

THE VALUE OF TEAM CULTURE: WHAT KEEPS EMPLOYEES
COMMITTED IN A REMOTE WORKING WORLD?

by

Darcy Herlihy

A thesis submitted to the faculty of
The University of North Carolina at Charlotte
in partial fulfillment of the requirements
for the degree of Master of Arts in
Sociology

Charlotte

2023

Approved by:

Dr. Vaughn Schmutz

Dr. Jill Yavorsky

Dr. Scott Fitzgerald

ABSTRACT

DARCY HERLIHY. The Value of Team Culture: What Keeps Employees Committed in a Remote Working World? (Under the direction of DR. VAUGHN SCHMUTZ)

Prior research shows the value of cultural strength in an organization and how that can foster job satisfaction, leading to a greater likelihood of retention and employee commitment. Since the onset of the pandemic in 2020 and the sudden shift to remote work for many professional workers, we lack evidence about whether the value of culture in an organization remains as strong and how its effects may be influenced by the introduction of remote collaboration. Understanding these changes will only continue to increase in importance as organizations evolve in their approach to remote or hybrid work. This study shows the value of team culture at a micro level and organizational culture at a macro level for employee commitment when collaborating remotely. Data are from two internal engagement surveys of employees done in 2020 and 2022 at a mid-sized software development company, that went fully remote in 2020 during the pandemic and chose to allow employees to continue to work remote even when the office reopened. The findings show that even when mediating and control variables are introduced, organizational culture continues to matter for commitment; however, when the majority of employees are working remote, the effect of team culture increases significantly and plays a much larger role in employee commitment.

ACKNOWLEDGEMENTS

This project would not have come together without both a personal support system and my invaluable faculty supervisors and collaborators. I am so grateful to my thesis chair, Dr. Vaughn Schmutz, for the advice, patience, brainstorming, and breathing exercises, as well as to my committee members, Dr. Jill Yavorsky and Dr. Scott Fitzgerald, for their thoughtful questions, insights, and overall encouragement. Their willingness to share knowledge and mentor others to grow has been a delight to learn from and imitate. I would also like to thank Dr. Joseph Dippong for the technical support in this study and for his encouragement over the past two years, and the cohort of students who walked through this program with me and made the experience so special. Finally, I want to thank my family, for their tremendous support and encouragement and for listening to me when they had no idea what I was talking about for the past several years, and my dog, who wasn't supposed to be a therapy dog but somehow became one when I needed him. Without them, it would have been impossible for me to complete my study.

DEDICATION

To the Herlihy clan, you taught me to believe I can do anything, so I did. I'll continue to do so because of all of you.

To Levi, for being there through this adventure and all the next ones.

TABLE OF CONTENTS

LIST OF TABLES	vii
LIST OF FIGURES	viii
CHAPTER 1: INTRODUCTION	1
CHAPTER 2: LITERATURE REVIEW	4
<i>Organizational Culture</i>	4
<i>The Culture of a Team</i>	5
<i>Remote Work and Commitment</i>	6
<i>Exploring the role of leadership, autonomy, and compensation</i>	7
<i>Exploring the role of gender and age</i>	8
<i>Significance and Contributions</i>	11
CHAPTER 3: DATA AND METHODS	12
<i>Data</i>	12
<i>Measures</i>	14
<i>Methodology</i>	19
CHAPTER 4: RESULTS	20
CHAPTER 5: DISCUSSION	25
<i>Discussion</i>	24
<i>Limitations and Future Research</i>	28
CHAPTER 6: CONCLUSION	32
REFERENCES	33

LIST OF TABLES

TABLE 1: Descriptive statistics	20
TABLE 2: Scale variables with items, means, and reliability tests	25
TABLE 3: OLS regression for predictors of commitment	27
TABLE 4: OLS regression for predictors of commitment by year	29
TABLE 5: Frequency of relevant comments in survey data by year	33

LIST OF FIGURES

FIGURE 1: Sobel test of team culture mediation in 2020 and 2022	28
FIGURE 2: Sobel test of team culture mediation in 2020 only	30
FIGURE 3: Sobel test of team culture mediation in 2022 only	30

CHAPTER 1: INTRODUCTION

Culture is more than a buzzword in management and business these days; it has become a heavily studied concept in organizational science and sociology. For decades, organizational culture studies in the U.S. focused primarily on office dynamics, office politics, and other office-specific situations. During this time, technology improved and teleworking became more accessible, though organizational culture and the theories surrounding it saw little discussion of the slowly growing virtual environment. In 2020, the pandemic became a major catalyst toward organizational change, forcing many companies (both global and stateside) to quickly shift a large amount of their workforce to remote collaboration. Now, the majority of that workforce has no desire to return to a fully in-office setup (Gallup, 2021), leaving behind the office-specific organizational culture for a hybrid or fully virtual option.

This poses a problem for organizations; one of the strongest values of organizational culture lies in its ability to create internal alignment and increase efficiency as everyone works toward a shared goal (Sorenson, 2002). Research also shows that organizational culture is a defining factor in employee satisfaction and retention (Sheridan, 1992). Unfortunately, studies have found that remote workers struggle to feel connected to their teams who are collaborating on-site, their leadership, and their organization's culture (Lippe and Lippenyi, 2019). In the present day, organizational decision makers are under pressure, trying to learn how to navigate frequently changing work spaces, defining their approach to hybrid workplace settings and keeping their people united and aligned, bought into the culture they help to

perpetuate. People want the opportunity to work flexibly, but does this disconnectedness from the physical location of an organization signal a lack of commitment in the future?

Information about the cultural effectiveness and value of hybrid or remote work flexibility is not entirely conclusive, however; there are mixed results about generational and gender differences in preferences toward working on-site (Dua et al, 2022; Smite et al, 2023) and some studies show that innovation and collaboration are more effective when coworkers are together in person (Brucks & Levav, 2020; Presidente & Frey, 2022). Still, with more than 60 percent of individuals stating they would like to work from home permanently (Pew Research Center, 2022), organizations are now faced with the dilemma of what matters more: the cultural gains from on-site work or the demands of the employee market. The critical factor in this debate seems to be personal choice - how do you keep employees united and aligned within a culture while also allowing the workspace flexibility that potentially gives everyone a unique experience? How do you keep people engaged and build cultural values and commitment through different time zones, working hours, or wi-fi speeds? The answer may lie in team dynamics, rather than company-wide cultural values.

Close coworkers, who work with each other frequently in a team or unit, have influenced each other's organizational commitment through their own competence, engagement, and attitude since before remote work was commonplace (Lambert et al., 2016; Liu et al, 2012; Felps et al, 2009). They build their own methods of communication and collaboration, creating shared values and thereby building their own subculture within the organizational culture of their company (Ng, 2022; Tran, 2017; Taormina, 2009). Networks and lines of communication have shrunk with the rise of remote work,

with fewer individuals maintaining bridges between disparate groups and fewer connections being made regularly (Yang et al, 2022). If this continues, the individuals a person works with in a team, unit or small group will become their primary source of connection to any culture within the organization, whether or not it reflects the culture of the organization at large.

Whether organizational leaders require their employees to return to on-site work or not, the ability to work from nearly anywhere and collaborate with a team is now accessible for most professional workers in the United States (Dua et al, 2022). Business and management experts agree that the workforce will likely never again look the way it once did, with a majority of employees working from the office (Friedman, 2021; Lund et al., 2021). Whether working locations and collaborations continue to evolve or settle into a routine, virtual work will remain a large part of the future. Because of this, the present research will use data from a mid-size software development company to answer questions about the effects of organizational and team culture on commitment, and how it changes when the majority of the workforce is collaborating from afar, which can broaden our current understanding of remote work. Additionally, it will speak to a valuable question for the current state of the workforce: Does team culture become more important amid a shift to remote work?

CHAPTER 2: LITERATURE REVIEW

2.1 Organizational culture

Organizational culture is broadly accepted by researchers to be a set of norms, values, assumptions, and practices shared by the members of a group (O'Reilly et al, 1991; Sheridan, 1992; Ehrhart & Kuenzi, 2017). Culture is slow to change, as the term itself “refers to those elements of a group or organization that are most stable and least malleable” (Schein, 2017:11). Research suggests that a successful or strong organizational culture features group behavioral norms of collaboration, innovation, and integrity, as well as employees who strongly perceive the culture to be characterized by those elements, which leads the organization to overall better economic and productive performance (Canning et al, 2020). The concept of cultural strength here is used according to Kotrba et al's (2012) definition, “as a synonym for ‘shared,’ indicating the degree to which values, mindset, and behaviors are well integrated, held in common, cohesive, and often resistant to outside influence” (p. 243). Strong cultures improve organizational performance and even in the face of volatile environments; several empirical studies suggest that performance levels drop less dramatically during times of volatility if the culture of the organization is consistently strong (Sørensen, 2002).

Overall, studies show that a strong organizational culture has important benefits that lead to retention and commitment (Sorensen, 2002). Specific cultural values are shown to be present in strong cultures (Canning et al, 2020) and those values are not absent in a virtual work environment - they simply look different. They require close co-operation, frequent communication, task interdependence, and an integrative leader, to achieve a shared understanding, leading to effective communication and high levels of

trust (Zimmerman, 2011). Psychological empowerment, or task motivation based on alignment of meaning, impact, and feelings of competence within a role, is shown to improve employee commitment (Joo and Shim, 2010), something which can be done no matter where an employee is located. And to reiterate a concept from above, one of the most important factors in employee retention is found to be a cultural value match (Sheridan, 1992). With these things in mind, it can be assumed that whether working remote or on-site, organizational cultural value patterns should still have an impact on commitment.

H1: Organizational culture has a positive effect on commitment.

2.2 The Culture of a Team

The importance of coworker attitudes and perceptions on an organization's employees is consistently strong; those who work together can influence each other's organizational commitment and job satisfaction (Lin & Lin, 2011; Amiri et al, 2010; Liu et al, 2012; William Lee et al., 2014). When a select group of people works together regularly, on the same team or as close collaborators, they have the ability to positively or negatively impact the work experience for each other. Coworker support and competence are repeatedly seen to enhance organizational commitment (Rousseau and Aube, 2010; Tafvelin et al, 2014; Bufquin et al, 2017), where coworker incompetence, or even coworkers' dissatisfaction can be seen to create more unit-wide turnover (Liu et al, 2012; Robinson et al, 2014). Considering these outcomes in tandem with the elements of a successful workplace culture that promotes commitment, the culture created within a department, team or unit is established by those in it who work together regularly and

their approach to that collaboration. As Fine (2009, 2012) argues, organizational culture and professional norms are often enacted in different ways by the small groups in workplaces that develop their own cultural knowledge, traditions, and inside jokes. In his view, the “idioculture” of the small working group creates variation in workers’ experiences and self-identity on the job even within the same company or occupation.

H2: The effect of organizational culture in commitment is mediated by team culture.

2.3 Remote work and commitment

Turning to how that affects remote workers, cultural elements manifest themselves differently in a virtual or hybrid environment. Work is now often done in silos between only the most frequent collaborators, which means the majority of cultural elements will be felt through those interactions, rather than broad company-wide events or initiatives (Smite et al, 2023).

We know a strong connection to an organizational culture correlates with higher job satisfaction and job commitment, and lower turnover (Kundu and Lata, 2017; O’Reilly et al, 1991; Sheridan, 1992; Sorensen, 2002), and yet remote workers have reported feeling isolated from the rest of their company, disconnected from the company culture (Lippe and Lippenyi, 2019). Large portions of today’s workforce now work fully remote (Pew Research Center, 2022), but organizational culture has not kept up.

Retention and commitment to a company in the current state of the workforce in the U.S. can be strongly linked to workspace flexibility and the job satisfaction that comes from employees being allowed to work from where they want (Smite et al, 2023; Dowling et al, 2022; Smet et al, 2022). But, this flexibility does not appeal to everyone; research shows that although many and even most individuals wish to remain remote or

hybrid permanently, that sentiment is not universal and there are plenty of workers who do wish to return to an office environment (Pew Research Center, 2022). However, as remote-first formats for work become legitimized, many organizations are adopting a policy where the office may be more vacant than before allowing all employees to work from home (Loughlin, 2022). Still others are requiring employees return to in-office work, (Business Insider, 2023) citing the need for in-person collaboration to further innovation or employee connection. Coworker relationships have been studied for decades, yet as we move into a future of remote work where networks become siloed and workplace interactions are limited to task-specific collaboration within teams, those relationships may have broader implications than before.

H3: Team culture becomes a stronger predictor of commitment amid a shift to remote work.

2.4 Exploring the role of leadership, autonomy, and compensation

Weak or unsuccessful cultures are characterized by a lack of trust, high levels of individualism and a fixed mindset (Canning et al, 2020) and are correlated with lower levels of commitment in employees (Canning et al, 2020). But, as discussed by Schein (2017:8), “whether or not a culture is ‘good’ or ‘bad,’ ‘functionally effective’ or not, depends not on the culture alone, but on the relationship of the culture to the environment in which it exists.” That environment is created and maintained partially through management.

Leadership plays a key role in the development and maintenance of organizational culture and therefore both directly and indirectly in employee commitment. From the genesis of a new organization, Schein states, the value patterns of the founder are shown

to influence the core value patterns of the future organization itself, creating a set of beliefs and values that, if accepted by the group, become legitimized. Once these shared assumptions exist, the culture survives through teaching them to newcomers (Schein, 2017), and indirectly affects the retention of individuals whose organizational exits are affected by the company culture. In a more direct fashion, supervisory support and trusting supervisor-employee relationships keep valuable talent on staff (Sheridan, 1992). Managers who embody the values of a successful culture contribute to building a supportive work environment which “builds affective commitment among employees and strengthens their emotional connection with the organization” (Kundu & Lata, 2017:706).

Workers value having autonomy, being able to offer insight into their own work about everything from daily tasks to career paths (McClean, 2005; Gagné & Bhavé, 2011). Leadership that supports this autonomy is found to increase job satisfaction (Gagné & Bhavé, 2011; Naqvi et al, 2013), and though it’s much harder to allow that level of self-direction when direct reports are distance working and out of sight, it is all the more important when collaborating in a virtual space.

2.5 Exploring the role of gender and age

Of course, it is impossible to accommodate everyone’s preferences for working remotely or from an office, but there may be certain patterns as to who would prefer which type of work environment and culture and how that may influence their willingness to stay with a job, specifically around gender and age. According to many news and media sources, women prefer work flexibility more than men, women are more likely than men to leave a job that stopped allowing work flexibility, and women consider

remote-work options among the most important factors to consider when evaluating a new job (Pandey, 2021; Walsh, 2022; Melillo, 2022; Bove, 2023). However, some academic studies show few differences in these preferences (Brynjolfsson et al., 2020) and others are already beginning to show that remote and hybrid work may not always be beneficial for women (Ibarra, 2020).

In the United States, organizations are often known for having cultures that celebrate overworking (Cha, 2013; Bourne & Forman, 2014). In these cultures of overwork, those who work longer hours find themselves with greater opportunities for advancement, better performance evaluations and access to valuable social connections with other influential individuals who work long hours, gaining cultural capital (Correll et al, 2014). During the pandemic when many people worked remotely, surveys showed that many individuals worked even longer hours to prove they were still being productive when out of supervisor view (Bellmann & Hübler, 2020; Gibbs et al., 2020). Women tend to need to do more to prove themselves competent and committed to find career success, especially mothers (Heilman, 2001; Duxbury & Higgins, 1991; Phillips and Imhoff, 1997; Vasumathi, 2018) and when working for a company or team with a culture of overwork, women working remotely may have a poor experience at work.

Additionally, hybrid work and remote work offer opportunities for women to be left out of important conversations that lead to informal networking or career advancement (Ibarra, 2020). Working from home makes it easy to leave them out of decision making or networking opportunities without their knowledge, and if an organization supports hybrid work, women choosing to stay home may be seen as less committed than men who commute and work from the office (Haas, 2023).

However, there are some benefits to working from home for women that they may appreciate and that may contribute to their preferences and commitment to a role. Studies show that women do the majority of housework and childcare when they are at home, whether they are working from home or not (Hersch & Stratton, 1994; England & Farkas, 2017). This may explain some of their preference for flexible work opportunities; if they are used to a societal expectation and a home routine where they are responsible for the majority of care in the home, being able to do both with more ease may reduce any feelings of role incongruity.

Culture may also be a part of the reason they prefer to work from home. Workplaces with strongly masculine cultures are not always friendly places for women, and they are often judged more harshly on their performance and self-presentation of masculine traits or appearance in such places (Alfrey & Twine, 2016; Berdahl et al., 2018) causing anxiety and work stress. The ability to work remotely may offer physical distance and reduced anxiety in such a workplace.

There is less research available on the question of how age might affect the importance of team culture during a transition to remote work, but it is an important factor and one I will consider for several reasons. On one hand, it might be more difficult for younger and newer workers to be socialized into team culture in remote work environments, and they may not have access to consistent home offices and established work spaces like older generations, preferring the stability of on-site work. However, younger and newer employees are also likely to have more experience and comfort operating in remote or hybrid environments to begin with. Remote-first work comes with required technical dexterity in using potentially new tools and technologies. Older

generations, whose routines have revolved around working on-site and experiencing their organization's culture at the water cooler or in live meetings may not find it as easy to connect with the culture of the organization in a virtual setting, leading to lower job satisfaction (Dua et al, 2022; Brynjolfsson et al., 2020).

Significance and contributions

Considering the literature currently available, it seems that a strong connection to team culture does matter for commitment and engagement in virtual workplaces. The cultural norms and values of an organization and its teams show up differently when employees are working off-site. While the same theoretical concepts apply, there is room to expand the literature on exactly how and where those differences appear.

There is little current research on team cultures and how they are reflected in remote environments. This study seeks to add to the literature on organizational culture and team dynamics by considering whether the people who work together most in a hybrid or virtual environment create a team culture that increases organizational commitment overall, or if they can influence each other to begin searching for a new job. Understanding these relationships allows us to search for patterns that may be caused by ingrained structural processes and broaden our view of the importance of daily interactions in the workplace.

CHAPTER 3: DATA AND METHODS

3.1 Data

In order to address my research questions and test the hypotheses, I use data obtained from engagement surveys, collected at a mid-sized tech company (~350 employees) in the southeastern U. S. in 2020 and 2022. This organization went fully remote (save for maintenance staff) during the pandemic, from 2020-2021 and upon reopening their headquarters in 2021 continued to allow employees to work remotely if they would like. Prior to 2020, only 30-40 employees worked remotely at all at a given time (approximately 13.25 percent of its workforce); at the time of the 2022 survey, nearly all of this organization's workforce work either fully remotely or only one or two days in the office per week (approximately 97 percent).

This survey data reflects employees' organizational commitment over the course of two years, as they suddenly shifted to remote work and grew accustomed to that mode of collaboration over time. Employees voluntarily took these surveys, though they were encouraged to by company leadership and were allowed to complete the surveys on the clock. Table 1 shows some sample profiles on key demographic variables. Response rates to the survey are quite high in both years. In 2020, a total of 252 employees (82% of the workforce) completed the survey; in 2022, 285 employees (85%) completed the survey. An average of 33% of participants in these surveys identified as women and about 53% of participants identified as men, with 13% preferring not to self identify. Around 75% of employees in these surveys identified as being a part of Generation X or the older Millennials, the last generations entering the workforce before teleworking was even somewhat commonplace.

In addition to offering more insight about the transition to remote and hybrid work, the 2022 sample was more likely to choose not to identify their gender. There was also a notable increase in the number of Millennials in 2022 (49.12%) and a decrease in the proportion of Baby Boomers (15.44%) and Gen Xers (35.44) in that time. Finally, in 2022, respondents had the option to identify as BIPOC (black, indigenous, or a person of color) (12.6%) or as members of the LGBTQ+ community (7.02%), which was not a question in the 2020 survey.

Table 1. Descriptive statistics

	2020		2022	
Demographics	%	N	%	N
<i>Gender</i>				
Male	55.02	137	51.23	146
Female	35.34	88	32.3	91
No response	9.64	27	16.47	48
<i>Age</i>				
Baby Boomer	25.8	64	15.44	44
Gen X	51.0	126	35.44	101
Millennial	16.5	41	49.12	140
<i>Work location</i>				
In-person	86.75	219	3.1	9
Remote	13.25	33	50.2	143
Hybrid	-	-	46.7	133
<i>Other</i>				
LGBTQ+	-	-	7.02	20
BIPOC	-	-	12.6	33
Total		252		285

3.2 Measures

I used multiple items in the survey to construct scales that measure the variables for organizational culture, team culture, and organizational commitment. This section describes each variable below and Table 2 summarizes the items in the scale variables and results of reliability analysis (Cronbach's alpha).

Organizational culture - For this variable, I chose to analyze questions that best describe the way employees feel connected to the overall mission and values of the organization. To measure organizational culture, I used four Likert format questions (1 = strongly disagree, 5 = strongly agree) found in both the 2020 and 2022 surveys. These are "I am committed to [company's] core purpose and values," "I feel like my values are aligned with [company's]," "I feel like I am 'part of the family' at [company]," and "I understand how my work directly contributes to the overall success of [company]." Data from these four items yielded a Cronbach's alpha of .78. The scale mean for organizational culture was 17.01 (S.D. = 0.11).

Team culture - Team culture was measured using four questions in the same Likert format, also found in both surveys. Items for this variable focused on employees' perception of their relationship with those they work with most frequently and their beliefs about belonging in a small group. These questions were, "My coworkers care about my opinions," "I can freely share my ideas and feelings with my coworkers," "My coworkers care about my general satisfaction at work," and "If I shared a problem with my coworkers, I know they would respond caringly." These items refer to "coworkers" as a proxy for "team," because respondents are not likely to associate the word "coworkers" with those they rarely or never interact with and are likely to associate it quite strongly

with those they interact with very frequently. Data from these four items yielded a Cronbach's alpha of .916. The scale mean for team culture was 17.3 (S.D. = 0.11).

Organizational commitment - For this study, organizational commitment was measured using three Likert scale questions. These were "I believe I will be able to reach my full potential at [company]," "I do not consider leaving my job," and "If I were given the chance, I would reapply for my current job." These questions gauge respondents' likelihood of leaving the organization. Data from these three items yielded a Cronbach's alpha of .836. The scale mean for organizational commitment was 12.02 (S.D. = 0.12).

Control variables - For this study, I planned to control for gender, age, remote employee status, year, compensation, and autonomy, using dummy variables. Gender (as optionally self disclosed by respondents) was given as male or female, or respondents could select that they preferred not to answer. This resulted in 27 non-responses in 2020 and 48 non-responses in 2022; 88 and 91 female respondents in 2020 and 2022 respectively; and 137 and 146 male respondents in 2020 and 2022 respectively. During analyses I discovered no significant differences between men and women; however, those who chose not to respond to the question about their gender identity were significantly different from those who identified as men or women. So, I control for gender using a dummy variable for those that did not disclose their gender with self-identified men and women as the reference category instead.

Remote employee status is defined as those who selected that they work fully remote or hybrid remote. In 2020, there was no option for hybrid work, so that was not a variable in the survey; in 2022, the survey asked if employees were fully remote (non-local, only on-site for all-company meetings they have traveled to), hybrid remote (local

remote, with the opportunity to work on-site if and when they want to), and fully on-site (working from the office only). Because hybrid workers also experience working remote with their teams (and because all employees worked remotely from March of 2020 to September of 2021), I categorized answers to hybrid remote and fully remote as one variable for 2022.

The variable for year refers to the year each survey was carried out, one in 2020 and one in 2022; however, I ended up not controlling for year in my models. During analysis, it became clear that the effects of remote status and year could not be disentangled, as they are almost perfectly correlated. In Table 1 we can see that in 2020 only 33 employees reported they worked remotely and in 2022 all but nine employees out of 285 respondents reported they worked remotely all or most of the time. Because this makes the year 2020 practically equal to little to no remote work and the year 2022 equal to nearly all remote work, the variables for year and remote status are too similar to differentiate, so for some models I used data from only one year.

Age is evaluated in the survey by self-selection into one of three generational categories in the workforce - Gen Z/Millennial, Gen X, or Baby Boomer, also defined as early, mid, or late career. For this survey, respondents who identified as Gen Z or Millennial would be about 21 to 39; respondents who identified as Gen X would be in their 40s and 50s; and respondents who identified as Baby Boomers would be in their 60s or older.

Compensation is cited as one of the primary reasons for employee commitment, motivation and engagement (Nurlina, 2022; Jeha et al, 2022; Tumi et al, 2022; Igalens, 1999), so I controlled for compensation using the variable “I feel I am paid fairly

compared to people in other companies who hold similar jobs.” Similarly, a lack of autonomy and increased micromanagement are found to worsen opinions of organizational culture (Gözükar, 2016; Naqvi, 2013; Bass & Avolio, 1993), so I ran tests to control for autonomy using the variable “My supervisor trusts me to make the choices and decisions necessary to do my job effectively.”

Additionally, in the 2022 survey, employees were given the option to disclose their status as a member of the LGBTQ+ and/or BIPOC communities. Approximately seven percent (n=20) identified as LGBTQ+ and 12.6 percent identified as BIPOC (n=33) in that survey. These are relatively small groups and the measure is only available in 2022, but it is worth exploring whether there were any significant differences for those groups when mostly all employees were working fully remote. There is value in looking for different outcomes with these variables where experiences and perceptions may not look as they do for the majority of the population.

Qualitative responses - Qualitative data were also collected and will be used to analyze employees’ perceptions of organizational culture and commitment. There was an optional, open-ended question at the end of each survey that offered insight for framing the purpose behind this research and supports the findings. This question was, “What, if anything, would you change about [company]?” There were nearly twice as many responses to this question in 2022, and responses were mostly positive in both sets of data. However, there are significant responses that speak to culture, remote work, and team collaboration that support the results of this study.

Table 2. Scale variables with items, means, and reliability tests.

Items in scale variables	Mean	Cronbach's alpha
<p><i>Organizational culture</i></p> <p>“I am committed to [company’s] core purpose and values.”</p> <p>“I feel like my values are aligned with [company’s].”</p> <p>“I feel like I am ‘part of the family’ at [company].”</p> <p>“I understand how my work directly contributes to the overall success of [company].”</p>	16.99	0.780
<p><i>Team culture</i></p> <p>“My coworkers care about my opinions.”</p> <p>“I can freely share my ideas and feelings with my coworkers.”</p> <p>“My coworkers care about my general satisfaction at work.”</p> <p>“If I shared a problem with my coworkers, I know they would respond caringly.”</p>	17.3	0.916
<p><i>Organizational commitment</i></p> <p>“I believe I will be able to reach my full potential at [company].”</p> <p>“I do not consider leaving my job.”</p> <p>“If I were given the chance, I would reapply for my current job.”</p>	11.99	0.836

Qualitative responses - Qualitative data were also collected and will be used to analyze employees’ perceptions of organizational culture and commitment. There was an open-ended question at the end of each survey that offered insight for framing the purpose behind this research and supports the findings. This question was, “What, if anything, would you change about [company]?” I focused on identifying responses that were

relevant to remote work and team collaboration that might shed light on some of the reasons for the quantitative results of the study.

3.3 Methodology

To answer my research questions on the effect of organizational culture on commitment, team culture as mediator of that effect, and the relative importance of team culture after a shift to remote work, I ran a series of regression analyses. In order to ensure that potential clustering within the different business divisions of the company was not producing biased estimates of the standard error, I used the clustered or robust standard error approach to estimate regression models. As others have suggested (e.g., Primo et al. 2007) this is often adequate to deal with clustering and requires fewer assumptions than multilevel models like hierarchical linear models. Although there was evidence of some clustering in the data, the substantive results were unaffected, so multilevel models were not necessary.

CHAPTER 4: RESULTS

A simple regression analysis showed very strong support for H1 (Model 1), which predicts that organizational culture has a positive effect on commitment. Tables 3 and 4 show that organizational culture is highly significant ($p < .0001$) across all models for this data; in fact, no regression models that were run found any instance in which organizational culture was not significant. These results provide strong evidence that commitment is heavily dependent on the culture of the organization, whether employees are working from an office together or distributed remotely.

Table 3: OLS regression for predictors of commitment

Dependent variable Organizational commitment	Model 1	Model 2	Model 3
Culture			
Organizational culture	0.810**	0.710**	0.655**
Team culture	-	0.152**	0.269**
Demographic controls			
<i>Gender</i>			
Male or female	-	-	REF
No gender response	-	-	-0.522*
<i>Age</i>			
GenZ/Millennial	-	-	REF
GenX	-	-	-0.92
Baby Boomer	-	-	0.327
Other controls			
Compensation	-	-	-0.022
Autonomy	-	-	0.027
Remote worker	-	-	-0.238
R-squared	0.580	0.590	0.598
N	534	534	534

** $p < .01$, * $p < .05$

Table 3 also shows that by introducing team culture to the regression model it absorbs some of the effect of organizational culture (Model 2), thereby providing preliminary evidence that it mediates a proportion of the total effects. To further test this relationship, I ran a Sobel test to determine if that mediation was significant (see Figure 1). The Sobel statistic was 3.649 with a two-tailed probability of less than .001 indicating significant mediation by team culture for this model. Because organizational culture is still highly significant for this model ($p < .0001$) and team culture is also highly significant ($p < .0001$), there is a partial mediating effect of team culture in the relationship between organizational culture and commitment. Hence, I can conclude that there is support for H2 from the data.

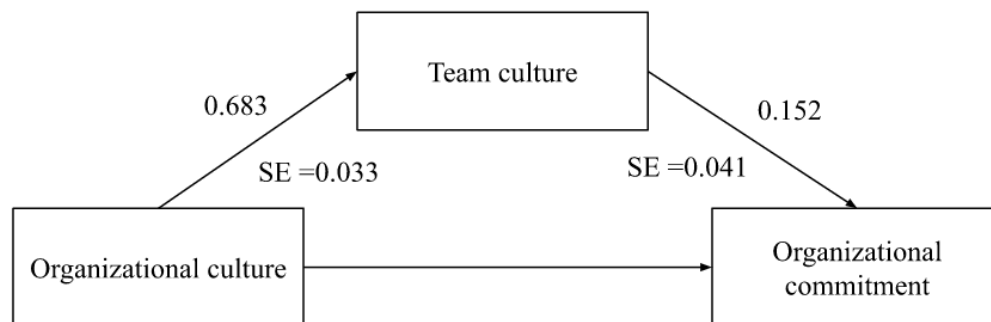


Figure 1. Sobel test of team culture mediation in 2020 and 2022

As discussed earlier, the data from 2020 shows that nearly all employees identified themselves as working on-site from the office at that time, where in 2022 more than 95% of employees identified as working remotely or primarily remotely through the week (see Table 1). My final hypothesis, H3, predicts that as employees shifted to primarily remote work from previously working in a building with the majority of the

company - whether close collaborators or not - the culture of their team would become a more significant predictor of their commitment to the organization. Models 4 and 5 show empirical evidence of this effect; in Model 4, a test of the data from 2020 only, team culture is not significant at all, ($p=.220$), but when running the same test in 2022, team culture becomes highly significant ($p<.0001$). Organizational culture is still highly significant in both models, but in 2022 its effect is diminished by team culture, where in 2020 it is not.

Table 4: OLS regression for predictors of commitment by year

Dependent variable Organizational commitment	Model 4 (2020 only)	Model 5 (2022 only)
Culture		
Organizational culture	0.730**	0.660**
Team culture	0.070	0.268**
Demographic controls		
<i>Gender</i>		
Male or female	REF	REF
No gender response	-0.208	-0.528
<i>Age</i>		
GenZ/Millennial	REF	REF
GenX	-0.129	-0.153
Baby Boomer	0.078	0.553
BIPOC	-	0.116
LGBTQ+	-	0.185
Other controls		
Compensation	-0.033	-0.003
Autonomy	0.006	0.054
Remote worker	-0.052	-
R-squared	0.598	0.606
N	252	285

** $p < .01$, * $p < .05$

To further evaluate the mediation of team culture, I ran two more Sobel tests using the data from 2020 only (*Figure 2*) and the data from 2022 only (*Figure 3*). Results showed that in 2020, team culture is not a significant mediator of organizational culture, with a Sobel statistic of 1.187 and a two-tailed probability of 0.235. However, the results for the 2022 model show team culture as a highly significant mediator, with a Sobel statistic of 4.334 and a two-tailed probability of less than .001. This shows strong support for H3 as well. Taken together, it is only under the conditions of fully remote work that I found team culture partially mediates the effect of organizational culture on commitment and that team culture has a significant direct effect on commitment.

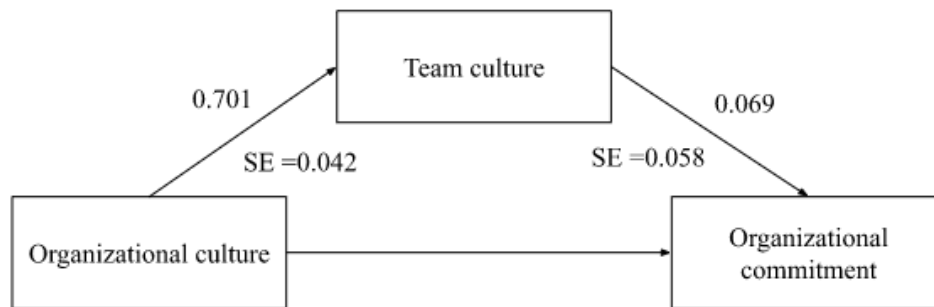


Figure 2. Sobel test of team culture mediation in 2020 only.

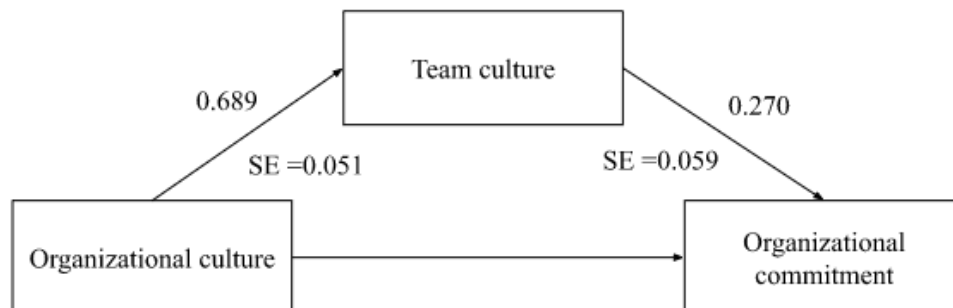


Figure 3. Sobel test of team culture mediation in 2022 only.

Adding controls to the model in Table 3 showed interesting results for gender, but not in a way I expected. When analyzing the data in the gender variable, there were no significant differences between men's and women's commitment, but there were differences when controlling for those with no gender listed. Those who didn't report their gender scored lower on nearly all questions, so controlling for them is worthwhile, because it affects the main findings and is significant in the full model.

Amidst a shift to remote work, I considered that the increase in technology use and lack of casual (unplanned, face-to-face) interaction may have age-related effects. To test for any differences in commitment by age, I controlled for the three generational age groups identified in the dataset (Baby Boomers, Generation X, and Millennials/Gen Z) and found no significant results for any age category. Controlling for autonomy and compensation, similarly, revealed no significance for commitment. I also controlled for the variable *is_remote* in Models 1-4, in line with my above discussion about the correlation between year and remote employee status.

Finally, in 2022, some additional survey questions were asked, allowing respondents to self-identify as part of the BIPOC or LGBTQ+ communities. For the 2022 only model, I wanted to run some exploratory control tests to see if either of these groups reported significant differences in their organizational commitment. No tests showed any significant results for these variables, though they were positively correlated, however loosely.

CHAPTER 5: DISCUSSION

5.1 Discussion

The results of this study replicate and expand our knowledge of the impact an organization's culture has at all levels as the concept of a workplace continues to evolve. Decades of research speak to the impact that organizational culture has on retention, job satisfaction, engagement, and more. However, a great deal of questions arose in 2020 about the ramifications of remote work for areas of research on inequality, mental health, and whether or not employees would stay engaged and connected to the company when they had no physical contact with the culture. What does culture look like when translated digitally through the few coworkers one interacts with each day?

To investigate this perspective, my study explores the relationship between team culture (the culture built by the smaller number of coworkers operating in a close working relationship) and organizational culture amid a shift to remote work, for employees' overall commitment to the company. Results show that even when mediating and control variables are introduced, organizational culture continues to matter for commitment - if they cannot connect with the company culture at a macro level, few things may keep them in that job for much longer. The important effect these tests found though, is that in 2022 when the majority of employees identified as remote workers, the effect of team culture increases significantly and plays a much larger role in employee commitment.

While looking through the qualitative responses to understand the employee experience, I found comments that seem to support these results. In both 2020 and 2022, the surveys ended with an open-ended question that asked, "If you could change anything

about this company, what would it be?” Some respondents chose to share improvements they would make, others chose to share positive things they appreciated about the company in its current state. A few of the most frequent themes found in the responses to this question among both surveys (that are relevant to this study) were related to culture, leadership, remote work/remote collaboration, team members, and communication (see Table 5), though 2022 shows an increase in comments related to culture; retention, as the second survey came on the heels of a trend commonly known as the “Great Resignation;” and remote work, because the majority of the population was interacting remotely at that time and the subject was more salient to respondents. The increase in these themes is also likely due to the overall increase in responses to this question in 2022 (total responses in 2020 were n=132, total responses in 2022 were n=245).

Table 5: Frequency of relevant comments in survey data by year

Themes	2020	2022
Organizational culture	42	108
Team culture	0	32
Commitment/retention	7	27
Remote work	7	59
Inclusion	15	27
Leadership	21	37

In the 2020 responses, few comments mentioned team collaboration at all as an area of importance and value and never in relation to culture. There were frequent mentions of the organization’s culture in 2020, however, as seen in this response:

“I believe [company] is a well-run business that has an excellent culture and the potential to continue to grow...I look forward to hopefully a long career with the company.” (2020)

Supporting the hypothesis that in 2022 team culture grew more salient to employees, many comments mentioned their direct team relationships in the same comments as they mentioned feeling connected to the organizational culture.

“The culture here is one-of-a-kind. I love who I work with, I love my team, I love my work, and [company] is the reason for all of that...I feel comfortable talking to my department director about anything. I feel comfortable reaching out to any of my coworkers about any issues I'm having. The attitude fostered here that allows us employees to communicate and be open with each other is truly unique.”

Some comments from 2022 speak directly to the idea that team relationships are especially salient to employees when considering the impact of working remotely or having trouble aligning with the overall decisions and values of company leadership.

“I feel like I love my job and my team in spite of [company] leadership.” (2022)

“[I appreciate being able to] stay connected with my team while most of us work from home.” (2022)

These comments support the themes seen in the quantitative data that this company has the potential to benefit quite strongly from investing in the culture of their teams. Where team culture may not have been especially salient to employees before the

majority of them migrated to a remote work experience, the company's choice to continue to allow remote work moving forward has increased the visibility of that concept for employees, it would seem. To capitalize on the positive reactions seen in many qualitative comments around remote work and team support, this organization should work with team leaders to encourage them to invest in their teams and build a culture using tools and resources that work for them. Additionally, they should consider where their best practices may be structured toward in-person collaboration, rather than toward a remote-inclusive workforce that promotes cultural autonomy for teams.

As the literature grows with new research around remote work, this study shows that the culture of an individual's team can help predict their commitment to their role. This evidence also contributes to the value of team relationships overall within a remote workplace; as structural inequalities are revealed in the cultural practices and policies of an organization that primarily operates remotely, the benefits of a supportive team and allyship among coworkers could be an important area for future research to delve into.

5.2 Limitations & future research

As the data from these surveys are secondary, the information gained is limited to what the company required or asked for in the survey questions and any additional context they were able to provide. Because of this, there is no way to tell how many of the respondents are the same year over year. Though the breakdown of gender is fairly equal between 2020 and 2022, there is a significant shift in the generational presence in the workplace across those dates. This difference in ages between surveys may be due to retirements or career changes brought about by the influence of the pandemic. One outcome of the pandemic was that many folks found themselves interested in a career

change and inspired to look into making one (Sull, Sull, & Zweig) when things around the world were in upheaval, and while this organization did not participate in layoffs during those years, this migration to new careers or new adventures may explain the shift in generational presence. Perhaps contributing even more to this effect, during the height of the pandemic there was a large move toward retirement among older Americans (Fry, 2021).

Another limitation from the way the survey was conducted relates to the challenge of separating the measures of organizational culture and team culture. Though the scale variables were valid, the questions used to measure team culture do not specifically mention “team,” focusing instead on coworker relationships. It is unlikely that respondents associate the word “coworkers” with those they rarely or never interact with, so using these questions as a proxy for those related to team culture are acceptable for this study, however there is much opportunity to improve on these measures in the future. Specifically, using questions with team or organizational level modifiers (such as “I feel like I belong at [company]” or “I feel like I belong on my team at [company]”) would signal to respondents that they are considering the difference between a macro and micro culture and allow them to record their experiences more accurately.

Additionally, with this data being analyzed for internal engagement for the company, there is a high chance of social desirability bias influencing some of the responses. The substantial portion of individuals who chose not to report their gender and had lower commitment overall is likely related to a lack of trust that their answers were truly anonymous. This may be evidenced through some of the qualitative responses, such

as this answer from the 2020 survey, in which one respondent simply replied *“I’d rather not say.”*

One key limitation to answering questions about organizational culture in remote environments is a lack of literature on empirical studies using relevant data from the last two years. This study uses only one organization, for example, and research would greatly benefit from comparisons across companies from different industries, and of various sizes, and demographics. From 2020-2022, far more individuals worked remotely and collaborated virtually than ever before, due to necessity. We can learn much from studies examining the impact of culture in a company at the point in which virtual work became a common and highly legitimized practice. Some very influential studies on workplaces have included a strong observational component (Down, 2012; Ybema, Wels, & Yanow, 2009; Smith, 2001) and replicating this type of research in remote environments would be extremely useful for understanding the true impact of remote work. Ethnographic studies in fully remote workplaces would also provide a novel methodological approach and new insights in that field.

Finally, this research was conducted using data from only one organization in one part of the country, with what is likely a predominantly white, male population. Because of this, the results of this study may not be generalizable to other companies, however, this points to the importance of future research in this area. Responses to these surveys were primarily positive about the company, but some of the qualitative remarks reveal that research focused on different groups may offer a different perspective on the findings, as seen in this response from an employee in 2022.

“My biggest concern is being a part of a team that is predominantly white women. While I love my team, in the beginning of joining, I felt like an

outsider (especially with my fully remote onboarding). Some of that was just the effects of joining a new team, but some of it was from the cultural differences that I had (and have) to adapt around. While I now feel like a valuable member of the team and feel very much included, it's always apparent to me that I will probably always be in the racial minority and I will never have that "cultural comfort" that means so much...I feel empowered, celebrated, and valued on this team, but my above reflection is a constant reality for underrepresented groups and has been my professional reality since I started my career and my social reality since I moved out of my childhood home." (2022)

This quote speaks to a specific team experience that is important to understand when it comes to job satisfaction, retention and more. The experiences of different people groups and variances on the demographic make up of teams within a company may be more evident in surveys where the data is not secondary and the sample is much broader.

CHAPTER 6: CONCLUSION

Organizations are not individuals; they cannot act, but rather reflect the decision making of those who hold power within them. This means they cannot create a culture, only embody that which the leaders and employees perpetuate. In the same way, the management and coworkers of small groups - such as a team or unit - are responsible for the culture they build and collaborate within. With remote collaboration and virtual teams prominently featured by many companies as an option for the future of work, it is increasingly important to understand the effects of these team cultures.

Many people want to work from distributed locations, preferring the flexibility of remote or hybrid work environments, leading to far fewer in-person interactions and a potential disconnect from the overall organizational culture that can keep workers united, communicating well, and satisfied with their work. Reports consistently show that these are high on the list of things that entice workers to stay at a job for an extended period of time (Odom et al., 1990; Lok & Crawford, 1999; Carvalho et al, 2018; Huey Yiing & Zaman Bin Ahmad, 2009). Studies on remote work will surely continue to evolve as the norms of virtual collaboration become more established, however team dynamics will remain central to an individual's experience in the workplace no matter where or when they work. If we intend to cite organizational culture as a factor in job satisfaction at all in the future, we must also evaluate the connection to that culture a worker has through their team.

REFERENCES

- Alfrey, L., & Twine, F. W. (2016). Gender-Fluid Geek Girls. *Gender & Society*, 31(1), 28–50.
- Amiri, Mohammad, Ahmad Khosravi, and Abbas Ali Mokhtari. "Job satisfaction and its influential factors." (2010): 42-46.
- Bass, B. M., & Avolio, B. J. 1994. Transformational leadership and organizational culture. *International Journal of Public Administration*, 173-4, 541–554.
- Bellmann, L., & Hübler, O. (2020). Working from home, job satisfaction and work–life balance – robust or heterogeneous links? *International Journal of Manpower*, 42(3), 424–441.
- Berdahl, J. L., Cooper, M., Glick, P., Livingston, R. W., & Williams, J. C. (2018). Work as a masculinity contest. *Journal of Social Issues*, 74(3), 422–448.
- Bove, T. (2023, January 5). Remote work for women leads to more household and family tasks than for men. *Fortune*. <https://fortune.com/2023/01/05/remote-work-for-women-leads-to-more-household-family-tasks-than-men/>
- Bourne, Kristina A., and Pamela J. Forman. "Living in a culture of overwork: An ethnographic study of flexibility." *Journal of Management Inquiry* 23.1 (2014): 68-79.
- Brucks, M. S., & Levav, J. (2022, April 27). Virtual communication curbs creative idea generation. *Nature News*. <https://www.nature.com/articles/s41586-022-04643-y#>
- Brynjolfsson, E., Horton, J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H.-Y. (2020). Covid-19 and remote work: An early look at US data. *National Bureau Of Economic Research*.
- Bufquin, D., DiPietro, R., Orlowski, M., & Partlow, C. (2017). The influence of restaurant co-workers' perceived warmth and competence on employees' turnover intentions: The mediating role of job attitudes. *International Journal of Hospitality Management*, 60, 13–22.
- Canning, E. A., Murphy, M. C., Emerson, K. T., Chatman, J. A., Dweck, C. S., & Kray, L. J. (2019). Cultures of genius at work: Organizational mindsets predict cultural norms, trust, and commitment. *Personality and Social Psychology Bulletin*, 46(4), 626–642.
- Carvalho, Caroline Rohenkohl Santos Penna, et al. "The relationship between organizational culture, organizational commitment and job satisfaction." *Revista Brasileira de Estrategia* 11.2 (2018): 201.
- Cha, Youngjoo. "Overwork and the persistence of gender segregation in occupations." *Gender & society* 27.2 (2013): 158-184.
- Correll, S. J., Kelly, E. L., O'Connor, L. T., & Williams, J. C. (2014). Redesigning, redefining work. *Work and Occupations*, 41(1), 3–17.

- Dowling, B., Goldstein, D., Park, M., & Price, H. (2022, August 5). Hybrid work: Making it fit with your diversity, equity, and inclusion strategy. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy>
- Down, S. 2012. A historiographical account of workplace and organizational ethnography. *Journal of Organizational Ethnography*, 11, 72–82.
- Dua, A., Ellingrud, K., Kirschner, P., & Palter, R. (2022, June 27). Americans are embracing flexible work--and they want more of it. McKinsey & Company. <https://www.mckinsey.com/industries/real-estate/our-insights/americans-are-embracing-flexible-work-and-they-want-more-of-it>
- Duxbury, Linda E., and Christopher A. Higgins. "Gender Differences in Work-Family Conflict." *Journal of Applied Psychology*, vol. 76, no. 1, 1991, pp. 60–74, 10.1037/0021-9010.76.1.60. Accessed 31 May 2019.
- Ehrhart, M. G., & Kuenzi, M. (2017). The impact of organizational climate and culture on employee turnover. *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection and Employee Retention*, 494–512.
- Emily Canal, M. W. (2023, January 16). Here's a list of major companies requiring employees to return to the Office. Business Insider. <https://www.businessinsider.com/companies-making-workers-employees-return-to-office-rto-wfh-hybrid-2023-1>
- England, P., & Farkas, G. (2017). Households, employment, and gender.
- Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B. C., & Harman, W. S. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, 52, 545–561.
- Fine, G.A., 2009. *Authors of the Storm: Meteorologists and the Culture of Prediction*. University of Chicago Press.
- Fine, G.A., 2012. Group culture and the interaction order: Local sociology on the meso-level. *Annual Review of Sociology*, 38, pp.159-179.
- Friedman, A. (2021, January 4). Proof the workday is longer since COVID. Work Life by Atlassian. <https://www.atlassian.com/blog/teamwork/data-analysis-length-of-workday-covid>
- Fry, R. 2021, November 4. *Amid the pandemic, a rising share of older U.S. adults are now retired*. Pew Research Center. <https://www.pewresearch.org/fact-tank/2021/11/04/amid-the-pandemic-a-rising-share-of-older-u-s-adults-are-now-retired/>
- Gagné, M., & Bhawe, D. 2010. Autonomy in the workplace: An essential ingredient to employee engagement and well-being in every culture. *Cross-Cultural Advancements in Positive Psychology*, 163–187.

- Gibbs, M., Mengel, F., & Siemroth, C. (2020). Work from Home & Productivity: Evidence from Personnel & Analytics data on IT professionals. *SSRN Electronic Journal*.
- Gozukara, I., & Simsek, O. 2015. Role of leadership in employees' work engagement: Organizational identification and job autonomy. *International Journal of Business and Management*, 111, 72.
- Haas, M. (2023, February 6). Women face a double disadvantage in the hybrid workplace. *Harvard Business Review*. <https://hbr.org/2022/03/women-face-a-double-disadvantage-in-the-hybrid-workplace>
- Heilman, Madeline E. "Description and Prescription: How Gender Stereotypes Prevent Women's Ascent up the Organizational Ladder." *Journal of Social Issues*, vol. 57, no. 4, Jan. 2001, pp. 657–674
- Hersch, Joni, and Leslie S. Stratton. "Housework, wages, and the division of housework time for employed spouses." *The American Economic Review* 84.2 (1994): 120-125.
- Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53–86.
- Ibarra, H. (2020, July 16). Why WFH isn't necessarily good for women. *Harvard Business Review*. <https://hbr.org/2020/07/why-wfh-isnt-necessarily-good-for-women>
- Igalens, J., & Roussel, P. 1999. A study of the relationships between compensation package, work motivation and job satisfaction. *Journal of Organizational Behavior*, 207, 1003–1025.
- Inc, Gallup. "Returning to the Office: The Current, Preferred and Future State of Remote Work." *Gallup.com*, 31 Aug. 2022, www.gallup.com/workplace/397751/returning-office-current-preferred-future-state-remote-work.aspx.
- Jeha, H., Knio, M., & Bellos, G. 2022. Chapter 11 - The Impact of Compensation Practices on Employees' Engagement and Motivation in Times of COVID-19. In *Covid -19: Tackling global pandemics through scientific and Social Tools* pp. 131–149.
- Joo, B.-K. (B., & Shim, J. H. (2010). Psychological empowerment and organizational commitment: The moderating effect of Organizational Learning Culture. *Human Resource Development International*, 13(4), 425–441.
- Kotrba, L. M., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. (2012). Do consistent corporate cultures have Better Business Performance? Exploring the interaction effects. *Human Relations*, 65(2), 241–262.
- Kundu, S. C., & Lata, K. (2017). Effects of supportive work environment on employee retention. *International Journal of Organizational Analysis*, 25(4), 703–722.

- Lambert, E. G., Minor, K. I., Wells, J. B., & Hogan, N. L. (2016). Social Support's relationship to correctional staff job stress, job involvement, job satisfaction, and Organizational Commitment. *The Social Science Journal*, 53(1), 22–32.
- Lin, She-Cheng, and Jennifer Shu-Jen Lin. "Impacts of coworkers' relationships on organizational commitment-and intervening effects of job satisfaction." *African Journal of Business Management* 5.8 (2011): 3396.
- Lippe, T., & Lippényi, Z. (2019). Co-workers working from home and individual and Team Performance. *New Technology, Work and Employment*, 35(1), 60–79.
- Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual- and unit-level voluntary turnover. *Academy of Management Journal*, 55(6), 1360–1380.
- Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organization Development Journal*, 20(7), 365–374.
- Loughlin, Henry. Remote work 2021 and the Future of Remote Work. (2022, April 26). Every company going remote permanently: Mar 29, 2022 update. Build a better company. From anywhere.
- Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., & Robinson, O. (2021, September 9). The future of work after COVID-19. McKinsey & Company.
- McLean, L. D. 2005. Organizational culture's influence on creativity and innovation: A review of the literature and implications for human resource development. *Advances in Developing Human Resources*, 72, 226–246.
- Melillo, G. (2022, November 22). Compared with men, more US women prefer working from home to the office: Poll. The Hill. <https://thehill.com/changing-america/respect/equality/3746780-compared-with-men-more-us-women-prefer-working-from-home-to-the-office-poll/>
- Naqvi, S. M. M. R., Ishtiaq, M., Kanwal, N., & Ali, M. 2013. Impact of job autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan. *International Journal of Business and Management*, 817.
- Nurlina, N. 2022. Examining linkage between transactional leadership, organizational culture, commitment and compensation on work satisfaction and performance. *Golden Ratio of Human Resource Management*, 22, 108–122.
- Pandey, E. (2021, May 13). Women prefer remote work more than men. Axios. <https://www.axios.com/2021/05/13/the-gender-divide-remote-work-men-women-childcare>

- Pew Research Center. (2022, February 17). For workers who've made the switch to teleworking, most have found more balance but less connection with co-workers. Pew Research Center's Social & Demographic Trends Project.
- Phillips, Susan D., and Anne R. Imhoff. "Women And Career Development: A Decade of Research." *Annual Review of Psychology*, vol. 48, no. 1, Feb. 1997, pp. 31–59
- Presidente, G., & Frey, C. B. (2022, May 6). Disrupting science: How remote collaboration impacts innovation. CEPR. <https://cepr.org/voxeu/columns/disrupting-science-how-remote-collaboration-impacts-innovation>
- Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and Cohesion. *Public Productivity & Management Review*, 14(2), 157.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516.
- Robinson, S. L., Wang, W., & Kiewitz, C. (2014). Coworkers behaving badly: The impact of coworker deviant behavior upon individual employees. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 123–143.
- Schein, E. H. (1992.) *Organizational Culture and Leadership*. Jossey-Bass Publishers, San Francisco, CA. 418 pages. ISBN: 1-55542-487-2. \$25.95. (1994). *Bulletin of Science, Technology & Society*, 14(2), 121–122.
- Schein, E. H. (2017). *Organizational culture and leadership*. Wiley.
- Sheridan, J. E. (1992). Organizational culture and employee retention. *Academy of Management Journal*, 35(5), 1036–1056.
- Smet, A. D., Dowling, B., Mugayar-Baldocchi, M., & Schaninger, B. (2022, March 28). 'great attrition' or 'great attraction'? the choice is yours. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>
- Smite, D., Moe, N. B., Hildrum, J., Gonzalez-Huerta, J., & Mendez, D. (2023). Work-from-home is here to stay: Call for flexibility in post-pandemic work policies. *Journal of Systems and Software*, 195, 111552.
- Smith, V. 2001. Ethnographies of work and the work of ethnographers. *Handbook of Ethnography*, 220–233.
- Sørensen, J. B. (2002). The strength of corporate culture and the reliability of firm performance. *Administrative Science Quarterly*, 47(1), 70–91.
- Sull, D. 2022, January 11. *Toxic culture is driving the great resignation*. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>

- Tumi, N. S., Hasan, A. N., & Khalid, J. 2021. Impact of compensation, job enrichment and enlargement, and training on employee motivation. *Business Perspectives and Research*, 101, 121–139.
- Vasumathi, A. “Work Life Balance of Women Employees: A Literature Review.” *International Journal of Services and Operations Management*, vol. 29, no. 1, 2018, p. 100
- Walsh, S. (2022, November 23). More U.S. women prefer working from home, survey finds. UPI https://www.upi.com/Top_News/US/2022/11/22/survey-more-women-prefer-work-from-home/9711669164092/
- William Lee, T., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 199–216.
- Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., Joyce, C., Shah, N., Sherman, K., Hecht, B., & Teevan, J. (2021). The effects of remote work on collaboration among information workers. *Nature Human Behaviour*, 6(1), 43–54.
- Ybema, S., Yanow, D., Wels, H., & Kamsteeg, F. 2009. *Organizational ethnography: Studying the complexities of Everyday Life*.
- Zimmermann, A. (2011). Interpersonal relationships in transnational, virtual teams: towards a configurational perspective. *International Journal of Management Reviews*, 13(1), 59-78.