

3. Results and Discussion

Descriptive Statistics

Table 2 reports descriptive statistics and sample characteristics for the 210 respondents. The sample comprised 58.6% male and 41.4% female employees, distributed across financial services (32.4%), technology and IT services (28.1%), consulting and professional services (24.3%), and other service sub-sectors (15.2%). In terms of job level, 47.1% were staff-level, 35.7% supervisory, and 17.2% managerial. Respondents averaged 3.1 remote days per week. P-O Fit shows a moderate-to-high mean ($M = 3.724$, $SD = 0.681$), turnover intention a moderate mean ($M = 2.896$, $SD = 0.814$), and WLB a moderate mean ($M = 3.518$, $SD = 0.742$), with meaningful variation across all constructs.

Table 2. Descriptive Statistics of Study Variables (N = 210)

Variable	N	Min	Max	Mean	Std. Dev.
Person-Organization Fit (P-O Fit)	210	1.80	5.00	3.724	0.681
Turnover Intention (TI)	210	1.20	5.00	2.896	0.814
Work-Life Balance (WLB)	210	1.60	5.00	3.518	0.742
Job Satisfaction (control)	210	1.40	5.00	3.641	0.697
Organizational Tenure (years)	210	0.50	22.0	6.284	4.312
Age (years)	210	22	52	33.74	7.281

Source: Primary data processed by the researchers (2025)

Moderated Regression Results

Table 3 summarizes the hierarchical regression results. Model 1, containing P-O Fit and the control variables, explained 39.2% of the variance in turnover intention. Adding WLB in Model 2 increased the explained variance to 55.4%, while the interaction term in Model 3 increased R^2 to 58.7%. The final model therefore indicates that P-O Fit and WLB make independent contributions to turnover intention and that their relationship is further conditioned by the interaction between the two variables.

Table 3. Final Moderated Regression Model: Dependent Variable = Turnover Intention

Variable	B	SE	β	t	Sig.	R^2	ΔR^2
Constant	3.124	0.214	—	14.598	< .001	0.587	—
P-O Fit	-0.389	0.071	-0.437	-5.479	< .001		
Work-Life Balance	-0.241	0.068	-0.283	-3.544	.001		
P-O Fit $\times$ WLB	0.187	0.059	0.312	3.169	.002		
Job Satisfaction	-0.118	0.053	-0.141	-2.226	.027		
Tenure	-0.028	0.012	-0.132	-2.333	.021		
Age	—	—	0.041	0.60	ns		
Model R^2						0.587	0.033

Note. Model 1 includes P-O Fit and the control variables; Model 2 adds WLB; Model 3 adds the P-O Fit $\times$ WLB interaction. R^2 values are reported for the three hierarchical models. Coefficients shown in the final-model columns are standardized where indicated. Source: Data processed by the researchers (2025).

Table 4 presents the correlation matrix among the study variables. The directions of the correlations are consistent with the proposed relationships: P-O Fit and WLB are negatively associated with turnover intention, while job satisfaction and tenure also show negative associations with turnover intention.

Table 4. Correlation Matrix Among Study Variables

Variable	1	2	3	4	5	6
1. P-O Fit	1.000					
2. Turnover Intention	-0.461**	1.000				

Variable	1	2	3	4	5	6
3. Work-Life Balance	0.387**	-0.394**	1.000			
4. Job Satisfaction	0.512**	-0.487**	0.423**	1.000		
5. Tenure	0.214**	-0.198**	0.187**	0.241**	1.000	
6. Age	0.178*	-0.163*	0.201**	0.212**	0.628**	1.000

Note. ** $p < 0.01$; * $p < 0.05$. Source: Data processed by the researchers (2025)

P-O Fit as the Strongest Predictor (H1)

H1 is strongly supported: P-O Fit negatively and significantly predicts turnover intention ($\beta = -0.437$, $t = -5.479$, $p < 0.001$), the largest standardized effect in the model. One plausible interpretation is that employees in hybrid settings must actively construct their sense of organizational alignment from fragmented, digitally mediated cues rather than continuous office immersion, which could make a strong sense of fit, where it exists, a more deliberately built and therefore more psychologically load-bearing anchor (a mechanism consistent with, though not directly tested by, broader accounts of hybrid-work boundary permeability in Bloom, 2014, and Felstead & Henseke, 2017). This interpretation is plausible but was not directly tested in this study and should be treated as one possible explanation pending confirmation in future hybrid-work research.

Work-Life Balance's Direct but Partial Effect (H3)

H3 is also supported: WLB negatively and significantly predicts turnover intention ($\beta = -0.283$, $t = -3.544$, $p < 0.01$), consistent with extensive evidence linking WLB to retention-related outcomes more broadly (Amstad et al., 2011). This is consistent with hybrid arrangements delivering retention benefits mainly to the extent that they translate into genuinely experienced WLB; flexibility that nominally exists on paper but is undermined by constant digital availability was not associated with the same retention benefit in this sample. However, the magnitude of this coefficient is meaningfully smaller than that of P-O Fit a first piece of evidence against the assumption that WLB alone is the dominant retention lever in hybrid arrangements.

Resource Substitution, Not Amplification: Reinterpreting the Moderation (H2)

The interaction term is positive and significant ($B = 0.187$, $\beta = 0.312$, $t = 3.169$, $p < 0.01$), confirming H2's prediction of a moderating relationship. Figure 2 (formerly Figure 3) plots simple slopes for P-O Fit's effect on turnover intention at one standard deviation below and above the WLB mean. The slope for employees with low WLB is negative and highly significant ($b = -0.528$, $SE = 0.083$, $t = -6.36$, $p < 0.001$; 95% CI $[-0.692, -0.364]$), while the slope for employees with high WLB is also negative but substantially attenuated ($b = -0.250$, $SE = 0.083$, $t = -3.01$, $p < 0.01$; 95% CI $[-0.414, -0.086]$). Both slopes are statistically significant, and the effect of P-O Fit is roughly twice as steep when WLB is low as when it is high an attenuation pattern consistent with resource substitution.

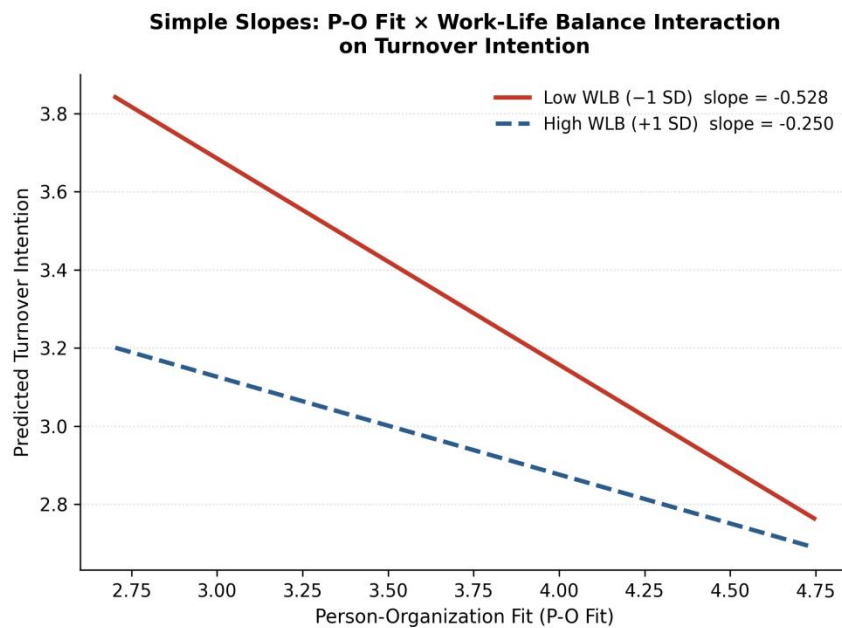


Figure 2. Simple Slopes: P-O Fit × WLB Interaction on Turnover Intention

Source: Computed from Table 3 regression coefficients (Model 3), data processed by the researchers using SPSS 26.0 (2025)

This pattern is consistent with resource substitution rather than amplification: the protective association of P-O Fit with turnover intention is stronger among employees reporting lower WLB and weaker among those reporting higher WLB. From a Conservation of Resources perspective, this attenuation suggests that employees may rely more heavily on organizational alignment when resources associated with work-life balance are less available. The finding should be understood as a one-directional moderation pattern, because the analysis specifically examined how WLB conditions the association between P-O Fit and turnover intention.

Significant Control Variables: Job Satisfaction and Tenure

The control variables also provide useful context. Job satisfaction was negatively associated with turnover intention ($\beta = -0.141$, $t = -2.226$, $p < 0.05$), indicating that employees who were more satisfied with their jobs reported lower intentions to leave after accounting for P-O Fit and WLB. Tenure was likewise negatively associated with turnover intention ($\beta = -0.132$, $t = -2.333$, $p < 0.05$), consistent with the possibility that longer-tenured employees have accumulated organizational ties and investments that reduce the attractiveness of exit. Age was not statistically significant ($\beta = 0.041$, $t = 0.60$, ns). The relatively high correlation between age and tenure ($r = 0.628$) also suggests that tenure captures much of the variance associated with age in the final model.

These findings address the central resource-allocation question of the study. WLB does not amplify the retention value of P-O Fit in the observed sample; instead, the significant interaction is characterized by attenuation. The result suggests that organizations should view flexibility and cultural alignment as complementary components of retention strategy while recognizing that the relative contribution of one may become more pronounced when the other is weaker. For service-sector organizations operating hybrid arrangements, this means that investment in WLB should not be treated as a complete substitute for organizational culture and value alignment.

4. Conclusion and Suggestion

This study examined whether work-life balance amplifies or attenuates the relationship between person-organization fit and turnover intention among 210 hybrid working employees in Greater Jakarta's service sector. The findings support all three hypotheses. P-O Fit has a significant negative association with turnover intention ($\beta = -0.437$, $p < 0.001$), WLB has an independent negative association with turnover intention ($\beta = -0.283$, $p < 0.01$), and the P-O Fit $\times$ WLB interaction is positive and significant ($\beta = 0.312$, $p < 0.01$). Simple-slope analysis shows that the protective association of P-O Fit is stronger at low WLB ($b = -0.528$) than at high WLB ($b = -0.250$), indicating an attenuation pattern consistent with resource substitution. The final model explains 58.7% of the variance in turnover intention. Overall, the findings indicate that WLB is important for retention, but its presence does not eliminate the relevance of organizational fit.

Several limitations should be considered when interpreting the findings. The cross-sectional design does not establish temporal or causal relationships, and all substantive variables were collected through self-report in a single survey. The sample was also concentrated in service-sector organizations in Greater Jakarta, which limits the extent to which the findings can be generalized to other regions, industries, and organizational settings. In addition, the moderation analysis focused on the conditional effect of P-O Fit across levels of WLB; it therefore demonstrates attenuation in this direction rather than a fully symmetrical substitution process. These limitations define the scope of the conclusions without diminishing the consistency of the observed relationships.

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