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Effects of Personality on the Relationship Between Hybrid Work Characteristics and Employee Engagement

Cassandra J. Brewer
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Walden University

College of Management and Human Potential

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Cassandra Jean Brewer

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
2024

Abstract

Effects of Personality on the Relationship Between Hybrid Work Characteristics and
Employee Engagement

by

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MPhil, Walden University, 2022

MS, Walden University, 2017

MS, Lawrence Technological University, 2012

MBA, Lawrence Technological University, 2012

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

May 2024

Abstract

The need for remote work has sparked a global discussion about the prospects of adopting home, office, remote, and hybrid work patterns. There are opportunities and challenges with the adoption of remote and hybrid work from individual, group, and leadership perspectives. In a post-COVID-19 world where changes to the way individuals work have been impacted, this study addresses the effect of the built environment on employee engagement and whether personality impacts the relationship between hybrid work characteristics and employee engagement in the modern workplace. A quantitative non-experimental, correlational multiple regression research design was used to analyze the relationships between variables. This study examined correlations between employee personality and employee engagement and hybrid work characteristics respectively and whether the relationship between hybrid work characteristics and employee engagement is impacted when moderated by employee personality. The target population for this study were employees between the ages of 18-80 who worked in the technology sector in the United States. Correlational multiple regression techniques were used to evaluate the data from 371 participant surveys. Analyses revealed that demographic data did not impact employee personality, hybrid work characteristics, and employee engagement. The results of this study may have an impact on positive social change by shedding light on how and where employees could work for optimal engagement based on personality and hybrid work characteristics; considering both traits and social-cognitive approaches as researchers look for ways to enhance the working conditions of employees.

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Dedication

This dissertation is dedicated to the memory of my incredibly loving, supportive, and inspiring parents, Freddie Brewer Sr. and Gloria Jean Brewer – you were my first and most influential educators and advocates. I also dedicate this study to my amazing siblings, Antwan, Freddie Jr., Cynthia, Christopher, CeCelia, David, and Clay – thank you for your mentorship, friendship, blazing trails for me, and challenging me. Lastly, to the star of my story, my son Christopher Jace – you will always be my most significant and profound work.

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Chapter 1: Introduction to the Study

The demand for remote work has sparked a global discussion about the prospects of implementing remote, at-home, and office work schedules (Surma et al., 2021; Toscano & Zappalà, 2021). Given that it offers both remote and office work possibilities and that both employees and supervisors have learned new skills and competences to accommodate new working practices, hybrid work can be seen as offering the best of both worlds. With the help of information technology, people can work more freely in multi-located, hybrid workspaces by dividing their time across many locations (e.g. home, corporate offices, co-working spaces; Kohont & Ignjatovic, 2022). The perception of hybrid work being the “best of both worlds” implies that hybrid work is a comprehensive workplace solution. However, it does not factor in an individual’s personality and level of engagement (Babapour Chafi et al., 2022; Eldor & Vigoda-Gadot, 2017). By including an explanatory account in the big five personality model, traits are split into two distinct parts—an explanatory portion and a descriptive part—that may be distinguished from one another and combined to form full traits (Fleeson & Jayawickreme, 2015; Jayawickreme et al., 2019; Prentice et al., 2019).

This study examined the need to analyze explanatory traits as well as to determine a comprehensive picture of personality using trait and social aspects. Examining personality traits and social elements that may affect employee engagement provides a rare opportunity to contribute new ideas to study and advance social change in the workplace. This research is important as the balance between employee health and safety, flexibility, and the return to the workplace are all constant topics of deliberation in many

organizations today.

The background of the capstone study is covered in Chapter 1 along with the introduction, problem statement, goal statement, research questions, theoretical framework, and study characteristics. This section presents thorough definitions of crucial concepts that clarify the significance of terms pertaining to research, an assessment of the research assumptions, scope, delimitations, a review of constraints, and a summary, which demonstrates the overall importance of the study. The literature review will be introduced as Chapter 1 concludes.

Background

Previous scholars have investigated the subject of personality traits (Choi & Lee, 2014; McAdams & Pals, 2006; McCrae & Costa, 1991; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013). Historically, the goal of personality research has been to pinpoint the fundamental components that make up a person's personality. Without using external criteria such as social-cognitive elements, research has been concentrated on creating and evaluating structural models of personality (Miller & Lynam, 2001). Whole trait theory (WTT) is a well-liked personality framework that integrates trait and state techniques to produce a comprehensive picture of a person's personality. Fleeson and Jayawickreme (2015) research asserts, everyone eventually expresses the whole range of potential personality state levels, but how frequently each level manifests in day-to-day living differs from person to person. The big five personality and HEXACO models are two key personality notions investigated to delve deeper into individual personality features.

Work's meaning is a flexible, personal construct and is inextricably linked to the situation's historical, social, psychological, and economic logic (Pitacho et al., 2021). Telework and working from home (WFH) as alternatives to the conventional office setting have been studied, but the particular situation may not be applicable to the pre-COVID evidence on the impact of telework on job quality (Kohont & Ignjatović, 2022). Arrangements for working from home are one of the COVID-19 pandemic's most evident consequences on workplace structure due to their widespread and extraordinary adoption (Babapour Chafi et al., 2022). Many employees participated in an experiment of a full-time WFH situation and a regular style of working for those who had little to no prior experience doing so under normal circumstances (Babapour Chafi et al., 2022; Kohont & Ignjatović, 2022). The choice to choose to work from home rather than being required to does so favorably for motivation and output (Grelle & Popps, 2021). Since work dominates most people's lives, choosing a profession is becoming more reliant on job happiness and possible personal and societal significance, in addition to the financial advantages. Although most people's lives revolve mostly around their jobs, different people associate different psychological meanings with their jobs (Pitacho et al., 2021).

As the working environment, paradigm transformations in a world of COVID-19, and technology improvements persist, the notion of employee engagement is chosen for further study because where and how we work is important to the well-being of employees. To improve organizations' mental capital—the workers' resiliency on the cognitive and emotional levels—and hence generate better financial results, departments of human resources and consultants sought out to increase employee engagement (Surma

et al., 2021). Recently, there has been a lot of interest in studies surrounding the unique concept of employee engagement (Akhtar et al., 2015). Employee engagement is referred to as a mental state that is associated with the workplace and is defined by emotions like energy, fulfillment, enthusiasm, absorption, and dedication (Eldor & Vigoda-Gadot, 2017). Keeping a high-performing group of staff on board effectively leads to increased customer satisfaction and because of their surroundings, engaged employees appear to be more likely to improve their performance (Johnson, 2020).

The current business landscape has changed, and information technology is developing quickly (Paruzel et al., 2022; Xie et al., 2019). Using the new hybrid work characteristics model to evaluate social cues in hybrid work settings could help to provide the socio-cognitive perspective and complement trait information discovered from the HEXACO personality model. Examining personality traits and social elements that may affect employee engagement provides a rare opportunity to contribute novel ideas to study and advance good social change in the workplace (Soares et al., 2012). Personality traits consistently influence a vast spectrum of an individual's internal and external preferences, beliefs, attitudes, and behaviors in the several domains they are involved in (Maran et al., 2022). Research is required to explore how distant and hybrid work, which is prevalent with COVID-19, may affect office workers' occupational health and well-being (Babapour et al., 2022). Social settings are crucial for enhancing people's well-being (Athota et al., 2020), and the foundation of social situations is greatly influenced by personal preferences based on values and personality (Hogan, 2019).

According to research (Akhtar et al., 2015; Babapour Chafi et al., 2022; Eldor &

Vigoda-Gadot, 2017; Moglia et al., 2021; Paruzel et al., 2022; Santos et al., 2015; Xie et al., 2019), further exploration is required to determine whether personality affects the connection between hybrid work and employee engagement in the contemporary workplace in areas that have not yet been thoroughly studied or examined. It may be necessary to reexamine the subject of personality given the enormous advances in knowledge since the publication of numerous important works on personality (Maran et al., 2022; Miller & Lynam, 2001; Soares et al., 2012). A person's behavior in a given circumstance is predicted by their personality (Schimpf, 2009), and personality characteristics are among the most reliable predictors of ambiguous experiences like well-being and satisfaction at work (Choi & Lee, 2014). The results of this study may be significant because they could reveal correlations between employee personality, hybrid work, and employee engagement. These relationships may expand the understanding of organizational strategy, work design, trait theory, hybrid work, and employee engagement at a historically complex and abstruse time. Based on each individual's personality and taking into account both attributes and social-cognitive approaches, this research may be utilized to rethink how and where employees work for maximum engagement.

Problem Statement

During the pandemic, between 30 and 50% of employees in Western economies engaged in remote employment, according to estimates (Kohont & Ignjatovic, 2022). Hybrid work and hybrid workplaces will be a significant aspect of the post-pandemic world due to the recent changes in the spatial and technological circumstances of work,

including telework, work-from-anywhere, and human resource management adapting to the digital economy (Petani & Mengis, 2021). Hybrid work is thought to offer the best of both worlds in terms of remote and office work possibilities since people and supervisors adapt by learning new skills and talents (Babapour Chafi et al., 2022). However, an investigation is needed into how the physical environment affects employee engagement in the post-COVID-19 era. The need for remote work has prompted an international conversation about the prospects for implementing future work schedules at home, the office, and remote locations (Surma et al., 2021).

The need for building environments on employee engagement and the demand for discussion about the prospects of implementing remote, at-home, and office work schedules, prompted the search for literature that examines if hybrid work impacts employee engagement, if employee personality is associated with the level of employee engagement, and if personality moderates the impact of hybrid work on employee engagement. Personality traits are among the most accurate predictors of fleeting feelings like job satisfaction and wellbeing. Workplaces have evolved into an immense source of happiness for people since many people spend a large portion of their daily life working for their employers (Choi & Lee, 2014). Five personality traits that are often cited by researchers and reflect behavioral extremes are these basic personality traits—neuroticism, extraversion, openness, agreeableness, and conscientiousness—which provide an overview of how a person normally behaves, thinks, and feels in many circumstances (McAdams & Pals, 2006; Schimpf, 2009). The big five model, which is often used, is regarded as a thorough method for organizing fundamental personality

traits (McAdams & Pals, 2006).

An adjacent model to the big five is the HEXACO model, which adds a sixth feature of honesty-humility to the traditional big five personality traits of emotionality, extraversion, agreeableness, conscientiousness, and openness to experience. Howard (2021) referred to the inclination to resist manipulating others, display a disinterest in riches, feel no entitlement to social rank, and follow the norms as honesty-humility. There are some intriguing conclusions from the study of integrity and modesty when assessing social-cognitive aspects within the WTT framework (Jayawickreme et al., 2019). The complex configuration of unique dispositions that makes up a person's personality, which is often stable, affects how they perceive, interpret, and interact with both outward things and events as well as internal thoughts, feelings, and sensations (Maran et al., 2022). Additionally, it could be viewed as the main characteristic that distinguishes one individual from another (McCrae & Costa, 2008). The numerous areas in which an individual engages—intra and interindividual processes, preferences, values, attitudes, and behaviors—are predictably impacted by personality traits (Maran et al., 2022). WTT can provide a broader explanation of the big five/HEXACO results in the creation of two components for traits: an explanation and a description. The explanatory component of a trait is the relationship between the motivational or social cognitive factors that lead to temporary enactments distributed over time (Prentice et al., 2019).

Based on my literature search, there has not been any study done on whether an individual's personality predisposes them to prosper or struggle in hybrid work environments and how employee engagement is impacted. The perception of hybrid work

being the “best of both worlds” implies that hybrid work is a comprehensive workplace solution. However, it does not factor in an individual’s personality and level of engagement. Two parts to traits are created when an explanatory account is added to the big five: an explanatory part and a descriptive part (Jayawickreme et al., 2019). These two pieces can be distinguished as different entities that are combined into full traits. This shows a need to study explanatory traits as well to determine a complete picture of personality using trait and social aspects. In view of the increased acceptance of remote and hybrid work due to COVID-19, studies assessing the effects of these situations for office workers from a standpoint of occupational health and well-being are necessary (Babapour Chafi et al., 2022). Social surroundings are critical for fostering people’s well-being (Athota et al., 2020), and a person’s values and personality play a crucial part in laying the foundation for their social settings (Hogan, 2019). In the workplace, environment plays a nurturing role, while values and personality traits are influenced by nature. Examining the differences in personality qualities possessed by more or less engaged employees is a method that is growing in popularity to understand the causes of job engagement; nevertheless, a thorough understanding of a variety of traits appears to be lacking (Akhtar et al., 2015).

Purpose of the Study

The objective of this quantitative non-experimental, correlational multiple regression study was to analyze the relationships between employee personality traits, employee engagement, and hybrid work characteristics. The goal was to examine whether the relationship between hybrid work and employee engagement were impacted

when influenced and moderated by personality traits. In addition, personality correlations as it relates to hybrid work characteristics and employee engagement were explored respectively. The independent variable is personality. The dependent variables are hybrid work characteristics and employee engagement, and the moderator is personality. Participant demographic data was used as a covariant variable for statistical and descriptive purposes.

Research Questions and Hypotheses

The study examined correlations between employee personality and employee engagement to predict correlations between employee personality and hybrid work characteristics, explore the impact between hybrid work characteristics and employee engagement when moderated by employee personality, and analyze effects of demographic data on employee personality, employee engagement or hybrid work characteristics. By using multiple research questions and related hypotheses, the gap in the literature can be targeted.

RQ 1: Does employee personality influence employee engagement?

H_01 : Employee personality does not influence employee engagement.

H_a1 : Employee personality does influence employee engagement.

RQ 2: Does employee personality influence hybrid work characteristics?

H_02 : Employee personality does not influence hybrid work characteristics.

H_a2 : Employee personality does influence hybrid work characteristics.

RQ 3: Does employee personality moderate the relationship between hybrid work characteristics and employee engagement?

H₀₃: Employee personality does not moderate the relationship between hybrid work characteristics and employee engagement.

H_{a3}: Employee personality does moderate the relationship between hybrid work characteristics and employee engagement.

RQ 4: Does employee demographic data influence employee personality, employee engagement, or hybrid work characteristics?

H₀₄: Demographic data does not influence employee personality, employee engagement, or hybrid work characteristics.

H_{a4}: Demographic data does influence employee personality, employee engagement, or hybrid work characteristics.

Theoretical Foundation

WTT provided the underpinnings for this study. WTT contains two primary components: descriptive (what one does) and trait approaches by way of HEXACO personality concepts and explanatory (what one is capable of) and social-cognitive approaches using hybrid work characteristics (Ashton & Lee, 2009; Fleeson & Jayawickreme, 2015; Xie et al., 2019). Since its inception, personality study has focused on identifying the essential elements that serve as the building blocks of personality (Miller & Lynam, 2001). What a person's personality predicts in a particular situation is their behavior (Schimpf, 2009). WTT suggests that it is important to understand and benefit from the traits approach and the social-cognitive approach strengths by modifying models of traits to include mechanisms of differential reaction to situations (Fleeson & Jayawickreme, 2015).

WTT was created as a comprehensive model of traits that includes mechanisms for varying response to circumstances. It suggests that social-cognitive factors make up the explanatory side of characteristics (Jayawickreme et al., 2019). Utilizing the benefits of both the trait method and the social-cognitive approach, WTT was created to handle this situation as it acknowledges these two features as separate things that are still combined to form full traits (Jayawickreme et al., 2019). According to Fleeson and Jayawickreme (2015) and Prentice et al. (2019), researchers studying personality should update trait models to incorporate mechanisms for varying responses to events. WTT can serve as a model for managing issues that have long plagued integrating characteristic-descriptive and motivational explanations of personality. Researchers anticipate that additional academics will seek to explore qualities from this perspective because the WTT model of understanding personality offers fresh and intriguing prospects for personality research inclusive of social-cognitive mechanisms as it relates to big five states (Fleeson & Jayawickreme, 2015; Jayawickreme et al., 2019). The descriptive component of a trait is described by WTT as a distribution of states, or transient trait enactments.

The modern corporate world is undergoing dramatic changes, and information technologies are developing quickly. Concepts of a steady-state workplace are no longer valid because of how frequently these advancements continue to change and influence our work environments (Xie et al., 2019). Such fluidity only heightens the necessity for work design researchers to constantly be on the lookout for new work characteristics or the shifting influence of existing ones (Xie et al., 2019). Leveraging the new hybrid work

characteristics model to interpret social indicators in hybrid work environments could assist in providing the social-cognitive vantage point to compliment trait data ascertained from the HEXACO personality model. WTT draws from and synthesizes a wide range of literature, develops a framework for communicating future research on characteristics, stimulates new lines of inquiry, and offers a theory of the core ideas of the subject (Fleeson & Jayawickreme, 2015). Additionally, it integrates the descriptive and explanatory aspects of traits and includes both the person and the circumstance in the description of traits. It also blends trait and social-cognitive views and incorporates both into the definition of traits. Identifying the moderating influence and correlations, if any, of personality on the relationship between hybrid work characteristics and employee engagement using the WTT framework was the intention of the study. Major theoretical propositions such as the history of WTT, personality psychology, the big five model, HEXACO, hybrid work, hybrid work characteristics, and employee engagement are explained in detail in Chapter 2.

Nature of the Study

A quantitative non-experimental, correlational multiple regression research design was applied. The method to collect data involved employee surveys using existing research tools for gathering data regarding personality traits, remote work, hybrid work, and employee engagement. The independent variable is personality. The dependent variables are hybrid work characteristics and employee engagement, and the moderator is personality. Participant demographic data was used as a covariant variable for statistical and descriptive purposes. The study used the conceptual frameworks of hybrid work

characteristics and employee engagement to link each variable, as well as the correlation of answers from participants in order to comprehend and analyze their associations in a social-cognitive context. By examining these variables in relation to personality, this study builds on previous big five personality model and HEXACO research (Choi & Lee, 2014; McAdams & Pals, 2006; McCrae & Costa, 1991; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013). The use of conceptual frameworks employee engagement and the recently developed idea of hybrid work characteristics are set apart from earlier research designs.

In order to select participants for the study, the sampling frame used an accessible population and non-probability sampling techniques calculated using the G* Power instrument to determine statistical power. Applying a nonexperimental, correlational design for this study, multiple regression analysis was used to statistically evaluate data. For this study, the independent variable is personality as determined by the HEXACO-60 survey. The HEXACO-60 survey captured relevant data regarding specific employee personality traits (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness). The administration time for the HEXACO-60 is relatively brief, so it is recommended for use in any research context in which the researcher would like to measure the major dimensions of personality using a 60 item, 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), but in which time constraints permit only a short inventory (Ashton & Lee, 2009). Personality was used as a moderator variable to test its impact on the relationship between hybrid work characteristics and employee engagement.

The dependent variables for this study were hybrid work characteristic and employee engagement. To date, work design research has generally focused on qualities related with one of three domains: task, social, or contextual. The new concept of hybrid work characteristics was utilized in this study to refer to work characteristics that aren't fully covered in any of the three domains but have elements from all three (Xie et al., 2019). In the contemporary workplace, boundarylessness, multitasking, distractions unrelated to work, and the requirement for ongoing learning have all been recognized as hybrid work traits that were evaluated. The four dimensions of hybrid work characteristics were measured by using an 18-item, 7-point scale ranging from 1 (very inaccurate) to 7 (very accurate) to test the Cronbach alpha reliabilities for each (Xie et al., 2019).

Employee level of engagement was gauged using the ISA Engagement Scale (7-point Likert scale), which measures intellectual, social, affective dimensions. Collectively, these three indicators can also be used to calculate a person's overall level of engagement. The ISA Engagement Scale using a 9-item, 7-point scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) was used to assess the level of employee engagement. This scale can be used to determine how engaged staff are. It was created as a result of three academic research investigations that proved the scale was statistically valid and reliable and that it measured participation in a way that was easily distinguishable (Soane et al., 2012).

Demographic information was used as a covariant variable in some diagrams to provide additional information to further understand relationships and correlations

between independent and dependent variables as stated in the research questions. A demographic questionnaire was provided to glean participants' gender, age, education, job tenure, and hybrid work schedule (number of days onsite / number of days remote). In most cases, demographics or study participant characteristics are reported in the research report's methods section and serve as independent variables in the research design. By definition, demographic variables are independent variables because they cannot be changed (Salkind, 2010).

Definitions

Big five model: Openness, conscientiousness, extraversion, agreeableness, and emotional stability or neuroticism are five broad dimensions (sometimes known as the Big Five or Five-Factor Model) that can be used to assess personality (Pletzer et al., 2020).

Employee engagement: A state of mind known as employee engagement is one that is connected to work and is characterized by feelings of vitality, fulfillment, enthusiasm, absorption, and dedication (Eldor & Vigoda-Gadot, 2017).

HEXACO: Honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience are the six dimensions of a six-dimensional personality model (Pletzer et al., 2020).

Hybrid work characteristics: In the contemporary work environment, hybrid work traits include boundarylessness, multitasking, non-work-related interruptions, and the need for ongoing learning (Paruzel et al., 2022; Xie et al., 2019).

Whole trait theory (WTT): Integrating trait-descriptive and motivation-

explanatory views of personality has long been difficult; this framework helps overcome such difficulties. To address this issue, whole trait theory was developed by combining the benefits of the trait approach and the social-cognitive method (Fleeson & Jayawickreme, 2015).

Assumptions

Assumptions play a crucial role in research because they represent unconscious, untested beliefs or ideas. Conclusions frequently rest on presumptions that have not been considered. The following assumptions were used when researching and conducting the investigation for the study. First, it was assumed that the most effective and efficient way to gather data for this study was by online survey distribution via the Amazon Mechanical Turk (MTurk) crowdsourcing platform. MTurk incorporates participant recruiting, data collecting, and participant reimbursement into one user-friendly system, it is more user- and cost-friendly than traditional participant pools and has been found to offer various advantages over other online data collection approaches (Merz et al., 2022). It was also perceived that participants would be acquainted with using an online survey tool. Second, all identifiable participant information was confidential and consent was required for involvement in this study. Therefore, it was assumed that participants were being truthful and honest in their responses and were not making any deliberate attempts to deceive or skew the study's results. Third, it was believed that the data collection tools would be trustworthy, genuine, and precise to gauge personality, hybrid work characteristics, and employee engagement.

Scope and Delimitations

The scope for this study included data sources and statistical inputs from surveys provided to volunteer participants online via the Amazon MTurk crowdsourcing platform. A notice regarding the survey on MTurk was posted and to make it simpler for possible volunteers to find it, searching phrases were created. It was stated in the release that I was searching for 350 current workers in the tech sector to respond to a survey. Potential participants were instructed to conduct the study survey on Survey Monkey using the MTurk platform after confirming that they satisfied the criteria for inclusion. Through the MTurk crowdsourcing platform, participants receive a minimum payment in exchange for their participation (Burnham et al., 2018). Four dollars is acceptable as a reward to promote participation, but it is not sizable enough to promote unqualified responses (Colman et al., 2018). It was also possible for participants to leave the study at any time.

The aspects of the research problem being addressed in the study included the need for building environments on employee engagement and the demand for discussion about the future prospects of implementing remote, at-home, and office work schedules. This prompted me to search for literature on whether hybrid work impacts employee engagement, if employee personality is associated with the level of employee engagement, and if personality moderates the impact of hybrid work on employee engagement. There was no study found on whether an individual's personality predisposes them to prosper or struggle in hybrid work environments and how employee engagement is impacted.

The desired participant demographics for the study are professionals within the technology sector, who work for companies with 5,000 or more employees, who have worked in a hybrid work arrangement for at least 6 months, and are currently part of a return to work plan or workforce re-entry plan in an office setting. The target population included men and women between the ages of 18-80 for this study and was open to all geographical locations in the United States. Only descriptive statistical analysis was performed using demographic information, such as gender, age, education, job tenure, and hybrid work schedule (number of days onsite/number of days remote). Delimitations for this study were the use of hybrid work characteristics as the concept is new and not found or used in many prior sources.

Limitations

The first limitation to this study was the plan to use Amazon MTurk to recruit study participants; there is always the prospect of trials to recruit the right number of participants to attain the saturation required for a study. The second constraint was access to target population, lack of adequate interest or responses from participants, and truthfulness of contributors when responding to survey questions may also present as limitations. Lastly, most research studies worry about research bias, which was avoided in the current study by clearly separating researcher bias from practitioner obligations in the field of psychology (Hart et al., 2020).

Significance

Since its inception, personality study has centered on being able to pinpoint the fundamental characteristics that act as the foundation of personality (Miller & Lynam,

2001). Exploring the effects of personality on the relationship between hybrid work characteristics and employee engagement could expand awareness in this area. The study aims to provide more insight into whether personality affects the relationship between hybrid work and employee engagement. In terms of social sustainability, COVID-19 restrictions have had an unparalleled impact on office work, particularly on the working environment, organizational innovation capabilities, and the productivity and well-being of office workers (Babapour Chafi et al., 2022). This study probes the impacts social work environments as it relates to hybrid work in a post-Covid-19 era, as more employees are returning to the workplace.

There is a tremendous increase in awareness of workers' psychological perceptions as a critical component of the workplace environment (Soares et al., 2012). Probing this topic affords a unique possibility to contribute new ideas to studies and advance social change in the workplace by examining personality and social factors that can influence employee engagement. The outcomes of this study could provide significance by identifying the relationship between hybrid work and employee engagement mediated by personality, which could inform and expand the canons of organizational strategy, work design, trait theory, and employee engagement in an immensely complex and uncertain point in history. This research could be used to inform and re-evaluate how and where employees work for optimal engagement based upon their personality and factoring in both traits and social-cognitive approaches.

Summary

Office work has been significantly impacted in terms of social sustainability by

the shift to remote work and the push toward technology in response to COVID-19 constraints, particularly the work environment, organizational innovation capabilities, and the well-being and performance of office workers (Babapour Chafi et al., 2022). Exploring the effects of personality on the relationship between hybrid work and employee engagement could expand awareness in this area. One-size-fits-all management strategies are ineffective, particularly when there is uncertainty (Grelle & Popps, 2021). To successfully lead their employees, managers must be aware of both their strengths and limitations. It is essential to have a precise understanding of when and how certain behaviors are manifested as well as how those actions relate to personality traits in order to be able to accurately interpret other people (de Vries et al., 2021). Training initiatives that are informed by this study can boost worker efficiency while preserving job satisfaction. There is evidence that facets can outperform higher-order attributes since domain scales can conceal relationships at more in-depth levels of analysis (de Vries et al., 2021; Pletzer et al., 2020).

In Chapter 1, the background, problem statement, purpose of study, research questions and hypotheses, nature of the study, theoretical framework for the study, definitions, assumptions, scope and delimitations, limitations, significance, and summary were clearly stated. Chapter 2 gives a synthesis of the literature that examines recent findings on a range of issues related to the big five and HEXACO personality models, hybrid work characteristics, and employee engagement. The literature search strategy, theoretical foundation, literature review related of key variables and/or concepts, summary and conclusions are also discussed in Chapter 2.

Chapter 2: Literature Review

In response to COVID-19 restrictions, the shift to remote work and the push toward technology have had an unprecedented impact on office work in terms of social sustainability, particularly the work environment, organizational innovation capabilities, and the well-being and performance of office workers (Babapour Chafi et al., 2022; Khan et al., 2021; Kohont & Ignjatović, 2022; Pulido-Martos et al., 2021; Surma et al., 2021; Toscano & Zappalà, 2021). The research purpose was to examine whether the relationship between hybrid work and employee engagement is impacted when influenced and/or moderated by personality traits. Based on this objective, an assessment of the literature accumulated regarding personality, hybrid work characteristics, employee engagement, and the theoretical framework of WTT was reviewed. This review was intended to provide more insight into whether personality affects the relationship between hybrid work and employee engagement, as the importance of personality study has been to determine the fundamental characteristics that act as the foundation of personality since its inception (Athota et al., 2020; Choi & Lee, 2014; Jones et al., 2017; McAdams & Pals, 2006; McCrae & Costa, 1991, 2008; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013).

The primary purpose of this literature review was to synthesize the research on personality, hybrid work, and employee engagement modalities currently available in recent and seminal writings. New context to understudied areas were investigated, including whether personality impacts the relationship between hybrid work and employee perceptions of engagement in the modern workplace (Akhtar et al., 2015;

Babapour Chafi et al., 2022; Eldor & Vigoda-Gadot, 2017; Moglia et al., 2021; Paruzel et al., 2022; Santos et al., 2015; Xie et al., 2019). A secondary purpose was to assess the historical context, examining whether the relationships between hybrid work and employee engagement were impacted when influenced and moderated by personality traits. This research could inform and re-evaluate how and where employees work for optimal engagement based on their personality and factoring in trait and social-cognitive approaches. According to estimates, between 30 and 50% of workers in the Western economies did remote work during the pandemic (Kohont & Ignjatovic, 2022). Hybrid work and hybrid workplaces will be a significant aspect of the post-pandemic world due to the recent changes in the spatial and technological circumstances of work, including telework, work-from-anywhere, and human resource management adapting to the digital economy (Petani & Mengis, 2021). Thus, I examined the effect of the built environment on worker satisfaction in the wake of COVID-19, as the need for remote work has prompted an international conversation about the prospects for implementing home, office, and distant work patterns in the future (Surma et al., 2021). This chapter incorporates and probes components of personality traits by exploring tenets of the big five and HEXACO personality models, characteristics of hybrid work, domains of employee engagement, and writings on indicated behaviors and attitudes, as well as any determined relationships, correlations, or links between personality, hybrid work characteristics, employee engagement, literature search strategy, theoretical foundation, and literature review related to critical variables and concepts.

Literature Search Strategy

When looking for relevant material, articles, papers, peer-reviewed journals, and results ascertained from the Walden University Library were the primary sources used in the study. The databases searched were EBSCO Discovery Service, Emerald Insight, ProQuest Central, PsycARTICLES, PsycINFO, SAGE Journals, and Thoreau. Because there are so many seminal works, most of the current literature was limited to publications and dissertations produced between 2016 and 2022 to find the most recent studies. Keywords and phrases searched for the study were *personality* or *traits* or *characteristics* or *big five* or *big 5*, *trait theory*, *HEXACO*, *employee engagement*, or *work** or *occupation** or *job** or *career*, *remote work*, *hybrid work*, *hybrid work characteristics*, *whole trait theory*, *WTT*, and *social-cognitive approach*. A literature review matrix was utilized to keep track of the publications, organize themes, and identify which resources should be included.

Theoretical Foundation

History of Whole Trait Theory

The established theoretical framework of WTT provides the underpinnings for this research. WTT was developed by Fleeson and Jayawickreme (2015) to overcome difficulties in integrating characteristic-personality descriptive and motivational explanation theories. It was also intended to strengthen the shortcomings of the two strategies. WTT does this by acknowledging that each approach's flaw is also its proportionate strength. Furthermore, the WTT acknowledges that the two perspectives can be combined and even seem logically implicative (Fleeson & Jayawickreme, 2015).

WTT refers to a view of traits that takes into account both consistency and within-person variability across contexts as significant substantive sources of trait information (Fleeson & Jayawickreme, 2015; Lievens et al., 2018). WTT thus asserts five main ideas.

1. State density distributions are a better way to conceptualize the descriptive side of features (the location, size, and shape of the distributions vary amongst individuals). Instead of emphasizing the traits of a person, this depiction of people emphasizes how they behave.
2. Explaining the significance of the big five is crucial, as the big five and the associated descriptive account served as the foundation for WTT.
3. The addition of two distinct portions of traits—an explanatory component and a descriptive part—are produced by an explanation of the big five; one of the parts is the causal child of the other, so they might still be joined to make full traits.
4. Social-cognitive mechanisms make up the explanatory component of characteristics.
5. Personality psychology research should now productively concentrate on uncovering the mechanisms of social-cognition that make up the explanatory side of features. To elucidate these systems and finally offer a comprehensive account of features, study and innovative theorizing must be done.

WTT creates a model described as trait and social-cognitive views collectively; the descriptive and explanatory aspects of traits are combined, and the definition of traits considers both the individual and the circumstance (Fleeson & Jayawickreme, 2015). It is

important to acknowledge these two components of traits as separate but connected things (Jayawickreme et al., 2019).

Variables and Rationale

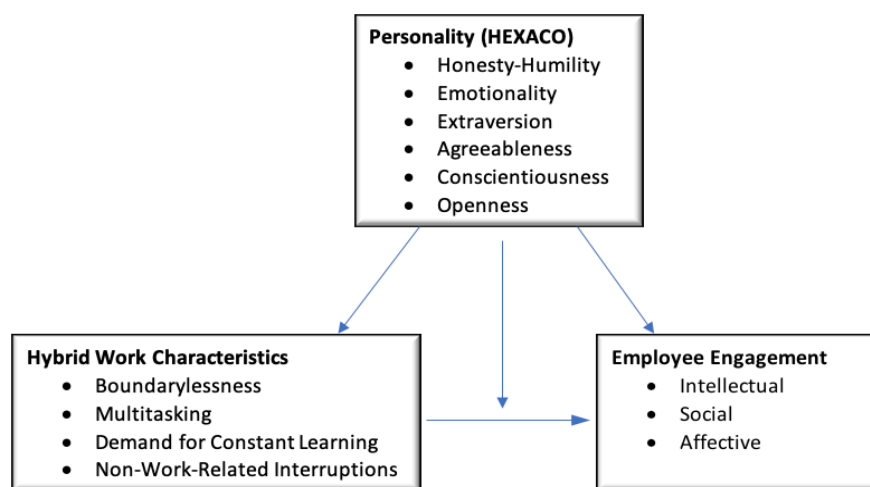
The purpose of this study was to determine, using the WTT framework, if personality has a moderating effect on the link between hybrid work characteristics and employee engagement. WTT has been applied previously to serve as a solid framework to lend a comprehensive view of individual personality (Fleeson & Jayawickreme 2015; Jayawickreme et al., 2019; Lievens et al., 2018; Maran et al., 2022; Prentice et al., 2019). WTT posits that it is important to understand and take advantage of the strengths of the trait and social-cognitive approaches by incorporating processes of varied reactions to events into trait models (Fleeson & Jayawickreme, 2015). This study builds on prior research by investigating trait and social-cognitive elements and exploring the effects of personality on the relationship between hybrid work and employee engagement, which could expand awareness in this area. The WTT applied in this research contains two primary approaches:

1. Descriptive/trait approach: The descriptive component of a trait is described by WTT as a dispersion of states or a temporary enactment of a trait (what one does).
2. Explanatory/social-cognitive approach: Relates to explanatory traits focus on social-cognitive elements (i.e. expectancies, competencies, self-regulatory plans, and goals) by situational/environmental interpretation (what one is capable of).

The WTT framework was chosen for this study due to the ability to investigate personality by signifying the use of trait and social-cognitive approaches for a comprehensive analysis and assessment of individual personality. This study may be used to rethink how and where employees work for optimum engagement, considering each person's distinct personality using both trait and social-cognitive approaches. The study uses the HEXACO personality categories to measure trait approach, whereas hybrid work characteristics and ISA engagement gauge social-cognitive elements (Ashton & Lee, 2009; Fleeson & Jayawickreme, 2015; Paruzel et al., 2022; Xie et al., 2019). The HEXACO theory relates to the research questions and hypothesis for the study by providing a foundation for analyzing individual personality traits, serving as the independent variable in which hybrid work characteristics and employee engagement were assessed to measure the degree of correlation (see Figure 1).

Figure 1

Model for Conceptual and Statistical Research



Literature Review Related to Key Variables and Concepts

Personality Psychology

There is a lengthy history of personality research. For instance, among many other philosophers and authors, Machiavelli, Descartes, Plato, and Aristotle wrote about human personality. Many of their publications offer insights into the nature of the human psyche. The theories put forward by these previous theorists are mostly repeated by modern theorists (Ellis & Dengelegi, 2008). Many early architects of the concepts of trait and personality were psychologists Allport, Cattell, and Eysenck. Allport (1927) found that essential guidelines for personality investigation processes are suggested by an examination of the more definitive guides:

1. The identification of “trait” as a psychological construct
2. The acknowledgment of a potential characteristic hierarchy, with unit inclinations undoubtedly being above the level of particular habits
3. An approach to the issue of generalization limits in the most extensive qualities
4. The admittance of major personality synthesis, minor personality synthesis, and dissociated actions
5. Hesitant acceptance of subjective values as the central component of such synthesis, but exclusion of objective assessment (character judgments) from purely psychological methodology

The goal of personality research has been to pinpoint the fundamental components that make up a person’s personality. Without using external criteria, this

research has focused on creating and evaluating structural personality models (Miller & Lynam, 2001). What a person's personality predicts in a particular situation is their behavior (Schimpf, 2009). For instance, personality qualities are among the most reliable predictors of such arbitrary experiences as work pleasure and well-being (Choi & Lee, 2014).

As a result of significant advancements in research since the publication of several seminal works on personality, it would be appropriate to revisit the topic (Miller & Lynam, 2001). Personality research is critical to this study, as it provides the groundwork for paradigms relating to personality traits and assessment instruments such as the big five and HEXACO models. Personality is a variable used in this study as it may influence individual perceptions on employee engagement and hybrid work characteristics; whether it moderates the relationship between the two was also evaluated. When compared to similar attributes, personality states are defined as having the same affective, behavioral, and cognitive content but lasting less duration (Wundrack et al., 2018). While everyone eventually expresses the whole range of possible personality state levels, each person's experience of the various state levels in daily life varies (Fleeson & Jayawickreme, 2015). To further probe individual personality traits, two central personality concepts explored are the big five personality and HEXACO models. WTT is a popular personality model that combines trait and state approaches to generate an ample view of an individual's personality. The five-factor model best captures the aspects of personality as of the early 2000s. This study examines both trait and state approaches relating to personality to expound on the personality psychology canon and to probe

human behavior and the influence of personality on hybrid work characteristics and employee engagement.

The Big Five Model

According to Ashton and Lee (2020), the five significant personality components, ubiquitously accepted by psychologists by the 1980s, are the five dimensions that best sum up personality traits. Because personality researchers now had an unbiased foundation for selecting which traits to test, this consensus signified a significant advancement for the field (Ashton & Lee, 2020). The big five personality model has been shown to reliably predict a range of life outcomes, including academic success and subjective well-being. The big five personality traits have consistently been shown to be reliable. However, it is important to remember that they were developed to capture temporally stable perceptions of personality between individuals and are unaffected by the moment-to-moment variability of thoughts, feelings, and behaviors within an individual. Personality states describe the variations in personality displays that occur in daily living (Wundrack et al., 2018).

Five personality traits that are often cited by researchers and reflect behavioral extremes include neuroticism, extraversion, openness, agreeableness, and conscientiousness; they are looked at as broad personality traits that give a picture of how a person typically behaves, thinks, and feels in situations (McAdams & Pals, 2006; Schimpf, 2009). The “big five” model is also often used as a thorough method for organizing fundamental personality traits (McAdams & Pals, 2006). The big five personality traits are listed below for more context:

- **Neuroticism:** A trait that is marked by depression, impatience, and emotional instability. High amounts of this quality are linked to the person's mood swings, anxiety, irritability, and melancholy. People with lower scores are typically more resilient and emotionally stable.
- **Extraversion:** High degrees of friendliness, excitability, talkativeness, and emotional expressiveness. Greedy and enthusiastic in social settings, extraverted people are gregarious. Being around people makes them feel more energized and enthusiastic.
- **Openness:** Characteristics like intelligence and creativity make up this attribute. People who excel at this quality also usually have a wide variety of interests. Because they are curious about the world and other people, they are eager to learn new things and enjoy new experiences.
- **Agreeableness:** This personality attribute encompasses trustworthiness, altruism, friendliness, affection, and other prosocial qualities. According to the agreeableness scale, people who perform well are typically more cooperative, while those who perform poorly are more aggressive and occasionally even manipulative.
- **Conscientiousness:** This aspect of personality covers trust, altruism, friendliness, affection, and other prosocial qualities. As opposed to people who score low on the agreeableness measure, who are more confrontational and occasionally even manipulative, those who score well on the agreeableness scale tend to be more cooperative.

Fleeson and Jayawickreme (2015) mentioned that descriptive traits focus on personality conceptualized by the big five/HEXACO (what one does). By contrast, explanatory traits focus on social-cognitive elements (i.e., expectancies, competencies, self-regulatory plans, and goals) by situational/environmental interpretation (what one is capable of). Big five and HEXACO personality traits have been studied extensively by previous researchers (Choi & Lee, 2014; McAdams & Pals, 2006; McCrae & Costa, 1991; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013). As such, the chosen approach and methodologies and the relevant constructs of interest are congruent with the study's objectives.

HEXACO

An adjacent model to the big five personality model, Honest-Humility, Emotionality, Extraversion, Agreeability, Conscientiousness, and Openness to Experience are the tenets of the HEXACO paradigm. This model is differentiated from the big five because it includes a sixth trait, Honesty-Humility. The Big Five or Five-Factor Model, which uses five broad dimensions to explain personality, is most frequently used: Extraversion, agreeableness, extraversion, openness, conscientiousness, and emotional stability or neuroticism (Pletzer et al., 2020). However, lexical data re-analyses imply that six cross-culturally reproducible domains may be a more realistic way to explain personality. Howard (2021) mentioned that a predisposition to resist manipulating people, demonstrating disinterest in riches, feeling no entitlement to social standing, and following norms are all examples of honesty-humility. The study of honesty and humility has interesting implications when assessing social-cognitive aspects

within the WTT framework.

In personality research, more people use the six-dimensional HEXACO model of personality structure and the surveys that accompany it. Although the evidence favors this structure and demonstrates its advantages over five-dimensional models, some scholars continue to use and favor the latter. The study deploys the HEXACO model as strong evidence favors the utility of this model of personality compared to alternatives (Ashton & Lee, 2020). The HEXACO-60 survey was used to capture relevant data regarding the employee's character qualities (Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness) to determine individual indicators of trait personality and any correlations between social-cognitive measures by gauging impacts on hybrid work characteristics and employee engagement. According to Ashton and Lee (2020), the individual components of the HEXACO are measured by the concepts below:

- **Honesty-Humility:** Extremely upright and modest individuals avoid taking advantage of others for their own gain, feel little inclination to break the law, have no use for lavish money and indulgences, and do not believe they are entitled to a higher social status. On the other hand, persons with severely low scores might flatter others to obtain what they want, be prone to violate the law for personal gain, be motivated by money gain, and have a high sense of self-importance.
- **Emotionality:** Symptoms of people with very high emotionality scores include anxiety in response to life's pressures, fear of physical harm, desire for emotional support from others, empathy, and sentimental relationships with others.

Extremely low scorers on this scale, on the other hand, are unconcerned by the prospect of bodily harm, worry little even under duress, rarely feel the need to share their worries with others, and feel emotionally cut off from others.

- **Extraversion:** Good self-esteem, self-assurance while speaking to or directing groups of people, pleasure of social interactions, and positive feelings of passion and energy are all linked to high extraversion scores. Equally, persons with extremely low scores on this metric believe they are unpopular, feel uncomfortable in public, lack interest in social activities, and show less vitality and optimism than others.
- **Agreeableness:** People who are very pleasant have high self-control, are willing to compromise, and are tolerant of how they view other people. They are likewise quick to forget the wrongs of which they have been the victim. People who perform poorly on this test, on the other hand, tend to retain grudges against people who have wronged them, are harsh in criticizing others' weaknesses, are stubborn in sticking to their convictions, and become angry when they are mistreated.
- **Conscientiousness:** People who are extremely conscientious plan their time and their surroundings, work methodically to achieve their goals, strive for accuracy and perfection in their jobs, and carefully consider their options before acting. On the other hand, a person with a very low score on this scale is more likely to be unconcerned with orderly environments or schedules, avoid challenging tasks or objectives, be pleased with work that has some flaws, and make decisions fast or

without much consideration.

- **Open to Experience:** People who score very highly on the Openness to Experience scale are thrilled by the beauty of art and nature, curious about a broad variety of subjects, free with their creativity in daily life, and drawn to unusual ideas or people. Contrarily, persons who perform very poorly on this metric frequently lack intellectual curiosity, are uninspired by the majority of artistic activities, eschew creative endeavors, and have limited appeal for unconventional or radical ideas.

Research in Ashton and Lee, 2020; Davis et al., 2019; de Vries et al., 2021; Hadžiahmetović and Koso-Drljević, 2022; Pletzer et al., 2020 outline the techniques and constructs of the HEXACO personality model according to the parameters of this research. The HEXACO personality model was used as a survey method to indicate employee personality across its six concepts as applied to the research questions and hypothesis of the study.

Hybrid Work

Work's meaning has been explored since at least the 1930s, owing to its dynamic and changeable nature. Work's meaning is a construct that is constantly changing and subjective. It is inextricably related to the context's historical, social, psychological, and economic logic (Pitacho et al., 2021). Working from home (WFH) and telework are familiar concepts that are alternatives to working in the traditional office environment. Although WFH has been studied in the past, what is known about how telework affects job quality from evidence collected prior to the outbreak may not be applicable to the

unique issue. Due to its widespread and unprecedented adoption, working-from-home arrangements are regarded as one of the COVID-19 pandemic's most apparent effects on workplace organizations (Grelle & Popp, 2021; Kohont & Ignjatović, 2022). A rise in homeworking was brought on by the pandemic, rapid digitization, home confinement, mandated WFH, and school and kindergarten lockdowns. During the epidemic, 30 to 50% of people in Western economies engaged in remote employment. WFH frequently took the form of ad hoc virtual work that naturally developed as part of the continuing process (Kohont & Ignjatović, 2022).

Since most people's lives revolve around their work, choosing a job is becoming more and more dependent on the satisfaction and potential personal and societal significance that it may bring, in addition to the financial benefits; although employment is a major part of most people's lives, different people have different psychological meanings attached to it (Pitacho et al., 2021). Research has also shown that having the freedom to choose to work from home rather than being forced to do so favorably for motivation and output. Due to public health initiatives intended to stop the spread of COVID-19, the pandemic turned into a major experiment of a full-time WFH and a standard way of working for many employees who had little to no prior experience doing so under normal conditions (Babapour Chafi et al., 2022; Kohont & Ignjatović, 2022).

The need for us as researchers of work design to always be on the lookout for new work characteristics or the changing influence of current ones is only increased by such fluidity. Even if some of these new work qualities might not readily fit into the preexisting conceptual frameworks and typologies, they nonetheless require rigorous

inquiry and inventive connections to the body of knowledge already in existence (Oldham & Hackman, 2010). Leveraging the new hybrid work characteristics model to interpret social indicators in hybrid work environments to provide the social-cognitive vantage point and compliment trait data ascertained from the HEXACO personality model. To date, work design research has generally focused on qualities related to one of three domains: task, social, or contextual. The new concept of hybrid work characteristics was utilized in this study to relate to job qualities that include parts of the three domains but are not fully covered in any of them (Paruzel et al., 2022; Xie et al., 2019). In the contemporary workplace, boundarylessness, multitasking, distractions unrelated to work, and the requirement for ongoing learning have been highlighted as hybrid work characteristics used for evaluation.

Hybrid Work Characteristics

To account for fast-paced developments at work, hybrid work characteristics were introduced (Paruzel et al., 2022).

- **Boundarylessness:** Refers to the degree to which one's job and non-work realms were once clearly separated by time and location.
- **Multitasking:** Refers to how far the distinction between one's job and personal life has blurred over time and space.
- **Non-work-Related Interruptions:** Incidences or occurrences unrelated to work that prevent or hold up jobholders from moving on with their jobs.
- **Demand for Constant Learning:** The extent to which a worker must continuously learn new technologies, knowledge, processes, and applications

to keep up with the most recent advancements.

Employee Engagement

According to Surma et al. (2021), employee engagement emerged as a novel concept in business during the turn of the 20th and 21st centuries. Human resources departments and consultants further developed the employees' resiliency on the cognitive and emotional levels to increase organizations' mental capital in order to achieve better financial results. The concept of employee engagement was selected for greater research because where and how we work matters as the workplace landscape and paradigm shifts in a world of COVID-19 and enduring technological advancements persist. The idea of employee engagement has recently sparked a lot of research attention. A state of mind known as employee engagement is connected to work and is characterized by feelings of vitality, fulfillment, enthusiasm, absorption, and dedication (Eldor & Vigoda-Gadot, 2017). Johnson (2020) discussed that employee engagement enables the effective retention of a high-performing set of personnel, which in turn increases customer satisfaction. Because of their surroundings, engaged employees appear to be more likely to improve their performance. According to Soares et al. (2012), there is a tremendous increase in awareness of workers' psychological perceptions as a critical component of the workplace environment.

Regardless of the fields in which a person is active, personality traits consistently influence a variety of internal and external individual actions, preferences, attitudes, and processes (Maran et al., 2022). In view of the increased acceptance of remote and hybrid work due to COVID-19, studies that analyze the effects of these situations for office

workers from a standpoint of occupational health and well-being are necessary (Babapour et al., 2022). Athota et al. (2020) stated that in order to promote people's well-being, social surroundings are crucial, and Hogan (2019) asserts that a person's values and personality-based predispositions play a critical part in laying the foundation for their social settings. Environmental elements play a nurture effect in the workplace, while values and personality traits play a natural role. Examining the differences in personality qualities possessed by more or less engaged employees is a method that is growing in popularity to understand the causes of job engagement; nevertheless, a thorough understanding of various traits appears to be lacking (Akhtar et al., 2015).

The apparent need for building environments on employee engagement and the demand for discussion about the future prospects of utilizing remote, at-home, and office work arrangements prompted the search for literature that examines if employee personality is associated with the level of employee engagement and if employee personality moderates the impact of hybrid work characteristics on employee engagement. However, there has been little research to date on whether an individual's personality predisposes them to prosper or struggle in hybrid work environments and how employee engagement is impacted. For the present study, employee level of engagement is gauged using the ISA Engagement Scale (7-point Likert scale), which measures intellectual, social, and affective dimensions. Collectively, these three indicators can also be used to calculate a person's overall level of engagement.

- Intellectual: Measures how much a person thinks deeply about the work they are doing or is intellectually involved in it.

- Social: Evaluates how much a person shares the ideals of their coworkers and feels socially connected in their workplace.
- Affection Dimension: Determines how much feeling euphoric and motivated about one's work is experienced by the individual.

Previous literature in Akhtar et al., 2015; Athota et al., 2020; Babapour et al., 2022; Eldor and Vigoda-Gadot, 2017; Hogan, 2010; Johnson, 2020; Maran et al., 2022; Soares et al., 2012; Surma et al., 2021 support the selection of the aforementioned variables as a means to assess levels of employee engagement.

Summary and Conclusions

Chapter 2 provides a summation of relevant literature pertaining to central themes, theories, and concepts in the current study, such as WTT, HEXACO, hybrid work characteristics, and employee engagement. The theoretical framework of WTT is applied in the study, as its precepts are uniquely positioned to represent both the trait and social-cognitive elements of personality. WTT contains two primary components, descriptive trait approach (what one does) and explanatory social-cognitive approach (what one is capable of) to yield an inclusive assessment of individual personality (Fleeson & Jayawickreme, 2015; Ashton & Lee, 2009).

Previous scholars have thoroughly investigated the subject of personality traits (Choi & Lee, 2014; McAdams & Pals, 2006; McCrae & Costa, 1991; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013). The goal of personality research has been to pinpoint the fundamental components that make up a person's personality. According to Schimpf (2009), a person's behavior in a given

circumstance is predicted by their personality. Furthermore, personality qualities are among the most reliable indicators of such subjective experiences as work pleasure and well-being (Choi & Lee, 2014). In personality research, the six-dimensional HEXACO model of personality structure and the related survey are used increasingly commonly. Despite the data supporting this structure's superiority to five-dimensional models, some researchers still favor and employ the latter. The HEXACO model of personality was used in the study since there is evidence for its usefulness when compared to alternatives (Ashton & Lee, 2020). Furthermore, Ashton and Lee (2020) suggested that in terms of many personality traits and personality-relevant criterion variables, the HEXACO scales significantly outpredict the Big Five (whichever Big Five)—including consumerism, criminality, unethical decision-making, status-driven risk-taking, phobias, short-term mating (or sociosexuality), and “realistic” career ambitions. This criterion impacts differences in gender and age, which are correlated with the honesty-humility component in the HEXACO model.

Research is required to study the consequences of these scenarios on office workers' occupational health and well-being because COVID-19 makes heavy use of remote and hybrid work (Babapour et al., 2022). Up to this point, work design research has primarily concentrated on characteristics connected to one of three domains: task, social, or contextual. The new term “Hybrid Work Characteristics” was used in the present study to describe work traits that are partially covered in each of the three categories yet combine features from each (Paruzel et al., 2022; Xie et al., 2019). By contrast with descriptive traits, explanatory traits focus on social-cognitive elements (i.e.,

expectancies, competencies, self-regulatory plans, and goals) by situational/environmental interpretation (what one is capable of).

Chapter 2 also included a summary of the literature on the value of employee engagement and the need for additional studies on personality and social context. Eldor and Vigoda-Gadot (2017) contended that employee engagement taps into several notions about the significance of the employee-organization connection in our complex organizational setting, making it a potent topic for scholars and practitioners. Researchers think that by including engagement in the study of the employee-organization interaction, we would better understand how employees behave in the modern workplace and post-Covid milieus (Eldor & Vigoda-Gadot, 2017; Johnson, 2020; Surma et al., 2021).

The literature search that examines whether hybrid work impacts employee engagement, whether employee personality is associated with the level of engagement, and whether personality moderates the impact of hybrid work on employee engagement was prompted by the apparent need for creating environments that promote employee engagement and the demand for discussion about the future prospects of embracing remote, at-home, and office work schedules. However, little research has been conducted to date on how employee engagement is affected and whether a person's personality makes them more likely to succeed or fail in hybrid work situations. The idea that hybrid work is the "best of both worlds" suggests that it is an all-encompassing workplace solution, yet it ignores an individual's personality and level of engagement. This study intended to use quantitative and non-experimental research to explore perceptions, attitudes, and behavioral experiences and to enhance the literature catalog in the areas of

personality, hybrid work, and employee engagement. Chapter 3 examines the research design and rationale, methodology, data analysis plan, and threats to the study's validity.

Chapter 3: Research Method

This quantitative, non-experimental, correlational, multiple regression study was conducted to analyze the relationships between employee personality traits, employee engagement, and hybrid work characteristics. New contexts were analyzed for understudied areas on whether personality impacts the relationship between hybrid work and employee perceptions of engagement in the modern workplace. The purpose was to examine whether the relationships between hybrid work and employee engagement are impacted when influenced and moderated by personality traits. Chapter 3 discusses the research design and rationale, methodology, data analysis plan, and threats to validity. The methodology discussion covers overviews of the sample size and population, data collection and recruitment, instrumentation, and operationalization of the constructs.

Research Design and Rationale

Quantitative methodologies such as cross-sectional research design was used to investigate the connection between variables. Quantitative research methods were selected because they concentrate on quantifying the examination of the data. The independent variable was hybrid work characteristics, the dependent variable was employee engagement, and the moderator was personality traits. Participant demographic data was used as a covariate variable for descriptive purposes. The method of collecting data involved distribution surveys via SurveyMonkey in conjunction with the Amazon MTurk platform for participant recruitment. The goal of the research design was to correlate participant responses and link each variable to understand and analyze how each one relates to the study's research questions and hypotheses. By examining these

variables in relation to personality, the study builds on the previous big five personality model and HEXACO research, the conceptual framework of employee engagement, and the newly introduced concept of hybrid work characteristics, which distinguishes it from previous work design studies. Demographic information was used as a confounding variable in some diagrams to provide additional information to understand further relationships and correlations between independent, dependent, moderating, and covariant variables, as stated in the research questions.

Initially, a potential time constraint regarding this design choice was that it took approximately 20 minutes to complete 94 survey questions within a week. Another possible constraint was the ability to reach the desired number of participants required for the study. The last conceivable limitation was obtaining permission from respective authors or publications to use the ISA Engagement Scale and Hybrid Work Characteristics Scale. However, none of these prospective constraints identified at the onset of the study actually applied to the final study, as the survey was completed within two weeks, the target population exceeded the desired number of participants and permission from the authors of the ISA and Engagement Scale and Hybrid Work Characteristics Scale was acquired without issue.

Methodology

Population

The desired participant demographics includes professionals within the technology sector who work for companies with 5,000 or more employees who have worked in a hybrid work arrangement for at least six months. The target population was

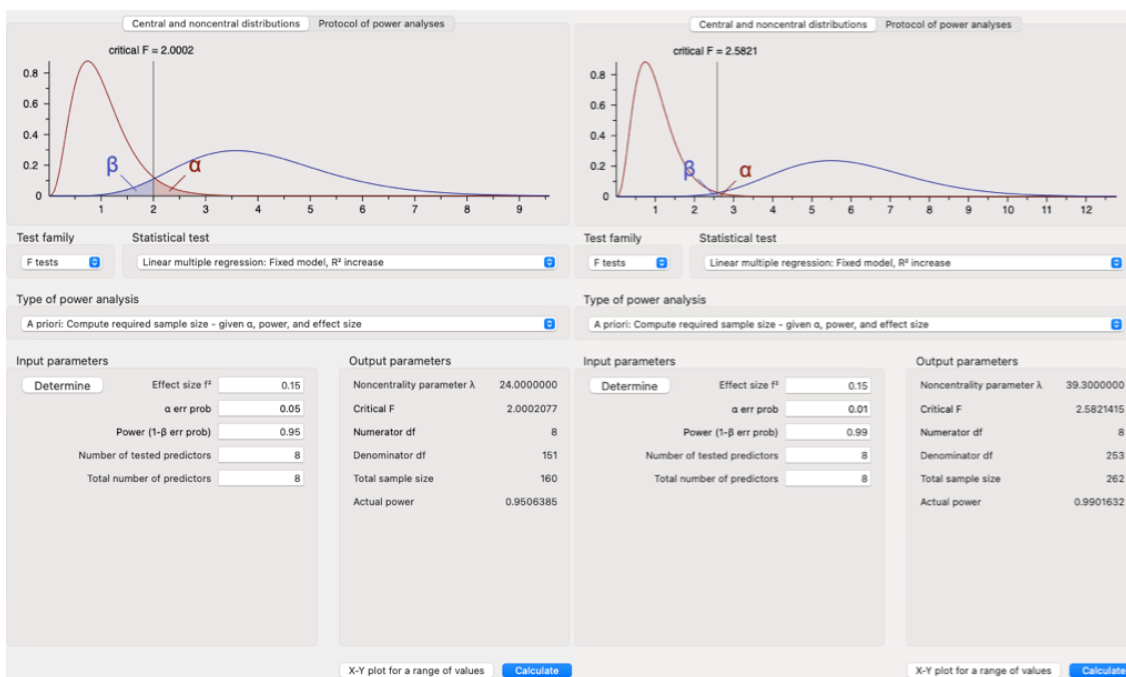
men and women who are between the ages of 18-80 for this study. The location was open to all geographical locations within the United States. The approximate target population size for this study was 160–350 participants.

Sampling and Sampling Procedures

An accessible population and non-probability sampling techniques were used in the sample frame for this study to identify the participant pool, calculated using the G* Power (Kang, 2021; Stavrum, 2021), which recommended a sample size between 160 and 242 based on the parameters entered (see Figure 2). The final sample size includes an additional 25%–45% of participants to account for experimental mortality, bringing the target population size to 350. Participants were screened to obtain a set of criteria appropriate for the survey's aims. Given that only a small number of people could be chosen to represent the larger population under research, the study's use of purposive sampling procedures is suitable.

Figure 2

*G*Power 3.1 Analysis for Sample Size Determination*



Procedures for Recruitment, Participation, and Data Collection

It was determined that the primary sampling strategy for this study would be a convenience sample approach via the crowdsourcing website Amazon MTurk (Fitzgibbon, 2021; Stavrum, 2021). MTurk as a participant recruitment approach has several benefits. MTurk allows researchers to acquire survey data more quickly than other platforms, and in only a few hours or days, vast volumes of data was collected. Online submission of human intelligence tasks (HITs), such as surveys, are open to anybody, including academics. On MTurk, the pay rate and each HIT are both posted. Workers can then choose the micro-jobs they are interested in, complete them, and submit them for payment. This format offers a broad population sample, making it ideal for survey research. To learn more, prospective respondents could click on the survey's details.

For this study, a notice regarding the survey was posted using MTurk, and to make it simpler for volunteers to find it and participate, searching phrases were created. It was stated in the release that I was searching for 350 current workers in the tech sector to respond to a survey. Potential participants were instructed to conduct the study survey on Survey Monkey using the MTurk platform after confirming that they satisfied the criteria for inclusion. One week was provided to complete the survey. It is estimated that it took about 20 minutes to finish the survey. As MTurk incorporates participant recruiting, data collecting, and participant reimbursement into one user-friendly system, it is more user- and cost-friendly than traditional participant pools. It has been found to offer various advantages over other online data collection approaches (Merz et al., 2022).

Participants reviewed the informed consent form, which is the first page of the online survey. They clicked “Next” to indicate their consent and complete the survey; this acted as participants’ authorization to engage in the study. The informed consent form reiterated the need for participation in the survey and provided an overview of the study, background information, procedures, voluntary nature of the study, risks and benefits of being in the study, compensation, privacy, use of responses, contacts and questions, and statement of consent. The first eight survey questions were demographic questionnaire items where respondents must attest that they are currently employed in the U.S. technology sector, work for companies with 5,000 or more employees, have worked in a hybrid (onsite and remote) work arrangement for at least 6 months, and are men and women who are between the ages of 18-80. Their participation was optional, and the informed consent form stated that their responses would be kept anonymous. The fact

that participants could leave the study at any time was also disclosed to them. The survey did not include any questions that may be used to identify the respondents. However, participants were asked about their gender, age, education, job tenure, having worked in a hybrid work arrangement for at least six months, and hybrid work schedule (number of days worked onsite and number of days worked remotely) as confounding variables; while not the primary subject of the investigation, this information can be helpful for a descriptive statistical analysis for the study. This data was collected via a demographic questionnaire for participants to complete.

To prevent duplicate responses, participants were asked to submit their MTurk Worker ID at the conclusion of the survey. They received a thank you message for their time and were told how their work helped the study. After clicking “Done,” the participants’ involvement in this study ended.

Instrumentation and Operationalization of Constructs

HEXACO-60 Survey

The HEXACO-60 instrument was developed by Ashton and Lee (2009). This study deployed the HEXACO-60 survey to capture relevant data regarding the employee’s personality traits using the HEXACO model. To date, work design research has generally focused on qualities related to one of three domains: task, social, or contextual. According to Ashton and Lee, the HEXACO-60 is recommended for use in any study environment where the researcher would like to measure the primary characteristics of personality because the administration duration is reasonably brief using a 60-item, 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*),

but in which time constraints permit only a short inventory. Ashton and Lee stated that the scales' levels of internal consistency had comparatively high reliabilities in the .70s and relatively low interscale correlations all below .30. Evidence favors the HEXACO structure and demonstrates its advantages over five-dimensional models, but some researchers continue to use and prefer the latter. The HEXACO model of personality was selected for the study since there is compelling evidence for its usefulness when compared to alternatives (Ashton & Lee, 2020). The HEXACO-60 is recommended for personality assessment situations with constrained administration times.

Hybrid Work Characteristics Scale

The Hybrid Work Characteristic Scale developed by Xie et al. (2019), was utilized in this study to refer to work characteristics that are not fully covered in any of the three task, social, or contextual domains but have elements from all three (Paruzel et al., 2022; Xie et al., 2019). The characteristics of hybrid work used for assessment include boundarylessness, multitasking, non-job-related interruptions, and the necessity for ongoing learning. The four dimensions of hybrid work characteristics were measured by using an 18-item, 7-point scale ranging from 1 (very inaccurate) to 7 (very accurate) to test the Cronbach alpha reliabilities for each (Xie et al., 2019). According to the conventional wisdom, a Cronbach's alpha of .70 and above is regarded as favorable, .80 and above is superior, and .90 and above is the best. This tool is appropriate to the study to determine the relationships between hybrid work characteristics and other research variables, such as personality and employee engagement, based on the research questions and hypotheses.

ISA Engagement Scale

Employee engagement is characterized by sentiments of vitality, fulfillment, excitement, absorption, and dedication when it comes to work (Eldor & Vigoda-Gadot, 2017). Employee level of engagement was gauged using the ISA Engagement Scale (7-point Likert scale), which measures intellectual, social, and affective dimensions. Collectively, these three indicators were used to calculate a person's overall level of engagement. The ISA Engagement Scale was developed by Soane et al. (2012) and uses a 9-item, 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree) was used to measure the degree of employee engagement. The highest possible average score for each factor and scale is seven. Employers often strive for a score of 6-7 for the total and each component. A score of 1-2 indicates a severe lack of engagement. (Soane et al., 2012).

Organizations can use the scale in internal attitude surveys. However, the scale must constantly be credited to the original source (Soane et al., 2012). According to Soane et al, the scale can be used as a component of a larger employee attitude survey to gauge levels of engagement and examine relationships between those levels of engagement and other aspects of the workplace, such as those that may be evaluated using various questions, like leadership style, communication, and job design. The advantage of the ISA scale is that it enables employers to evaluate involvement as a separate component. Contrarily, some other commonly used engagement measures combine all these various aspects on a single scale, making it difficult to pinpoint the issues affecting engagement levels.

Data Analysis Plan

The research questions and study hypotheses are analyzed using the information gathered from research surveys. The moderator variable personality was put to the test to determine how it affects the strength of the correlation between the independent variable hybrid work characteristics and the dependent variable employee engagement.

Personality was also an independent variable when determining its relationships with hybrid work characteristics and employee engagement, respectively. Participant demographic information was used as a covariate in some diagrams for descriptive and statistical purposes. The data was entered into SPSS version 28 for Mac to conduct the statistical analysis.

Multiple-choice, Likert scale instruments were used to collect data related to the independent, dependent, and covariant variables for data collection electronically. The data was analyzed by cleansing the data to exclude any significantly unfinished surveys or that improperly responded to the attention-check question in the middle of the survey. Complete responses to the survey instrument questions were accepted, while incomplete responses were disregarded. Furthermore, the presence of missing response data distorts the amount of variation that the variables independently make a difference in the dependent variable's volatility. To minimize distortion, imputation was performed using each missing scaled item response; the weighted mean value was used.

Research Questions and Hypotheses

RQ1: Does employee personality influence employee engagement?

H_{01} : Employee personality does not influence employee engagement.

H_{a1} : Employee personality does influence employee engagement.

RQ2: Does employee personality influence hybrid work characteristics?

H_{01} : Employee personality does not influence hybrid work characteristics.

H_{a1} : Employee personality does influence hybrid work characteristics.

RQ3: Does employee personality moderate the relationship between hybrid work characteristics and employee engagement?

H_{01} : Employee personality does not moderate the relationship between hybrid work characteristics and employee engagement.

H_{a1} : Employee personality does moderate the relationship between hybrid work characteristics and employee engagement.

RQ4: Does employee demographic data influence employee personality, employee engagement, or hybrid work characteristics?

H_{01} : Demographic data does not influence employee personality, employee engagement, or hybrid work characteristics.

H_{a1} : Demographic data does influence employee personality, employee engagement, or hybrid work characteristics.

The Walden University-provided SPSS, statistical analysis software, was utilized to create the study's statistical findings. The HEXACO-60, Hybrid Work Characteristics Scale, and ISA Engagement Scale instruments were subjected to a reliability examination. When adjustments were required, they were made to ensure that each instrument was sufficiently reliable. For each variable (personality, hybrid work characteristics, employee engagement, and demographic information) in the study,

means, standard deviations, and Pearson correlations are factors. The correlation analysis could provide insight into the strength of the links between the variables. The dependability of each instrument scale was evaluated to make sure that it has at least an internal consistency of Cronbach's alpha $\geq .70$. This phase included looking at the scale scores' univariate normalcy as well as single- and multivariate outliers. Scale reliability can be impacted by outliers and univariate normalcy, while regression analysis can be impacted by multivariate outliers.

Multiple regression analyses were conducted to analyze the data collected. Participants' responses were included in the data analysis from the HEXACO-60 Inventory, Hybrid Work Characteristics Scale, ISA Engagement Scale, and Demographic Questionnaire. The data was exported from SurveyMonkey and uploaded into SPSS for analysis. Surveys contained random numbers allocated to them in order to safeguard the participants' privacy. Based on the study objectives and hypothesis, SPSS was used to evaluate paired ordered data sets of independent, dependent, and covariant variables to determine the level of correlation between the independent, dependent, and covariant variables.

Descriptive statistics were also examined to understand the matrix relationships between gender, age, education, job tenure, and frequency of hybrid work schedules among the participants. The age correlation for each dependent variable was assessed. Next, the gender differences for each dependent variable were evaluated. Then, the education of the participants. The correlations between job length and the frequency of

hybrid work schedules were examined next. These variables were considered covariates for the regression models if statistically significant.

Using a correlation matrix, the relationships between the study variables were reported. This correlation study addressed three research topics. The fourth study question, which examined the association between hybrid work features and employee engagement, evaluates the moderating impact of personality using moderated multiple regression analysis. To avoid unnecessary collinearity in this analysis, the variables were first mean-centered before the regression analysis was run. Multiple linear regression for the eight assumptions of personality, hybrid work characteristics, employee engagement, gender, age, education, job tenure, and hybrid work schedules were analyzed to accurately evaluate the formal study in relation to the research objectives and hypotheses, including analyses both with and without the moderator variable.

In the methods portion of the research report, demographics or study participant characteristics are frequently presented as independent variables in the research design. Because they cannot be changed, demographic factors are, by definition, independent variables (Salkind, 2010). All analyses were adjusted for the respondents' gender, age, education level, employment history, and mixed work schedule for descriptive statistics to comprehend participant frequency distribution. These demographic factors have frequently been employed as a control variable in studies on attitudes and well-being because they are expected to have an impact on attitudes and well-being. The responses' gender, age, education level, employment history, and hybrid work schedule were controlled for in all of the studies. These demographic factors are likely to have an impact

on attitudes and well-being. Hence, studies on attitudes and well-being frequently employ them as a control variable (Xie et al., 2019).

Threats to Validity

Internal validity is the belief that the study's measurements of the variables it was intended to examine were accurate. Researchers run the danger of asserting a false relationship between variables if they do not fully comprehend internal validity. The internal consistency of the research design aims to strengthen the validity of the results with a high level of assurance. Due to the correlational design used in the study, there are standard risks to internal validity for correlational research. Nevertheless, no variables were changed.

External validity is the degree to which a researcher can claim their findings apply to a larger group. All survey respondents are presumed to be truthful in their responses and to have taken the time necessary to carefully read, understand, and respond to each research question. If they do not, the external legitimacy might be in danger. Because some individuals know they are being investigated, their responses may vary. The Hawthorne Effect is a common name for this phenomenon. In particular, if participants opt to give a socially acceptable response to a personality question, their answers may be skewed. Attention-check items were inserted in the SurveyMonkey survey someplace to ensure respondents read and understood each question. Some reasons why worker registration on MTurk could be denied are if incomplete or incorrect information is provided, if users are not eligible to participate based upon location, if users already have an MTurk account, must be 18 years or older, must have valid US bank account or

Amazon payments account, or other technical issues.

The study's validity could be compromised by self-reporting, particularly if participants learn of the study's underlying theoretical framework. This bias, or social desirability bias, may cause participants to overreport or underreport their responses depending on what they believe the researcher wants to hear. Participants who feel particularly stressed out or overwhelmed by the pace or nature of change in their organizations or workgroups, or if the changes are significant, may overestimate their emotions, making their personal or professional lives more difficult (Ashton & Lee, 2020; Hart et al., 2020).

Recall bias is another possible bias in self-reporting, which might appear when a respondent must rely on their response on previous experiences. Survey instruments used in this study have been accessed for validity and reliability during survey design selection. When data analysis was conducted, internal validity was assessed by checking the dependability of each instrument. Experimental mortality is another validity issue since, in order to draw reliable inferences from research study findings, there must be enough supporting data. This premise is in jeopardy since mortality affects the quantity and quality of data gathered from a study. To account for experimental mortality, the upper end of the sample size was targeted, or an additional 25%-45% of participants were sought.

Ethical Procedures

Before starting any research, ethical issues must be considered. No collection of data occurred until Walden's IRB grants the necessary approvals to do so. No participant

is expected to suffer psychological harm because the study topic is innocuous. In exchange for little compensation, study participants are sought out using Amazon Mechanical Turk (MTurk), an online data collection service run by Amazon.com. Social science researchers have taken notice of MTurk as a cost-effective means to obtain human study participants due to its success, low cost, and ease of volunteer recruitment (Burnham et al., 2018). Participants on MTurk can be divided into “workers” (paid task participants) and “requesters” (who create tasks). Requesters can create and post any assignment on the platform, including surveys, experiments, and writing samples. Workers can perform tasks (also known as Human Intelligence Tasks or HITs), and they are paid when each HIT is successfully completed.

On MTurk, each worker is given a unique Worker ID. There is no chance of identifying respondents as the data collected through external HITs are considered anonymous and confidential. The surveys did not gather any information that may be used to identify the participants except for gender, age, education, job tenure, and hybrid work schedule (number of days onsite/number of days remote). Through SurveyMonkey, survey responses are gathered. The survey is launched through the survey link. The survey data was automatically saved on the SurveyMonkey dashboard when the participant completed it. The finished survey data was entered into SPSS for analysis. The replies gathered would reveal which independent variable predicted the dependent variable’s outcome after applying multiple regression analyses. The data was downloaded on the researcher’s password-protected hard device for security purposes. The password and access to the file belong to the researcher, and the committee could also have access

to the data. The data will only be kept for a maximum of five years before being erased.

Through the MTurk crowdsourcing platform, participants receive a minimum payment in exchange for their participation (Burnham et al., 2018; Stone et al., 2019). The modest sum of four dollars is acceptable as a reward to promote participation, but it is not sizable enough to promote unqualified responses. Participants could leave the study at any time. By providing their informed consent at the start of the survey, participants declared their willingness to participate in this study and that they were at least 18 years old by checking the yes or no box after reading the Statement of Consent. Information on the study's objectives, the low risks of participating, and the flexibility to discontinue the survey at any moment are all included in the informed consent.

Summary

The research techniques for this quantitative, cross-sectional study were described in Chapter 3 in order to ascertain the moderating role of personality on the relationship between hybrid job characteristics and employee engagement in relation to research questions and hypotheses. These methods include research design and rationale, methodology, population, sampling and sampling procedures, and recruitment, participation, and data collection procedures. This chapter describes the study design and how it relates to the main research topic. Each instrumentation and operationalization of utilized constructs are described, along with justifications for why they were a good fit for this study. There was a description of the data analysis plan and a summary of any threats to validity and ethical procedures. The investigation results are presented and analyzed in Chapter 4, where data collection reports, data results using multiple

regression analysis, and a summary of research answers are captured.

Chapter 4: Results

This non-experimental, correlational multiple regression study was aimed to examine the connections between employee personality traits, employee engagement, and hybrid work features. I examined whether personality affects the relationship between hybrid work characteristics and employee engagement areas that have been understudied and/or unexplored. The objective was to determine whether personality qualities impact and/or mitigate the relationship between hybrid work and employee engagement. I looked at relationships between employee engagement and personality, including whether employee personality and hybrid work qualities are correlated and if the influence of employee personality moderated the association between hybrid work characteristics and employee engagement. The study also considered whether or how demographic information affects hybrid job traits, employee engagement, and personality—using a study strategy that tests hypotheses and targets the research gaps in the literature. These variables were evaluated through a Survey Monkey survey posted on a crowdsourcing platform. The survey had three components: a consent form, survey questions, and a brief demographic section. Employees in the U.S. tech sector were the study’s participants.

The study’s findings are discussed and illustrated in this chapter. The methods for gathering data and recruiting candidates are reviewed. The chapter includes an explanation of the data analysis. The statistical presumptions behind additional data analysis were evaluated with a baseline statistical analysis and a demographic analysis. Presentation and examination of the results in relation to the data analytics of the study topics are also captured.

Data Collection

The Walden University IRB's (approval #05-18-23-0513281) authorized plan for data collection was followed. A posting on MTurk that linked users to the Survey Monkey study was used to gather data. The MTurk workforce is a crowdsourced population, but for this project, the platform qualifications were set up to target a particular group of IT workers in the United States. This was achieved by filtering by U.S. workers and including qualifying questions in the survey seeking participants in the technology sector specifically. Following the project's definition in the MTurk HIT, a link to the SurveyMonkey questionnaire was added. Data was collected over one week, although the target number of participants was met within five hours.

There were 400 respondents to the survey on June 7, 2023. The survey included a consent form, questions about employee personality, traits of hybrid jobs, and employee engagement, and requests for demographic data to support the control variables. The research questions and study hypotheses were analyzed using the information gathered from research surveys. The moderator variable employee personality was included to determine how it affects the strength of the correlation between the independent variable hybrid work characteristics and the dependent variable employee engagement. Employee personality was also an independent variable when determining its relationships with hybrid work characteristics and employee engagement, respectively. Participant demographic information was used as a covariate for descriptive and statistical purposes.

The final sample size of the study reflected 371 participants. To remove surveys that were unfinished or contained disqualifying responses to the demographic

questionnaire at the beginning of the survey, the data was thoroughly cleaned. Twenty-three of the 400 replies were discarded because participants either started the survey but did not finish it or were disqualified for not currently being employed in the U.S. technology sector, not working for companies with 5,000 or more employees, or have not worked in a hybrid (onsite and remote) work arrangement for at least six months. Six outlier replies were found during an outlier check. Three hundred and seventy-one participant responses were included in the final data set. The final sample size exceeded the study's acceptable power range of 160 to 242 participants.

Information was then coded in accordance with each instrument's specifications. The subscale responses for personality using the HEXACO-60 scale, were coded using a 5-point, Likert-like scale, with scale anchors ranging from 1 = *strongly disagree* to 5 = *strongly agree*. Twenty-nine of 60 were reverse-coded items. Following a recommended procedure outlined in Ashton and Lee (2009), the data for 29 items were reverse coded from a 5-point Likert-like scale ranging from 5 = *strongly disagree* to 1 = *strongly agree*. The subscale responses to the ISA Engagement survey and the Hybrid Work Characteristics survey data were coded using 7-point Likert-like scales, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The responses were not recoded, and no items were reverse coded.

Results

This section summarizes the statistical analysis, including descriptive statistics, statistical hypotheses, and the outcomes of the tests used to answer the study questions. An internal reliability study of the measurement instruments' subscales, a summary of

means, standard deviations, and a frequency analysis were all included in the descriptive statistics analysis. It includes a summary of the data's demographic analysis and a correlation analysis for every variable. Correlational analyses, multiple linear regression analyses testing employee personality, hybrid work characteristics, and employee engagement are presented. Control variables included age, gender, education, tenure, number of days worked onsite, and number of days worked remotely. The moderating variable, employee personality, and interactions between hybrid work characteristics and employee engagement were all examined using multiple linear regression.

The internal reliability Alpha analysis was done for the scales used in the study. The alpha level for the Employee Personality subscales reflected that honesty-humility .81, emotionality .79, extraversion .77, agreeableness .80, conscientiousness .80, and openness to experience .80, which were all considered favorable. Table 2 displays subscales for hybrid work characteristics: boundarylessness .68, multitasking .62, demand for constant learning .65, and non-work-related interruptions .64. These were less favorable. Cronbach's alpha favorability for Employee Engagement levels was mixed, showing intellectual engagement at .68, social engagement at .62, and affective engagement at .70. For reference, Cronbach's alpha values of .70 and above are generally considered favorable; .80 and above are superior, and .90 and above is the best, according to conventional knowledge (see Table 3).

Table 1

Reliability and Statistical Analysis: Employee Personality Subscales

	Mean	Variance	SD	Cronbach's Alpha	N of Items
Honesty-Humility	34.99	39.52	6.29	.81	10

Emotionality	35.36	35.88	5.99	.79	10
Extraversion	36.20	32.09	5.66	.77	10
Agreeableness	35.19	38.91	6.24	.80	10
Conscientiousness	35.03	40.25	6.35	.80	10
Openness to Experience	34.63	41.25	6.42	.80	10

Table 2

Reliability and Statistical Analysis: Hybrid Work Characteristics Subscales

	Mean	Variance	SD	Cronbach's Alpha	N of Items
Boundarylessness	24.55	21.50	4.64	.68	5
Multitasking	20.42	13.11	3.62	.62	4
Demand for Constant Learning	25.94	16.73	4.09	.65	5
Non-Work-Related Interruptions	19.23	15.90	3.99	.64	4

Table 3

Reliability and Statistical Analysis: Employee Engagement Subscales

	Mean	Variance	SD	Cronbach's Alpha	N of Items
Intellectual Engagement	17.12	8.99	2.99	.64	3
Social Engagement	15.80	8.29	2.88	.62	3
Affective Engagement	16.42	9.81	3.13	.70	3

Mahalanobis distance was calculated to search for multivariate outliers. This methodology helps identify extreme outliers by measuring how far a specific score is from all the other scores. These outliers may be eliminated because they could affect the conclusion of the statistical study. The Mahalanobis distances and a Chi-square distribution with the same degrees of freedom were examined for this analysis. Six multivariate outliers were detected in the data and were eliminated from further consideration. In cases where the predictor variables are not normally distributed, the conversion to Chi-square p -values serves to recode the Mahalanobis distances to a 0-1 scale. The Chi-square conversion denoted six malignant cases with a score of 1, all

falling below the 14.05 crucial value. As a result, the critical value was determined to be the cutoff, and observations with a Mahalanobis distance less than the cutoff were classified as positive.

Descriptive Statistics

The final data set was comprised of 188 males (51%) and 183 females (49%; see Table 4). Participants' age ranged from 18–80. Most respondents held bachelor's degrees (77%). The bulk of the respondents indicated they were between the ages of 26 and 35 (40%). The bulk of tech workers' tenure among the respondents was 3-4 years (43%). Many workers reported being onsite three days (52%) and remote 2 days per week (39%).

Table 4

Descriptive Statistics for Demographic Variables

	Variable	<i>n</i>	%
Age	18-25	53	14.2
	26-35	148	40
	36-45	105	28.3
	46-55	36	9.7
	56 and over	29	7.8
Education	High School/General Education Diploma	4	1.2
	Associate	10	2.7
	Bachelors	286	77
	Graduate	64	17.2
	Doctorate	7	1.9
Tenure	Less than one year	33	8.9
	1-2 years	69	18.6
	3-4 years	159	42.8
	5-10 years	109	29.3
	Ten or more years	1	0.4
Gender	Male	188	51
	Female	183	49
Number of days worked onsite	1	18	4.8
	2	86	23.1
	3	191	51.4
	4	76	20.7
Number of days worked remotely	1	33	8.9
	2	152	41
	3	146	39.3
	4	40	10.8

Statistical Assumptions

SPSS was used to evaluate statistical assumptions for this study to determine if violations existed before examining the data using multiple regression analysis. According to Warner (2013), it is advisable to examine these assumptions before employing multiple regression techniques in a study, as breaking these assumptions may result in study limits. Therefore, the tests for independence of observation, linearity, outliers, homoscedasticity, and residuals (errors) were administered.

An evaluation of the residuals' independence yielded a satisfactory Durbin-Watson statistic score of 1.79, based upon the acceptable range of 1.50-2.50. Employee engagement was plotted against employee personality using a scatterplot. A scatterplot examination revealed a linear relationship between the factors (see Figure 3). By visually examining a plot of standardized residuals vs standardized expected values, homoscedasticity was determined. By looking at a standard probability plot visually, residuals were determined to be normally distributed (see Figure 4).

Figure 3

Standard Residual Plot for Employee Engagement and Employee Personality

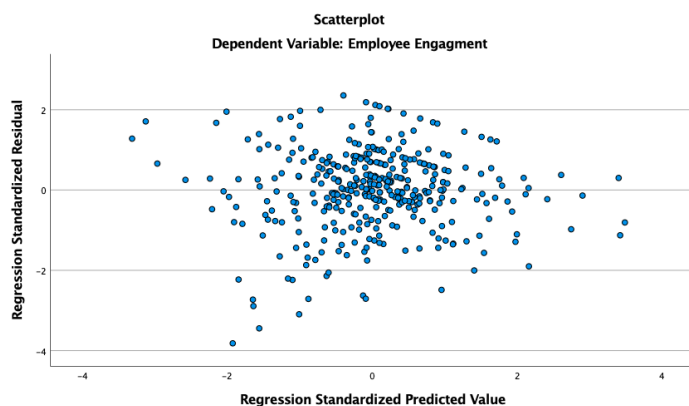
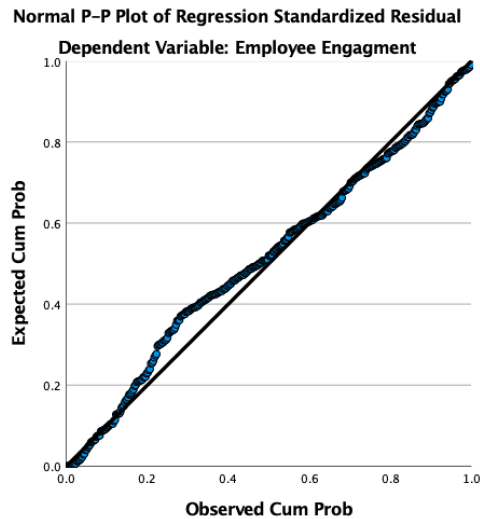


Figure 4

Normal P-P Plot for Employee Engagement and Employee Personality



Statistical Analysis

Research Question 1 Analysis

RQ1: Does employee personality influence employee engagement?

H_{01} : Employee personality does not influence employee engagement.

H_{a1} : Employee personality does influence employee engagement.

Multiple regression was performed to address research RQ1. The predictor variable for employee personality included all six HEXACO model subscales (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience). The criterion variable was employee engagement which was comprised of three engagement subscales, intellectual engagement, social engagement, and affective engagement. Regression was conducted comparing honesty-humility ($M = 29.43$; $SD = 3.60$), emotionality ($M = 31.22$; $SD = 3.17$), extraversion ($M = 32.44$; $SD = 3.68$),

agreeableness ($M = 31.55$; $SD = 3.49$), conscientiousness ($M = 31.46$; $SD = 4.49$), and openness to experience ($M = 31.85$; $SD = 3.59$), to employee engagement ($M = 44.68$; $SD = 6.38$).

The results in Table 5 show the coefficient of determination, known as the R^2 value ($r = .229$, $p < .001$), which indicates a strong positive relationship between the variables and a relationship between employee personality and employee engagement. Therefore, the null hypothesis was rejected. Additionally, the results indicated that the proportion of variance in employee engagement explained by employee personality is 22.9%. The data in Table 6 also evinced that honesty-humility, extraversion, agreeableness, and openness to experience were all statistically significant. Emotionality and conscientiousness were not statistically significant.

Table 5

Regression Model of Summary for Employee Engagement

Model	R	R^2	Adjusted R^2	SE of estimate	Sig. F change
1	.479 ^a	.229	.217	5.651	<.001

a. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty Humility, Extraversion, Conscientiousness.

b. Dependent Variable: Employee Engagement.

Table 6

Standard Regression Coefficients for Employee Personality and Employee Engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	11.1	5.08		2.19	.029
	Honesty-Humility	-.32	.09	-.18	-3.63	<.001
	Emotionality	.19	.10	.10	1.94	.054
	Extraversion	.50	.09	.29	5.56	<.001
	Agreeableness	.26	.09	.14	2.96	.003

Conscientiousness	.12	.08	.09	1.51	.132
Openness to Experience	.27	.09	.15	2.93	.004

Note: Dependent Variable: Employee Engagement.

Research Question 2 Analysis

RQ2: Does employee personality influence hybrid work characteristics?

H_{01} : Employee personality does not influence hybrid work characteristics.

H_{a1} : Employee personality does influence hybrid work characteristics.

The predictor variables for employee personality included all six subscales used in the HEXACO model (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) and the criterion variable was hybrid work characteristics which used four subscales, boundarylessness, multitasking, demand for constant learning, and non-work-related interruptions. A regression was conducted comparing subscales honesty-humility ($SD = 3.59$), emotionality ($SD = 3.16$), extraversion ($SD = 3.66$), agreeableness ($SD = 3.50$), conscientiousness ($SD = 4.48$), and openness to experience ($SD = 3.58$), to hybrid work characteristics ($SD = 12.88$).

The results showed a r value of .195, $p = <.001$, indicates a strong positive relationship between the variables (Table 7). Therefore, the null hypothesis was rejected. Additionally, the findings showed that 19.5% of the difference in hybrid work characteristics can be attributed to employee personality. Honesty-humility, emotionality, and extraversion were statistically significant. However, agreeableness, conscientiousness, and openness to experience were not (see Table 8).

Table 7*Regression Model of Summary for Hybrid Work Characteristics*

Model	R	R ²	Adjusted R ²	SE of estimate	Sig. F change
1	.442 ^a	.195	.182	11.65	<.001

Note. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty Humility, Extraversion, Conscientiousness.

Table 8*Standard Regression Coefficients for Employee Personality and Hybrid Work**Characteristics*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	52.7	10.4		5.05	<.001
	Honesty-Humility	-.65	.18	-.18	-3.52	<.001
	Emotionality	.72	.21	.18	3.46	<.001
	Extraversion	.84	.19	.24	4.53	<.001
	Agreeableness	.398	.181	.108	2.202	.028
	Conscientiousness	-.273	.165	-.095	-1.653	.099
	Openness to Experience	.097	.190	.027	.508	.612

Note. Dependent Variable: Hybrid Work Characteristics.

Research Question 3 Analysis

RQ3: Does employee personality moderate the relationship between hybrid work characteristics and employee engagement?

H_{01} : Employee personality does not moderate the relationship between hybrid work characteristics and employee engagement.

H_{a1} : Employee personality does moderate the relationship between hybrid work characteristics and employee engagement.

Employee engagement served as the criterion variable, with hybrid work characteristics as the predictor, while the employee personality variable was a composite

of all six subscales used in the HEXACO model (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) served as the moderator. A multiple regression analysis was done to determine the moderating impact of employee personality on the association between the characteristics of hybrid work and employee engagement.

Mean-centering employee personality and hybrid work characteristics were used in this analysis. Table 9 depicts the relationship between personality and hybrid job characteristics, which was then defined. Using the three variables—hybrid work characteristics, employee personality, and the new interaction variable (hybrid work characteristics*employee engagement) —a multiple regression was conducted to predict employee engagement. The results revealed that the interaction term was statistically significant ($b=-.0043$, $s.e.=.0019$, $p=.0240$) in our model, an indication that employee personality was a significant moderator of the effect of employee engagement. Every variable increased the prediction model's statistical significance, with the interaction effect accounting for a .9% additional variance in employee engagement.

In addition, the analysis showed that the interaction term was statistically significant ($b=-.012$, $s.e.=.005$, $p=.0180$) when employee engagement subscales were analyzed individually. The interaction effect for the conscientiousness subscale, in particular, accounted for a 1% added variance in employee engagement (see Table 9). All other subscales were not statistical significance and did not have a significant interaction effect on employee engagement when evaluated individually. Therefore, the null hypothesis was rejected as the relationship between hybrid work characteristics and

employee engagement was determined.

Table 9

Moderated Regression Results for Employee Engagement

Model		Unstandardized		<i>T</i>	Sig.	sr ²
		<i>B</i>	Std. error			
1	(Constant)	44.8	.267	167.4	<.001	
	Hybrid Work Characteristics	.238	.022	11.1	<.001	
	Employee Personality	.142	.023	6.3	<.001	
	Interaction	-.004	.0019	-2.3	.0240	.0089
	Conscientiousness	1.39	.461	3.01	.0028	
	Interaction	-.012	.005	-2.38	.0180	.0103

Note. sr² – squared semipartial correlation.

Research Question 4 Analysis

RQ4: Does employee demographic data influence employee personality, employee engagement, or hybrid work characteristics?

H_{01} : Demographic data does not influence employee personality, employee engagement, or hybrid work characteristics.

H_{a1} : Demographic data does influence employee personality, employee engagement, or hybrid work characteristics.

The multiple regression findings between covariate variables (gender, age, education, and job tenure), predictor variable employee personality, and criterion variable overall employee engagement were investigated in RQ4. As stated in the RQ1 mentioned above results, the R² value was ($r = .229, p = <.001$), which demonstrated that employee personality accounted for 22.9% of the difference in employee engagement and was statistically significant (see Table 4). The introduction of the covariate variables showed the R² value ($r = .235, p = .587$), an increase of 23.5%; however, the relationship was not

statistically significant (see Table 10).

Table 8 RQ2 results ($r = .195, p = <.001$) demonstrated that employee personality accounts for a 19.5% variance in hybrid work characteristics. The inclusion of covariate variables indicated ($r = .224, p = .009$) an increase of 22.4%; however, the relationship was not statistically significant between the variables (see Table 12). Consequently, the null hypothesis was not rejected as the outcomes revealed that demographic data does not influence employee personality, employee engagement, and hybrid work characteristics.

Analysis in Table 11 depicts the significance of demographics data and employee personality on employee engagement. Honesty-humility, extraversion, and openness to experience statistically significantly impacted employee engagement before and after demographic data was introduced. Table 13 shows that multitasking and demand for constant learning had a statistically significant influence on employee engagement both before and after the inclusion of demographic data. In general, demographic information did not affect employee engagement.

Table 10

Multiple Regression Demographic Data for Employee Engagement

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	SE of estimate	Sig. F change	Model	<i>R</i>
1	.479 ^a	.229	.217	5.65	.229	18.05	<.001
2	.485 ^b	.235	.214	5.66	.006	.71	.587

a. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty-Humility, Extraversion, Conscientiousness.

b. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty-Humility, Extraversion, Conscientiousness, Education, Gender, Tenure, Age.

Table 11*Standard Regression Coefficients for Employee Engagement and Demographic Data*

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
		<i>B</i>	Std. error	Beta		
1	(Constant)	12.597	4.897		2.572	.010
	Honesty-Humility	-.323	.093	-.180	-3.495	<.001
	Emotionality	.156	.104	.075	1.509	.132
	Extraversion	.560	.093	.318	6.032	<.001
	Agreeableness	.224	.089	.125	2.527	.012
	Conscientiousness	.047	.084	.033	.558	.577
	Openness to Experience	.308	.096	.172	3.201	.001
2	(Constant)	11.327	5.283		2.144	.033
	Honesty-Humility	-.313	.094	-.174	-3.332	<.001
	Emotionality	.158	.104	.076	1.511	.132
	Extraversion	.566	.094	.321	6.053	<.001
	Agreeableness	.227	.089	.126	2.541	.011
	Conscientiousness	.039	.085	.027	.460	.646
	Openness to Experience	.290	.097	.162	2.975	.003
	Age	.345	.292	.056	1.180	.239
	Gender	-.058	.632	-.004	-.092	.927
	Education	.360	.364	.046	.989	.323
Tenure	-.069	.339	-.009	-.202	.840	

Note. Dependent Variable: Employee Engagement.

Table 12*Multiple Regression Demographic Data for Hybrid Work Characteristics*

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	SE of estimate	Sig. F change	Model	<i>R</i>
1	.442 ^a	.195	.182	11.65	.195	14.9	<.001
2	.474 ^b	.224	.203	11.50	.029	3.41	.009

a. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty-Humility, Extraversion, Conscientiousness.

b. Predictors: (Constant), Openness to Experience, Agreeableness, Emotionality, Honesty-Humility, Extraversion, Conscientiousness, Education, Gender, Tenure, Age.

Table 13

Standard Regression Coefficients for Hybrid Work Characteristics and Demographic

Data

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
		<i>B</i>	Std. error	Beta		
1	(Constant)	16.744	1.900		8.812	<.001
	Boundarylessness	.094	.082	.065	1.147	.252
	Multitasking	.378	.111	.201	3.402	<.001
	Demand for Constant Learning	.720	.097	.437	7.430	<.001
	Non-Work-Related Interruptions	-.048	.088	-.028	-.544	.587
	2	(Constant)	15.865	2.316		6.850
	Boundarylessness	.112	.083	.077	1.357	.176
	Multitasking	.355	.111	.189	3.190	.002
	Demand for Constant Learning	.735	.097	.446	7.581	<.001
	Non-Work-Related Interruptions	-.045	.088	-.027	-.514	.608
	Age	.664	.257	.108	2.581	.010
	Gender	-.453	.555	-.034	-.817	.414
	Education	-.091	.323	-.012	-.281	.779
	Tenure	-.106	.299	-.015	-.355	.723

Note: Dependent Variable: Employee Engagement.

Summary

Outlined in Chapter 4 are the specific results for every research question to evaluate the connections between employee personality and engagement, the relationships between employee personality and hybrid work characteristics, and whether or not the employee personality variable moderated the relationships between employee engagement and hybrid work characteristics. The results of the correlation analysis showed that personality, hybrid work qualities, and employee engagement are considerably correlated and exhibit statistically significant relationships. The moderated multiple regression analyses showed that employee personality moderates the association

between hybrid work characteristics and employee engagement. Analysis revealed that demographic data did not impact employee personality, hybrid work characteristics, and employee engagement. Chapter 5 expounds on findings, deliberates on the societal implications of outcomes, delineates the limitation of the investigation, proffers recommendations for subsequent research, and reflects on the study's conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

Hybrid work models have rapidly become the most common work arrangement for many knowledge workers, affording them with improved work-life balance and greater levels of job satisfaction, but little research has been conducted to identify the different hybrid work models that are emerging and the appropriate supports needed to drive sustainable improvement (Hopkins et al., 2023). One of the concerns that arose with the shift to remote work was that employee engagement would be affected (Bareket-Bojmel et al., 2023). Furthermore, occupational well-being is not solely a function of a person's work circumstances (i.e., job demands and resources) but also of stable personal characteristics that guide their thoughts and behaviors (i.e., personality) (Smith et al., 2021). This quantitative study sought to ascertain how personality affected the association between employee engagement in the technology industry and hybrid work characteristics. The nature of this investigation was quantitative. The information needed to answer the research questions for this study was gathered through 371 anonymous online surveys. The study consisted of four variables: personality, hybrid work qualities, employee engagement, and demographic data. The data was statistically examined using many correlation and moderated regression techniques.

The data analysis results showed that there are strong relationships between employee personality and both hybrid work characteristics and employee engagement. Furthermore, the moderated multiple regression analysis results showed that the association between employee engagement and hybrid work characteristics is moderated by employee personality. This chapter will go over how the findings were interpreted, the

study's limits, recommendations for additional research, and how this research could result in positive changes in society.

Interpretation of the Findings

Personality and Employee Engagement

Prior academics have examined the Big Five and HEXACO personality traits in great detail (Choi & Lee, 2014; McAdams & Pals, 2006; McCrae & Costa, 1991; Miller & Lynam, 2001; Peng et al., 2019; Schimpf, 2009; Wille et al., 2013; Zhai et al., 2013). But there was a need for more research on social context and personality and employee engagement. Employee engagement appeals to a variety of ideas about the importance of the employee-organization relationship in complex organizational structure (Eldor & Vigoda-Gadot, 2017). By incorporating engagement into the analysis of the relationship between employees and organizations, a better understanding can be obtained on how workers operate in contemporary workplaces and post-Covid environments (Eldor & Vigoda-Gadot, 2017; Johnson, 2020; Surma et al., 2021).

This study extended knowledge in disciplines of personality and employee engagement in the technology sector as results displayed a strong positive correlation between employee personality and engagement. Furthermore, the findings from a multiple regression analysis showed that employee personality accounts for 22.9% of the variance in employee engagement. Additionally, the data showed that extraversion, agreeableness, openness to experience, and honesty-humility were all statistically significant. However, consciousness and emotionality did not have a statistically significant relationship.

Personality and Hybrid Work Characteristics

The HEXACO personality model's methodologies and constructs are outlined in previous studies (Ashton & Lee, 2020; Davis et al., 2019; de Vries et al., 2021; Hadžiahmetović & Koso-Drljević, 2022; Pletzer et al., 2020). The HEXACO personality model was employed as a survey instrument to assess employee personality across its six elements in relation to the study's research questions and hypothesis. Additionally, studies have demonstrated the positive effects of choice over coercion on productivity and motivation when working from home.

This study provided an extended knowledge in the disciplines of personality and hybrid work characteristics within the technology industry. The findings from the multiple regression analysis indicated that employee personality accounts for 19.5% of the variation in hybrid work characteristics (boundarylessness, multitasking, demand for constant learning, and non-work-related interruptions). While agreeableness, conscientiousness, and openness to experience were not statistically significant, honesty-humility, emotionality, and extraversion were. Before this study, the understanding of employee personality on hybrid work characteristics was absent. This study provides insights into that relationship.

Personality, Hybrid Work Characteristics, and Employee Engagement

The literature search that examines whether hybrid work impacts employee engagement, whether employee personality is associated with the level of engagement, and whether personality moderates the impact of hybrid work on employee engagement was prompted by the need for creating environments that promote employee engagement

and the demand for discussion about the future prospects of embracing remote, at-home, and office work schedules. However, little research has been conducted to date on how employee engagement is affected and whether a person's personality makes them more likely to succeed or fail in hybrid work situations. A multiple regression analysis was conducted to investigate and ascertain the moderating influence of employee personality on the relationship between the attributes of hybrid work and employee engagement. The findings showed that the interaction term in our model was statistically significant, suggesting that the influence of employee engagement was significantly moderated by employee personality, with the exception of conscientiousness and emotionality aspects. Employee engagement rises in tandem with employee personality. The statistical significance of the prediction model rose with each variable, with the interaction effect explaining an extra .9% of the variation in employee engagement and 1% for conscientiousness when analyzed individually. The association between hybrid work characteristics (boundarylessness, multitasking, demand for constant learning, and non-work-related interruptions) and employee engagement was therefore established. The research gap is addressed in this study is research on how employee personality moderates the relationship between hybrid work characteristics and employee engagement in the technology industry.

Demographic Data, Personality, Hybrid Work Characteristics, and Employee Engagement

Since evidence supports the HEXACO model of personality's utility when compared to alternatives, it was used in the study (Ashton & Lee, 2020). Further, Ashton

and Lee proposed that the HEXACO scales significantly outpredict the Big Five (whichever Big Five) in terms of many personality traits and personality-relevant criterion variables, such as consumerism, criminality, unethical decision-making, status-driven risk-taking, phobias, short-term mating (or sociosexuality), and “realistic” career ambitions. These criteria affect gender and age disparities, which are connected to the HEXACO model’s honesty-humility component.

Results of multiple regression between the criteria variable of overall employee engagement were examined, the predictor variable of employee personality, and the covariate variables of gender, age, education, and work tenure. The multiple regression analysis revealed that 22.9% of the variation in employee engagement may be attributed to the employees’ personality traits. The association was not statistically significant, although it did show a rise to 23.5% after the covariate factors were introduced.

According to this multiple regression study, employee personality accounts for 19.5% of the variance in hybrid job characteristics. When covariate factors were included, the percentage increased to 22.4%, although there was no statistically significant correlation between the variables. The results showed that demographic information did not influence employee personality, employee engagement, and hybrid work characteristics at large.

Limitations of the Study

The Amazon MTurk platform employs a convenience sampling approach used in this study as a recruiting tactic. It is unclear how participants in the study portrayed themselves, despite best efforts to specify participation conditions. For instance, people in

the technology industry who work for organizations with 5,000 or more employees and have been in a hybrid work arrangement for at least six months were targeted. This audience was also considered while designing the study, crafting the recruiting invitation, and creating the informed consent paperwork. To acquire the intended workforce to use the platform, an Amazon MTurk HIT was created. Nevertheless, it is unknown how precisely the Amazon MTurk algorithms or methods ensured that the correct demographic was indeed targeted. Consequently, even if they are not particularly employed in the technology business, those who did not work for companies with 5,000 or more workers and who were not in a hybrid work arrangement for at least six months may have been included in the study despite best efforts to disqualify them.

By altering the research design in subsequent investigations, other limitations of this study could be resolved. The findings, for instance, are technology industry-specific and cannot be generalized to other sectors of the economy. This study used employee personality, based on self-rating, as the moderator variable. The possibility that some individuals did not assess themselves accurately is a drawback. The study's data were limited to only the vantage points of the personnel. Others may view employee personality, hybrid work characteristics, and employee engagement differently.

Recommendations

Even though this study filled a void in the literature, the findings point to other areas that need to be investigated by researchers. Subsequent studies may apply comparable factors, although they concentrate on other sectors with lower employee engagement rates or access to other dependent variables. In addition, changing the

research design may also be beneficial for future studies. This study's research design employed a singular or one-time survey approach. Instead, using a three-wave time-lagged approach to explore the moderating effect of employee personality on the hybrid work characteristics and employee engagement can provide a better understanding as to how these factors play out over time—perhaps designing a study that explores the moderating effect of employee personality on the hybrid work characteristics and employee engagement over a period of time at three, six, and nine months. This method could provide more insights into how employee engagement changes over time and how hybrid work characteristics and employee personality relationships factor into or alter those changes.

Implications

This study makes an original contribution to scholarly research on employee personality. Because employee personality focuses on individual proclivities and behavior, this new link to employee engagement is a natural fit for the evolution of employee engagement within organizations. The present study enhanced the understanding of employee personality by showing a significant positive relationship between hybrid work characteristics and employee engagement.

This research also offers a unique perspective on hybrid work and a favorable effect on social change. Being employed is a significant aspect of most people's lives, but various people associate employment with different psychological meanings. As a result, selecting a career is becoming increasingly based on the profession's potential for personal and societal significance and financial rewards (Pitacho et al., 2021). This study

illuminates how individual and environmental preferences impact engagement within an organization. This study could have a positive impact on social change in a myriad of ways. As organizations continue to promote hybrid work options, understanding the impact of employee personality on employee engagement amidst hybrid work characteristics is essential to cultural dynamics and benefits leaders and employees alike. With these revelations, organizations can be more intentional about employee engagement in the built work environment or remote milieus. This information may have a beneficial effect on highly engaged remote workers as well as those who are more engaged in the traditional office environment.

Conclusion

This study sought to ascertain how employee personality affected the relationship between employee engagement and hybrid work characteristics in the technology sector. This study's discovery of new correlations between the research variables filled a gap in the academic literature. Confirmed findings include the following: a positive relationship between employee personality and employee engagement. Although consciousness and emotionality had no substantial impact on engagement, a connection between employee personality and hybrid work qualities was found between all other elements of personality. The revelation that employee personality moderates the association between employee engagement and hybrid work characteristics and correlations between employee engagement and hybrid work characteristics independently were among the significant findings that addressed the study's gap.

The current study sheds more light on the significance of hybrid work

characteristics in the technology sector and the significant influence of an employee's personality on their degree of engagement. It will be crucial to find out more about the variables that moderate these correlations and to keep researching how an employee personality or trait approach might boost employee engagement in the technology sector. Technology executives can review the study's results and apply what they learn to strengthen the engagement ethos inside their companies. This new relationship between employee personality and engagement perfectly fits how employee engagement has evolved within firms, as personality focuses on individual preferences and behavior.

Flexibility at work should also be addressed as an enabling factor, with a focus on resilience factors and identifying additional ways to connect employees emotionally to the organization without requiring their physical presence (Bareket-Bojmel et al., 2023). Understanding how an employee's personality affects their participation in the context of hybrid work features is crucial for understanding cultural dynamics. It will help leaders and employees as firms continue offering hybrid work alternatives. With the knowledge of these findings, companies could be more intentional about employee engagement, whether in physical workplaces or virtual settings, which may produce favorable results for people who are more engaged remotely and those who are more engaged in the actual workplace.

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Appendix A: HEXACO-60 Inventory

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Source

Ashton, M., & Lee, K. (2009). The HEXACO-60: A short measure of the major dimensions of personality. *Journal of Personality Assessment*, *91*(4), 340–345.
<https://doi.org/10.1080/00223890902935878>

PsycTESTS Citation

Ashton, M., & Lee, K. (2004). HEXACO Personality Inventory-Revised [Database record]. Retrieved from *PsycTESTS*. doi: <https://dx.doi.org/10.1037/t03138-000>

HEXACO–60 Inventory Items

1. I would be quite bored by a visit to an art gallery.
2. I plan ahead and organize things, to avoid scrambling at the last minute.
3. I rarely hold a grudge, even against people who have badly wronged me.
4. I feel reasonably satisfied with myself overall.
5. I would feel afraid if I had to travel in bad weather conditions.
6. I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed.
7. I'm interested in learning about the history and politics of other countries.
8. I often push myself very hard when trying to achieve a goal.
9. People sometimes tell me that I am too critical of others.
10. I rarely express my opinions in group meetings.
11. I sometimes can't help worrying about little things.
12. If I knew that I could never get caught, I would be willing to steal a million dollars.
13. I would enjoy creating a work of art, such as a novel, a song, or a painting.

14. When working on something, I don't pay much attention to small details.
15. People sometimes tell me that I'm too stubborn.
16. I prefer jobs that involve active social interaction to those that involve working alone.
17. When I suffer from a painful experience, I need someone to make me feel comfortable.
18. Having a lot of money is not especially important to me.
19. I think that paying attention to radical ideas is a waste of time.
20. I make decisions based on the feeling of the moment rather than on careful thought.
21. People think of me as someone who has a quick temper.
22. On most days, I feel cheerful and optimistic.
23. I feel like crying when I see other people crying.
24. I think that I am entitled to more respect than the average person is.
25. If I had the opportunity, I would like to attend a classical music concert.
26. When working, I sometimes have difficulties due to being disorganized.
27. My attitude toward people who have treated me badly is "forgive and forget."
28. I feel that I am an unpopular person.
29. When it comes to physical danger, I am very fearful.
30. If I want something from someone, I will laugh at that person's worst jokes.
31. I've never really enjoyed looking through an encyclopedia.
32. I do only the minimum amount of work needed to get by.
33. I tend to be lenient in judging other people.
34. In social situations, I'm usually the one who makes the first move.
35. I worry a lot less than most people do.
36. I would never accept a bribe, even if it were very large.
37. People have often told me that I have a good imagination.
38. I always try to be accurate in my work, even at the expense of time.
39. I am usually quite flexible in my opinions when people disagree with me.
40. The first thing that I always do in a new place is to make friends.
41. I can handle difficult situations without needing emotional support from anyone else.
42. I would get a lot of pleasure from owning expensive luxury goods.
43. I like people who have unconventional views.
44. I make a lot of mistakes because I don't think before I act.
45. Most people tend to get angry more quickly than I do.
46. Most people are more upbeat and dynamic than I generally am.
47. I feel strong emotions when someone close to me is going away for a long time.
48. I want people to know that I am an important person of high status.
49. I don't think of myself as the artistic or creative type.
50. People often call me a perfectionist.
51. Even when people make a lot of mistakes, I rarely say anything negative.
52. I sometimes feel that I am a worthless person.
53. Even in an emergency I wouldn't feel like panicking.
54. I wouldn't pretend to like someone just to get that person to do favors for me.
55. I find it boring to discuss philosophy.
56. I prefer to do whatever comes to mind, rather than stick to a plan.
57. When people tell me that I'm wrong, my first reaction is to argue with them.
58. When I'm in a group of people, I'm often the one who speaks on behalf of the group.
59. I remain unemotional even in situations where most people get very sentimental.
60. I'd be tempted to use counterfeit money, if I were sure I could get away with it.

Appendix B: Hybrid Work Characteristics Scale

Permissions

Contact Publisher and Corresponding Author. See Appendix C.

Source

Xie, J. L., Elangovan, A. R., Hu, J., & Hrabluik, C. (2019). Charting new terrain in work design: A study of hybrid work characteristics. *Applied Psychology: An International Review*, 68(3), 479–512. <https://doi.org/10.1111/apps.12169>

Hybrid Work Characteristics Scale Items

Section 1. Boundarylessness:

- B1. My job makes it necessary for me to stay in touch with my workplace even after normal business hours.
- B2. My job requires me to be accessible outside of my normal working hours. That is, I am required to respond to work-related emails, telephone calls, or pages when I am not at work.
- B3. I take unfinished work home with me at the end of the day on a regular basis.
- B4. My job requires me to work in a variety of settings such as in the office, at home, on airplanes, etc.
- B5. My job is not limited to my place of work. Rather, I am “on call” no matter where I am since I stay connected via the cell-phone or internet.

Section 2. Multitasking:

- M1. My job requires me to regularly prioritize competing demands.
- M2. My job involves a number of tasks that compete for my attention.
- M3. I often have to take care of several tasks or decisions concurrently in my job.
- M4. My job requires me to do more than one task at a time.

Section 3. Demand for constant learning:

- D1. My job requires me to continually learn new technology, techniques, and ideas.
- D2. My job requires me to attend seminars, take courses, or independently gather new information on a regular basis.
- D3. My job requires me to stay on top of the latest developments (e.g., information, technical changes) in my area of work.
- D4. The state of knowledge required for my job is ever-changing.
- D5. My job allows me opportunities for learning and growth in competence and proficiency.

Section 4. Non-work-related interruptions:

- N1. In my job, I often stop tasks I am working on to respond to non-work-related questions from other colleagues.
 - N2. In my job, unscheduled contact with others regarding non-work-related issues often diverts my attention away from immediate tasks.
 - N3. While at work, I am frequently interrupted by phone calls, e-mail messages or colleagues seeking information or help with non-work-related issues.
 - N4. During my workday, I rarely have large chunks of time that I can devote to my work without being interrupted by others to discuss non-work-related things.
- 1= “strongly disagree” to 7= “strongly agree”

Appendix C: Hybrid Work Characteristics Scale Approval

From: xxxxxx@Rotman.Utoronto.Ca
Sent: Monday, March 13, 2023 9:09PM
To: Cassandra Brewer
Cc: xxxxxx@uvic.ca); xxxxxx@unsw.edu.au; xxxxxx@Rotman.Utoronto.Ca
Subject: RE: Permission requested to use the Items Measuring the Hybrid Work Characteristics for student research

Hi Cassandra:

Thank you for your email. You are welcome to use the items measuring the hybrid work characteristics.

I am ccing this email to my collaborators for this paper.

Best regards,
Jia Lin

From: Cassandra Brewer
Sent: Monday, March 13, 2023 11:30 AM
To: xxxxxx@Rotman.Utoronto.Ca
Subject: Permission requested to use the Items Measuring the Hybrid Work Characteristics for student research

Hello,

My name is Cassandra Brewer. I am a student at Walden University. I would like to respectfully ask permission to use the Items Measuring the Hybrid Work Characteristics for my research study. The title of my dissertation is **Effects of Personality on the Relationship Between Hybrid Work Characteristics and Employee Engagement**. I would be happy to provide any additional information you require.

Sincerely,

Cassandra Brewer

Appendix D: Intellectual, Social and Affective Engagement Scale

Permissions

The scale can be used by organizations within in-house attitude surveys. However, the scale should always be attributed to the original source cited below.

Source

Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C. & Gatenby, M. (2012). Development and application of a new measure of employee engagement: The ISA Engagement Scale⁶. *Human Resource Development International*, 529-547, (5)15

PsycTESTS Citation

Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M. (2012). Intellectual, Social and Affective Engagement Scale [Database record]. Retrieved from *PsycTESTS*. doi: <https://dx.doi.org/10.1037/t62633-000>

ISA Engagement Scale Items

Intellectual

I focus hard on my work.
I concentrate on my work.
I pay a lot of attention to my work.

Social

I share the same work values as my colleagues.
I share the same work goals as my colleagues,
I share the same work attitudes as my colleagues.

Affective

I feel positive about my work.
I feel energetic in my work.
I am enthusiastic in my work.

1= “strongly disagree” to 7= “strongly agree”

Appendix E: Intellectual, Social and Affective Engagement Scale Approval

From: xxxxxx@lse.ac.uk
Sent: Tuesday, March 14, 2023 3:27AM
To: Cassandra Brewer
Subject: RE: Permission requested to use the ISA Engagement Scale for student research

Hello Cassandra,

Thank you for your interest in the ISA Engagement Scale. You are welcome to use it in your study alongside the citation to our paper.

Good luck with your research.

Best wishes,

Emma

From: Cassandra Brewer
Sent: Tuesday, March 14, 2023 2:35 AM
To: xxxxxx@lse.ac.uk
Subject: Permission requested to use the ISA Engagement Scale for student research

Hello,

My name is Cassandra Brewer. I am a student at Walden University. I would like to respectfully ask permission to use the ISA Engagement Scale for my research study. The title of my dissertation is **Effects of Personality on the Relationship Between Hybrid Work Characteristics and Employee Engagement**. I would be happy to provide any additional information you require.

Sincerely,

Cassandra Brewer

Appendix F: Demographic Questionnaire

Please read the following questions and answer how they relate to you.

Do you currently work in the US technology sector for a company with at least 5,000 employees?

- a) Yes
- b) No

At the time of survey, how old are you?

- a) 18-25
- b) 26-35
- c) 35-45
- d) 45 -55
- e) 55 and over

What is your gender?

- a) Male
- b) Female

What is the highest level of education completed?

- a) Less than high school
- b) High School/GED
- c) Associate
- d) Bachelors
- e) Graduate
- f) Doctorate

What is your job tenure with the company?

- a) Less than 1 year
- b) 1-2 years
- c) 3-4 years
- d) 5-10 years
- e) 10 or more years

Have you worked in a hybrid work arrangement for at least six months?

- a) Yes
- b) No

How many days do you work onsite?

- a) 1
- b) 2
- c) 3
- d) 4

How many days do you work remote?

- a) 1
- b) 2
- c) 3
- d) 4