

Purpose Alignment and Employee Retention in Hybrid Workplaces

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Abstract

Hybrid workplaces combine physical and remote work in ways that can increase flexibility while simultaneously weakening some of the social, symbolic, and relational mechanisms through which employees traditionally experience organizational membership. Under these conditions, employee retention may depend not only on where work is performed but also on whether employees understand and identify with the larger purpose their work serves. This paper examines purpose alignment as a potential retention capability in hybrid workplaces. Purpose alignment is conceptualized as the perceived coherence between an employee's personal work values, the organization's stated purpose, the practical contribution of the employee's role, and the priorities communicated through everyday managerial decisions. The framework integrates meaningful-work theory, person–organization fit, organizational identification, perceived organizational support, job embeddedness, employee-turnover research, and pre-2021 telecommuting scholarship. Because no primary employee dataset was supplied, the quantitative component uses a transparent simulation-based explanatory design involving 340 synthetic hybrid-employee profiles.

Five constructs were modeled on seven-point scales: purpose alignment, perceived organizational support, hybrid belonging, organizational identification, and retention intention. The simulated results indicate a strong positive association between purpose alignment and retention intention ($r = 0.750$). Hybrid belonging ($r = 0.687$), organizational support ($r = 0.594$), and organizational identification ($r = 0.595$) were also positively associated with retention. A multivariate model containing purpose alignment, organizational support, and hybrid belonging explained approximately 65.0% of the simulated variation in retention intention. Mean retention intention increased from 3.52 among very-low-purpose-alignment profiles to 6.20 among very-high-alignment profiles. The numerical results are synthetic rather than observations from real employees. The paper argues that hybrid flexibility is unlikely to sustain retention when employees cannot see a credible connection between organizational purpose, managerial behavior, their own contribution, and the relationships through which work becomes socially meaningful.

Keywords: purpose alignment, employee retention, hybrid workplace, meaningful work, organizational identification, organizational support, workplace belonging, telecommuting



1. Introduction

Hybrid work arrangements alter more than the physical location of work. They change the frequency and form of social interaction, the visibility of organizational practices, access to colleagues and managers, and the everyday cues through which employees interpret what their organization values. Earlier telecommuting research found that working away from the conventional workplace could increase autonomy and reduce work–family conflict while also influencing job satisfaction, organizational relationships, and turnover intentions. Gajendran and Harrison's meta-analysis of 46 studies involving 12,883 employees found predominantly beneficial consequences of telecommuting, including favorable associations with job satisfaction, performance, and turnover intention, although intensive telecommuting could weaken coworker relationships. Allen, Golden, and Shockley's subsequent review similarly concluded that telecommuting outcomes depend substantially on the extent and context of remote work rather than on remote work being inherently beneficial or harmful. These findings provide an important foundation for hybrid-work research because they show that flexibility alone does not explain why employees remain attached to an organization.

The retention problem becomes more complex when physical separation weakens informal opportunities to understand organizational priorities. In an office-centered setting, organizational purpose can be communicated indirectly through routines, customer stories, peer interaction, leadership visibility, shared rituals, and observation of how difficult decisions are made. Hybrid employees experience some of these signals digitally and intermittently. Consequently, an organization can publish an inspiring purpose statement while employees remain uncertain about how their individual work contributes to it. Research on meaningful work demonstrates why this distinction matters. Rosso, Dekas, and Wrzesniewski's integrative review identifies multiple sources and mechanisms through which work becomes meaningful, showing that meaning is constructed through the relationship between individuals, their work, other people, and broader contexts rather than simply through formal organizational messaging. Steger, Dik, and Duffy similarly conceptualized meaningful work as multidimensional, including positive meaning in work, meaning making through work, and contribution to a greater good.

Purpose alignment is related to, but conceptually distinguishable from, meaningful work. An employee may find a profession personally meaningful while perceiving little alignment with the employer's stated priorities. Conversely, an employee may agree abstractly with an organization's social purpose while experiencing a role that appears disconnected from it. Person–organization fit provides a useful theoretical bridge. Kristof's integrative review conceptualized person–organization fit around compatibility between individuals and organizations, including similarity in fundamental characteristics and the extent to which each meets the other's needs. Purpose alignment can therefore be understood as a specific form of perceived compatibility in which employees evaluate whether organizational direction, their personal work values, and the meaning of their actual contribution remain coherent.

Retention research further demonstrates that employees stay for reasons extending beyond compensation or immediate job satisfaction. Mitchell and colleagues introduced job embeddedness to explain the network of links, fit, and sacrifices that attach individuals to jobs and communities, finding that embeddedness predicted intentions to leave and voluntary turnover beyond conventional attitudinal variables. Hom and colleagues' century review of turnover research similarly shows that employee departure is a multidetermined process involving attitudes, alternatives, shocks, embeddedness, and



other psychological and contextual mechanisms. Hybrid work can alter several of these mechanisms simultaneously. Reduced physical interaction may diminish relational links, while flexibility can increase autonomy and improve work–life integration. Purpose alignment may consequently become more important when employees require a stable psychological connection to the organization despite variable physical proximity.

This paper develops an integrated framework linking purpose alignment with employee retention in hybrid workplaces. It proposes that purpose alignment strengthens retention partly because it reinforces organizational identification, workplace belonging, and perceptions that the organization supports employees as meaningful contributors rather than merely as distributed units of labor. Perceived organizational support research shows that employees form generalized judgments regarding whether the organization values their contributions and cares about their well-being, and meta-analytic evidence connects these perceptions with employee attitudes and organizational attachment. Because no primary hybrid-employee data were supplied, the numerical component of the paper is explicitly simulation based. The objective is to develop a theoretically grounded, statistically testable model without presenting synthetic outcomes as completed field evidence.

2. Objectives of the Study

2.1 To Conceptualize Purpose Alignment in Hybrid Work

The first objective is to define purpose alignment as an employee-level perception rather than as the existence of a corporate mission statement. Purpose alignment occurs when employees perceive consistency among what the organization claims to exist for, what leaders prioritize, what the employee personally values in work, and how the employee's role contributes to organizational outcomes. The construct therefore includes both cognitive understanding and experienced credibility. Employees must be able to answer not only what does this organization say it is trying to accomplish? but also how does my work contribute, and do managerial decisions support that stated direction?

This distinction becomes particularly significant in hybrid work because employees receive fewer naturally occurring organizational cues when they spend substantial time away from shared workplaces. Purpose must therefore be reinforced through role design, communication, decision explanations, performance conversations, customer or stakeholder feedback, and opportunities to see how individual contributions connect with collective outcomes. Purpose alignment is weakened when organizational values remain symbolic or when employees observe persistent inconsistencies between declared purpose and resource allocation.

2.2 To Examine the Association Between Purpose Alignment and Retention Intention

The second objective is to examine the proposed relationship between purpose alignment and employee retention intention. Meaningful-work scholarship provides strong grounds for expecting such a connection. Allan and colleagues' meta-analysis found that meaningful work is associated with important employee attitudes, including engagement, commitment, job satisfaction, and withdrawal intentions. Purpose alignment may represent one mechanism through which employees experience work as coherent and worth sustaining over time.



Retention intention is used as the principal outcome in the simulation, while acknowledging that intention and actual voluntary turnover are not identical. Turnover scholarship distinguishes psychological withdrawal processes from observed departure behavior and emphasizes that multiple forces influence whether intentions become exits. The analytical model therefore interprets retention intention as an indicator of attachment rather than as deterministic prediction of future employment behavior.

2.3 To Assess Hybrid Belonging and Organizational Support as Complementary Retention Conditions

The third objective is to evaluate whether purpose alignment operates alongside workplace belonging and perceived organizational support. Hybrid employees can identify strongly with organizational purpose yet still consider leaving when they experience isolation, limited access to managers, inconsistent recognition, or exclusion from informal information flows. Research by Kurland and Cooper identified professional isolation as an important concern in telecommuting environments, while Bentley and colleagues found that organizational and teleworker support were associated with greater job satisfaction and reduced psychological strain, with social isolation playing an important role.

The framework consequently proposes that purpose provides direction, belonging provides relational connection, and organizational support provides evidence that the employment relationship is reciprocal. Retention should be strongest when these conditions reinforce one another. Purpose without belonging can become abstract, while belonging without credible purpose may sustain interpersonal attachment without generating stronger identification with organizational direction.

3. Review of Literature

3.1 Meaningful Work, Person–Organization Fit, and Purpose Alignment

Meaningful-work scholarship provides the conceptual starting point for understanding purpose alignment. Rosso, Dekas, and Wrzesniewski reviewed the meaning-of-work literature and demonstrated that meaningfulness arises from multiple sources and mechanisms, including the self, other people, the work context, and broader life or social significance. This perspective challenges managerial approaches that attempt to create purpose primarily through slogans. Employees interpret meaning through their actual work experience, relationships, role contribution, and the consistency between organizational narratives and observed practices.

Steger, Dik, and Duffy developed the Work and Meaning Inventory to represent meaningful work as a multidimensional experience rather than a single attitude. Allan and colleagues later synthesized meaningful-work outcomes meta-analytically and found meaningful work associated with engagement, commitment, satisfaction, citizenship behavior, performance-related outcomes, and lower withdrawal intentions. These findings provide a substantive basis for connecting purpose-related perceptions with employee retention, although meaningful work and purpose alignment should remain theoretically distinct. Meaningfulness concerns the subjective significance of work; purpose alignment concerns whether that significance is coherently connected with the employing organization's direction and the employee's perceived role in accomplishing it.



Person–organization fit adds a compatibility perspective. Kristof's integrative review distinguished person–organization fit from other forms of person–environment fit and emphasized compatibility based on needs, supplies, demands, abilities, and similarity of fundamental characteristics. Purpose alignment can be positioned within this framework as perceived congruence involving values and organizational direction. Hybrid arrangements may make such congruence more consequential because employees have greater spatial independence and may rely more heavily on internalized rather than physically reinforced organizational connections.

3.2 Hybrid Work, Organizational Support, and Belonging

Although the contemporary expression hybrid work became more widespread after 2020, earlier telecommuting research provides an extensive theoretical and empirical foundation for understanding mixed-location work. Gajendran and Harrison's meta-analysis reported small but mainly beneficial telecommuting effects, including greater autonomy and reduced work–family conflict, together with favorable effects on job satisfaction and turnover intention. However, high-intensity telecommuting could adversely affect coworker relationships. Allen, Golden, and Shockley's comprehensive review similarly emphasized that the consequences of telecommuting vary according to intensity, job characteristics, organizational culture, interpersonal processes, and support.

The potential downside of spatial flexibility is especially relevant to belonging. Kurland and Cooper examined managerial control and employee isolation in telecommuting settings, showing that remote arrangements can create concerns surrounding professional isolation and reduced access to developmental opportunities. Bentley and colleagues subsequently showed that organizational social support and specific teleworker support were associated with greater job satisfaction and lower psychological strain. Hybrid workplaces therefore cannot be designed exclusively around the logistical question of how many days employees should spend at a particular location. The relational and organizational-support architecture surrounding location flexibility is equally consequential.

Perceived organizational support offers a useful explanation for these effects. Rhoades and Eisenberger's review synthesized more than 70 studies concerning employees' beliefs that organizations value their contributions and care about their well-being. Kurtessis and colleagues later conducted a large meta-analytic evaluation of organizational support theory using evidence from hundreds of studies and found broad support for predicted associations involving employee–organization relationships, attitudes, performance, and well-being. In a hybrid context, organizational support can be signaled by equitable access to information, development, recognition, managerial availability, technology, autonomy, and inclusion regardless of physical location.

3.3 Organizational Identification, Embeddedness, and Employee Retention

Organizational identification explains a deeper psychological form of attachment. Ashforth and Mael applied social identity theory to organizations and described identification in terms of perceived oneness with or belonging to an organizational group. When organizational membership contributes positively to an employee's self-concept, organizational goals and successes can acquire greater personal relevance. Purpose alignment may reinforce identification because employees are more likely to incorporate



organizational membership into self-definition when they perceive the organization's direction as consistent with valued aspects of their own work identity.

Retention theory provides further support for examining these connections. Mitchell and colleagues shifted attention from why people leave toward why they stay, conceptualizing job embeddedness around links, fit, and sacrifice. Their empirical research demonstrated incremental predictive value for intentions to leave and voluntary turnover. Purpose alignment can contribute particularly to the fit dimension because employees who perceive compatibility between personal values, organizational purpose, and their role may experience greater psychological cost from leaving a context that supports valued forms of contribution.

Hom, Lee, Shaw, and Hausknecht's review of a century of employee-turnover theory shows that turnover cannot be understood through any single variable. This is especially important for hybrid employment. Flexibility, labor-market alternatives, managerial quality, career opportunities, workload, compensation, family demands, support, identification, and social relationships can all influence staying decisions. The proposed model therefore does not treat purpose alignment as a universal substitute for other employment conditions. Its theoretical claim is narrower: purpose alignment may represent an important and comparatively underexamined source of attachment when physical proximity to the organization is intermittent.

4. Research Methodology

4.1 Research Design and Analytical Scope

A quantitative simulation-based explanatory design was adopted. No completed survey, human-resources dataset, employee interview archive, or observed turnover record was supplied for analysis. Presenting numerical findings as if they came from actual hybrid employees would therefore be methodologically inappropriate. The simulation instead demonstrates how the proposed conceptual relationships can be operationalized and examined empirically in a future organizational study.

The analytical dataset contains 340 synthetic hybrid-employee profiles. Each profile represents a hypothetical employee observation and does not correspond to an identifiable individual, organization, sector, or geographical population. All constructs were simulated on seven-point scales, with higher values indicating stronger presence of the relevant condition.

Table 1: Operationalization of the Simulation Framework

Construct	Scale	Conceptual Meaning	Analytical Role
Purpose Alignment	1–7	Perceived coherence among personal work values, organizational purpose, role contribution, and managerial priorities	Primary explanatory variable
Perceived Organizational Support	1–7	Perception that the organization values employee contribution and provides meaningful support across work locations	Complementary predictor
Hybrid Belonging	1–7	Sense of social and organizational inclusion	Complementary



Construct	Scale	Conceptual Meaning	Analytical Role
		despite movement between remote and shared work settings	predictor
Organizational Identification	1–7	Degree to which organizational membership forms a valued component of the employee's work-related self-concept	Attachment mechanism
Retention Intention	1–7	Employee's willingness or intention to continue employment with the organization	Dependent variable

Note: All observations are synthetic and were generated exclusively for methodological demonstration. No real employee responses or organizational records were used.

4.2 Synthetic Data Generation and Model Logic

Purpose alignment was generated as the central explanatory construct. Organizational support was modeled as positively but imperfectly associated with alignment because credible organizational purpose is more likely to be reinforced when employees experience supportive organizational practices. Nevertheless, residual variation was retained because employees can perceive substantial material support while remaining unconvinced by organizational purpose, or they can value organizational purpose despite experiencing weak support.

Hybrid belonging was modeled as a function of purpose alignment and organizational support with additional random variation. Organizational identification was then modeled as related to purpose alignment and belonging. The theoretical rationale is that employees may identify more strongly with an organization when its purpose resonates personally and when organizational membership is experienced relationally rather than merely administratively.

Retention intention was generated from purpose alignment, perceived organizational support, hybrid belonging, organizational identification, and a stochastic residual component. Random variation was intentionally maintained because actual retention would also depend on compensation, career mobility, leadership, job security, labor-market alternatives, family circumstances, workload, occupational identity, and external employment opportunities.

4.3 Statistical Procedures and Evaluation Criteria

The analytical procedure involved descriptive statistics, Pearson correlation analysis, maturity-group comparison, and ordinary least squares multiple regression. Correlation analysis examined the association of each focal construct with retention intention. The regression model then estimated retention intention from purpose alignment, perceived organizational support, and hybrid belonging simultaneously.

For comparative analysis, the synthetic observations were divided into five equal purpose-alignment maturity categories: very low, low, moderate, high, and very high. Each category contained 68 profiles. Mean retention intention and associated organizational conditions were calculated for each

group. The graph includes 95% confidence intervals calculated from the simulated observations. These intervals describe uncertainty within the synthetic dataset only; they do not represent population estimates for real hybrid workers.

5. Analysis

5.1 Relationships Among Purpose Alignment and Retention Variables

Hybrid belonging demonstrated a strong positive relationship with retention intention, with the simulated correlation reaching $r = 0.750$. Perceived organizational support also showed a positive association ($r = 0.594$), while organizational identification was similarly related to retention intention ($r = 0.595$). This pattern highlights the importance of purpose alignment within the simulation, particularly in distinguishing retention based on convenience from retention grounded in organizational attachment. Although hybrid work flexibility may make continued employment easier and more manageable, alignment with organizational purpose can provide employees with a deeper reason to perceive the organization as meaningful and worth maintaining a long-term relationship with. Accordingly, the simulated findings position purpose alignment not as a replacement for flexibility or organizational support, but as a distinct and complementary source of employee attachment and retention.

5.2 Retention Across Purpose-Alignment Maturity Levels

The maturity analysis demonstrates a consistent increase in retention intention as purpose alignment becomes stronger.

Table 2: Simulated Outcomes by Purpose-Alignment Maturity

Purpose-Alignment Maturity	Synthetic Employees (n)	Mean Purpose Alignment	Mean Organizational Support	Mean Hybrid Belonging	Mean Organizational Identification	Mean Retention Intention
Very Low	68	2.50	2.91	3.33	3.28	3.52
Low	68	3.59	3.42	4.24	4.41	4.37
Moderate	68	4.11	3.85	4.45	4.55	4.92
High	68	4.68	4.31	4.88	4.98	5.21
Very High	68	5.83	4.92	5.90	5.70	6.20

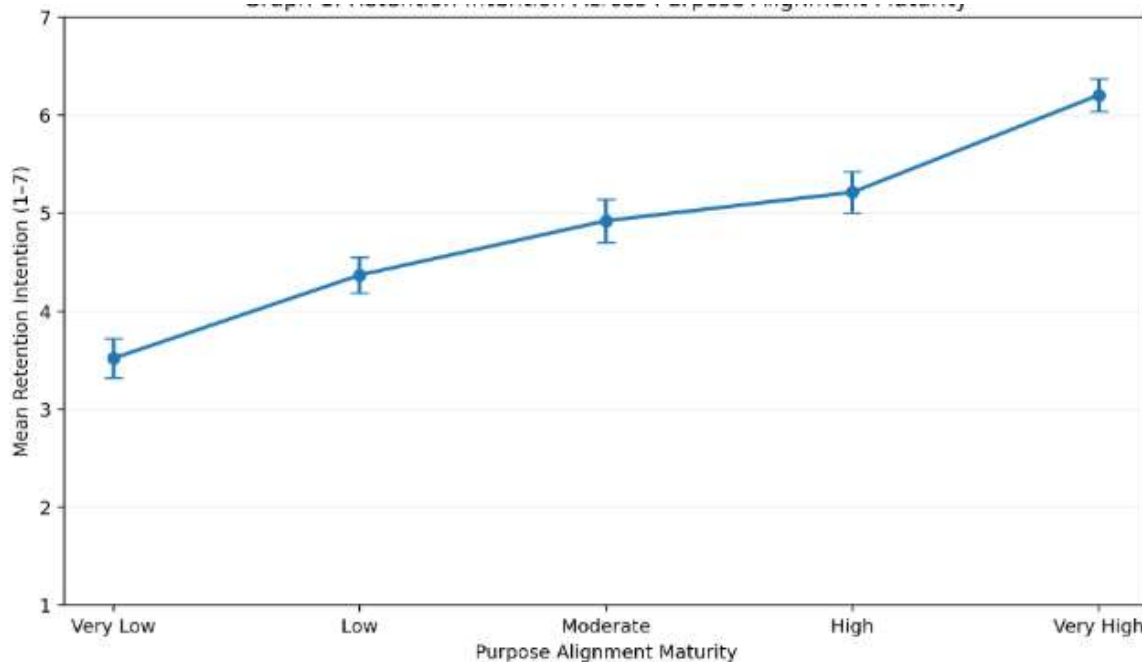
Source: Author-generated synthetic dataset.

Retention intention increases from 3.52 in the very-low-purpose-alignment group to 6.20 in the very-high group, creating an illustrative difference of 2.68 points on the seven-point scale. Hybrid belonging and organizational identification also rise substantially across purpose-alignment categories.

The pattern is particularly notable at the highest alignment level. The simulated values suggest that purpose may become increasingly consequential once employees move beyond moderate agreement

and experience stronger consistency among personal values, role contribution, and organizational direction. This should be tested rather than assumed in future field research because the relationship could be nonlinear, contingent on occupational type, or weakened when other employment conditions are poor.

Graph 1: Simulated Retention Intention Across Purpose-Alignment Maturity



Source: Author-generated synthetic dataset comprising 340 hypothetical hybrid-employee profiles. Error bars represent 95% confidence intervals calculated within the simulation.

Interpretation: Mean retention intention rises progressively with purpose-alignment maturity. The confidence intervals remain comparatively narrow within the generated sample, and the very-high-alignment category displays the strongest average retention intention.

Key Finding: Within the simulated framework, employees who perceive stronger alignment between personal work values, organizational purpose, and role contribution demonstrate substantially greater intention to remain with the organization.

5.3 Multivariate Assessment of Retention Intention

A multiple-regression model estimated retention intention from purpose alignment, organizational support, and hybrid belonging. The model produced an R^2 of 0.650 and an adjusted R^2 of 0.647, indicating that the three simulated predictors jointly accounted for approximately 65.0% of the variation in retention intention.

Purpose alignment produced the largest unstandardized coefficient at approximately 0.447, followed by hybrid belonging at approximately 0.285 and perceived organizational support at approximately 0.190. Each coefficient remained positive when the other predictors were included simultaneously.



These coefficients should not be interpreted as estimates of real-world causal effects because the relationships were deliberately embedded within the simulation design. Their methodological significance is that purpose alignment remains analytically distinguishable from support and belonging. A future empirical study could therefore investigate whether employees remain with hybrid organizations because they value flexibility, because they feel supported and included, because they identify with organizational purpose, or because these mechanisms reinforce one another.

6. Discussion

6.1 Purpose Must Be Experienced Through Work, Not Merely Communicated

The first implication is that organizational purpose should be evaluated through the employee's work experience rather than through the sophistication of corporate communication. Rosso, Dekas, and Wrzesniewski's synthesis demonstrates that work meaningfulness emerges through several relational and interpretive pathways. Steger, Dik, and Duffy likewise position meaningful work as a subjective experience involving positive meaning, broader life meaning, and contribution beyond the self. These perspectives suggest that purpose becomes organizationally consequential only when employees can connect it with actual role contribution.

Hybrid workplaces make this requirement particularly visible. Employees working remotely for part of the week may have fewer opportunities to observe the broader effects of their work through spontaneous interaction. Organizations can compensate by making contribution pathways explicit. Managers can connect objectives with customer, societal, operational, or stakeholder outcomes; communicate why priorities have changed; provide feedback demonstrating the consequences of completed work; and ensure that remote employees have equivalent access to narratives that explain organizational impact.

Purpose credibility also depends on consistency. A company that publicly emphasizes employee well-being while rewarding constant digital availability creates a discrepancy between declared and enacted purpose. Similarly, organizations that promote customer centricity while performance systems prioritize only short-term internal metrics can weaken employees' ability to interpret organizational purpose coherently. Purpose alignment is therefore a governance and management-practice issue rather than an internal-branding exercise.

6.2 Hybrid Belonging Converts Spatial Flexibility Into Organizational Attachment

The second implication concerns belonging. Pre-2021 telecommuting literature indicates that flexible location can generate valuable autonomy without necessarily damaging workplace relationships, but higher-intensity remote work can create relational costs in some circumstances. Kurland and Cooper's work on telecommuting also highlights professional isolation as a meaningful organizational concern. These findings imply that organizations should avoid treating flexibility as a purely individual benefit whose implementation ends when employees receive permission to work remotely.

Hybrid belonging requires intentional relational infrastructure. Employees need access to colleagues, managers, learning opportunities, informal information, recognition, and decision processes regardless of where work is performed. This does not necessarily require increasing the number of meetings. Poorly designed synchronous communication can create additional burden without generating



meaningful connection. More important is whether employees experience continuing membership in a social and professional community whose interactions contribute to learning and shared accomplishment.

Purpose alignment and belonging may be mutually reinforcing. Organizational purpose supplies a shared answer to *why we are working together*, while belonging supplies the lived experience of who the “we” actually is. A hybrid workforce with strong interpersonal relationships but no shared organizational direction can fragment into attractive local networks without broader strategic attachment. Conversely, strong organizational purpose with weak relationships can produce intellectual agreement without emotional connection.

6.3 Retention Requires Congruence Between Purpose, Support, and Employment Reality

The third implication is that purpose should not be used to compensate rhetorically for poor employment conditions. Perceived organizational support research shows that employees form judgments concerning whether organizations value their contributions and care about their well-being. Rhoades and Eisenberger's review and Kurtessis and colleagues' later meta-analysis provide extensive evidence connecting support with consequential employee attitudes and behaviors. Hybrid employees are likely to judge organizational purpose partly through this exchange relationship.

For example, an organization that describes itself as collaborative but systematically excludes remote employees from informal opportunities creates low behavioral alignment between purpose and practice. An organization claiming to value innovation while using digital monitoring to discourage experimentation creates a similar contradiction. Retention-oriented purpose strategies therefore require consistency across leadership behavior, workload allocation, promotion opportunities, hybrid-work policies, recognition, technological access, and developmental support.

This interpretation also prevents an overly simplistic view of turnover. Hom and colleagues demonstrate that employee departure arises through multiple pathways, while job-embeddedness theory emphasizes fit, links, and sacrifice rather than a single attitudinal cause. Purpose alignment should therefore be understood as one component of an employment system. It may deepen attachment when fundamental conditions are credible, but it cannot reasonably be expected to overcome persistent unfairness, unsustainable workload, inadequate rewards, stalled career development, or attractive alternatives in every case.

7. Conclusion

Purpose alignment offers a useful framework for understanding employee retention in hybrid workplaces because hybridization changes the channels through which organizational attachment is created and maintained. When employees spend less time in a shared physical environment, organizations cannot assume that proximity will continuously reinforce identity, relationships, and understanding of collective direction. Employees increasingly require explicit and credible connections among organizational purpose, managerial behavior, personal work values, and their own contribution.

The simulation-based results provide a methodological illustration of this argument. Purpose alignment demonstrated the strongest simulated association with retention intention, while hybrid belonging, organizational support, and organizational identification were also positively related to



retention. Very-high-purpose-alignment profiles reported substantially stronger simulated retention intention than very-low-alignment profiles. These results should not be interpreted as observed behavior from actual hybrid employees. Their value lies in specifying relationships that can be tested rigorously with real organizational data.

The theoretical contribution of the paper lies in connecting meaningful work, person–organization fit, social identity, organizational support, job embeddedness, turnover theory, and telecommuting research within a purpose-alignment framework. This integration suggests that hybrid retention is not primarily a contest between working from home and working from an office. The more substantive problem is whether employees remain psychologically and relationally connected to an organization while exercising greater physical independence from it. Purpose can contribute to that connection when it is visible in role design, leadership decisions, organizational support, and shared accomplishment.

Future research should validate the framework through longitudinal hybrid-work studies using actual employee retention records rather than intentions alone. Studies should compare occupational groups, hybrid intensities, organizational levels, and voluntary versus employer-mandated work-location arrangements. Researchers could also examine whether organizational identification mediates the relationship between purpose alignment and retention, whether perceived support strengthens that relationship, and whether excessive remote intensity weakens purpose alignment by reducing belonging. Most importantly, future empirical work should distinguish stated purpose from experienced purpose. Employees are unlikely to remain because an organization possesses an impressive mission statement; stronger retention should be expected when employees repeatedly experience evidence that their work, their values, and the organization's decisions are genuinely moving in a coherent direction.

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