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**M.Sc Economics and Business Economics**  
**Behavioural Economics**

**EMPLOYEE ATTRITION AND  
COMMUTING DISTANCE**

*A study on how remote work, higher salary, and quicker promotions can reduce the negative effect of commuting distance on the intention to quit, job satisfaction and work-life balance*

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## Abstract

This thesis aims to find different strategies that companies can use in order to reduce the quit rate caused by the long commute between home and work. Three possible strategies are analyzed: Remote working, higher salaries, and faster promotions. The study is based on a survey of 452 workers who were asked about their work situation before and after COVID -19. The model used is an ordered logistic model in which the three strategies are tested as possible moderators of the effects of commuting stress on the probability of quitting, job satisfaction, and work-life balance. The results show that remote work significantly moderates the effect of commuting distance on quitting intention, job satisfaction, and work-life balance. This was confirmed after analyzing the effect of remote work on these three aspects due to the natural experiment of COVID -19. On the other hand, no significant results were found for monthly salary and time from last promotion as moderators of commuting stress on the level of intention to quit and job satisfaction. Disregarding the non-significant results, up to a high level of income, this variable successfully reduces the negative effect of commuting stress on the intention to quit. However, the negative effect of commuting stress on quitting intention is enhanced at very high-income levels. In addition, a shorter period since the last promotion also increases the negative effect of commuting stress on the probability of quitting. These two counterintuitive effects, although insignificant, show interesting results that could be explored in more depth in further research.

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# 1. Introduction

Employee attrition has become a well-known problem for the human resources department. Over the past two decades, the number of people quitting their jobs has steadily increased, and with it the cost of replacing staff (Maurer, 2018). Previous research has focused on different internal and external factors that influence employee quitting behavior. Internal causes of attrition are those that the organization can control while external causes of attrition are those that are beyond the control of the organization (Negi, 2013).

This thesis attempts to find different strategies that companies can adopt to reduce the negative impact of an external cause of employee attrition: commuting distance between home and work.

The growing population and the consequent growth of cities lead to longer commuting distances (OECD, 2015), increasing this external cause of employee attrition. Against this backdrop, it is difficult for companies to retain their employees. No matter how many benefits a company can offer its employees, they could easily find another job that offers them similar benefits and that is closer to their home.

Two major aspects of the workplace that directly affect the propensity to quit are job satisfaction and work-life balance. The negative effect of commuting distance on quitting intention could be due to the deterioration of these two aspects. Among all workers who have a long commute, only those with high levels of job satisfaction and work-life balance would compensate for the negative effects of commuting stress. The purpose of this study is to find strategies that can lead to higher job satisfaction, better work-life balance, and lower likeliness to quit.

Before employees quit, they must feel some dissatisfaction with their jobs. This dissatisfaction leads them to initially engage in other, less extreme behaviors, such as increased absenteeism or decreased productivity (Mobley, 1977). These passive behaviors do not necessarily end in quitting, but they are harmful to companies. Therefore, companies must prevent them and avoid the first feeling of dissatisfaction with the job. There are no reasons for companies to keep dissatisfied employees who are not productive, but there are reasons to avoid dissatisfaction and prevent the resulting negative behavior.

Because of COVID -19 telecommuting has become the new norm. Previous studies have found that this form of working has positive effects in many ways, such as

job satisfaction and employee work-life balance (Morganson et al., 2010). Therefore, once the pandemic is over, companies can use remote working as a strategy to make their employees more satisfied with their current jobs. This thesis examines whether remote working can lead to a lower likelihood to quit and higher levels of job satisfaction and work-life balance. Based on the natural experiment of COVID -19, within-subject variation in job satisfaction, work-life balance, and intention to quit can be analyzed as a result of working from home due to the pandemic. However, remote working may not be helpful for every company, so other possible strategies need to be explored.

Some jobs require physical presence, so remote work is not a solution to reduce the negative impact of commuting stress on quitting intent. Previous studies have concluded that low salaries are positively correlated with the intention to quit, although this is not one of the main reasons why workers leave their jobs. Other incentives may be much more important than money in motivating employees (Ariely et al., 2016). However, all these previous studies considered salary as an objective value. None of them consider the concept of social comparison proposed by Festinger (1954). For some people, a certain monthly salary could be considered very high compared to their reference point for a good salary. For others, however, it might be considered very low when their reference point for a good salary is much higher. Without taking into account how respondents feel about their income, the results of previous research may have had some confounding effects. To address this potential problem, this study uses the perceived value of monthly salary as a possible strategy for organizations to reduce quitting intentions and increase job satisfaction. If this strategy proves to be significant, the challenge for companies would be to determine the perceived value of their employees' salaries in order to increase their workplace happiness.

The concept of social comparison is also used in this thesis to measure the distance between home and work. As for the monthly income, a certain number of minutes to commute to work may be considered too long by some people but not by others. This thesis is divided into four sections. Section 2 looks at various previous research on quitting behavior. It discusses several causes that increase the likelihood of quitting, as well as the causes of low job satisfaction and poor work-life balance. This section ends with two possible solutions to improve overall employee workplace happiness: remote work and salary. Section 3 focuses on the data, methodology and results. This section begins with a description of the data collection and the definition of the main variables. It then defines ordered logistic regression as the method used in this thesis and the

regressions for each hypothesis and the results. Section 4 deals with the data analysis and the resulting discussions. Finally, Section 5 provides the conclusion and some limitations and recommendations for further research.

## 2. Literature Review

There are several reasons why employees quit their jobs. Negi (2013) describes four types of employee attrition: voluntary, involuntary, compulsory, and natural. Voluntary attrition refers to when employees find better opportunities elsewhere, such as growth and promotion. Involuntary attrition occurs when employees leave the company due to negative factors of the company, such as faulty promotion policies or biased performance reviews. Compulsory attrition happens when the government introduces new rules and regulations, such as changing the retirement age. Finally, natural attrition refers to when departures are due to factors beyond the control of the individual or the company, such as the end of life.

Voluntary attrition is particularly important for companies as the loss of employees can result in high costs to the company (Sight et al., 2012). In order to control the number of employees who voluntarily leave their jobs, companies need to identify the causes of attrition. Some of them may be easily controlled as they are internal causes such as low salaries. However, some reasons for voluntary attrition are beyond the control of the firm, e.g., long commutes to the office.

The paper focuses on commuting distance between home and work as a cause of attrition that the firm cannot control. This research aims to find internal strategies that a company can use to reduce the number of employees who leave their jobs for this reason.

### 2.1 Relevance of the study

Organizations are struggling with employee turnover more than in the past. Maurer (2018) analyzes the quitting rate in U.S. companies since 2000 and finds that the number of employees quitting their jobs has increased for nine consecutive years. From 2010 to 2018, the number of people leaving their jobs steadily risen from 22 million to 40 million, and only in October 2018 did 2.3% of the total workforce leave their jobs voluntarily. Looking at the 163 largest employers in the U.S., the number of employees who left their jobs voluntarily - without regard to retirement - was 15.5% in 2018, up from 14% the year before. More than half of workers who voluntarily left their jobs were Millennials (51%), followed by Generation X (25%) and Baby Boomers (19%). A visual representation of the increasing number of people quitting their jobs can be found in Appendix 1.

In addition, many people quit their jobs in their first year of employment. For example, according to Maurer (2018), in 2017, 40% of people hired by companies quit

within the same year, half of them within the first 90 days. The author cites the high demand for jobs, which gives workers more opportunities to find a job that meets their needs and expectations, as a possible reason for this phenomenon.

The rising quitting rate poses a new problem for companies. Every time a worker quits, the company incurs several costs: interview costs, recruitment costs, training, and administrative procedures, as well as productivity and quality losses (Negi, 2013). Therefore, the increasing quit rate leads to a consequent increase in costs. In order to reduce these costs, organizations need to identify the reasons why employees leave and look for alternatives within the organization that can reduce or even reverse the rising quit rate.

One possible reason why the quitting rate increases over time could be the increasing rejuvenation of the workforce. The younger an employee is, the harder it seems to keep them. Therefore, companies need to look for strategies to align the company with employee expectations better. The expectations of younger workers are higher and more demanding. Stahl (2019) found that for Millennials, pay is not an issue. What these workers are looking for in a job are a reasonable work-life balance and more respect. To improve work-life balance, companies need to allow flexible hours and remote work. To increase the sense of respect among young professionals, companies need to work on a relationship between bosses and employees based on respect. Millennials respect authority, but not when they are forced to. Today, Generation Z (born after 1996) is entering the workforce, so the expectations of Millennials will likely be even more pronounced among this new generation. Companies need to be prepared for the dynamic change between the different generations and prevent high turnover instead of reacting to it and suffering big losses.

## **2.2 What make people quit?**

Several studies point out various aspects that directly affect the likelihood of an employee quitting their job. Some of the well-known reasons people leave their jobs include low salaries or lack of promotions, lack of flexibility in the workplace, poor work environment or job satisfaction, and the prospect of better opportunities elsewhere.

Negi (2013) identifies several internal and external causes of attrition. Internal causes of attrition are those that the company can control. They include salary (inadequate or late payment or no raise), lack of or biased promotions, team problems, instability in leadership, and monotony of tasks as possible internal causes of attrition. External causes



of attrition are those that are beyond the company's control. These include marriage, pregnancy, and education as external causes of attrition. As mentioned earlier, companies need to identify the weaknesses that may increase turnover in order to improve them.

Weiss (1984) goes into more detail about the impact of some of these factors on the likelihood of attrition. Previous studies on this topic suffered from an insufficient number of observations or confounding effects of job and person-specific factors. As a result, these studies could not accurately estimate the effects of demographic characteristics or job tasks on the probability of quitting. For example, prior to Weiss's (1984) study, some works found that women were more likely to quit their jobs. However, this could be due to the fact that women receive fewer promotions than men and not due to individual preferences. Weiss (1984) uses a sample of newly hired workers from two manufacturing plants of the same firm to correct for the bias. At each site, workers have the same pay schedules, promotion opportunities, and benefits. Therefore, this study measured the independent effect of different workers and job-specific characteristics on the probability of quitting. The study's main findings are as follows: First, people with higher levels of education are less likely to quit their jobs despite having more growth opportunities. Second, married people also have a lower probability compared to unmarried people. In addition, individuals who have already left another job have a lower likelihood of turnover. Finally, higher job complexity has a positive effect on the likelihood of quitting.

In this context, companies need to work on strategies to reduce the probability of quitting for less educated and single individuals and employees with higher job complexity. Recalling Maurer (2018), younger people tend to be more likely to leave compared to their previous generation. Considering their younger age, they may also be workers with less education and not yet married. Therefore, we can indirectly relate the causes of turnover identified by Weiss (1984) to an age-related problem.

Another critical aspect that may cause workers to leave their jobs is work-life balance. McAuley et al. (2003) examined how employees perceive their work-life balance and whether these perceptions are related to job satisfaction, feelings of stress, and the decision to quit their jobs. This study was based on a survey of managers and fitness instructors, and the results show that a lack of work-life balance leads to stress at work, so employees may decide to quit their jobs. One more time, this result can be linked to an age-related problem. As Stahl (2019) states, work-life balance is one of the main reasons employees decide to leave a job. Although this affects all workers regardless of their age,

younger workers place higher importance on work-life balance when looking for a job. Therefore, it can be assumed that the younger the individuals hired by a company, the more likely they are to leave their jobs due to work-life imbalance.

However, not all employees who consider quitting for the above reasons may actually quit. Mobley (1977) cites several intermediate steps before an employee decides to quit. In order to consider the possibility of quitting, the employee must experience some level of dissatisfaction. Most studies examine the direct relationship between turnover and job satisfaction. However, the author suggests some possible mediating steps between feeling dissatisfied at work and quitting. When employees are unhappy with their jobs, they exhibit other, less extreme behaviors, such as increased absenteeism or passive work behaviors, before quitting. When considering quitting, the employee evaluates the expected utility of searching (e.g., travel cost, loss of work time hours ) and cost of quitting (e.g., loss of seniority and benefits). Depending on these costs, they may or may not consider other alternatives and quit their current job.

Following Mobley's (1977) research, firms need to work on termination costs because if these costs are increased, even if an employee is considering a new job, they may choose to stay because of the high cost of leaving. Increasing the cost of termination could also avoid the initial dissatisfaction.

## **2.3 Internal causes of attrition**

### **2.3.1 Job Satisfaction**

People spend most of their day in the office. This is why it is so crucial for companies to make an effort to improve job satisfaction. As mentioned earlier, quitting a job starts with a sense of dissatisfaction (Mobley, 1977). Therefore, companies need to prevent dissatisfaction by identifying the reasons behind it and thus avoid the intention to quit.

Jackson et al. (2017) confirm that lower job satisfaction increases the likelihood of turnover and early retirement. Their work aims to identify the risk factors that reduce job satisfaction. To this end, a cross-sectional survey of U.S. surgeons was conducted that included twenty-five potential risk factors that may influence job satisfaction: demographic factors, occupational factors, psychological factors, well-being factors, and work environment factors. In this context, women and younger people tended to have lower job satisfaction. In addition, when working more than 60 hours, job satisfaction is also lower than when working less than 60 hours. As for work-life wellness, all variables

decrease job satisfaction. These include insufficient time for friends, family, or extracurricular activities, feeling well-rested, and overall perceptions of health.

Seston et al. (2009) examined various aspects that may cause pharmacists to consider quitting. The methodology was to ask employees about their intention to leave in the next two years. The study focused on several factors that influence job satisfaction and intention to quit. The results showed that women tended to be more satisfied than men. Regarding remuneration, this aspect resulted to be the least satisfying by pharmacists. Also, in the first 10 years of their career, pharmacists were more likely to consider leaving their jobs than employees in 30- 39 years of their career, which may indicate higher dissatisfaction in the former group. However, a small proportion of pharmacists who intended to quit did so two years after the survey. This suggests that the intention to quit is not translated into the action of doing it. Recalling Mobley (1977) this could be because the cost of quitting and searching for pharmacists is high enough to avoid most of them leaving when they experience some dissatisfaction.

### **2.3.2 Work-life balance**

The term work-life balance refers to the appropriate assignment of priorities between work and life. This means a balance between work aspects such as career and ambition and life aspects such as health, pleasure, family, and spiritual development (Caproni, 2004). The balance between work and life is an essential factor that influences the intention to quit. As the last two generations enter the workforce, this aspect becomes increasingly important. Recalling Stahl (2019), work-life balance is one of the most critical aspects Millennials consider when looking for a job. From this, it can be assumed that the following generation (Generation Z) also attaches great importance to this aspect.

According to Chemirmir et al. (2017), a better work-life balance of employees improves performance and also helps to increase the quality of the work, which reduces employee turnover. Conversely, low work-life balance increases work stress, absenteeism and decreases job satisfaction. In addition, previous studies in the US and UK confirm that depression increases and productivity decreases due to an imbalanced work-life balance. The authors based their study on a survey of flower farms in the northern rift region of Kenya to investigate the relationship between work-life balance and employee turnover. The results showed a weak and negative correlation between work-life balance and employee turnover, suggesting that work-life balance may not be the only determinant of employee turnover. Surienty et al. (2013) obtained similar findings, investigating the relationship between work-life balance and turnover intention among

accounting professionals in Malaysia. Their results also show a negative and significant correlation between work-life balance and turnover intentions.

Northern and Central European countries have higher work-life balance scores than southern and Western European countries (Fernandez-Crehuet et al., 2015). This means that workers from countries such as Denmark, the Netherlands, or Finland report lower levels of work-life balance than workers from Spain, Greece, or Portugal. Fernandez-Crehuet et al. (2015) construct a national work-life balance index using a combination of five dimensions: Time/Schedule, Family, Health, Work, and Politics. With this index, companies can measure the level of work-life balance of their employees and improve their current situation.

#### **2.4 The increasing commuting distance as an external cause of attrition**

Population growth is reflected in the growth of metropolitan areas (OECD/European Commission, 2020). It is predicted that by 2100, 85% of the world's population will live in cities, up from 50% in 2015 (OECD, 2015). With this phenomenon, the rise of megacities is evident. In 1950, New York and Tokyo were the only urban agglomerations with more than 10 million inhabitants. By 2030, 41 megacities are expected in the world. The share of the population living in urban agglomerations in 2015 is shown in Appendix 2. According to OECD (2015), this poses a challenge, especially for governments, to make these cities function well. Having a well-functioning city requires a combination of factors, including ensuring well-functioning public transport and smart road policies.

As cities expand, commuting distances become more of an issue for companies. Considering that the quit rate is increasing over the years and distances are also growing, employee turnover could become an even bigger problem in the future. Commuting distance can be considered as an external cause of employee attrition according to the classification of Negi (2013). Several authors investigated the correlation between commuting distance and the probability of quitting.

Amponsah-Tawiah et al. (2016) examine whether commuting stress, mediated by burnout, directly or indirectly affects turnover intention and job satisfaction. The authors confirm that long commutes are stressful for workers, negatively affecting workers' health and performance. On the other hand, commuting distances increase over time (16% between 1997 and 2006). This trend is for the US and other parts of the world, where the commute from home to work by public transportation takes between 40 and 80 minutes,

representing about 4% to 10% of workers' workdays. Unlike most studies that link commuting distance to the likelihood of quitting in developed countries, Amponsah-Tawiah et al. (2016) conducted their study in a less developed country where transportation systems and infrastructure are not as developed as in developed countries. In countries like Ghana, commuting distance can be a bigger problem and increase the quit rate. Furthermore, their model proves that commuting stress is indirectly related to turnover intention through personal burnout. To minimize this negative impact, the authors recommend introducing telecommuting instead of forcing employees to go to the office to increase their work productivity and job satisfaction and reduce stress.

Elfering et al. (2020) point out that the commuting distance from home to work increases over time. This activity is a daily task that is neither financially compensated nor counted as working time. The authors base their sample on 838 workers in Switzerland, where the average commuting distance between home and work has increased from 23 minutes to 30 minutes over 13 years. The proportion of people commuting more than 60 minutes has increased from 2.4% to 10% between 1990 and 2013. The authors test whether commuting negatively affects work-family balance, affective commitment in the office, and intention to leave the workplace. As expected, longer commutes negatively affect work-family balance and intention to quit.

Increasing commuting distance poses a major threat to companies. Companies cannot control this phenomenon, and no matter how much they improve their internal employee retention strategies, if another company offers them similar benefits, employees will prefer to work at a company closer to their home. The cost of quitting can be high but easily offset by another company offering similar benefits. However, it can be assumed that the stress of a new job is an unavoidable cost for employees that the current company can use in its favor. Therefore, internal employee retention strategies must be strong enough to offset and exceed the cost of a new job.

#### **2.4.1 Commuting distance and work-life balance**

Of all daily activities, people consider commuting to work as one of their least favorite activities, while interacting with their children and traveling are their most enjoyable activities (Kahneman et al., 2004). In addition, Stutzer and Frey (2008) found that people with longer commuting distances have lower subjective well-being and life satisfaction than non-commuters. This could be due to the fact that the costs of commuting are not fully compensated, which decreases well-being. This result is contrary to the

classical urban location theory, according to which the costs of commuting are compensated by more attractive jobs, higher pay, or lower rents (Alonso 1964).

In order to reduce the negative impact of commuting on employees' work-life balance, firms must seek strategies to reduce this impact and reduce the likelihood of quitting due to work-life imbalance caused by long commutes between home and office.

#### **2.4.2 Commuting distance and job satisfaction**

Amponsah-Tawiah et al. (2016) examine the relationship between home-work distance and job satisfaction. The authors define job satisfaction as how employees feel about various aspects of their jobs, such as promotions, pay, and relationships with colleagues. A long commute can lead to negative psychological states such as frustration, anxiety, and time pressure. These adverse effects can then impact work-related tasks, reducing the quality of work life. In running their model, the authors found no direct relationship between home-work distance and job satisfaction. However, they found an indirect relationship between them via personal burnout.

Spies (2006) examined the effect of long distance between home and work on job satisfaction in the Russian oil industry. Their analysis was based on a survey that captured workers' experiences. The results showed no negative correlation between long commuting distance and job satisfaction but a positive correlation. In other words, the results show that longer commuting distance leads to higher job satisfaction. This counterintuitive result may be due to the fact that other factors influence workers' job satisfaction more than commuting distance. For example, factors related to income have a positive effect on job satisfaction, although workers with better jobs are not necessarily the most satisfied. In addition, job satisfaction is influenced by the kilometers employees commute and their perception and experience of that commuting distance. The concept of social comparison proposed by Festinger (1954) suggests that people tend to evaluate themselves compared to others. Considering the size of Russia, Spies' (2006) findings could be because although workers have a long commute in terms of kilometers, they do not perceive it as stressful compared to other people's commute. Other people's commute time between home and work is used as a reference point to consider one's commute as too lengthy or not too long. Another explanation could be self-selection bias. This bias occurs when the sample is not randomly selected, resulting in a biased sample (Heckman, 2010). In this case, individuals who had low job satisfaction due to the long commuting distance between home and work might have quit their job before the study, and only individuals with high job satisfaction chose not to leave despite the long commuting

distance. This may have led to biased results, which is why the findings are counterintuitive.

Crawley (2014) also examined commuting distance as an aspect that influences employee benefits. Their article uses data from one city in the UK and analyzes the impact of commute time and mode of transport on job satisfaction. They draw on previous studies in which self-reported job satisfaction is the most useful indicator of worker utility. The level of job satisfaction, and hence worker utility, is determined by rewards and costs. In this context, the distance between home and work could be considered a cost that reduces workers' utility. The results show no significant relationship between commuting distance and job satisfaction for individuals who earn above-average salaries. However, commuting distance has a negative effect on workers' job satisfaction and utility when they earn less than average.

## **2.5 Research question**

Previous literature suggests that several factors positively or negatively influence the likelihood of leaving a job. These include job satisfaction, work-life balance, and commuting distance. High job satisfaction and work-life balance decrease the likelihood of quitting, while the perception of a large commuting distance increases the probability of quitting.

Following Negi (2013), we find that people quit their jobs for internal and external reasons. Internal causes can be "easily" controlled by the organization identifying its weaknesses and developing plans to improve them. The real problem for organizations is the external causes of attrition. Regardless of how well the internal causes of attrition are controlled, the external causes can be strong enough to cause employees to quit at a high rate. According to this classification, job satisfaction and work-life balance can be considered as two internal factors. In contrast, the distance between home and work can be considered as an external factor that affects the probability of quitting.

Nowadays, commuting distances are increasing due to population growth worldwide. In addition, the number of people quitting their jobs is increasing, partly due to the new job expectations of younger generations. These two forces are harming businesses. Therefore, this research aims to find internal strategies that can increase job satisfaction and work-life balance and reduce or even reverse the impact of commuting distance on the likelihood of quitting. From this, the following research question can be derived:

*What internal strategies can companies adopt to reduce the negative impact of commuting distance between home and work on the likeliness to quit?*

Previous studies have identified the reasons for quits and various strategies that companies can adopt to retain their employees. However, no studies attempt to combine internal strategies to reduce the harmful effects of external causes of turnover. Several aspects that positively affect job satisfaction and work-life balance could mitigate or reverse the effects of commuting distance on the likelihood of quitting. Finding these moderators could be helpful for organizations to reduce the percentage of employee attrition due to commuting distance and improve job satisfaction and work-life balance. Moreover, this study analyzes the effect of variables with their perceived values rather than objective values. This means, for example, that the effect of commuting distance is not analyzed as commuting distance in kilometers or minutes, but how the distance is perceived individually (too long or not).

## **2.6 Possible moderators**

### **2.6.1 Remote work**

After COVID -19, remote work became the new norm. This new way of working allowed companies to measure performance, challenges, and job satisfaction. Buffer (2021) surveyed 2300 remote workers from the US, UK, Spain, Canada, and India. Although the dataset is not available, the survey results provide general information about workers' feelings about working from home. Most of the respondents want to work remotely for the rest of their careers. In addition, the main benefits of working from home cited are flexibility and avoiding the need to commute to the office. Finally, most respondents stated that they work more from home than they did in the office.

Thevapalan (2020) also analyzes data from remote work to understand better this form of working. They surveyed 88,000 developers working in software, IT, and Data Science. The results show that employees who work remotely or partially remotely on a full-time basis have higher job satisfaction than employees who do not work remotely.

OXL Labs (2019) also surveyed 1202 employees in the US on how they feel about working remotely. Most of the respondents confirmed that working from home improves their work-life balance and makes them less likely to quit in the next five years.



Although the data sets are not available for further analysis, these three surveys show that working from home makes workers happier in many ways. Thus, one might conclude that working from home improves job satisfaction and work-life balance enough to offset the negative effects of commuting distance.

Teleworking improves work-life balance and provides new job opportunities Kim (2020). Using the 2009 and 2017 individual-level National Household Travel Survey (NHTS) and the American Community Survey (ACS), the author uses a multinomial logit model to examine the correlation between workplace flexibility and home- work distance over the past decade in the US. Commuting distances are increasing among traditional commuters. For this reason, the possibility of teleworking overcomes the constraints of long distance between home and work. The results show that flexible work conditions are correlated with commuting distance of workers. This contributes to affordable housing and work-life balance. Similar findings were found by Morganson et al. (2010) who examined the difference in work-life balance, job satisfaction and inclusion between different work locations. The two work locations studied by the authors were office workers and home workers. Using a large data set of 1426 individuals, they found that work location explained the differences in work-life balance, job satisfaction, and inclusion. In this context, home-based workers show better work-life balance, job satisfaction and inclusion. Moreover, De Vos et al. (2019) confirm that remote working increases the willingness to accept longer commutes by an average of 11%. By encouraging work from home, policy makers can also reduce CO2 emissions.

By implementing remote work as a new form of work, companies stand to gain two benefits: First, it could reduce the number of people quitting due to the distance between home and work; second, it increases the supply of labor as employees take jobs further away due to this benefit.

### **2.6.2 Salary**

For some jobs, such as hospitals or schools, the option of remote work is not available. Even though salary is not very important, especially for the younger generation, the form of payment and promotion can influence employees' behavior regarding their intention to quit by increasing their perception of caring and respect from the company.

According to Kahneman et al. (2006), people with above-average income are relatively satisfied with their lives but not necessarily happier than others in moment-to-moment experience. The effect of income on happiness is transient, and people tend to exaggerate the effect of money on their income by focusing only on the conventional

achievements in their lives. However, the authors point out that people are motivated to increase their income despite the weak relationship between income and global life satisfaction or happiness. This focusing illusion may lead, in some cases, to misallocation of time by accepting longer commutes and sacrificing leisure time.

Ariely et al. (2016) examine the effect of different types of bonuses on performance: cash, meal vouchers, and verbal rewards. The results show an increase in performance after all kinds of bonuses, but non-monetary bonuses positively impacted performance than monetary bonuses. Moreover, short-term bonuses motivate employees to work harder and increase their productivity.

From these two papers, we could assume that employee satisfaction and performance improve at least in the short term when they receive monetary incentives. Therefore, companies need to measure how long employee satisfaction and productivity increase due to financial incentives to choose the optimal time for promotions.

## **2.7 Hypotheses**

From these last two subsections, it can be hypothesized that implementing remote work as a form of work and increasing workers' pay over a shorter period of time may reduce or even reverse the effect of commuting distance on the probability of quitting. These effects may also be different when the objective values of commuting distance and income are considered, as well as the variables of the variables. From this literature review, the following hypotheses can be derived:

*H1: Remote working moderates the effect of commuting stress on the intention to quit.*

*H2: Remote working moderates the effect of commuting stress on the level of job satisfaction.*

*H3: Remote working moderates the effect of commuting stress on the level of work-life balance.*

*H4: Monthly Salary moderates the effect of commuting stress on the intention to quit.*

*H5: Monthly salary moderates the effect of commuting stress on the level of job satisfaction.*

*H6: Time since last promotion time moderates the effect of commuting stress on the intention to quit.*

*H7: Time since last promotion time moderates the effect of commuting stress on the level of job satisfaction.*

### 3. Data

The dataset consists of a survey of 452 employees from different companies conducted explicitly for this thesis.

The survey consists of two parts. The first part asks about employees' work situation prior to COVID -19, measuring work-life balance, job satisfaction, and intention to quit before the pandemic, as well as general aspects that are assumed not to have changed as a result of the pandemic, such as commuting distance, monthly salary, and years since last promotion. The second part of the survey measures the same variables during COVID -19 when people were forced to work from home. The natural experiment of COVID -19 allows for between-subjects measuring working conditions before and after the pandemic. This means that two values are given for each subject for job satisfaction, work-life balance, and likeliness to quit. In addition, the survey takes into account the concept of social comparison introduced by Festinger (1954), so the commuting distance to the office and monthly income are not measured as in previous studies. These two variables are measured as perceived values, which means that commuting distance is measured in minutes and how long is perceived, and monthly salary is not measured in euros but as the perceived amount of monthly income. As explained earlier, taking into account the social comparison could eliminate possible confounding effects from previous research on monthly income and commuting distance.

Finally, the survey was sent to workers from different firms and countries to generalize the effects to any worker in any industry. The survey can be found in Appendix 3, and a description of all variables can be seen in Table 1.

**Table 1: Description of variables**

<b>MAIN DEPENDENT VARIABLES</b>		
<b>Variable</b>	<b>Description</b>	<b>Question</b>
Intention_Quit	Categorical variable that combines variables Intention_Quit_home and Intention_Quit_onsite	

Intention_Quit_home	The employee considers quitting in the next two years if they are allowed to work from home (1 if Extremely unlikely, 2 if Unlikely, 3 if Uncertain, 4 if Likely, 5 if Extremely likely)	How likely are you to quit your job in the next two years if YOU ARE ALLOWED to work from home a few days a week?
Intention_Quit_onsite	The employee considers quitting in the next two years if they are not allowed to work from home (1 if Extremely unlikely, 2 if Unlikely, 3 if Uncertain, 4 if Likely, 5 if Extremely likely)	How likely are you to quit your job in the next two years if you are NOT allowed to work from home?
Job_Satisfaction	Categorical variable that combines variables Job_Satisfaction_home and Job_Satisfaction_onsite	
Job_Satisfaction_home	Level of job satisfaction balance with remote work (1 if very low, 2 if low, 3 if high, 4 if very high)	What is your level of job satisfaction working from home?
Job_Satisfaction_onsite	Level of job satisfaction in the office (1 if very low, 2 if low, 3 if high, 4 if very high)	What is your level of job satisfaction working in the office?
WorkLife_Balance	Categorical variable that combines variable WorkLife_Balance_home and WorkLife_Balance_onsite	
WorkLife_Balance_home	Level of work-life balance with remote work (1 if very low, 2 if low, 3 if high, 4 if very high)	What is your level of work-life balance working from home?
WorkLife_Balance_onsite	Level of work-life balance without remote work (1 if very low, 2 if low, 3 if high, 4 if very high)	What is your level of work- life balance working in the office?
<b>MAIN INDEPENDENT VARIABLES</b>		
<b>Variable</b>	<b>Description</b>	<b>Question</b>

Commuting_Stress	Perception of their commuting distance as too long or not (1 if yes 0 if no)	Do you consider that commuting distance too long?
Last_Promotion	Continuous variable measuring years since the last promotion	Years since last promotion
Monthly_Salary	Perception of the salary (1 if very low, 2 if low, 3 if high, 4 if very high)	I consider my monthly salary
Remote_Work	Measures if the individual works from home at least once a week (1 is yes, 0 if no)	Do you work from home?
<b>CONTROL VARIABLES</b>		
<b>Variable</b>	<b>Description</b>	<b>Question</b>
Age	Continuous variable for age	What is your age in years?
Commuting_Distance	Continuous variable measured in minutes	How much time does it take you IN MINUTES to go from home to the office?
Companies_WorkedBefore	Continuous variable measuring the number of companies the individual worked before	Number of companies you worked before
Current_Role	Continuous variable measuring years in the current role	Years in current role
Currently_Working	The employee is currently working (1 if yes 0 if no)	Are you currently working?
Days_RemoteWork	Average days per week the individual works from home	On average, how many days a week you work from home?
Education_Level	Measures the maximum education level reached by the individual (1 if Bellow college, 2 if College, 3 if Bachelor, 4 if Master, 5 if Doctor)	What is your maximum level of education reached?
Experience	Continuous variable measuring the years of experience of the individual	Years of experience

Female	1 if female, 0 if man	Gender
Marital_Status	Marital status (1 if single, 2 if married, 3 if divorced, 4 if other)	Marital Status
RemoteWork_Desired	Average days per week the individual wants to work from home	On average, how many days a week would you like to work from home?
Responsibilities_level	Level of responsibilities (1 if very low, 2 if low, 3 if high, 4 if very high)	What is the level of your responsibilities?
Worked_Before	The employee is not currently working but worked in the past (1 if they worked in the past 0 if they are currently working)	If you are not currently working, did you work before?
Work_Environment	Satisfaction with the work environment (1 if Extremely dissatisfied, 2 if Somewhat dissatisfied, 3 if Somewhat satisfied, 4 if Extremely satisfied)	How satisfied are you with the work environment in the office?

### 3.1 Restructuration of dataset

As previously mentioned, the survey was divided in two sections. The first one when  $Remote\_Work=0$  and the second one when  $Remote\_Work=1$ . To improve the analysis, the dependent variables could be restructured. *Intention\_Quit* captures the intention to quit for each subject when they do not work from home and another one when they work from home. *Job\_Satisfaction* captures the level of job satisfaction for each subject when they do not work from home and another one when they work from home. *WorkLife\_Balance* captures the level of work-kife balance for each subject when they do not work from home and another one when they work from home.

### 3.2 Correlation table

In order to check the relationship between the variables, a multivariate correlation analysis is performed. The correlation table can be found in Appendix 6. As it can be observed, the higher correlation between variables are Age and Experience. The

correlation between these two variables is 0.63; however, given that these two control variables are not variables of interest and do not affect other variables' results, it is not necessary to delete them from the model.

## 4. Methodology and Results

### 4.1 Description of main variables

#### *Intention to Quit*

Variable *Intention\_Quit* measures the likeliness to quit when people work from home and when they do not work from home. Table 2 and Table 3 describe the distribution of *Intention\_Quit\_home* and *Intention\_Quit\_onsite*.

**Table 2:** Distribution of Intention to Quit Home

<b>Intention_Quit_home</b>	<b>Frequency</b>	<b>Percentage</b>
1	147	32.52
2	163	36.06
3	96	21.24
4	37	8.29
5	9	1.99
<b>Total</b>	<b>452</b>	<b>100</b>

Intention\_Quit\_home=1 if Extremely unlikely, Intention\_Quit\_home=2 if Unlikely, Intention\_Quit\_home=3 if Uncertain, Intention\_Quit\_home=4 if Likely, Intention\_Quit\_home=5 if Extremely likely

**Table 3:** Distribution of Intention to Quit On Site

<b>Intention_Quit_onsite</b>	<b>Frequency</b>	<b>Percentage</b>
1	92	20.35
2	138	30.53
3	93	20.58
4	90	10.91
5	39	8.63
<b>Total</b>	<b>452</b>	<b>100</b>

Intention\_Quit\_onsite=1 if Extremely unlikely, Intention\_Quit\_onsite=2 if Unlikely, Intention\_Quit\_onsite=3 if Uncertain, Intention\_Quit\_onsite=4 if Likely, Intention\_Quit\_onsite=5 if Extremely likely

From the comparison of the two tables, it can be seen that people are less likely to quit if they work from home. About 68% of respondents state that they are extremely unlikely or unlikely to quit if they work from home, while about 50% of them are extremely unlikely or likely to quit if they do not work from home. About 10% of the respondents indicate that they are extremely likely or likely to quit if they work from



home, while about 19% of them are extremely likely or likely to quit if they do not work from home.

### *Job Satisfaction*

Variable *Job\_Satisfaction* measures the level of job satisfaction before and after working from home. Table 4 and Table 5 describe the distribution of *Job\_Satisfaction\_home* and *Job\_Satisfaction\_onsite*.

<b>Job_Satisfaction_home</b>	<b>Frequency</b>	<b>Percentage</b>
1	15	3.32
2	126	27.88
3	233	51.55
4	78	17.26
<b>Total</b>	<b>452</b>	<b>100</b>

Job\_Satisfaction\_home=1 if very low, Job\_Satisfaction\_home=2 if low, Job\_Satisfaction\_home=3 if high, Job\_Satisfaction\_homen=4 if very high

<b>Job_Satisfaction_onsite</b>	<b>Frequency</b>	<b>Percentage</b>
1	15	3.32
2	131	28.98
3	278	61.50
4	28	6.19
<b>Total</b>	<b>452</b>	<b>100</b>

Job\_Satisfaction\_onsite=1 if very low, Job\_Satisfaction\_onsite=2 if low, Job\_Satisfaction\_onsite=3 if high, Job\_Satisfaction\_onsite=4 if very high

From the two tables, it can be seen that job satisfaction also increases when employees work remotely. For low and very low job satisfaction, the difference between working from home and not working from home is not large (3.32% report very low satisfaction in both cases, while 27.88% have low job satisfaction when working from home and 28.98% have low satisfaction when not working from home). The difference is greater for high and very high job satisfaction. While 51.55% of people have high job satisfaction when they work from home, 61.5% have high satisfaction when they do not work from home. On the other hand, 17.26% of the respondents reported very high job satisfaction when they work from home, and 6.19% reported very high job satisfaction when they do not work from home.

### *Work-Life Balance*

As for previous variables, variable *WorkLife\_Balance* takes the two reported values for the level of work-life balance when respondents did not work from home and when they did. A description of variables *WorkLife\_Balance\_home* and *WorkLife\_Balance\_onsite* can be found in Tables 6 and 7.

**Table 6:** Distribution of Work-Life Balance Home

<b>WorkLife_Balance_home</b>	<b>Frequency</b>	<b>Percentage</b>
1	36	7.96
2	98	21.68
3	262	57.96
4	56	12.39
<b>Total</b>	<b>452</b>	<b>100</b>

WorkLife\_Balance\_home=1 if very low, WorkLife\_Balance\_home=2 if low, WorkLife\_Balance\_home=3 if high, WorkLife\_Balance\_home=4 if very high

**Table 7:** Distribution of Work-Life Balance On Site

<b>WorkLife_Balance_onsite</b>	<b>Frequency</b>	<b>Percentage</b>
1	17	3.76
2	128	28.32
3	263	58.19
4	44	9.73
<b>Total</b>	<b>452</b>	<b>100</b>

WorkLife\_Balance\_onsite=1 if very low, WorkLife\_Balance\_onsite=2 if low, WorkLife\_Balance\_onsite=3 if high, WorkLife\_Balance\_onsite=4 if very high

The comparison of the two tables shows that there is no significant change in the difference in terms of work-life balance between those who do not work from home and those who do. About 30% of the respondents indicated that their work-life balance is low or very low when they work from home, while about 32% of the respondents indicated that their work-life balance is low or very low when they do not work from home. About 70% of the respondents indicated a high or very high work-life balance when they work from home, while 68% indicated a high or very high level when they do not work from home.

### *Commuting Stress*

The *Commuting\_Stress* variable measures whether or not the worker perceives the distance between home and work to be too long. Out of 452 respondents, 35.4% reported a commute that was too long. A description of the variable can be found in Appendix 4.

When analyzing the correlation between *Commuting\_Stress* and *Commuting\_Distance*, the correlation is 0.58 and significant (p-value = 0.000), which means that the greater the commuting distance between home and office, the more likely it is that the commuting distance is perceived as too long. The correlation table and statistical test can be found in Appendix 4. Furthermore, employees reported an average of 32 minutes commuting from home to the office, being 3 minutes the minimum and 180 the maximum.

#### *Monthly Salary and Last Promotion*

The variable *Monthly\_Salary* measures the perception of monthly income, while the variable *Last\_Promotion* indicates how many years ago the employee was last promoted. A description of these two variables can be found in Appendix 4. Most of respondents (51.99%) reported a a low salary, followed by 37.83% that reported a high salary, 7.3% a very low salary, and 2.88% reported a very high salary. regarding *Last\_Promotion*, the average time since the last promotion is 1.5 years with 0 years as the minimum and 25 years as the maximum.

## **4.2 Control variables**

The control variables are based on the literature review and intuition. The three outcome variables used in the model are *Intention\_Quit*, *Job\_Satisfaction*, and *WorkLife\_Balance*. All of them are influenced by similar forces, and therefore, the control variables for each of the hypotheses are similar.

### ***When the outcome variable is Intention\_Quit***

Recalling Negi (2013), the external causes that directly affect the probability of quitting are age, marital status, and education. These external causes of employee attrition are measured in variables *Age*, *Marital\_Status*, and *Education\_Level*. The internal causes that affect the probability of quitting are salary, promotions and team issues. These are measured by variables *Monthly\_Salary*, *Last\_Promotion*, and *Work\_Environment*. Based on Weiss (1984) findings, in addition to the variables justified before, the variable *Companies\_WorkedBefore* is considered a variable that directly affects the probability of quitting. Variable *Responsibilities\_Level* is also added, assuming that the higher the level of responsibilities, the lower the intention to quit. Variable *Female* is included assuming that the intention to quit may be different among men and women.

### ***When the outcome variable is Job\_Satisfaction***

It is assumed that the level of *Job\_Satisfaction* is affected by the same variables that affect *Intention\_Quit*. Following Mobely (1977), before considering quitting,

employees need to experience some level of dissatisfaction. Therefore, a decrease in job satisfaction can be considered the first step that increases the likelihood of quitting.

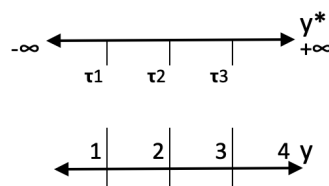
***When the outcome variable is WorkLife\_Balance***

Some of the control variables explained for *Intention\_Quit* and *Job\_Satisfaction* can intuitively consider as no significant in the determination of the level of work-life balance. *Work-life balance* is defined as an appropriate assignment of priorities between job-related activities and life-related activities Caproni (2004). Thus, the control variables to include in the regressions are *Age*, *Education\_Level*, *Marital\_Status*, *Work\_Environment*, *Gender*, and *Companies\_WorkedBefore*. Regarding the variable that measures the number of companies that the employee worked in before, comparing the work-life balance in past jobs may directly affect the feeling of balance in the current job.

The distribution and summary of the control variables can be found in Appendix 5.

### 4.3 The model

Variables *Job\_Satisfaction*, *WorkLife\_Balance*, and *Intention\_Quit* are categorical variables organized in an ordinal scale. The dependent variable  $Y$  is not continuous, but a collapsed version derived from an unobserved variable,  $y^*$  (Washington et al., 2003). Therefore, the correct model to use is an ordered logistic model. The unobservable variable  $y^*$  goes from  $-\infty$  to  $+\infty$ . The latent variable  $y^*$  and the observable categorical variable are as follow:



This means that  $\tau_j$  represents the cut from one category to another one and that:

$$y = \begin{cases} =1 & \text{if } y^* < \tau_1 \\ =2 & \text{if } \tau_1 < y^* < \tau_2 \\ =3 & \text{if } \tau_2 < y^* < \tau_3 \\ =4 & \text{if } y^* > \tau_3 \end{cases}$$

The ordered logistic regression looks as follow:

$$P(Y = j|X) = \frac{\exp(\tau_j - \beta X)}{1 + \exp(\tau_j - \beta X)} - \frac{\exp(\tau_{j-1} - \beta X)}{1 + \exp(\tau_{j-1} - \beta X)}$$

Here  $Y$  represents the dependent variable that takes each of the values of the ordered outcome variables: 1, 2, 3, 4, ...  $\tau_j$  represents the cut for each category,  $X$ , the independent variables, and  $\beta$  the estimated coefficient for each independent variable.

#### 4.4 Testing multicollinearity ordered logistic model

##### *Non-multicollinearity*

Multicollinearity can be tested using the variance inflation factor (VIF). The collinearity diagnostic can be seen in Appendix 7. A large VIF means that the model present high multicollinearity Hair et al., (1995). A standard maximum value of VIF accepted is 10. In this case, the mean VIF is 1.72, and therefore, it can be confirmed that the assumption of non-multicollinearity holds.

#### 4.5 Hypothesis 1: *Remote working moderates the effect of commuting stress on the intention to quit.*

##### 4.5.1 Methodology for Hypothesis 1

This first hypothesis tries to find whether the stress due to commuting reduces the likelihood of considering quitting when employees can work remotely. The dependent variable, in this case, is *Intention\_Quit* that takes value 1 if the individual is very unlikely to quit their job, 2 if the individual is unlikely to quit, 3 if the individual is uncertain, 4 if they are likely, and 5 if they are very likely. The variable *Remote\_Work* takes value 1 when the individual work from home and 0 otherwise. Given the restructuring of *Intention\_Quit*, this variable captures the willingness to quit when people did not work from home (*Remote\_Work=0*) and the willingness to quit when people work from home (*Remote\_Work=1*). Finally, variable *Commuting\_Stress* takes value 1 when the individual considers the distance from home to work as too long and 0 otherwise. This variable has an advantage over the variable *Commuting\_Distance* since it captures the personal perception of commuting distance as too long or not, instead of capturing the objective value of the distance in minutes. Recalling the concept of Social Comparison presented by Festinger (1954), people tend to compare themselves with others, which variates the reference point employees have as “normal commuting distance from home to work.” This means that given a fixed number of minutes the individual needs to commute to work, it can be considered as too lengthy or not, depending on the individual reference point.

The outcome variable is categorical, so the model used for this hypothesis is an ordered logit model:

$$\begin{aligned} &Intention\_Quit \\ &= \beta_0 + \beta_1 Commuting\_Stress + \beta_2 Remote\_Work \\ &+ \beta_3 Commuting\_Stress##Remote\_Work + \beta_i ControlVariables \end{aligned}$$

The ordered logit equation for each of the categories looks as follows:

$$\begin{aligned} &P(Intention\_Quit = j | Commuting\_Stress, Remote\_Work, Commuting\_Stress##Remote\_Work, ControlVariables) \\ &= \frac{\exp(\tau_j - \beta_1 Commuting\_Stress - \beta_2 Remote\_Work - \beta_3 Commuting\_Stress##Remote\_Work - \beta_4 ControlVariables)}{1 + \exp(\tau_j - \beta_1 Commuting\_Stress - \beta_2 Remote\_Work - \beta_3 Commuting\_Stress##Remote\_Work - \beta_4 ControlVariables)} \\ &- \frac{\exp(\tau_{j-1} - \beta_1 Commuting\_Stress - \beta_2 Remote\_Work - \beta_3 Commuting\_Stress##Remote\_Work - \beta_4 ControlVariables)}{1 + \exp(\tau_{j-1} - \beta_1 Commuting\_Stress - \beta_2 Remote\_Work - \beta_3 Commuting\_Stress##Remote\_Work - \beta_4 ControlVariables)} \end{aligned}$$

Where  $j = 1, 2, 3, 4,$  and  $5$

#### 4.5.2 Results for Hypothesis 1

The first hypothesis of this paper tests whether the negative effect of commuting stress on the intention to quit is moderated by remote working. The ordered logit regression can be found in Table 8, and the complete version of the table can be seen in Appendix 8.

**Table 8: Ordered logistic regression for Hypothesis 1**

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
1.Commuting_Stress	.579	.208	2.79	.005	.172	.986	***
1.Remote_Work	-.578	.155	-3.72	0	-.882	-.273	***
1.Commuting_Stress##1. Remote_Work	-.737	.259	-2.85	.004	-1.244	-.229	***
Commuting_Distance	.01	.003	2.75	.006	.003	.016	***
cut1	-.843	.818	.b	.b	-2.446	.76	
cut2	.806	.817	.b	.b	-.796	2.408	
cut3	2.017	.82	.b	.b	.41	3.624	
cut4	3.638	.831	.b	.b	2.009	5.266	
Mean dependent var		2.385	SD dependent var			1.169	
Pseudo r-squared		0.077	Number of obs			904.000	
Chi-square		204.996	Prob > chi2			0.000	
Akaike crit. (AIC)		2540.882	Bayesian crit. (BIC)			2723.542	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

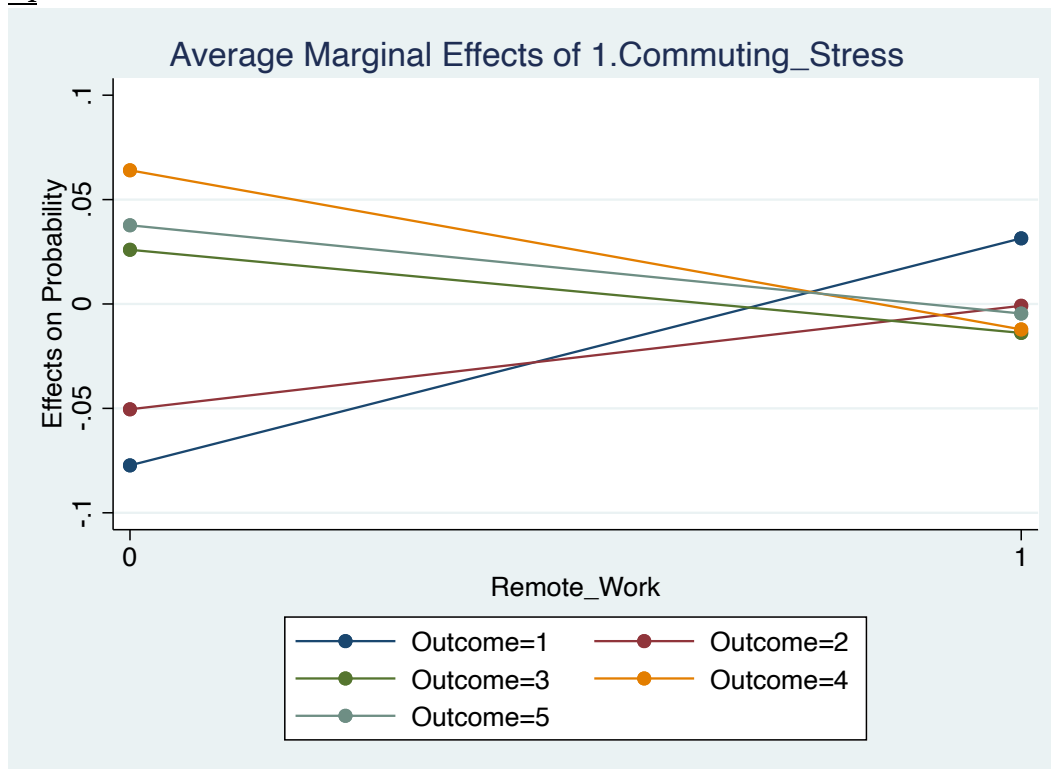
From this regression we can already observe that the effect of variables *Commuting\_Stress*, *Remote\_Work*, and the interaction between them on *Intention\_Quit* are significant at a 1% significance level.

The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 9.

From the average marginal effects, it can be observed that as expected, when employees feel stress due to commuting, they have on average a negative probability of being unlikely or extremely unlikely to quit in the next two years, and a positive probability of being uncertain, likely, or extremely likely to quit, *ceteris paribus*. The effect of remote working on the likeliness to quit in the next two years is also as expected. It is observed that on average, when an employee works remotely, they have a positive probability of being extremely unlikely and unlikely to quit in the next two years and a negative probability of being uncertain, likely, or extremely likely to quit, *ceteris paribus*.

The marginal effect of the interaction between *Remote\_Work* and *Commuting\_Stress* can be found in Figure 1.

**Figure 1: Average marginal effects of *Commuting\_Stress*##*Remote\_Work* when *Commuting\_Stress* = 1**



As shown in the graph, in a context where an employee feels their commuting distance from home to work as too long, the probability of being extremely unlikely or unlikely to quit in the next two years increases when they work remotely, compared to not working remotely. Further, the probability of being uncertain, likely, or extremely likely to quit in the next two years decreases if the employee works remotely, compared to not working remotely. The magnitude of these effects can be found in Appendix 10.

With these results it can be confirmed the hypothesis and affirm that remote work moderates significantly the positive effect of commuting stress on the likeliness to quit in the next two years which will be discussed in the next section.

#### **4.6 Hypothesis 2: Remote working moderates the effect of commuting stress on the level of job satisfaction.**

##### **4.6.1 Methodology for Hypothesis 2**

The outcome variable is *Job\_Satisfaction*, which takes value 1 if the level of job satisfaction is very low, 2 if it is low, 3 if it is high and 4 if it is very high. The level of job satisfaction is captured in two scenarios, when the individual did not work from home and *Remote\_Work*=0 and when the individual did work from home and then *Remote\_Work*=1. As previously explained, the variable *Commuting\_Stress* takes value 1 when the individual perceives their distance from home to work as too long and 0 otherwise. Previous research did not find a direct relation between commuting distance and job satisfaction, or they found a positive correlation between the two variables Spies (2006). As previously suggested, these relationships may be because the commuting distance is measured as an objective variable (minutes or kilometers) instead of as a perception variable (is that commuting distance too long for the employee or not?). Another explanation may be selection bias. Employees that accept long commuting distances are only those who are very satisfied with their job. This hypothesis aims to prove that remote working contributes to an improvement of job satisfaction when commuting stress is present and confirm whether the positive effect of commuting distance on the level of job satisfaction is due to how the variable is measured or due to selection bias. This would be confirmed on the results part depending on the effect of *Commuting\_Sress* on *Job\_Satisfaction*.

Given that the dependent variable is categorical, the model to use is an ordered logit model:

$$\begin{aligned}
 & \textit{Job\_Satisfaction} \\
 & = \beta_0 + \beta_1 \textit{Commuting\_Stress} + \beta_2 \textit{Remote\_Work} \\
 & + \beta_3 \textit{Cummting\_Stress} \textit{##} \textit{Remote\_Work} + \beta_i \textit{ControlVariables}
 \end{aligned}$$



$$P(\text{Job\_Satisfaction} = j | \text{Commuting\_Stress}, \text{Remote\_Work}, \text{Commuting\_Stress} \# \# \text{Remote\_Work}, \text{ControlVariables})$$

$$= \frac{\exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})}$$

$$- \frac{\exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Remote\_Work} \# \# \text{Commuting\_Stress} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Remote\_Work} \# \# \text{Commuting\_Stress} - \beta_4 \text{ControlVariables})}$$

Where  $j = 1, 2, 3,$  and  $4$

#### 4.6.2 Results for Hypothesis 2

The second hypothesis tests whether remote working moderates the effect of commuting distance on the level on job satisfaction. For this hypothesis, an ordered logistic model that can be found in Table 9. The complete version of the table can be seen in Appendix 11.

**Table 9: Ordered logistic regression for Hypothesis 2**

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
1.Commuting_Stress	-.03	.24	-0.13	.9	-.5	.44	
1.Remote_Work	.16	.175	0.91	.36	-.183	.504	
1.Commuting_Stress## 1.Remote_Work	.368	.296	1.24	.214	-.213	.949	
Commuting_Distance	.001	.004	0.25	.804	-.007	.009	
cut1	2.548	.965	.b	.b	.656	4.44	
cut2	5.832	.996	.b	.b	3.88	7.783	
cut3	9.596	1.024	.b	.b	7.59	11.602	
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.197	Number of obs			904.000	
Chi-square		371.815	Prob > chi2			0.000	
Akaike crit. (AIC)		1592.417	Bayesian crit. (BIC)			1775.076	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

From this regression we can already observe that the effect of *Commuting\_Stress*, *Remote\_Work*, and the interaction between them, are not significant on the level of *Job\_Satisfaction* at a 10% significance level.

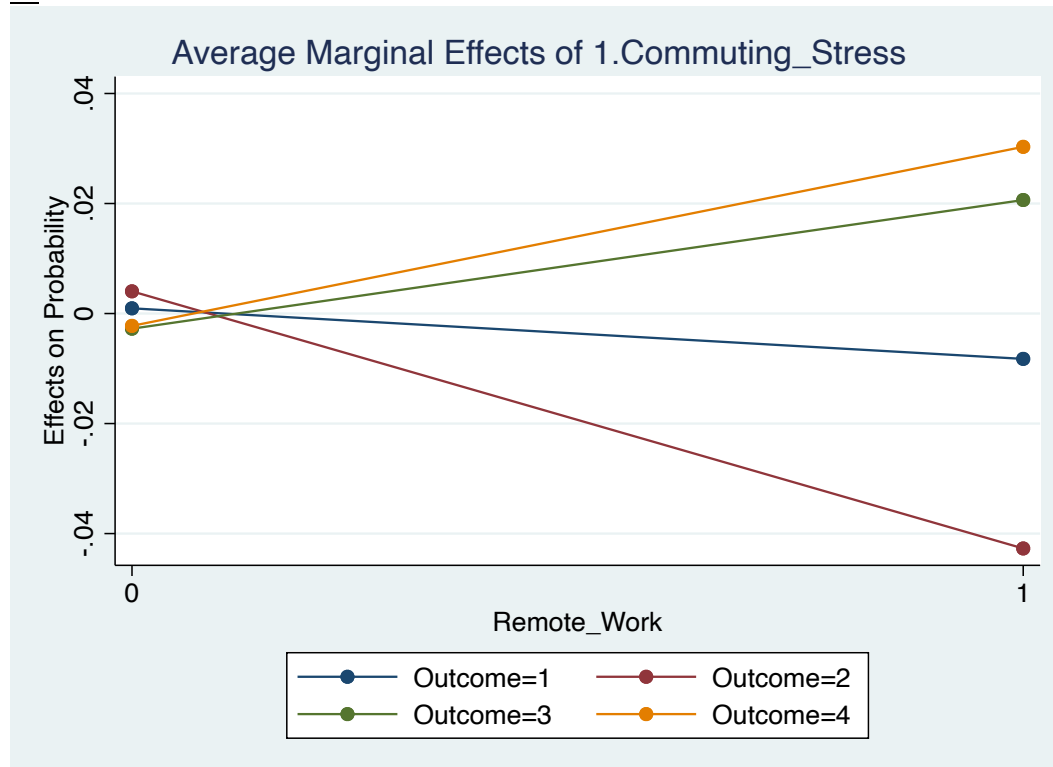
The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 12.

Disregarding the insignificant results, from the average marginal effects it can be observed that contrary to what it is expected, when employees feel stress due to commuting, they have on average a positive probability of having a high or very high level of job satisfaction, and a negative probability to have a low or very low job satisfaction, *ceteris paribus*. This counterintuitive effect suggests selection bias which will be discussed further. The effect of remote work is as expected. It is observed that when an employee works remotely, they have on average a negative probability of having a low

or very low job satisfaction, and a positive probability of having a high or very high job satisfaction, *ceteris paribus*.

The marginal effect of the interaction between *Remote\_Work* and *Commuting\_Stress* can be found in Figure 2.

**Figure 2: Average marginal effects of *Commuting\_Stress*##*Remote\_Work* when *Commuting\_Stress* =1**



As shown in the graph, in a context where an employee feels their commuting distance from home to work as too long, the probability of having a low or very low job satisfaction decreases when they work remotely, compared to not working remotely. Further, the probability of having a high or very high level of job satisfaction increases if the employee works remotely, compared to not working remotely. The magnitude of these effects can be found in Appendix.

Without regard the insignificant result, it can be confirmed the hypothesis and affirm that remote work moderates significantly the positive effect of commuting stress on job satisfaction.

#### **4.7 Hypothesis 3: *Remote working moderates the effect of commuting stress on the level of work-life balance.***

##### **4.7.1 Methodology for Hypothesis 3**

The dependent variable is *WorkLife\_Balance* which takes value 1 if the level of work-life balance is very low, 2 if the level of work-life balance is low, 3 if the level of work-life is high, and 4 if very high. This variable captures the two different levels of work-life balance reported by the respondents when *Remote\_Work*=0 and when *Remote\_Work*=1. The variable *Commuting\_Stress*, as mentioned before, takes value 1 when individuals perceive their commuting distance from home to work as too long and 0 otherwise.

Given that *WorkLife\_Balance* is a categorical variable, the correct model to use for this hypothesis is an ordered logit model:

$$\begin{aligned} \text{WorkLife\_Balance} &= \beta_0 + \beta_1 \text{Commuting\_Stress} + \beta_2 \text{RemoteWork} \\ &+ \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} + \beta_i \text{ControlVariables} \end{aligned}$$

$$\begin{aligned} &P(\text{WorkLife\_Balance} = j | \text{Commuting\_Stress}, \text{Remote\_Work}, \text{Commuting\_Stress} \# \# \text{Remote\_Work}, \text{ControlVariables}) \\ &= \frac{\exp(\tau_j - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})} \\ &\quad - \frac{\exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Remote\_Work} - \beta_3 \text{Commuting\_Stress} \# \# \text{Remote\_Work} - \beta_4 \text{ControlVariables})} \end{aligned}$$

Where  $j = 1, 2, 3,$  and  $4$

### 4.7.2 Results for Hypothesis 3

The third hypothesis tests whether the negative effect of commuting stress on the level of work-life balance is moderated by remote working. The ordered logit for this hypothesis can be found in Table 10, and the complete version of this table can be seen in Appendix 14.

**Table 10: Ordered logistic regression for Hypothesis 3**

WorkLife_Balance	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
1.Commuting_Stress	-.625	.227	-2.76	.006	-1.07	-.181	***
1.Remote_Work	-.339	.172	-1.97	.049	-.676	-.002	**
1.Commuting_Stress### 1.Remote_Work	.72	.287	2.51	.012	.158	1.282	**
Commuting_Distance	.001	.004	0.25	.804	-.007	.009	
cut1	-.687	.677	.b	.b	-2.013	.64	
cut2	1.596	.681	.b	.b	.26	2.931	
cut3	5.11	.697	.b	.b	3.744	6.477	
Mean dependent var		2.743	SD dependent var			0.728	
Pseudo r-squared		0.124	Number of obs			904.000	
Chi-square		240.454	Prob > chi2			0.000	
Akaike crit. (AIC)		1751.759	Bayesian crit. (BIC)			1881.543	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

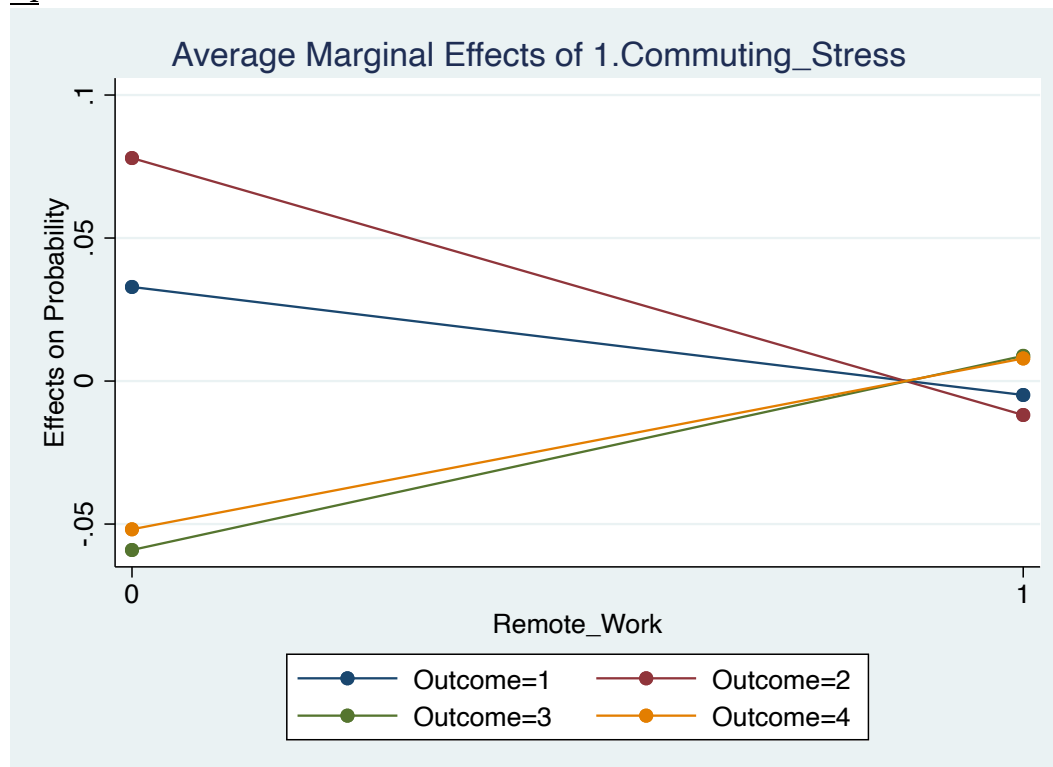
From this regression we can already observe that the effect of *Commuting\_Stress* and the interaction between it and *Remote\_Work* are significant at 1% significance level on *WorkLife\_Balance*, while the effect of *Remote\_Work* is significant at a 5% level.

The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 15.

It can be observed that as expected, when employees feel stress due to commuting, they have on average a positive probability of having a low or very low level of work-life balance, and a negative probability of having a high or very high work-life balance, ceteris paribus. However, the effect of remote working on work-life balance is not as expected. It is observed that, when an employee works remotely, they have on average a negative probability of having high or very high work-life balance, and a positive probability of having low or very low work-life balance, ceteris paribus. Possible reasons why this counterintuitive effect will be discussed further.

The marginal effect of the interaction between *Remote\_Work* and *Commuting\_Stress* can be found in Figure 3.

**Figure 3: Average marginal effects of *Commuting\_Stress*##*Remote\_Work* when *Commuting\_Stress* = 1**



As shown in the graph, in a context where an employee feels their commuting distance from home to work as too long, the probability of having a low or very low work-

life balance decreases when they work remotely, compared to not working remotely. Further, the probability of having a high or very high level of work-life balance increases if the employee works remotely, compared to not working remotely. The magnitude of these effects can be found in Appendix 16.

With these results, it can be confirmed the hypothesis and affirm that remote work moderates significantly the negative effect of commuting stress on work-life balance.

#### 4.8 Hypothesis 4: *Monthly salary moderates the effect of commuting stress on the intention to quit.*

##### 4.8.1 Methodology for Hypothesis 4

The dependent variable is *Intention\_Quit*, which captures the likeliness to quit when individuals need to commute to work (when *Remote\_Work*=0) and when individuals do not have to commute to work (when *Remote\_Work*=1). The independent variables of interest are commuting stress which can take value 1 or 0, and *Monthly\_Salary* that takes value 1 if it is perceived as very low, 2 if low, 3 if high, and 4 if very high.

The outcome variable, in this case, is a categorical variable and therefore, an ordered logit model is the most suitable model to use:

$$\begin{aligned} \text{Intention\_Quit} &= \beta_0 + \beta_1 \text{Commuting\_Stress} + \beta_2 \text{Monthly\_Salary} \\ &+ \beta_3 \text{Commuting\_Stress} \# \text{Monthly\_Salary} + \beta_i \text{ControlVariables} \end{aligned}$$

$$\begin{aligned} P(\text{Intention\_Quit} = 2 | \text{Commuting\_Stress}, \text{Monthly\_Salary}, \text{Commuting\_Stress} \# \text{Monthly\_Salary}, \text{ControlVariables}) \\ = \frac{\exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})} \\ - \frac{\exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})} \end{aligned}$$

Where  $j = 1, 2, 3,$  and  $4$

##### 4.8.2 Results for Hypothesis 4

The fourth hypothesis tests whether the effect of commuting stress on the intention to quit is moderated by the perception of the monthly income. The ordered logistic regression can be found in Table 11 and a completed version of the table can be seen in Appendix 17.

Table 11: Ordered logistic regression for Hypothesis 4

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
1.Commuting_Stress	.477	.484	0.99	.324	-.472	1.426	
1.Monthly_Salary	0	.	.	.	.	.	
2.Monthly_Salary	.208	.335	0.62	.535	-.448	.864	
3.Monthly_Salary	.15	.347	0.43	.665	-.53	.831	
4.Monthly_Salary	-.877	.701	-1.25	.211	-2.251	.497	
1.Commuting_Stress##	0	.	.	.	.	.	
1.Monthly_Salary							
1.Commuting_Stress##	-.17	.509	-0.33	.739	-1.167	.828	
2.Monthly_Salary							
1.Commuting_Stress##	-.576	.522	-1.10	.27	-1.599	.447	
3.Monthly_Salary							
1.Commuting_Stress##	1.463	.95	1.54	.123	-.398	3.324	
4.Monthly_Salary							
cut1	-.81	.857	.b	.b	-2.49	.87	
cut2	.846	.857	.b	.b	-.834	2.526	
cut3	2.049	.86	.b	.b	.364	3.733	
cut4	3.652	.87	.b	.b	1.947	5.357	
Mean dependent var		2.385	SD dependent var			1.169	
Pseudo r-squared		0.076	Number of obs			904.000	
Chi-square		203.903	Prob > chi2			0.000	
Akaike crit. (AIC)		2545.975	Bayesian crit. (BIC)			2738.248	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

From this regression we can already observe that the effect of *Commuting\_Stress*, *Monthly\_Salary*, and the interaction between them are not significant at a 10% significance level on *Intention\_Quit*.

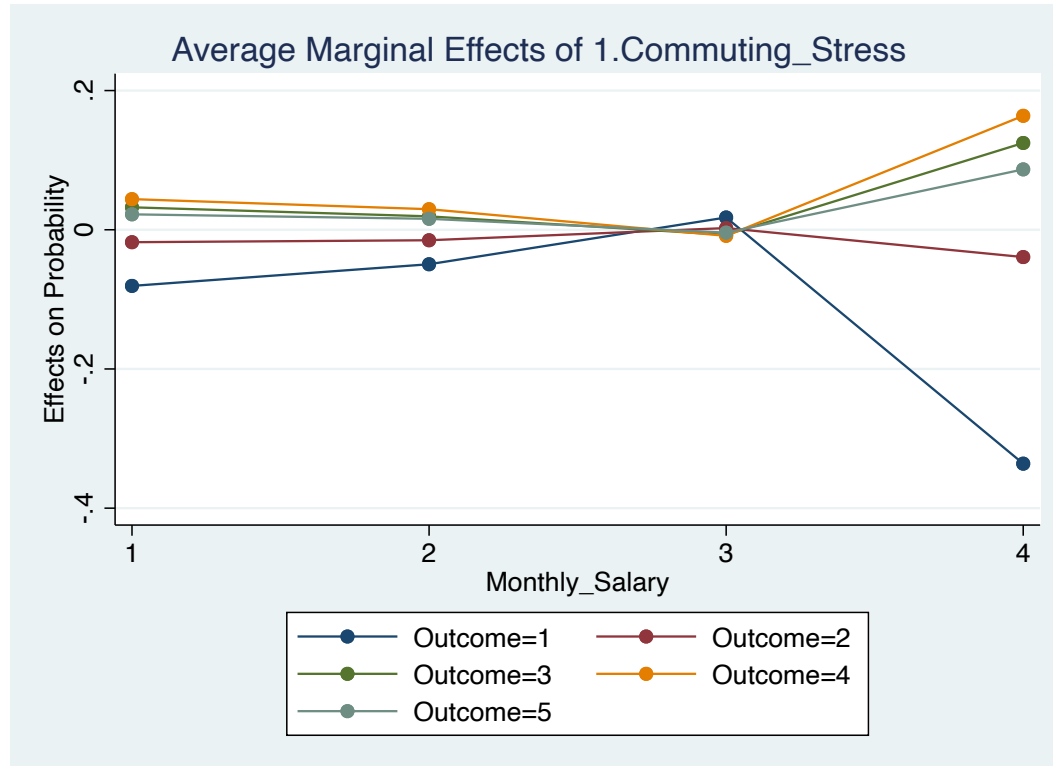
The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 18.

Without regard the insignificant results, it can be observed that as expected, when employees feel stress due to commuting, they have on average a negative probability of being unlikely or extremely unlikely to quit in the next two years, and a positive probability of being likely or extremely likely to quit, *ceteris paribus*. The effect of income on the likeliness to quit is not as expected. For an employee with a low level of salary, it is expected that on average they have a lower probability of being likely or extremely unlikely to quit than for an employee with a very low level of salary, *ceteris paribus*. For a high level of salary, on average, the probability of being unlikely or extremely unlikely to quit is higher than for a very low level of income, and the probability of being uncertain, likely, or extremely likely to quit is lower, *ceteris paribus*. Finally, for an employee with very high income, it is expected that on average they have a higher probability of being extremely unlikely or extremely likely to quit in the next two years, than for an employee with very low salary, and a negative probability of being

unlikely, uncertain, or likely to quit, *ceteris paribus*. These unexpected results and their possible reasons will be discussed further.

The marginal effect of the interaction between *Monthly\_Salary* and *Commuting\_Stress* can be found in Figure 4.

**Figure 4: Average marginal effects of *Commuting\_Stress*##*Monthly\_Salary* when *Commuting\_Stress* = 1**



From the graph it can be observed that in a context when an employee feels stress due to commuting distance, the probability of being extremely unlikely or unlikely to quit in the next two years increases when salary increases until it reaches a high level, and it decreases when the salary increases from a high level to a very high level. On the other hand, the probability of being uncertain, likely, or extremely likely to quit decreases when salary increases until reach a high level and decreases increases when income increases from high to very high. The magnitude of these effects can be found in Appendix 19.

With these results it can be partially confirmed the hypothesis and affirm monthly salary moderates the positive effect of commuting stress on the likeliness to quit in the next two years until a high level of income.

#### **4.9 Hypothesis 5: *Monthly salary moderates the effect of commuting stress on the level of job satisfaction.***

##### **4.9.1 Methodology for Hypothesis 5**

The outcome variable, in this case, is *Job\_Satisfaction* which takes value 1 if the level of job satisfaction is very low, 2 if low, 3 if high, and 4 if very high. The independent variables of interest are *Commuting\_Stress* and *Monthly\_Salary*, already defined for previous hypotheses.

Considering that the outcome variable is categorical, the correct model to use is an ordered logit model:

*Job\_Satisfaction*

$$= \beta_0 + \beta_1 \text{Commuting\_Stress} + \beta_2 \text{Monthly\_Salary} \\ + \beta_3 \text{Commuting\_Stress} \# \# \text{Monthly\_Salary} + \beta_i \text{ControlVariables}$$

$P(\text{JobSatisfaction} = j | \text{Commuting\_Stress}, \text{Monthly\_Salary}, \text{Commuting\_Stress} \# \# \text{Monthly\_Salary}, \text{ControlVariables})$

$$= \frac{\exp(\tau_j - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})} \\ - \frac{\exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Monthly\_Salary} - \beta_3 \text{Commuting\_Stress} \# \# \text{Monthly\_Salary} - \beta_4 \text{ControlVariables})}$$

Where  $j = 1, 2, 3,$  and  $4$

#### 4.9.2 Results for Hypothesis 5

This fifth hypothesis tests whether the effect of commuting stress on the level of job satisfaction is moderated by the perception of the monthly income. The ordered logistic regression can be found in Table 12 and a complete version of the table can be seen in Appendix 20.

**Table 12: Ordered logistic regression for Hypothesis 5**

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
1.Commuting_Stress	-.328	.544	-0.60	.546	-1.393	.737	
1b.Monthly_Salary	0	.	.	.	.	.	
2.Monthly_Salary	.366	.381	0.96	.337	-.381	1.113	
3.Monthly_Salary	.644	.396	1.63	.103	-.131	1.42	
4.Monthly_Salary	.869	.725	1.20	.23	-.551	2.289	
0.Commuting_Stress###	0	.	.	.	.	.	
1.Monthly_Salary							
1.Commuting_Stress###	.393	.568	0.69	.489	-.72	1.506	
2.Monthly_Salary							
1.Commuting_Stress###	.63	.587	1.07	.283	-.521	1.781	
3.Monthly_Salary							
1.Commuting_Stress###	1.485	1.069	1.39	.165	-.609	3.579	
4.Monthly_Salary							
cut1	2.491	1	.b	.b	.53	4.451	
cut2	5.774	1.029	.b	.b	3.756	7.792	
cut3	9.539	1.056	.b	.b	7.469	11.609	
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.197	Number of obs			904.000	
Chi-square		372.834	Prob > chi2			0.000	



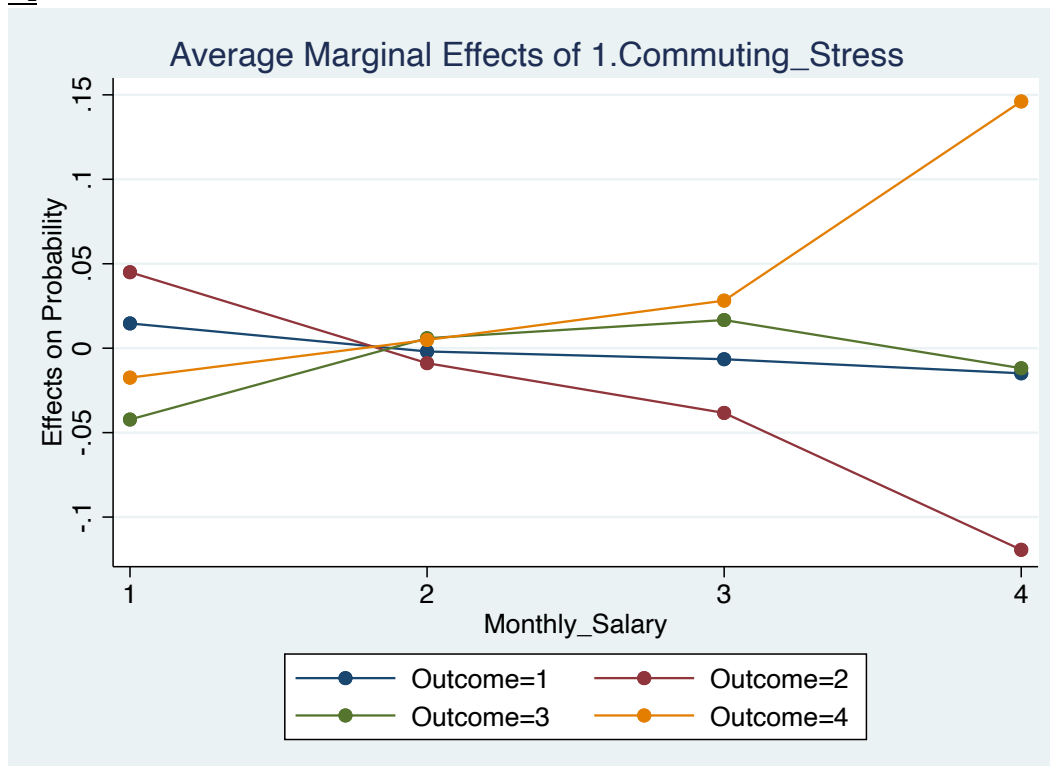
From this regression we can already observe that the effect of *Commuting\_Stress*, *Monthly\_Salary*, and the interaction between them are not significant at a 10% significance level on the level of *Job\_Satisfaction*.

The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 21.

Without regard the insignificant results, it can be observed that as expected, when employees feel stress due to commuting, they have on average a negative probability of having a low or very low level of, and a positive probability of having a high or very high, ceteris paribus. The effect of income in the level of job satisfaction is also as expected. For an employee with a low, high or very high level of salary, it is expected that on average they have a lower probability of having a low or very low level of job satisfaction than for an employee with a very low level of salary, ceteris paribus.

The marginal effect of the interaction between *Monthly\_Salary* and *Commuting\_Stress* can be found in Figure 5.

**Figure 5: Average marginal effects of *Commuting\_Stress*##*Monthly\_Salary* when *Commuting\_Stress* = 1**



From the graph it can be observed that in a context when an employee feels stress due to commuting distance, the probability of having a low or very low level of job

satisfaction decreases with salary. the probability of having a very high job satisfaction, in a context where commuting stress is present increases when salary increases. For these three levels of job satisfaction, it can be confirmed the hypothesis that monthly income moderates the negative effect of commuting stress on job satisfaction. However, the probability of having a high job satisfaction, increases when income increases until reaching a high level of income and decreases when salary goes from high to very high. The magnitude of these effects can be found in Appendix 22.

#### 4.10 Hypothesis 6: *Time since last promotion moderates the effect of commuting stress on the intention to quit.*

##### 4.10.1 Methodology for Hypothesis 6

The outcome variable is *Intention\_Quit*, previously defined for other hypotheses. The independent variables of interest are *Commuting\_Stress* and *Last\_Promotion*.

The dependent variable is a categorical variable, and therefore, the correct model to use is an ordered logit model:

$$\begin{aligned} IntentionQuit = & \beta_0 + \beta_1 Commuting\_Stress + \beta_2 Last\_Promotion \\ & + \beta_3 Commuting\_Stress##Last\_Promotion + \beta_i ControlVariables \end{aligned}$$

$$\begin{aligned} P(IntentionQuit = 2 | Commuting\_Stress, Last\_Promotion, Commuting\_Stress##Last\_Promotion, ControlVariables) \\ = & \frac{\exp(\tau_2 - \beta_1 Commuting\_Stress - \beta_2 Last\_Promotion - \beta_3 Commuting\_Stress##Last\_Promotion - \beta_4 ControlVariables)}{1 + \exp(\tau_2 - \beta_1 Commuting\_Stress - \beta_2 Last\_Promotion - \beta_3 Commuting\_Stress##Last\_Promotion - \beta_4 ControlVariables)} \\ - & \frac{\exp(\tau_1 - \beta_1 Commuting\_Stress - \beta_2 Last\_Promotion - \beta_3 Commuting\_Stress##Last\_Promotion - \beta_4 ControlVariables)}{1 + \exp(\tau_1 - \beta_1 Commuting\_Stress - \beta_2 Last\_Promotion - \beta_3 Commuting\_Stress##Last\_Promotion - \beta_4 ControlVariables)} \end{aligned}$$

Where  $j = 1, 2, 3,$  and  $4$

##### 4.10.2 Results for Hypothesis 6

The sixth hypothesis tests whether *Last\_Promotion* moderates the effect of *Commuting\_Stress* on the *Intention\_Quit*.

The ordered logistic model for this hypothesis can be found in Table 13 and a complete version of the table can be seen in Appendix 23.

**Table 13: Ordered logistic regression for Hypothesis 6**

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.346	.217	1.60	.11	-.079	.771	
Last_Promotion	.009	.044	0.19	.846	-.078	.095	
0.Commuting_Stres##Last_Promotion	0	.	.	.	.	.	.
1.Commuting_Stress##Last_Promotion	-.103	.107	-0.96	.336	-.314	.107	

cut1	-.94	.818	.b	.b	-2.542	.663
cut2	.709	.817	.b	.b	-.893	2.311
cut3	1.906	.819	.b	.b	.3	3.512
cut4	3.505	.83	.b	.b	1.878	5.132

Mean dependent var	2.385	SD dependent var	1.169
Pseudo r-squared	0.074	Number of obs	904.000
Chi-square	197.777	Prob > chi2	0.000
Akaike crit. (AIC)	2548.101	Bayesian crit. (BIC)	2730.761

\*\*\* $p < .01$ , \*\* $p < .05$ , \* $p < .1$

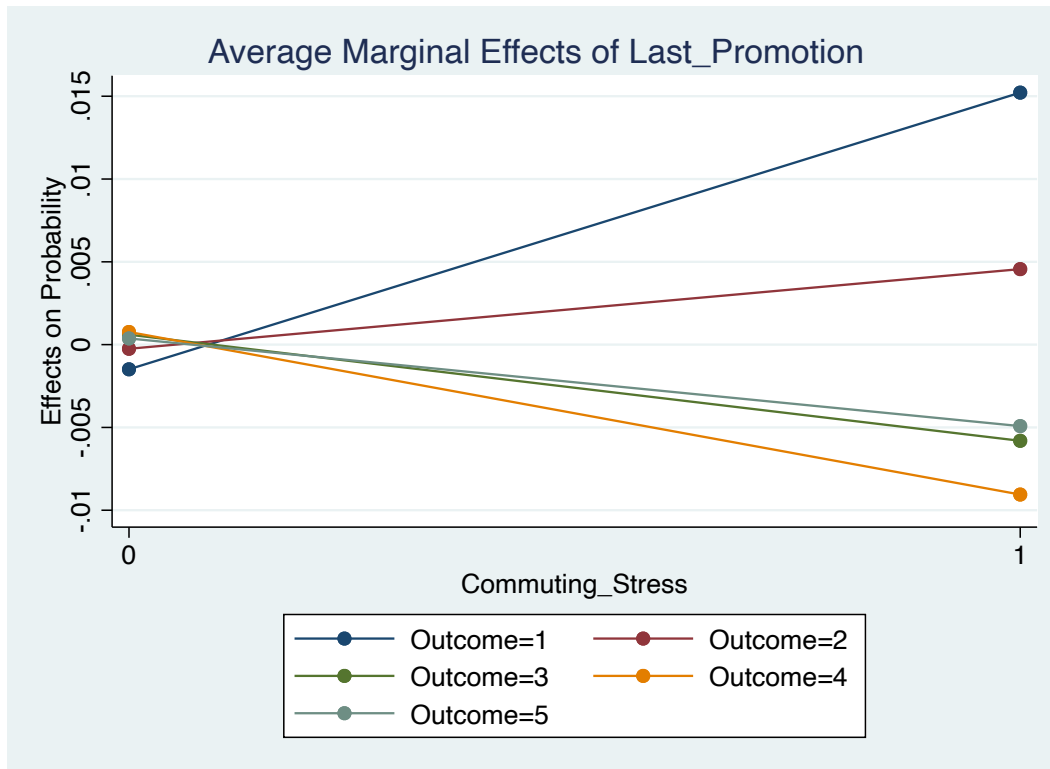
From this regression we can already observe that the effect of variables *Commuting\_Stress*, *Last\_Promotion* and the interaction between them on *Intention\_Quit* are not significant at a 10% significance level.

The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 24.

From the average marginal effects, it can be observed that as expected, when employees feel stress due to commuting, they have on average a negative probability of being unlikely or extremely unlikely to quit in the next two years, and a positive probability of being uncertain, likely, or extremely likely to quit, ceteris paribus. The effect of time since last promotion is opposite to what it is expected. It is observed that on average, when time since last promotion increases by one year, the probability of being unlikely or extremely unlikely to quit in the next two years increases, while the probability of being uncertain, likely, or extremely likely to quit decreases, ceteris paribus. A possible reason of this opposite effect will be discussed further.

The marginal effect of the interaction between *Last\_Promotion* and *Commuting\_Stress* can be found in Figure 6.

**Figure 6: Average marginal effects of Commuting\_Stress##Last\_Promotion when Commuting\_Stress =1**



As shown in the graph, in a context where an employee feels their commuting distance from home to work as too long, the probability of being extremely unlikely or unlikely to quit in the next two years increases when more years pass since the last promotion. Further, the probability of being uncertain, likely, or extremely likely to quit in the next two years decreases when more years pass since last promotion. The magnitude of these effects can be found in Appendix 25.

With these results it cannot be confirmed the hypothesis that last promotion moderates the positive effect of commuting stress on the likeliness to quit in the next two years, given that contrary to what it is expected, more years since last promotion reduces the positive impact of commuting stress instead of increasing it. This opposite effect will be discussed in the next section.

#### **4.11 Hypothesis 7: *Time since last promotion moderates the effect of commuting stress on the level of job satisfaction.***

##### **4.11.1 Methodology for Hypothesis 7**

The dependent variable, in this case, is *Job\_Satisfaction*, while the independent variables of interest are *Commuting\_Stress* and *Last\_Promotion*.

Given that the dependent variable is categorical, the correct model to use is an ordered logit model:

### *Job\_Satisfaction*

$$= \beta_0 + \beta_1 \text{Commuting\_Stress} + \beta_2 \text{Last\_Promotion} \\ + \beta_3 \text{Commuting\_Stress} \# \# \text{Last\_Promotion} + \beta_i \text{ControlVariables}$$

$$P(\text{Job\_Satisfaction} = j | \text{Commuting\_Stress}, \text{Last\_Promotion}, \text{Commuting\_Stress} \# \# \text{Last\_Promotion}, \text{ControlVariables}) \\ = \frac{\exp(\tau_j - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Last\_Promotion} - \beta_3 \text{Commuting\_Stress} \# \# \text{Last\_Promotion} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_2 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Last\_Promotion} - \beta_3 \text{Commuting\_Stress} \# \# \text{Last\_Promotion} - \beta_4 \text{ControlVariables})} \\ - \frac{\exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Last\_Promotion} - \beta_3 \text{Commuting\_Stress} \# \# \text{Last\_Promotion} - \beta_4 \text{ControlVariables})}{1 + \exp(\tau_1 - \beta_1 \text{Commuting\_Stress} - \beta_2 \text{Last\_Promotion} - \beta_3 \text{Commuting\_Stress} \# \# \text{Last\_Promotion} - \beta_4 \text{ControlVariables})}$$

Where  $j = 1, 2, 3,$  and  $4$

#### 4.11.2 Results for Hypothesis 7

The seventh hypothesis tests whether *Last\_Promotion* moderates the effect of *Commuting\_Stress* on the level of *Job\_Satisfaction*.

The ordered logit for this model can be found in Table 14, and a complete version of the table can be seen in Appendix 23.

**Table 14: Ordered logistic regression for Hypothesis 7**

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0b.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.233	.247	0.94	.345	-.251	.717	
Last_Promotion	.015	.051	0.29	.77	-.084	.114	
1.Commuting_Stress~o	-.058	.115	-0.50	.615	-.282	.167	
cut1	2.648	.965	.b	.b	.758	4.538	
cut2	5.929	.995	.b	.b	3.979	7.88	
cut3	9.686	1.023	.b	.b	7.68	11.692	
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.196	Number of obs			904.000	
Chi-square		370.524	Prob > chi2			0.000	
Akaike crit. (AIC)		1593.707	Bayesian crit. (BIC)			1776.367	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

From this regression it can be observed that the effect of *Commuting\_Stress*, *Last\_Promotion*, and the interaction between them on the level of *Job\_Satisfaction* are not significant at a 10% significance level.

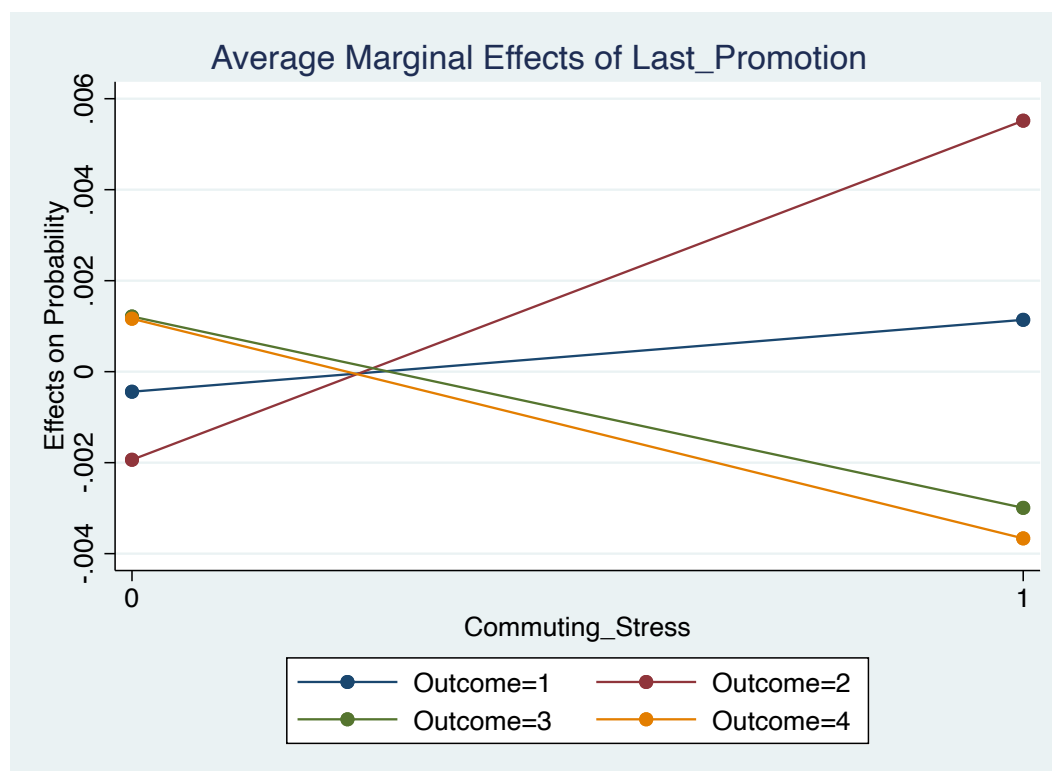
The magnitude of the effects of the variables of interest is analyzed from the average marginal effects that can be found in Appendix 27.

From the average marginal effects, it can be observed that as expected, when employees feel stress due to commuting, they have on average a negative probability of having a low or very low job satisfaction, and a positive probability of having a high or very high level, ceteris paribus. The effect of time since last promotion is also as expected.

It is observed that on average, when time since last promotion increases by one year, the probability of having a low or very low job satisfaction increases, while the probability of having a high or very high level decreases, *ceteris paribus*.

The marginal effect of the interaction between *Last\_Promotion* and *Commuting\_Stress* can be found in Figure 7.

**Figure 7: Average marginal effects of Commuting Stress##Last Promotion when Commuting Stress =1**



As shown in the graph, in a context where an employee feels their commuting distance from home to work as too long, the probability of having a low or very low level of job satisfaction increases when more years pass since the last promotion. Further, the probability of the probability of having a high or very high level of job satisfaction when more years pass since last promotion decreases. The magnitude of the interaction effect can be found in Appendix 28.

With these results it can be confirmed the hypothesis that last promotion moderates the positive effect of commuting stress on job satisfaction.

#### 4.12 Summary of results

To conclude this section, Table 15 provides a summary of the confirmation or not confirmation of the hypotheses proposed.

**Table 15: Summary of results**

<b>Hypothesis 1</b>	CONFIRMED	By introducing remote work in a context where commuting stress is present, the likeliness to quit decreases
<b>Hypothesis 2</b>	CONFIRMED*	By introducing remote work in a context where commuting stress is present, the level of job satisfaction increases By introducing remote work in a context where commuting stress is present, the level of work-life balance increases
<b>Hypothesis 3</b>	CONFIRMED	
<b>Hypothesis 4</b>	PARTIALLY CONFIRMED*	By increasing the monthly salary in a context where commuting stress is present, the likeliness to quit decreases until reaching a high level of income but increases for very high level of income
<b>Hypothesis 5</b>	PARTIALLY CONFIRMED*	By increasing the monthly salary in a context where commuting stress is present, the level of job satisfaction increases but when increasing salary from high to very high, the probability of having a high job satisfaction decreases
<b>Hypothesis 6</b>	NOT CONFIRMED*	More years since last promotion in a context where commuting stress is present decreases the likeliness to quit
<b>Hypothesis 7</b>	CONFIRMED*	Less years since last promotion in a context where commuting stress is present increases job satisfaction

\*Not significant results

## 5. Discussion

### 6.1 Discussion Hypothesis 1

The first hypothesis tests whether the introduction of remote working can moderate the negative effect of commuting stress on the likeliness to quit. The methodology used in the thesis consists of a within-subjects analysis before and after COVID -19. The natural experiment of the pandemic provides an opportunity to measure the effect of remote work on quitting intentions. This is an advantage over previous studies that measured the impact of remote work by comparing subjects who work from home to subjects who do not work from home or by asking workers about their overall satisfaction after working from home due to the pandemic. None of these previous studies relied on a within-subject experimentation methodology.

Based on the results of Hypothesis 1, it can be confirmed that remote working reduces the effect of commuting stress on intention to quit.

First, as proven by Elfering et al. (2020) it is confirmed that workers who experience stress due to commuting their likeliness to be extremely unlikely and unlikely to quit is lower, compared to workers who do not experience stress due to commuting distance. In addition, workers who experience stress due to commuting are more likely to be uncertain, likely, or extremely likely to quit compared to workers who do not experience stress due to commuting. It is also important to note that the effect of commuting stress on intention to quit is more economically significant than when these effects are tested with distance in minutes. Even though the measure of the variables is different, the effect of commuting stress is more relevant than the effect of distance in minutes. Indeed, it can be confirmed that commuting stress is the cause of some dissatisfaction among workers, which leads them to behave negatively, such as increased absenteeism, lower productivity, and possibly quitting (Mobley, 1977). However, an increase in commuting distance in minutes does not necessarily mean that there has been an increase in dissatisfaction leading to possible quitting. Therefore, companies need to determine when the commute is a problem because it is considered too long for their employees.

Second, the results demonstrate that compared to non-home-based work, home-based work has a positive effect on the likelihood of being extremely unlikely and unlikely to quit and a negative effect on the probability of being uncertain, likely, or extremely likely to quit. This result is consistent with OXL Labs (2019) findings, which confirmed that



working from home has a lower probability of leaving in the next five years. Furthermore, this positive impact of remote working can offset the negative impact of commuting stress on the likeliness to quit. When telecommuting is implemented in an environment where workers experience commuting stress, the likeliness of being extremely unlikely and unlikely to quit increases substantially. Moreover, being uncertain, likely, and extremely likely to quit decreases when telecommuting is used, and commuting distance is a problem for workers.

With these results, we can confirm the hypothesis that remote work moderates the effect of commuting stress on quitting intention. This means that when employees can work from home, the negative impact of commuting stress on quitting intention decreases. The challenge for companies is to find the optimal number of days per week that their employees can work from home.

## **6.2 Discussion Hypothesis 2**

The second hypothesis tests whether the introduction of remote work can moderate the effect of commuting stress on job satisfaction. As with the first hypothesis, the methodology consists of a within-subject experiment before and after COVID-19 to measure the effect of remote work on job satisfaction. Based on the results, it can be confirmed that remote work reduces the negative impact of commuting stress on job satisfaction, although this effect was found to be non-significant.

The average marginal effects show that for a worker who experiences commuting stress, the probability of having a high or very high job satisfaction is higher than for a worker who does not experience commuting stress. This could mean that given that the level of job satisfaction decreases due to commuting stress, only those with high levels of job satisfaction are willing not to leave their company. This is consistent with the findings of Spies' (2006) study, which confirmed that higher commuting distance increases job satisfaction. Although the effect found in this thesis is not significant at a 10% significance level, it is important to analyze this counterintuitive effect. As stated in the literature review, Spies' (2006) results were counterintuitive because of selection bias or because the variable measuring the distance between home and work was measured as an objective value rather than a perceptual variable. These results suggest that this counterintuitive result is due to selection bias, and thus, only workers with high job satisfaction take long commutes to get to the office.

In contrast, workers with low job satisfaction levels and long commuting distances probably quit their jobs before the survey. This effect also confirms that commuting stress is harmful to organizations, as noted by Elfering et al. (2020). This is because the dissatisfaction caused by the long-distance between home and office leads workers to actually quit by firstly having passive behavior less severe than quitting.

Remote work has the same impact on job satisfaction as it does on the willingness to quit. Although not significant relative to non-remote work, remote work decreases the likelihood of having low or very low job satisfaction and increases the likelihood of having high or very high job satisfaction relative to non-remote work. When remote work is introduced in the context of commuting stress, the probability of having low or very low job satisfaction decreases compared to a situation where remote work is not possible, and commuting stress exists. Moreover, the likelihood of high or very high job satisfaction in the same context where commuting stress is present is higher when remote work is used than when it is not used.

Regardless of the significance of these effects, which a higher number of observations could solve, this result may benefit firms. Introducing remote work in a context where commuting distance is too long may prevent some individuals with lower job satisfaction from considering quitting in the first place, and therefore, avoid passive behavior damaging for the firm. This is because the moderation effect of telework reduces the likelihood of low job satisfaction and increases the likelihood of higher job satisfaction when commuting stress is present.

### **6.3 Discussion Hypothesis 3**

The third hypothesis tests whether the introduction of remote work moderates the effect of commuting stress on the level of work-life balance. As with hypotheses 1 and 2, the impact of remote work on work-life balance is measured through a within-subjects analysis due to the natural experiment of COVID -19. The results show a significant and positive effect of the interaction between commuting stress and remote work, confirming the proposed hypothesis.

The surprising result of this hypothesis is the effect of remote work on work-life balance. In contrast to the findings of Kim (2020), the results show that, compared to not working remotely, remote work increases the probability of having a low or very low level of work-life balance and decreases the probability of having a high or very high level of work-life balance. There may be several reasons for this: The first reason is that

while remote work saves workers from commuting to work, it does not compensate for the burnout that results from daily tasks that do not allow people to spend time with family and friends. Another reason could be that, as Buffer (2021) states, people tend to work more when they work from home, leading to a possible deterioration of work-life balance. The final reason the relationship between remote working and work-life balance is negative could be that the survey responses were biased. Due to COVID-19, people were forced to work from home and limit the number of social activities. Because of this, people may have felt that their only activity during the pandemic was working. For this reason, respondents thought of all the social activities they could not do because of the pandemic when answering the survey, which led to biased results.

Although the individual effect of remote work on the level of work-life balance is not as expected, the interaction effect between remote work and commuting stress is positive, confirming the proposed hypothesis. The results of the average marginal effects of the interaction show that when an employee feels stress due to commuting distance, their probability of having a low or very low level of work-life balance is lower when they work remotely than when they do not. In the same circumstances where commuting distance is considered too long, employees who work remotely are more likely to have a high or very high level of work-life balance than when they do not work remotely.

#### **6.4 Discussion Hypothesis 4**

The fourth hypothesis tests whether monthly salary moderates the effect of commuting stress on the likeliness to quit. The results for this hypothesis were ambiguous and not significant.

The base outcome for interpretation is a very low salary. The expected result is that for any level of monthly income, the probability of being extremely unlikely or unlikely to quit is higher than for a very low salary, while the likelihood of being likely or extremely likely to quit is lower. However, the results were not as expected. Compared to a very low monthly income, a low monthly income decreases the probability of being extremely unlikely and likely to quit in the next two years and increases the likelihood of being uncertain, likely, and extremely likely to quit. This effect is counterintuitive, as a higher perception of monthly income should decrease the probability of considering leaving. However, it could be that employees do not significantly change their intention to quit when they receive a salary increase that leads them to perceive their salary as low rather than very low. In the case of a salary increase that causes employees to change their

perception from very low to low, the small salary increase might be perceived by employees as an insult by the company because they expect a higher salary increase, which makes them even more likely to consider quitting even more than before. The results are as expected when comparing the perception of a high monthly income with a very low monthly income. A worker who perceives their salary as high has a higher likelihood of being unlikely and extremely unlikely to quit, while the likelihood of being uncertain, likely, or extremely likely decreases, compared to a worker who perceives their salary to be too low. However, this effect is not the same when workers perceive their salary as very high. When a worker perceives their salary as very high, the probability of being extremely unlikely or extremely likely to quit increases compared to a worker who perceives their salary as very low, while the probability of being uncertain, likely, or unlikely to quit decreases. This ambiguous result could be since the probability of quitting when very high salary is influenced by other factors unrelated to salary. As Kahneman et al. (2006) stated, a very high monthly income does not guarantee happiness. The effect of income on happiness is transitory, so that the results may be inconclusive. Even though money is not very important to workers nowadays (Stahl, 2019), people are always motivated to increase their income (Kahneman et al., 2006). People may not expect to receive much more money than they already receive once they have reached a very high level of income, even if they change jobs. Therefore, the intention to quit may also depend on other factors that depend on personal preferences.

The effect of commuting stress on the intention to quit is not significant in this regression, but it still increases the likelihood that quitting will be considered. However, when combining the effect of income when commuting stress is present, the moderation effect is ambiguous. For an individual who perceives their salary as low and feels stressed by commuting, the probability of being likely or extremely likely to quit in the next two years is lower than for an individual who also perceives stress from commuting but perceives their salary as very low; in contrast, the probability of being likely or extremely likely to quit is higher. This corresponds to the individual effect of monthly income on the likeliness to quit. For example, suppose a person moves from a very low salary to a low salary. In this case, the small amount of extra money they receive might be perceived as an insult, increasing the likelihood that they will quit in the next two years. However, when comparing the probabilities when there is no commuting stress to when there is commuting stress, the probabilities of being extremely unlikely and unlikely are less negative when commuting stress is present. This could be because, although the

additional amount of money is not sufficient to offset the effect of commuting stress on the probability of quitting, it does affect the negative likelihood of receiving a low salary relative to a very low salary.

In a context where commuting stress is present, a person who draws a high salary is more likely to be extremely unlikely or unlikely to quit than a person who perceives their salary to be very low, and less likely to be extremely likely or likely to quit. This means that the hypothesis is confirmed when workers perceive their salary as high. However, this is not the case when employees perceive their salary to be very high. In a context where commuting distance is an issue, the probability of being extremely unlikely or unlikely is lower.

Overall, with these results the fourth hypothesis can be partially confirmed. The intention to quit decreases when implementing remote work in a context with commuting stress until reaching a high level of income. For a very high level of income, the intention to quit increases when implementing remote work.

## **6.5 Discussion Hypothesis 5**

The fifth hypothesis of this study tests whether monthly income moderates the effect of commuting stress on job satisfaction.

When looking at the individual effect of commuting stress on the level of job satisfaction, although the effect is not significant, it is found once again that the probability of having a high or very high level of job satisfaction is higher with the presence of commuting stress than without the presence of commuting stress. This result is once again consistent with the findings of Spies (2006), which means that individuals with low levels of job satisfaction and long commuting distance between home and work have already quit their jobs, while only individuals with high levels of job satisfaction have not quit their jobs.

As for the individual effect of monthly salary on job satisfaction, although the results are not significant, the magnitude of the effect is as expected. Compared to a very low perception of monthly salary, perceiving salary as low, high, or very high decreases the likelihood of low or very low job satisfaction and increases the likelihood of high or very high job satisfaction. This effect is consistent with Seston et al.'s (2009) findings which confirmed that low pay reduces job satisfaction.

Looking at the marginal effects of the interaction between monthly salary and commuting stress, the hypothesis can be partially confirmed. Compared to a very low

salary, a low, high, or very high salary decreases the probability of having very low or low job satisfaction when commuting stress is present. By contrast, the likelihood of high or very high job satisfaction is higher for each higher salary level than a very low salary. With these results, the hypothesis could be accepted. However, in these results, each result was compared with a very low salary level. Recalling Figure 5 the past section, it was observed that the probability of high job satisfaction decreases as the salary goes from high to very high. Therefore, it can be concluded that the hypothesis is partially confirmed.

### **6.6 Discussion Hypothesis 6**

The sixth hypothesis of this thesis tests whether receiving a recent promotion moderates commuting stress on quitting intention.

Aside from the insignificance of the results, this hypothesis also confirms that commuting stress increases the probability of being likely or extremely likely to quit and decreases the probability of being unlikely or extremely unlikely to quit.

As for the effect of the last promotion on intention to quit, this effect is insignificant as well as not in line with expectations. This is contrary to the findings of Kahneman et al. (2006), who confirmed that salary increments cause a temporary increase in happiness. The more years that have passed since the last promotion, the less likely the employee is to quit their job in the next two years. However, this effect may be due to the fact that a long time since the last promotion means a higher level of responsibilities and a higher job level. A higher level of responsibilities reduces the likeliness to quit, which may explain why the effect of the last promotion has a negative effect on the intention to quit. When considering the interaction effect between last promotion and commuting stress, results are analogs, disregarding the insignificance of the impact. The more time passed since the last year of promotion when an employee feels from commuting, the more likely they are to be extremely unlikely or unlikely to quit increases, while the probability of being likely or extremely unlikely to quit decreases.

### **6.7 Discussion Hypothesis 7**

The final hypothesis of this thesis tests whether receiving a recent promotion moderates the effect of commuting stress on the level of job satisfaction.

As with hypothesis 6, the results are not significant, but in this case, the more years since the last promotion, the probability of having a low or very low job satisfaction

increases, and the probability of having a high or very high job satisfaction decreases. However, these results are not only statistically insignificant but also economically insignificant. The change in the probability of each level of job satisfaction when the last promotion increases by one year are very close to zero.

The effect of commuting stress on job satisfaction is also not significant but is consistent with previous results confirming that commuting stress increases job satisfaction.

As for the interaction effect, the results are as expected. The more time passed since the last promotion, higher is the probability of having low or very low job satisfaction, and lower is the probability of having a high or very high level. Therefore, this hypothesis can be confirmed. This finding could be considered counterintuitive considering that more years since last promotion decreases the likeliness to quit. However, these opposite findings make sense when it is assumed that employees that were promoted longer time ago are also employees with the highest responsibilities, age, salary, and years in the company. In this context, an employee could feel bored after so many years in the same position decreasing their job satisfaction. However, given their job level, salary, and age, they would not consider looking for a new job given that the cost of finding something new is too high. For these people, even though they may not have a high job satisfaction, they prefer to stay in their current job.

## 6. Conclusion

After testing the hypotheses proposed in this thesis, disregarding some insignificant results, six over seven of them could be confirmed or partially confirmed. Firstly, remote work moderates the effect of commuting stress on the intention to quit, job satisfaction, and work-life balance, confirming the first three hypotheses proposed. Secondly, monthly income moderates the effect of commuting stress on quitting intention and job satisfaction although not for every level of income. The likelihood to quit decreases when income increases until reaching a high level of income and increases when it goes from high to very high, empowering the effect of commuting stress. The effect of income on job satisfaction is as expected although when salary goes from high to very high, the probability of having a high job satisfaction decreases. Therefore, the fourth and fifth hypothesis can be partially confirmed. Lastly, years since last promotion have opposite results on the intention to quit and job satisfaction. In a context where commuting stress is present, more years since last promotion decreases the likelihood to quit, not confirming the sixth hypothesis. The effect of last promotion on job satisfaction is as expected, given that when commuting stress is present, more years since last promotion increases the likelihood to quit.

The most important finding in this work is that remote working is the best strategy for companies to reduce employee attrition caused by long commuting distances. The three first hypotheses where remote work was used as a moderator of the effect of commuting stress were confirmed. This means that with remote work, the likelihood to quit due to commuting stress is reduced, and the deterioration of the level of job satisfaction and work-life balance caused by commuting stress is also reduced. This way, companies could prevent employees from feeling unhappy in their jobs and therefore considering quitting.

Another important finding from this research is that disregarding the non-significance of the effect of monthly income when employees perceive their salary as high, the hypothesis that salary moderates the effect of commuting stress on the likelihood to quit is confirmed. Nevertheless, when salary is considered very high, the moderation effect works by making the probability of quitting due to commuting distance even higher. Therefore, companies need to design a payment strategy that reduces the negative effect of commuting stress on the likelihood to quit taking care that salaries do not reach



a very high level that increases the negative effect of commuting stress on the likeliness to quit. Compared to a very low income, having a low income makes the likeliness to quit less positive when commuting stress is present. However, it does not compensate completely for the positive probability.

Lastly, using last year since last promotion as a moderator of the effect of commuting stress on the level of job satisfaction and intention to quit show that as longer time passed since the last promotion, the less likely to quit the employee is but the lower is the level of job satisfaction. Of course, this does not mean that companies should stop increasing their employees' salaries to avoid quitting. Instead, they should probably have different strategies of salary increase for each level of responsibility in the company to decrease the likeliness to quit but also increase job satisfaction.

As an overall conclusion, comparing the moderation effect of remote work, monthly salary, and last promotion, this thesis found that remote working is the most significant moderator that can reduce the likeliness to quit, increase job satisfaction and work-life balance while monthly salary and last promotion were found as not significant moderators although the sign of the effects affirm that they also work as possible moderators of the effect of commuting stress on quitting intention and job satisfaction.

## 7. Limitations and further research

This research focuses only on the impact of remote working in general but does not examine the ideal number of days employees should work from home. Further research should focus on finding the ideal number of days employees should work from home so that companies can reduce employee attrition as much as possible.

Regarding the measurement of commuting stress as a perceptual variable instead of an objective variable, this thesis assumes that commuting distance in terms of perceived length has more real effects on the likelihood of quitting, job satisfaction, and work-life balance. However, further research should focus on the significance of the difference between the results when considering commuting distance as an objective variable and when considering it as a perceptual variable. Measuring perceptual scores for each employee in the organization and applying appropriate general strategies for all of them may be complicated. However, suppose the results when measuring commute distance as an objective variable are not significantly different from the results when measuring commute distance as a perceptual variable. In that case, companies can simplify their internal analysis and easily apply strategies to improve employees' happiness.

Another recommendation for further research would be to focus on the impact of remote work on work-life balance. The counterintuitive effect found in this thesis could be due to biased responses caused by the inevitable deterioration of social life due to the pandemic. Therefore, this relationship should be re-examined when the pandemic is entirely over, and social activities are no longer restricted. In this way, the bias could be eliminated, and the true impact of remote work on work-life balance could be measured.

Using the perceived value of money as a moderator can be very difficult. First, as with the commuting stress variable, measuring monthly salary with the perceived value rather than the objective value is assumed to have a more real effect on the likeliness to quit. Nevertheless, it is important that further research test whether the difference in results between income measured as an objective value and income measured as a perceptual value is significant. If there are no significant differences in probabilities, it would be easier for firms to develop strategies based on the objective value of monthly income rather than the perceived value. Second, assuming that measuring salary as a perceived value has a more accurate impact on the likeliness to quit; it is difficult for

companies to develop a strategy that can reduce the negative impact of commuting stress on the probability of quitting by making sure that salaries never increase to a very high level, thus increasing the likeliness to quit due to commuting distance. Therefore, further research should focus on building a model to predict the perceived monthly salary for each employee based on their characteristics to facilitate the payment structure for each of them.

This research failed to correct the biased results of commuting stress on the level of job satisfaction. As for Spies (2006), a positive effect of commuting distance on job satisfaction was found. This confirms that employees who felt stress due to commuting distance and did not have high job satisfaction have already quit their jobs, and only those who live far from the office but are very satisfied with their jobs continue to work for their companies. Therefore, further research should attempt to analyze the actual effect of commuting stress on job satisfaction in an unbiased manner. This can be done by obtaining a dataset of workers who have already quit their jobs and analyzing the impact of commuting stress on job satisfaction.

In this paper, the last promotion is considered a variable to measure the moderation effect of a recent salary increase on the impact of commuting stress on quitting intention and job satisfaction. A long time since the last promotion lowers the probability of quitting and decreases job satisfaction. This effect could be because the more years since the last promotion, the more responsibilities the employee may have in their job, making it a comfortable zone and more boring. Therefore, further research should examine the moderation effect of last promotion on workers who do not have high job responsibilities and create a payment structure model that decreases the likeliness to quit and increases job satisfaction.

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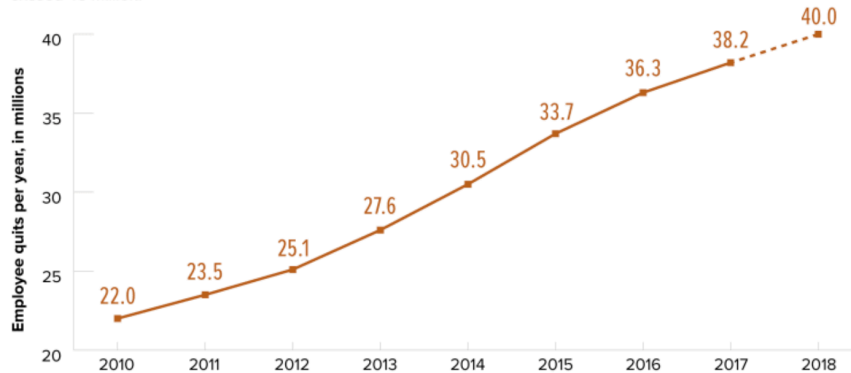
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## 9. Appendix

### 9.1 Appendix 1: Total number of employee quit per year, in millions

#### Total Employee Quits Have Risen Every Year Since 2010

The numbers below represent the total number of employee quits per year, in millions. Quits in 2018 are on track to exceed 40 million.

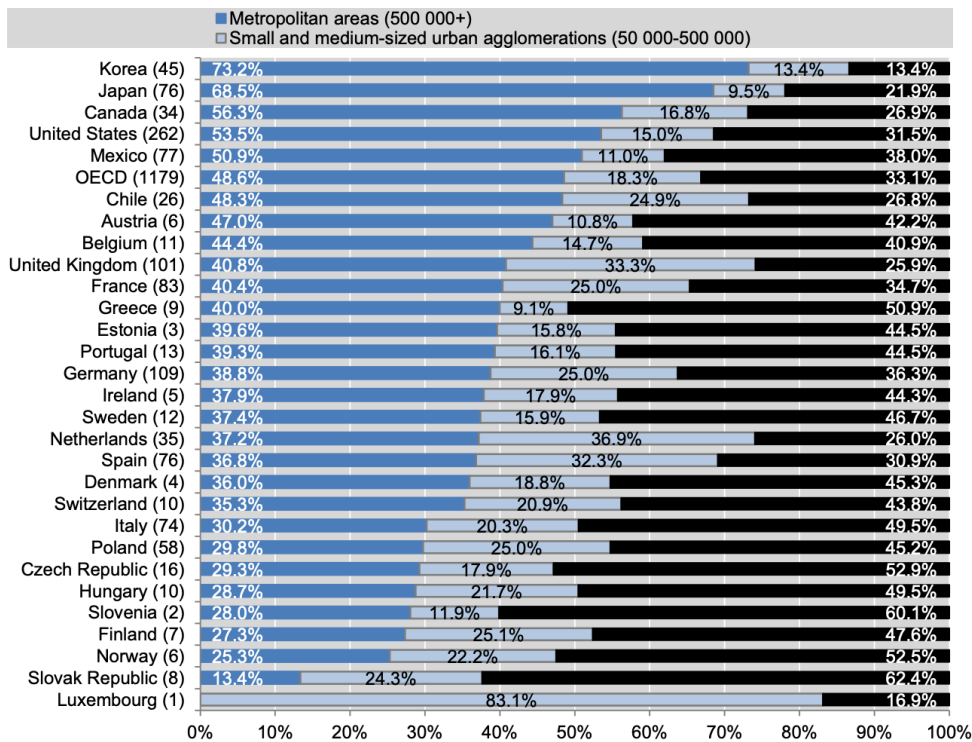


Source: U.S. Bureau of Labor Statistics.

Source: <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/workers-are-quitting-jobs-record-numbers.aspx>

### 9.2 Appendix 2: Share of population living in urban agglomerations

#### Share of population living in urban agglomerations



Source: [https://www.oecd.org/global-forum-productivity/events/Policy%20highlights%20-%20The%20Metropolitan%20Century%20\(final\).pdf](https://www.oecd.org/global-forum-productivity/events/Policy%20highlights%20-%20The%20Metropolitan%20Century%20(final).pdf)

### 9.3 Appendix 3: Survey

English

Hi!

I am a Behavioral Economics master's student at Erasmus University, and for my master thesis, I am analyzing how remote work may increase job satisfaction.

I would really appreciate it if you could participate in my survey.

Your responses will be **anonymous** and I will delete them after my research study

Thank you!

Camila Wiater.

English

Are you currently working?

Yes

No

If you are not currently working, did you work before?

Yes

No

I am currently working

English

Please answer the following questions considering your employment situation BEFORE COVID19.

If you are not currently working please consider your past job

How likely are you to quit your job in the next two years if you are **NOT** allowed to work from home?

Extremely unlikely	Unlikely	Uncertain	Likely	Extremely likely
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much time does it take you **IN MINUTES** to go from home to the office?

Do you consider that commuting distance too long?

Yes

No

How satisfied are you with the work environment in the office?

Extremely  
dissatisfied

Somewhat  
dissatisfied

Somewhat  
satisfied

Extremely  
satisfied

What is the level of your responsibilities?

Very low

Low

High

Very high

What is your level of job satisfaction?

Very low

Low

High

Very high

What is your level of work-life balance?

Very low

Low

High

Very high



English

Number of companies you worked before

Years of experience:

Years in current role:

Years since last promotion:

I consider my monthly salary:

Very low	Low	High	Very high
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Attention check: to check if you are following the survey please select "Very high"

Very low	Low	High	Very high
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

English

Please answer the following questions considering your employment situation AFTER COVID19

Do you work from home?

- Yes
- No
- Sometimes

On average, how many days a week you work from home?

0	1	2	3	4	5	6 or 7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On average, how many days a week would you like to work from home?

0	1	2	3	4	5	6 or 7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your level of work-life balance working from home?

Very low	Low	High	Very high
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



English

What is your level of job satisfaction working from home?

Very low      Low      High      Very high

How likely are you to quit your job in the next two years if **YOU ARE ALLOWED** to work from home a few days a week?

Extremely unlikely      Unlikely      Uncertain      Likely      Extremely likely

English

Demographic information

18      26      39      49      59      69      80      90

What is your age in years?

Gender:

Male

Female

Non-binary / third gender

Prefer not to say

What is your maximum level of education reached?

Below college

College

Bachelor

Master

Doctor

Marital Status

Married

Divorced

Single

Other

In which country do you currently reside?

Made in <https://www.qualtrics.com/>

#### 9.4 Appendix 4: Description of main independent variables

**Table A4.1:** Distribution of Commuting Stress

Commuting_Stress	Frequency	Percentage
0	292	64.60
1	160	35.40
<b>Total</b>	452	100

Commuting\_Stress=1 if the perception of commuting distance is as too long Commuting\_Stress=0 otherwise

**Table A4.2 Matrix of correlations**

Variables	(1)	(2)
(1) Commuting_Distance	1.000	
(2) Commuting_Stress	0.580	1.000

**spearman Commuting\_Distance  
Commuting\_Stress, stats(rho p)**

Number of obs = 452  
Spearman's rho = 0.6450

**Test of Ho: Commuting\_Distance and  
Commuting\_Stress are independent**

Prob > |t| = 0.0000

**Table A4.3:** Distribution of Monthly Salary

Monthly_Salary	Frequency	Percentage
1	33	7.30
2	235	51.99
3	171	37.83
4	13	2.88
<b>Total</b>	452	100

---

Monthly\_Salary=1 if the perception of monthly salary is as very low,  
 Monthly\_Salary=2 if the perception of monthly salary is as low,  
 Monthly\_Salary=3 if the perception of monthly salary is as high,  
 Monthly\_Salary=4 if the perception of monthly salary is as very high

---



---

**Table A4.4:** Summary statistics for Last Promotion

---

Variable	Observations	Mean	Standard Deviation	Minimum	Maximum
Last_Promotion	452	1.504	1.850	0	25

---

## 9.5 Appendix 5: Description of main control variables

---

**Table A5.1:** Summary statistics for Age, Commuting Distance, Companies Worked Before, Current\_Role, and Experience

---

Variable	Observations	Mean	Standard Deviation	Minimum	Maximum
Age	452	27.40	6.68	18	65
Commuting_Distance	452	31.84	22.44	3	180
Companies_Worked Before	452	2.77	1.75	0	15
Current_Role	452	2.27	3.12	0	30
Experience	452	5.98	6.19	1	40

---

**Table A5.2:** Distribution of Work Environment

Work_Environment	Frequency	Percentage
1	15	3.32
2	53	11.73
3	241	53.32
4	143	32.63
<b>Total</b>	452	100

---

Work\_Environment=1 if Extremely dissatisfied,  
 Work\_Environment=2 if Somewhat dissatisfied,  
 Work\_Environment=3 if Somewhat satisfied,  
 Work\_Environment=4 if Extremely satisfied

---

**Table A5.3:** Responsibilities Level

Responsibilities_Level	Frequency	Percentage
1	7	1.55
2	130	28.76
3	270	59.73
4	45	9.96

---



<b>Total</b>	452	100
--------------	-----	-----

Responsibilities\_Level=1 if very low,  
 Responsibilities\_Level=2 if low,  
 Responsibilities\_Level=3 if high,  
 Responsibilities\_Level=4 if very high

**Table A5.4:** Distribution of Marital Status

<b>Marital_Status</b>	<b>Frequency</b>	<b>Percentage</b>
1	331	73.23
2	40	8.85
3	12	2.65
4	69	15.27
<b>Total</b>	452	100

Marital\_Status=1 if single, Marital\_Status=2 if married,  
 Marital\_Status=3 if divorced, Marital\_Status=4 if other

**Table A5.5:** Distribution of Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Female	281	62.17
Male	168	99.34
Non-binary / third gender	2	0.44
Prefer not to say	1	0.22
<b>Total</b>	452	100

**Table A5.6:** Distribution of Education Level

<b>Education_Level</b>	<b>Frequency</b>	<b>Percentage</b>
1	14	3.10
2	40	8.85
3	259	57.3
4	133	29.42
5	6	1.33
<b>Total</b>	452	100

Education\_Level=1 if Bellow college, Education\_Level=2 if  
 College, Education\_Level=3 if Bachelor, Education\_Level=4 if  
 Master, Education\_Level=5 if Doctor

**Table A5.7:** Distribution of Days Remote

<b>Days_Remote</b>	<b>Frequency</b>	<b>Percentage</b>
0	91	20.13
1	30	6.64

2	51	11.28
3	53	11.73
4	46	10.18
5	163	36.06
6	18	3.98
<b>Total</b>	<b>452</b>	<b>100</b>

**Table A5.8:** Distribution of Remote Desired

<b>Remote_Desired</b>	<b>Frequency</b>	<b>Percentage</b>
0	30	6.64
1	40	8.85
2	97	21.46
3	149	32.96
4	54	11.95
5	64	14.16
6	18	3.98
<b>Total</b>	<b>452</b>	<b>100</b>

## 9.6 Appendix 6: Correlation table

	Intention_Quit	Commuting_Stress	Remote_Work	Job_Satisfaction	WorkLife_Balance	Last_Promotion	Monthly_Salary	Work_Environment	Responsibilitis_Level	Marital_Status	Female	Education_Level	Days_Remote	Remote_Desired	Commuting_Distance	Companies_Worked_Before	Experience	Current_Role	Age	
Intention_Quit	1.0000																			
Commuting_Stress	0.1288	1.0000																		
Remote_Work	-0.2203	0.0000	1.0000																	
Job_Satisfaction	-0.1667	0.0414	0.0825	1.0000																
WorkLife_Balance	-0.0522	0.0086	0.0250	0.4427	1.0000															
Last_Promotion	-0.0871	0.0142	0.0000	0.0808	0.0008	1.0000														
Monthly_Salary	-0.0890	-0.0323	0.0000	0.2101	0.0704	0.1295	1.0000													
Work_Environment	-0.1331	-0.0109	0.0000	0.2457	0.1164	0.1266	0.1766	1.0000												
Responsibilitis_Level	-0.0583	0.1062	0.0000	0.1589	-0.0238	0.2149	0.2826	0.0879	1.0000											
Marital_Status	0.0660	-0.0619	0.0000	0.0435	0.0414	0.0591	0.0808	0.0183	0.0109	1.0000										
Female	-0.0749	-0.0236	0.0000	0.0309	0.0202	-0.0365	-0.0546	0.0281	-0.0718	0.0642	1.0000									
Education_Level	0.0560	0.0589	0.0000	0.0707	0.0421	0.0672	0.1741	-0.0310	0.1462	0.0507	-0.0674	1.0000								
Days_Remote	0.0634	0.0970	0.0000	0.1102	0.0331	0.0640	0.0963	0.0172	0.1426	-0.0792	0.0184	0.1289	1.0000							
Remote_Desired	0.1841	0.1714	0.0000	0.1528	0.0938	0.0354	0.0372	-0.1607	0.0837	-0.0669	-0.0224	0.0334	0.4451	1.0000						
Commuting_Distance	0.1278	0.6450	0.0000	-0.0078	0.0397	-0.0226	-0.0707	-0.1039	0.0424	0.0069	0.0347	0.0919	0.1830	0.2027	1.0000					
Companies_Worked_Before	-0.0442	-0.0035	0.0000	0.0480	0.0692	-0.0382	0.0904	0.0224	0.0282	0.1614	-0.0279	0.0316	-0.0330	-0.0255	-0.0087	1.0000				
Experience	-0.1071	0.0501	0.0000	0.1189	0.0478	0.3667	0.2239	0.1294	0.3206	0.1536	-0.0818	0.1375	0.1573	0.1609	0.0396	0.3984	1.0000			
Current_Role	-0.0546	-0.0463	0.0000	0.0360	-0.0223	0.4850	0.1445	0.0358	0.2625	0.0947	-0.0272	0.1033	0.1275	0.1065	-0.0225	-0.0298	0.4593	1.0000		
Age	-0.0334	0.0730	0.0000	0.1196	0.0433	0.3555	0.2247	-0.0037	0.3169	0.1619	-0.1297	0.2513	0.2682	0.2429	0.0707	0.2058	0.6365	0.3878	1.0000	
	0.3157	0.0283	1.0000	0.0003	0.1929	0.0000	0.0000	0.9110	0.0000	0.0000	0.0001	0.0000	0.0000	0.0000	0.0336	0.0000	0.0000	0.0000	0.0000	

## 9.7 Appendix 7: Collinearity diagnostics

**Table A7: Collinearity Diagnostics**

Variable	SQRT		Tolerance	R-Squared
	VIF	VIF		
Intention_Quit	1.21	1.10	0.8240	0.1760
Commuting_Stress	1.59	1.26	0.6289	0.3711
Remote_Work	1.07	1.03	0.9344	0.0656
Job_Satisfaction	1.48	1.22	0.6735	0.3265
WorkLife_Balance	1.29	1.14	0.7748	0.2252
Last_Promotion	1.43	1.20	0.6987	0.3013
Monthly_Salary	1.23	1.11	0.8155	0.1845
Work_Environment	1.19	1.09	0.8395	0.1605
Responsibilities_Level	1.25	1.12	0.8007	0.1993
Marital_Status	1.11	1.05	0.8999	0.1001
Female	1.06	1.03	0.9403	0.0597
Education_Level	1.07	1.04	0.9333	0.0667
Days_Remote	1.31	1.14	0.7630	0.2370
Remote_Desired	1.43	1.19	0.7010	0.2990
Commuting_Distance	1.59	1.26	0.6299	0.3701
Companies_WorkedBefore	1.33	1.16	0.7491	0.2509
Experience	5.18	2.27	0.1932	0.8068
Current_Role	1.95	1.40	0.5121	0.4879
Age	4.82	2.20	0.2074	0.7926

Mean VIF 1.72

## 9.8 Appendix 8: Ordered logistic regression for hypothesis 1 (Table 8 completed)

**Table 8 completed: Ordered logistic regression for Hypothesis 1**

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.579	.208	2.79	.005	.172	.986	***
0.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	-.578	.155	-3.72	0	-.882	-.273	***
0.Commuting_Stres##0. Remote_Work	0	.	.	.	.	.	.
0.Commuting_Stres##1 Remote_Work	0	.	.	.	.	.	.
1.Commuting_Stres##0. Remote_Work	0	.	.	.	.	.	.
1.Commuting_Stres##1 .Remote_Work	-.737	.259	-2.85	.004	-1.244	-.229	***
1.Job_Satisfaction	0	.	.	.	.	.	.
2.Job_Satisfaction	.726	.386	1.88	.06	-.031	1.483	*
3.Job_Satisfaction	.283	.393	0.72	.472	-.487	1.053	.
4.Job_Satisfaction	-.57	.445	-1.28	.2	-1.441	.302	.
1.WorkLife_Balance	0	.	.	.	.	.	.
2.WorkLife_Balance	-.578	.305	-1.90	.058	-1.175	.019	*
3.WorkLife_Balance	-.495	.299	-1.65	.098	-1.082	.092	*
4.WorkLife_Balance	-.321	.358	-0.90	.369	-1.022	.38	.
Last_Promotion	-.004	.043	-0.09	.927	-.089	.081	.
1.Monthly_Salary	0	.	.	.	.	.	.
2.Monthly_Salary	.111	.262	0.42	.672	-.402	.624	.
3.Monthly_Salary	-.101	.274	-0.37	.712	-.639	.436	.

4.Monthly_Salary	-.187	.504	-0.37	.71	-1.175	.8	
1.Work_Environment	0	.	.	.	.	.	
2.Work_Environment	-.397	.365	-1.09	.278	-1.113	.319	
3.Work_Environment	-.439	.327	-1.34	.179	-1.08	.201	
4.Work_Environment	-.556	.344	-1.62	.106	-1.23	.117	
1.Responsibilities_Level	0	.	.	.	.	.	
2.Responsibilities_Level	.764	.484	1.58	.114	-.184	1.712	
3.Responsibilities_Level	.563	.482	1.17	.243	-.383	1.509	
4.Responsibilities_Level	.928	.532	1.74	.081	-.115	1.972	*
1.Marital_Status	0	.	.	.	.	.	
2.Marital_Status	.379	.264	1.44	.151	-.138	.896	
3.Marital_Status	.969	.493	1.96	.049	.002	1.935	**
4.Marital_Status	.627	.173	3.62	0	.288	.967	***
0.Female	0	.	.	.	.	.	
1.Female	-.408	.132	-3.10	.002	-.666	-.15	***
1.Education_Level	0	.	.	.	.	.	
2.Education_Level	-.125	.386	-0.32	.747	-.881	.632	
3.Education_Level	.028	.219	0.13	.899	-.401	.456	
4.Education_Level	.404	.622	0.65	.516	-.816	1.624	
5.Education_Level	.292	.144	2.02	.043	.009	.575	**
Days_Remote	.016	.035	0.44	.657	-.053	.084	
Remote_Desired	.288	.05	5.72	0	.19	.387	***
Commuting_Distance	.01	.003	2.75	.006	.003	.016	***
Companies_WorkedBefore	.016	.044	0.37	.714	-.069	.101	
Experience	-.038	.023	-1.63	.104	-.083	.008	
Current_Role	-.027	.032	-0.85	.396	-.089	.035	
Age	-.015	.022	-0.66	.507	-.059	.029	
cut1	-.843	.818	.b	.b	-2.446	.76	
cut2	.806	.817	.b	.b	-.796	2.408	
cut3	2.017	.82	.b	.b	.41	3.624	
cut4	3.638	.831	.b	.b	2.009	5.266	
Mean dependent var		2.385	SD dependent var			1.169	
Pseudo r-squared		0.077	Number of obs			904.000	
Chi-square		204.996	Prob > chi2			0.000	
Akaike crit. (AIC)		2540.882	Bayesian crit. (BIC)			2723.542	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

## 9.9 Appendix 9: Average marginal effects of ordered logistic regression for Hypothesis 1

**Table A9: Average marginal effects for Hypothesis 1**

Average marginal effects	Number of obs	=	904
Model VCE	: OIM		
dy/dx w.r.t.:	1.Commuting_Stress 1.Remote_Work 2.Job_Satisfaction 3.Job_Satisfaction 4.Job_Satisfaction		
2.WorkLife_Balance 3.WorkLife_Balance 4.WorkLife_Balance Last_Promotion 2.Monthly_Salary			
3.Monthly_Salary 4.Monthly_Salary 2.Work_Environment 3.Work_Environment			
4.Work_Environment 2.Responsibilities_Level 3.Responsibilities_Level 4.Responsibilities_Level			
2.Marital_Status			
3.Marital_Status 4.Marital_Status 1.Female 2.Education_Level 3.Education_Level			
4.Education_Level 5.Education_Level Days_Remote Remote_Desired Commuting_Distance			
Companies_WorkedBefore			
Experience Current_Role Age			
1._predict	: Pr(Intention_Quit==1), predict(pr outcome(1))		
2._predict	: Pr(Intention_Quit==2), predict(pr outcome(2))		
3._predict	: Pr(Intention_Quit==3), predict(pr outcome(3))		
4._predict	: Pr(Intention_Quit==4), predict(pr outcome(4))		
5._predict	: Pr(Intention_Quit==5), predict(pr outcome(5))		

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	-0.022	0.027	-0.810	0.419	-0.075	0.031
2	-0.026	0.010	-2.650	0.008	-0.045	-0.007
3	0.005	0.011	0.430	0.670	-0.017	0.026
4	0.026	0.015	1.670	0.096	-0.005	0.056
5	0.017	0.009	2.010	0.045	0.000	0.034
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	0.136	0.022	6.240	0.000	0.093	0.178
2	0.043	0.008	5.190	0.000	0.027	0.060
3	-0.056	0.011	-5.230	0.000	-0.077	-0.035
4	-0.082	0.013	-6.250	0.000	-0.108	-0.056
5	-0.041	0.008	-5.470	0.000	-0.056	-0.026
1.Job_Satisfaction		(base		outcome)		
2.Job_Satisfaction						
_predict						
1	-0.121	0.072	-1.680	0.094	-0.263	0.020
2	-0.030	0.010	-3.120	0.002	-0.049	-0.011
3	0.049	0.030	1.610	0.107	-0.011	0.108
4	0.068	0.032	2.100	0.036	0.005	0.131
5	0.035	0.015	2.310	0.021	0.005	0.064
3.Job_Satisfaction						
_predict						
1	-0.051	0.074	-0.690	0.489	-0.197	0.094
2	-0.006	0.004	-1.530	0.125	-0.013	0.002
3	0.021	0.031	0.690	0.488	-0.039	0.082
4	0.024	0.032	0.760	0.447	-0.039	0.088
5	0.011	0.014	0.790	0.427	-0.016	0.039
4.Job_Satisfaction						
_predict						
1	0.116	0.087	1.330	0.184	-0.055	0.287
2	-0.014	0.011	-1.220	0.222	-0.036	0.008
3	-0.046	0.036	-1.300	0.193	-0.117	0.024
4	-0.040	0.034	-1.180	0.239	-0.107	0.027
5	-0.016	0.014	-1.100	0.272	-0.044	0.012
1.WorkLife_Balance		(base		outcome)		
2.WorkLife_Balance						
_predict						
1	0.091	0.044	2.070	0.038	0.005	0.177
2	0.028	0.021	1.380	0.167	-0.012	0.069
3	-0.033	0.015	-2.270	0.023	-0.062	-0.004
4	-0.055	0.030	-1.810	0.070	-0.114	0.005
5	-0.031	0.020	-1.590	0.112	-0.070	0.007
3.WorkLife_Balance						
_predict						
1	0.077	0.042	1.810	0.070	-0.006	0.159
2	0.026	0.021	1.260	0.209	-0.015	0.067
3	-0.028	0.014	-2.020	0.043	-0.054	-0.001
4	-0.047	0.030	-1.580	0.114	-0.106	0.011
5	-0.028	0.020	-1.410	0.160	-0.067	0.011
4.WorkLife_Balance						
_predict						
1	0.048	0.052	0.910	0.361	-0.055	0.150
2	0.019	0.023	0.840	0.402	-0.026	0.064
3	-0.017	0.018	-0.930	0.353	-0.051	0.018
4	-0.031	0.035	-0.890	0.373	-0.100	0.038
5	-0.019	0.022	-0.860	0.390	-0.063	0.025

Last_Promotion						
_predict						
1	0.001	0.007	0.090	0.927	-0.014	0.015
2	0.000	0.001	0.090	0.927	-0.003	0.003
3	-0.000	0.003	-0.090	0.927	-0.006	0.005
4	-0.000	0.004	-0.090	0.927	-0.008	0.007
5	-0.000	0.002	-0.090	0.927	-0.004	0.004
1.Monthly_Salary		(base		outcome)		
2.Monthly_Salary						
_predict						
1	-0.019	0.045	-0.420	0.677	-0.106	0.069
2	-0.004	0.009	-0.470	0.637	-0.022	0.013
3	0.007	0.018	0.410	0.679	-0.027	0.042
4	0.010	0.024	0.430	0.667	-0.036	0.057
5	0.005	0.012	0.440	0.662	-0.019	0.029
3.Monthly_Salary						
_predict						
1	0.018	0.047	0.370	0.708	-0.075	0.110
2	0.003	0.009	0.330	0.742	-0.014	0.020
3	-0.007	0.019	-0.380	0.708	-0.044	0.030
4	-0.009	0.025	-0.360	0.715	-0.057	0.039
5	-0.004	0.012	-0.360	0.719	-0.029	0.020
4.Monthly_Salary						
_predict						
1	0.033	0.090	0.370	0.714	-0.144	0.210
2	0.004	0.011	0.430	0.670	-0.016	0.025
3	-0.013	0.036	-0.360	0.715	-0.085	0.058
4	-0.016	0.043	-0.380	0.705	-0.101	0.068
5	-0.008	0.021	-0.380	0.700	-0.049	0.033
1.Work_Environment		(base		outcome)		
2.Work_Environment						
_predict						
1	0.061	0.054	1.130	0.258	-0.045	0.166
2	0.023	0.024	0.940	0.348	-0.025	0.070
3	-0.022	0.019	-1.180	0.237	-0.059	0.015
4	-0.039	0.036	-1.070	0.286	-0.109	0.032
5	-0.023	0.023	-0.990	0.321	-0.067	0.022
3.Work_Environment						
_predict						
1	0.068	0.046	1.470	0.142	-0.023	0.158
2	0.024	0.023	1.040	0.299	-0.021	0.070
3	-0.025	0.015	-1.620	0.106	-0.055	0.005
4	-0.042	0.033	-1.290	0.198	-0.107	0.022
5	-0.025	0.021	-1.150	0.249	-0.067	0.017
4.Work_Environment						
_predict						
1	0.088	0.050	1.770	0.077	-0.009	0.186
2	0.028	0.024	1.180	0.239	-0.018	0.074
3	-0.033	0.017	-1.910	0.056	-0.067	0.001
4	-0.053	0.034	-1.540	0.124	-0.120	0.014
5	-0.030	0.022	-1.360	0.173	-0.073	0.013
1.Responsibilities_Level		(base		outcome)		
2.Responsibilities_Level						
_predict						
1	-0.141	0.097	-1.450	0.146	-0.331	0.049
2	-0.007	0.015	-0.440	0.662	-0.036	0.023
3	0.056	0.038	1.480	0.140	-0.018	0.131
4	0.062	0.034	1.850	0.065	-0.004	0.128
5	0.029	0.014	2.040	0.042	0.001	0.057
3.Responsibilities_Level						
_predict						
1	-0.107	0.097	-1.100	0.271	-0.297	0.083

2	0.001	0.014	0.050	0.960	-0.026	0.028
3	0.043	0.038	1.120	0.261	-0.032	0.118
4	0.044	0.033	1.330	0.184	-0.021	0.108
5	0.020	0.014	1.440	0.149	-0.007	0.046
4.Responsibilities_Level						
_predict						
1	-0.167	0.103	-1.620	0.105	-0.368	0.035
2	-0.015	0.019	-0.800	0.422	-0.052	0.022
3	0.066	0.040	1.640	0.101	-0.013	0.145
4	0.078	0.040	1.960	0.050	0.000	0.156
5	0.038	0.019	2.000	0.045	0.001	0.075
1.Marital_Status		(base		outcome)		
2.Marital_Status						
_predict						
1	-0.063	0.041	-1.530	0.125	-0.144	0.018
2	-0.014	0.014	-1.030	0.302	-0.041	0.013
3	0.024	0.015	1.590	0.111	-0.006	0.054
4	0.035	0.025	1.370	0.170	-0.015	0.084
5	0.018	0.015	1.260	0.208	-0.010	0.047
3.Marital_Status						
_predict						
1	-0.142	0.057	-2.490	0.013	-0.254	-0.030
2	-0.059	0.045	-1.310	0.189	-0.147	0.029
3	0.047	0.012	4.090	0.000	0.025	0.070
4	0.094	0.050	1.880	0.061	-0.004	0.192
5	0.060	0.042	1.420	0.155	-0.023	0.142
4.Marital_Status						
_predict						
1	-0.099	0.025	-3.960	0.000	-0.148	-0.050
2	-0.030	0.012	-2.560	0.011	-0.053	-0.007
3	0.037	0.009	4.070	0.000	0.019	0.054
4	0.059	0.017	3.400	0.001	0.025	0.093
5	0.034	0.011	2.950	0.003	0.011	0.056
0.Female		(base		outcome)		
1.Female						
_predict						
1	0.068	0.021	3.170	0.002	0.026	0.110
2	0.016	0.006	2.510	0.012	0.003	0.028
3	-0.026	0.009	-3.100	0.002	-0.043	-0.010
4	-0.037	0.012	-3.010	0.003	-0.062	-0.013
5	-0.020	0.007	-2.830	0.005	-0.034	-0.006
1.Education_Level		(base		outcome)		
2.Education_Level						
_predict						
1	0.022	0.070	0.320	0.751	-0.116	0.160
2	0.002	0.005	0.440	0.657	-0.008	0.013
3	-0.009	0.028	-0.320	0.752	-0.065	0.047
4	-0.011	0.032	-0.330	0.741	-0.074	0.053
5	-0.005	0.015	-0.340	0.735	-0.035	0.025
3.Education_Level						
_predict						
1	-0.005	0.038	-0.130	0.899	-0.079	0.070
2	-0.001	0.006	-0.120	0.903	-0.013	0.011
3	0.002	0.015	0.130	0.899	-0.028	0.032
4	0.002	0.019	0.130	0.900	-0.035	0.040
5	0.001	0.010	0.130	0.900	-0.018	0.020
4.Education_Level						
_predict						
1	-0.066	0.093	-0.710	0.481	-0.248	0.117
2	-0.018	0.038	-0.470	0.640	-0.093	0.057
3	0.025	0.033	0.760	0.449	-0.040	0.090
4	0.038	0.061	0.620	0.538	-0.082	0.158



5	0.021	0.037	0.560	0.575	-0.052	0.093
5.Education_Level						
_predict						
1	-0.049	0.023	-2.070	0.039	-0.095	-0.003
2	-0.011	0.007	-1.730	0.083	-0.024	0.002
3	0.019	0.009	2.060	0.040	0.001	0.037
4	0.027	0.014	1.980	0.047	0.000	0.053
5	0.014	0.007	1.900	0.057	-0.000	0.029
Days_Remote						
_predict						
1	-0.003	0.006	-0.440	0.656	-0.014	0.009
2	-0.001	0.001	-0.440	0.659	-0.003	0.002
3	0.001	0.002	0.440	0.657	-0.004	0.006
4	0.001	0.003	0.440	0.657	-0.005	0.008
5	0.001	0.002	0.440	0.657	-0.002	0.004
Remote_Desired						
_predict						
1	-0.049	0.008	-5.800	0.000	-0.065	-0.032
2	-0.010	0.002	-4.060	0.000	-0.014	-0.005
3	0.019	0.003	5.520	0.000	0.012	0.026
4	0.026	0.005	5.510	0.000	0.017	0.035
5	0.013	0.003	4.710	0.000	0.008	0.019
Commuting_Distance						
_predict						
1	-0.002	0.001	-2.760	0.006	-0.003	-0.000
2	-0.000	0.000	-2.480	0.013	-0.001	-0.000
3	0.001	0.000	2.710	0.007	0.000	0.001
4	0.001	0.000	2.730	0.006	0.000	0.001
5	0.000	0.000	2.610	0.009	0.000	0.001
Companies_WorkedBefore						
_predict						
1	-0.003	0.007	-0.370	0.714	-0.017	0.012
2	-0.001	0.001	-0.360	0.715	-0.003	0.002
3	0.001	0.003	0.370	0.714	-0.005	0.007
4	0.001	0.004	0.370	0.714	-0.006	0.009
5	0.001	0.002	0.370	0.715	-0.003	0.005
Experience						
_predict						
1	0.006	0.004	1.630	0.103	-0.001	0.014
2	0.001	0.001	1.560	0.120	-0.000	0.003
3	-0.002	0.002	-1.620	0.105	-0.006	0.001
4	-0.003	0.002	-1.620	0.105	-0.007	0.001
5	-0.002	0.001	-1.590	0.111	-0.004	0.000
Current_Role						
_predict						
1	0.005	0.005	0.850	0.395	-0.006	0.015
2	0.001	0.001	0.830	0.405	-0.001	0.003
3	-0.002	0.002	-0.850	0.396	-0.006	0.002
4	-0.002	0.003	-0.850	0.396	-0.008	0.003
5	-0.001	0.001	-0.850	0.398	-0.004	0.002
Age						
_predict						
1	0.003	0.004	0.660	0.506	-0.005	0.010
2	0.001	0.001	0.660	0.511	-0.001	0.002
3	-0.001	0.001	-0.660	0.507	-0.004	0.002
4	-0.001	0.002	-0.660	0.507	-0.005	0.003
5	-0.001	0.001	-0.660	0.508	-0.003	0.001

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Note: dy/dx for factor levels is the discrete change from the base level.

## 9.10 Appendix 10: Average marginal effects for interaction of Hypothesis 1

**Table A10: Average marginal effects for interaction of Hypothesis 1**

Average marginal effects                      Number of obs   =   904

Model VCE   : OIM

dy/dx w.r.t. : 1.Remote\_Work

1.\_predict   : Pr(Intention\_Quit==1), predict(pr outcome(1))

2.\_predict   : Pr(Intention\_Quit==2), predict(pr outcome(2))

3.\_predict   : Pr(Intention\_Quit==3), predict(pr outcome(3))

4.\_predict   : Pr(Intention\_Quit==4), predict(pr outcome(4))

5.\_predict   : Pr(Intention\_Quit==5), predict(pr outcome(5))

1.\_at        : Commuting\_Stress=     0

2.\_at        : Commuting\_Stress=     1

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict#_at						
1 1	0.101	0.027	3.710	0.000	0.048	0.155
1 2	0.210	0.035	6.050	0.000	0.142	0.278
2 1	0.021	0.008	2.740	0.006	0.006	0.035
2 2	0.070	0.019	3.650	0.000	0.032	0.108
3 1	-0.045	0.013	-3.570	0.000	-0.070	-0.020
3 2	-0.085	0.016	-5.390	0.000	-0.116	-0.054
4 1	-0.054	0.015	-3.630	0.000	-0.082	-0.025
4 2	-0.130	0.023	-5.680	0.000	-0.175	-0.085
5 1	-0.023	0.007	-3.290	0.001	-0.037	-0.009
5 2	-0.066	0.014	-4.670	0.000	-0.093	-0.038

Note: dy/dx for factor levels is the discrete change from the base level.

**9.11 Appendix 11: Ordered logistic regression for hypothesis 2 (Table 9 completed)****Table 9 completed: Ordered logistic regression for Hypothesis 2**

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	-.03	.24	-0.13	.9	-.5	.44	.
0.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	.16	.175	0.91	.36	-.183	.504	.
0.Commuting_Stress	0	.	.	.	.	.	.
##0.Remote_Work							
0b.Commuting_Stress	0	.	.	.	.	.	.
##1.Remote_Work							
1.Commuting_Stresss	0	.	.	.	.	.	.
##0.Remote_Work							
1.Commuting_Stress	.368	.296	1.24	.214	-.213	.949	.
##1.Remote_Work							
1.Intention_Quit	0	.	.	.	.	.	.
2.Intention_Quit	-.272	.19	-1.43	.152	-.645	.1	.
3.Intention_Quit	-.592	.216	-2.74	.006	-1.016	-.169	***
4.Intention_Quit	-.717	.248	-2.89	.004	-1.204	-.23	***
5.Intention_Quit	-1.229	.347	-3.55	0	-1.909	-.55	***
1.WorkLife_Balance	0	.	.	.	.	.	.
2.WorkLife_Balance	1.392	.348	4.00	0	.71	2.074	***
3.WorkLife_Balance	2.613	.343	7.62	0	1.941	3.285	***
4.WorkLife_Balance	4.374	.408	10.72	0	3.574	5.174	***
Last_Promotion	.006	.048	0.13	.894	-.088	.1	.
1.Monthly_Salary	0	.	.	.	.	.	.

2.Monthly_Salary	.553	.295	1.87	.061	-.026	1.131	*
3.Monthly_Salary	.915	.309	2.96	.003	.309	1.522	***
4.Monthly_Salary	1.53	.571	2.68	.007	.41	2.649	***
1.Work_Environment	0	.	.	.	.	.	.
2.Work_Environment	.81	.447	1.81	.07	-.066	1.685	*
3.Work_Environment	1.519	.408	3.72	0	.719	2.319	***
4.Work_Environment	2.097	.427	4.92	0	1.261	2.933	***
1.Responsibilities_Level	0	.	.	.	.	.	.
2.Responsibilities_Level	1.274	.604	2.11	.035	.09	2.458	**
3.Responsibilities_Level	1.619	.602	2.69	.007	.439	2.8	***
4.Responsibilities_Level	2.328	.653	3.57	0	1.049	3.608	***
1.Marital_Status	0	.	.	.	.	.	.
2.Marital_Status	.036	.299	0.12	.904	-.551	.623	.
3.Marital_Status	.26	.559	0.47	.642	-.836	1.357	.
4.Marital_Status	.271	.206	1.32	.188	-.132	.674	.
0.Female	0	.	.	.	.	.	.
1.Female	.128	.151	0.85	.397	-.168	.423	.
1.Education_Level	0	.	.	.	.	.	.
2.Education_Level	.583	.419	1.39	.165	-.239	1.405	.
3.Education_Level	-.114	.255	-0.44	.657	-.614	.387	.
4.Education_Level	-.839	.634	-1.32	.186	-2.083	.404	.
5.Education_Level	.208	.164	1.27	.205	-.114	.53	.
Days_Remote	.005	.04	0.12	.902	-.073	.083	.
Remote_Desired	.262	.057	4.57	0	.15	.375	***
Commuting_Distance	.001	.004	0.25	.804	-.007	.009	.
Companies_WorkedBefore	.024	.048	0.51	.611	-.069	.118	.
Experience	-.014	.026	-0.54	.586	-.065	.037	.
Current_Role	.017	.033	0.53	.598	-.047	.082	.
Age	-.003	.025	-0.11	.912	-.052	.047	.
cut1	2.548	.965	.b	.b	.656	4.44	.
cut2	5.832	.996	.b	.b	3.88	7.783	.
cut3	9.596	1.024	.b	.b	7.59	11.602	.
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.197	Number of obs			904.000	
Chi-square		371.815	Prob > chi2			0.000	
Akaike crit. (AIC)		1592.417	Bayesian crit. (BIC)			1775.076	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

## 9.12 Appendix 12: Average marginal effects of ordered logistic regression for Hypothesis 2

**Table A12: Average marginal effects for Hypothesis 2**

Average marginal effects	Number of obs	=	904
Model VCE	: OIM		
dy/dx w.r.t.:	1.Commuting_Stress 1.Remote_Work 2.Intention_Quit 3.Intention_Quit 4.Intention_Quit 5.Intention_Quit 2.WorkLife_Balance 3.WorkLife_Balance 4.WorkLife_Balance Last_Promotion 2.Monthly_Salary 3.Monthly_Salary 4.Monthly_Salary 2.Work_Environment 3.Work_Environment 4.Work_Environment 2.Responsibilities_Level 3.Responsibilities_Level 4.Responsibilities_Level 2.Marital_Status 3.Marital_Status 4.Marital_Status 1.Female 2.Education_Level 3.Education_Level 4.Education_Level 5.Education_Level Days_Remote Remote_Desired Commuting_Distance Companies_WorkedBefore Experience Current_Role Age		
1._predict	: Pr(Job_Satisfaction==1), predict(pr outcome(1))		
2._predict	: Pr(Job_Satisfaction==2), predict(pr outcome(2))		
3._predict	: Pr(Job_Satisfaction==3), predict(pr outcome(3))		

4.\_predict : Pr(Job\_Satisfaction==4), predict(pr\_outcome(4))

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	-0.004	0.005	-0.720	0.474	-0.014	0.007
2	-0.018	0.025	-0.720	0.471	-0.066	0.030
3	0.006	0.015	0.420	0.674	-0.023	0.035
4	0.015	0.016	0.960	0.337	-0.016	0.046
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	-0.008	0.004	-1.830	0.067	-0.016	0.001
2	-0.037	0.019	-1.970	0.049	-0.075	-0.000
3	0.021	0.012	1.800	0.073	-0.002	0.044
4	0.024	0.012	2.050	0.041	0.001	0.048
1.Intention_Quit		(base		outcome)		
2.Intention_Quit						
_predict						
1	0.006	0.004	1.420	0.154	-0.002	0.015
2	0.035	0.024	1.440	0.150	-0.013	0.082
3	-0.016	0.011	-1.440	0.151	-0.038	0.006
4	-0.025	0.018	-1.410	0.157	-0.060	0.010
3.Intention_Quit						
_predict						
1	0.015	0.006	2.490	0.013	0.003	0.028
2	0.078	0.028	2.740	0.006	0.022	0.133
3	-0.043	0.017	-2.530	0.011	-0.077	-0.010
4	-0.050	0.018	-2.740	0.006	-0.086	-0.014
4.Intention_Quit						
_predict						
1	0.020	0.008	2.490	0.013	0.004	0.035
2	0.095	0.033	2.840	0.004	0.029	0.160
3	-0.056	0.023	-2.470	0.013	-0.100	-0.012
4	-0.058	0.020	-2.990	0.003	-0.097	-0.020
5.Intention_Quit						
_predict						
1	0.041	0.016	2.520	0.012	0.009	0.073
2	0.165	0.047	3.540	0.000	0.074	0.257
3	-0.119	0.044	-2.720	0.007	-0.205	-0.033
4	-0.087	0.021	-4.210	0.000	-0.128	-0.047
1.WorkLife_Balance		(base		outcome)		
2.WorkLife_Balance						
_predict						
1	-0.105	0.036	-2.890	0.004	-0.177	-0.034
2	-0.167	0.032	-5.280	0.000	-0.229	-0.105
3	0.246	0.055	4.470	0.000	0.138	0.353
4	0.026	0.006	4.200	0.000	0.014	0.039
3.WorkLife_Balance						
_predict						
1	-0.138	0.037	-3.750	0.000	-0.210	-0.066
2	-0.369	0.034	-10.880	0.000	-0.435	-0.302
3	0.411	0.053	7.730	0.000	0.307	0.515
4	0.096	0.011	8.460	0.000	0.073	0.118
4.WorkLife_Balance						
_predict						
1	-0.151	0.037	-4.030	0.000	-0.224	-0.077
2	-0.539	0.035	-15.210	0.000	-0.609	-0.470
3	0.342	0.060	5.670	0.000	0.224	0.460
4	0.348	0.043	8.050	0.000	0.263	0.433

Last_Promotion						
_predict						
1	-0.000	0.001	-0.130	0.894	-0.003	0.003
2	-0.001	0.006	-0.130	0.894	-0.013	0.011
3	0.000	0.004	0.130	0.894	-0.007	0.008
4	0.001	0.004	0.130	0.894	-0.007	0.008
1.Monthly_Salary		(base		outcome)		
2.Monthly_Salary						
_predict						
1	-0.020	0.013	-1.600	0.109	-0.045	0.005
2	-0.076	0.041	-1.850	0.064	-0.157	0.005
3	0.062	0.038	1.640	0.101	-0.012	0.135
4	0.035	0.016	2.130	0.033	0.003	0.067
3.Monthly_Salary						
_predict						
1	-0.030	0.013	-2.310	0.021	-0.055	-0.005
2	-0.125	0.044	-2.850	0.004	-0.210	-0.039
3	0.089	0.038	2.330	0.020	0.014	0.164
4	0.065	0.019	3.490	0.000	0.029	0.102
4.Monthly_Salary						
_predict						
1	-0.041	0.015	-2.780	0.006	-0.069	-0.012
2	-0.197	0.067	-2.940	0.003	-0.329	-0.066
3	0.107	0.038	2.800	0.005	0.032	0.182
4	0.131	0.063	2.090	0.037	0.008	0.253
1.Work_Environment		(base		outcome)		
2.Work_Environment						
_predict						
1	-0.048	0.031	-1.530	0.125	-0.110	0.013
2	-0.104	0.053	-1.990	0.047	-0.207	-0.002
3	0.123	0.068	1.800	0.072	-0.011	0.257
4	0.030	0.015	2.000	0.046	0.001	0.058
3.Work_Environment						
_predict						
1	-0.073	0.031	-2.400	0.016	-0.133	-0.014
2	-0.207	0.047	-4.410	0.000	-0.299	-0.115
3	0.207	0.063	3.270	0.001	0.083	0.331
4	0.073	0.014	5.400	0.000	0.046	0.099
4.Work_Environment						
_predict						
1	-0.086	0.031	-2.770	0.006	-0.147	-0.025
2	-0.282	0.050	-5.690	0.000	-0.380	-0.185
3	0.244	0.064	3.820	0.000	0.119	0.368
4	0.125	0.018	6.870	0.000	0.089	0.160
1.Responsibilities_Level		(base		outcome)		
2.Responsibilities_Level						
_predict						
1	-0.070	0.047	-1.490	0.137	-0.162	0.022
2	-0.160	0.063	-2.550	0.011	-0.284	-0.037
3	0.171	0.090	1.890	0.058	-0.006	0.349
4	0.059	0.019	3.060	0.002	0.021	0.096
3.Responsibilities_Level						
_predict						
1	-0.080	0.047	-1.710	0.088	-0.172	0.012
2	-0.207	0.063	-3.280	0.001	-0.330	-0.083
3	0.202	0.091	2.230	0.026	0.024	0.380
4	0.085	0.019	4.510	0.000	0.048	0.122
4.Responsibilities_Level						
_predict						
1	-0.094	0.047	-1.990	0.046	-0.187	-0.001
2	-0.292	0.069	-4.240	0.000	-0.427	-0.157
3	0.231	0.091	2.540	0.011	0.053	0.409

4	0.156	0.034	4.520	0.000	0.088	0.223
1.Marital_Status		(base		outcome)		
2.Marital_Status						
_predict						
1	-0.001	0.009	-0.120	0.903	-0.018	0.016
2	-0.005	0.039	-0.120	0.904	-0.081	0.072
3	0.003	0.024	0.120	0.903	-0.043	0.049
4	0.003	0.024	0.120	0.905	-0.044	0.050
3.Marital_Status						
_predict						
1	-0.007	0.014	-0.510	0.610	-0.034	0.020
2	-0.033	0.070	-0.470	0.635	-0.171	0.104
3	0.018	0.034	0.540	0.587	-0.048	0.084
4	0.022	0.051	0.440	0.662	-0.077	0.121
4.Marital_Status						
_predict						
1	-0.007	0.005	-1.380	0.169	-0.018	0.003
2	-0.035	0.026	-1.340	0.181	-0.085	0.016
3	0.019	0.013	1.460	0.143	-0.006	0.044
4	0.023	0.018	1.250	0.210	-0.013	0.059
0.Female		(base		outcome)		
1.Female						
_predict						
1	-0.004	0.004	-0.840	0.404	-0.012	0.005
2	-0.017	0.020	-0.840	0.398	-0.055	0.022
3	0.010	0.012	0.830	0.406	-0.014	0.034
4	0.010	0.012	0.850	0.393	-0.013	0.034
1.Education_Level		(base		outcome)		
2.Education_Level						
_predict						
1	-0.014	0.008	-1.650	0.099	-0.030	0.003
2	-0.073	0.049	-1.480	0.138	-0.169	0.024
3	0.033	0.015	2.270	0.023	0.005	0.062
4	0.054	0.044	1.220	0.223	-0.032	0.140
3.Education_Level						
_predict						
1	0.003	0.008	0.430	0.666	-0.012	0.019
2	0.015	0.034	0.440	0.659	-0.052	0.082
3	-0.010	0.023	-0.430	0.669	-0.055	0.036
4	-0.009	0.019	-0.460	0.649	-0.046	0.029
4.Education_Level						
_predict						
1	0.034	0.033	1.020	0.310	-0.031	0.099
2	0.112	0.082	1.360	0.172	-0.049	0.272
3	-0.094	0.085	-1.110	0.269	-0.260	0.072
4	-0.052	0.030	-1.710	0.088	-0.111	0.008
5.Education_Level						
_predict						
1	-0.006	0.004	-1.280	0.200	-0.014	0.003
2	-0.027	0.021	-1.270	0.204	-0.069	0.015
3	0.015	0.012	1.300	0.192	-0.008	0.039
4	0.017	0.014	1.240	0.214	-0.010	0.045
Days_Remote						
_predict						
1	-0.000	0.001	-0.120	0.902	-0.002	0.002
2	-0.001	0.005	-0.120	0.902	-0.011	0.010
3	0.000	0.003	0.120	0.902	-0.006	0.006
4	0.000	0.003	0.120	0.902	-0.006	0.007
Remote_Desired						
_predict						
1	-0.008	0.002	-3.800	0.000	-0.011	-0.004
2	-0.034	0.007	-4.620	0.000	-0.049	-0.020

3	0.020	0.005	4.280	0.000	0.011	0.030
4	0.021	0.005	4.460	0.000	0.012	0.031
Commuting_Distance						
_predict						
1	-0.000	0.000	-0.250	0.804	-0.000	0.000
2	-0.000	0.001	-0.250	0.804	-0.001	0.001
3	0.000	0.000	0.250	0.804	-0.001	0.001
4	0.000	0.000	0.250	0.804	-0.001	0.001
Companies_WorkedBefore						
_predict						
1	-0.001	0.001	-0.510	0.611	-0.003	0.002
2	-0.003	0.006	-0.510	0.610	-0.015	0.009
3	0.002	0.004	0.510	0.610	-0.005	0.009
4	0.002	0.004	0.510	0.611	-0.006	0.010
Experience						
_predict						
1	0.000	0.001	0.540	0.587	-0.001	0.002
2	0.002	0.003	0.540	0.586	-0.005	0.008
3	-0.001	0.002	-0.540	0.587	-0.005	0.003
4	-0.001	0.002	-0.540	0.587	-0.005	0.003
Current_Role						
_predict						
1	-0.000	0.001	-0.520	0.600	-0.002	0.001
2	-0.002	0.004	-0.530	0.598	-0.011	0.006
3	0.001	0.003	0.530	0.599	-0.004	0.006
4	0.001	0.003	0.530	0.598	-0.004	0.007
Age						
_predict						
1	0.000	0.001	0.110	0.912	-0.001	0.001
2	0.000	0.003	0.110	0.912	-0.006	0.007
3	-0.000	0.002	-0.110	0.912	-0.004	0.004
4	-0.000	0.002	-0.110	0.912	-0.004	0.004

Note: dy/dx for factor levels is the discrete change from the base level.

### 9.13 Appendix 13: Average marginal effects for interaction of Hypothesis 2

**Table A13: Average marginal effects for interaction of Hypothesis 2**

Average marginal effects                      Number of obs = 904

Model VCE : OIM

dy/dx w.r.t. : 1.Remote\_Work

1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))

2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))

3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))

4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

1.\_at : Commuting\_Stress= 0

2.\_at : Commuting\_Stress= 1

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict#_at						
1 1	-0.005	0.005	-0.910	0.365	-0.015	0.005
1 2	-0.014	0.007	-2.030	0.043	-0.027	-0.000
2 1	-0.021	0.023	-0.920	0.359	-0.067	0.024
2 2	-0.068	0.032	-2.150	0.032	-0.130	-0.006
3 1	0.013	0.015	0.910	0.361	-0.015	0.042
3 2	0.037	0.018	1.990	0.047	0.001	0.073
4 1	0.013	0.014	0.910	0.362	-0.014	0.040
4 2	0.045	0.021	2.130	0.033	0.004	0.087

Note: dy/dx for factor levels is the discrete change from the base level.

### 9.14 Appendix 14: Ordered logistic regression for hypothesis 3 (Table 10 completed)

**Table 10 completed: Ordered logistic regression for Hypothesis 3**

WorkLife_Balance	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	-.625	.227	-2.76	.006	-1.07	-.181	***
0.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	-.339	.172	-1.97	.049	-.676	-.002	**
0.Commuting_Stress##	0	.	.	.	.	.	.
0.Remote_Work							
0.Commuting_Stress##	0	.	.	.	.	.	.
1.Remote_Work							
1.Commuting_Stress##	0	.	.	.	.	.	.
0.Remote_Work							
1.Commuting_Stress##	.72	.287	2.51	.012	.158	1.282	**
1.Remote_Work							
1.Intention_Quit	0	.	.	.	.	.	.
2.Intention_Quit	-.419	.183	-2.29	.022	-.778	-.061	**
3.Intention_Quit	-.114	.206	-0.55	.581	-.517	.29	
4.Intention_Quit	.001	.244	0.01	.996	-.477	.479	
5.Intention_Quit	.007	.349	0.02	.985	-.677	.69	
1.Job_Satisfaction	0	.	.	.	.	.	.
2.Job_Satisfaction	1.561	.397	3.94	0	.784	2.338	***
3.Job_Satisfaction	2.907	.397	7.32	0	2.128	3.686	***
4.Job_Satisfaction	4.654	.455	10.23	0	3.763	5.545	***
1.Marital_Status	0	.	.	.	.	.	.
2.Marital_Status	.417	.288	1.45	.148	-.148	.982	
3.Marital_Status	-.202	.494	-0.41	.683	-1.171	.767	
4.Marital_Status	.046	.194	0.24	.814	-.335	.427	
0.Female	0	.	.	.	.	.	.
1.Female	-.023	.145	-0.16	.872	-.308	.261	
1.Education_Level	0	.	.	.	.	.	.
2.Education_Level	-.598	.397	-1.51	.132	-1.377	.18	
3.Education_Level	.077	.247	0.31	.756	-.407	.56	
4.Education_Level	-.625	.572	-1.09	.275	-1.746	.496	
5.Education_Level	.1	.158	0.63	.527	-.21	.41	
Days_Remote	-.017	.038	-0.45	.655	-.092	.058	
Remote_Desired	.073	.054	1.36	.175	-.032	.178	
Commuting_Distance	.005	.004	1.43	.152	-.002	.013	
Companies_WorkedBefore	.103	.045	2.29	.022	.015	.192	**
Experience	-.017	.024	-0.72	.471	-.064	.03	
Age	-.006	.023	-0.25	.802	-.051	.039	
cut1	-.687	.677	.b	.b	-2.013	.64	
cut2	1.596	.681	.b	.b	.26	2.931	
cut3	5.11	.697	.b	.b	3.744	6.477	
Mean dependent var		2.743	SD dependent var			0.728	
Pseudo r-squared		0.124	Number of obs			904.000	
Chi-square		240.454	Prob > chi2			0.000	
Akaike crit. (AIC)		1751.759	Bayesian crit. (BIC)			1881.543	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

### 9.15 Appendix 15: Average marginal effects of ordered logistic regression for Hypothesis 3



**Table A15: Average marginal effects for Hypothesis 3**

Average marginal effects                      Number of obs   =     904  
 Model VCE    : OIM  
 dy/dx w.r.t. : 1.Commuting\_Stress 1.Remote\_Work 2.Intention\_Quit 3.Intention\_Quit 4.Intention\_Quit  
 5.Intention\_Quit 2.Job\_Satisfaction 3.Job\_Satisfaction 4.Job\_Satisfaction 2.Marital\_Status  
                   3.Marital\_Status 4.Marital\_Status 1.Female 2.Education\_Level 3.Education\_Level  
 4.Education\_Level 5.Education\_Level Days\_Remote Remote\_Desired Commuting\_Distance  
 Companies\_WorkedBefore  
 Experience Age  
 1.\_predict : Pr(WorkLife\_Balance==1), predict(pr outcome(1))  
 2.\_predict : Pr(WorkLife\_Balance==2), predict(pr outcome(2))  
 3.\_predict : Pr(WorkLife\_Balance==3), predict(pr outcome(3))  
 4.\_predict : Pr(WorkLife\_Balance==4), predict(pr outcome(4))

	Delta-method					
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	0.014	0.010	1.470	0.141	-0.005	0.033
2	0.036	0.022	1.640	0.102	-0.007	0.079
3	-0.031	0.018	-1.760	0.078	-0.065	0.003
4	-0.019	0.015	-1.320	0.188	-0.048	0.009
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	0.004	0.007	0.620	0.535	-0.010	0.019
2	0.011	0.018	0.590	0.552	-0.024	0.045
3	-0.008	0.013	-0.640	0.523	-0.034	0.017
4	-0.007	0.012	-0.550	0.581	-0.031	0.017
1.Intention_Quit		(base		outcome)		
2.Intention_Quit						
_predict						
1	0.022	0.010	2.290	0.022	0.003	0.041
2	0.052	0.023	2.290	0.022	0.008	0.097
3	-0.039	0.017	-2.320	0.020	-0.072	-0.006
4	-0.035	0.016	-2.220	0.027	-0.066	-0.004
3.Intention_Quit						
_predict						
1	0.005	0.010	0.550	0.583	-0.014	0.024
2	0.014	0.025	0.550	0.582	-0.036	0.063
3	-0.009	0.016	-0.550	0.584	-0.040	0.023
4	-0.010	0.019	-0.550	0.581	-0.047	0.026
4.Intention_Quit						
_predict						
1	-0.000	0.011	-0.010	0.996	-0.021	0.021
2	-0.000	0.030	-0.010	0.996	-0.058	0.058
3	0.000	0.017	0.010	0.996	-0.034	0.034
4	0.000	0.023	0.010	0.996	-0.045	0.045
5.Intention_Quit						
_predict						
1	-0.000	0.015	-0.020	0.985	-0.031	0.030
2	-0.001	0.042	-0.020	0.985	-0.084	0.082
3	0.000	0.025	0.020	0.985	-0.048	0.049
4	0.001	0.033	0.020	0.985	-0.064	0.065
1.Job_Satisfaction		(base		outcome)		
2.Job_Satisfaction						
_predict						
1	-0.244	0.082	-2.960	0.003	-0.406	-0.083
2	-0.069	0.036	-1.890	0.059	-0.140	0.002
3	0.290	0.056	5.190	0.000	0.181	0.400
4	0.023	0.005	4.470	0.000	0.013	0.032

3.Job_Satisfaction						
_predict						
1	-0.318	0.082	-3.880	0.000	-0.479	-0.157
2	-0.287	0.039	-7.340	0.000	-0.364	-0.210
3	0.510	0.053	9.560	0.000	0.406	0.615
4	0.095	0.012	8.010	0.000	0.072	0.118
4.Job_Satisfaction						
_predict						
1	-0.342	0.082	-4.160	0.000	-0.504	-0.181
2	-0.439	0.040	-10.940	0.000	-0.517	-0.360
3	0.404	0.064	6.360	0.000	0.280	0.529
4	0.377	0.048	7.900	0.000	0.283	0.470
1.Marital_Status						
(base outcome)						
2.Marital_Status						
_predict						
1	-0.019	0.011	-1.620	0.105	-0.041	0.004
2	-0.050	0.034	-1.490	0.137	-0.117	0.016
3	0.029	0.016	1.870	0.062	-0.001	0.060
4	0.040	0.030	1.320	0.187	-0.019	0.098
3.Marital_Status						
_predict						
1	0.011	0.030	0.380	0.702	-0.047	0.070
2	0.025	0.062	0.410	0.683	-0.096	0.146
3	-0.021	0.055	-0.380	0.706	-0.128	0.087
4	-0.016	0.037	-0.430	0.665	-0.088	0.056
4.Marital_Status						
_predict						
1	-0.002	0.010	-0.240	0.812	-0.022	0.017
2	-0.006	0.024	-0.240	0.813	-0.053	0.041
3	0.004	0.017	0.240	0.811	-0.030	0.038
4	0.004	0.017	0.230	0.815	-0.029	0.036
0.Female						
(base outcome)						
1.Female						
_predict						
1	0.001	0.007	0.160	0.872	-0.013	0.016
2	0.003	0.018	0.160	0.872	-0.032	0.038
3	-0.002	0.013	-0.160	0.872	-0.027	0.023
4	-0.002	0.012	-0.160	0.873	-0.026	0.022
1.Education_Level						
(base outcome)						
2.Education_Level						
_predict						
1	0.038	0.031	1.250	0.212	-0.022	0.098
2	0.074	0.048	1.550	0.121	-0.020	0.168
3	-0.070	0.055	-1.280	0.201	-0.178	0.037
4	-0.042	0.023	-1.790	0.073	-0.088	0.004
3.Education_Level						
_predict						
1	-0.004	0.012	-0.320	0.752	-0.027	0.020
2	-0.010	0.031	-0.310	0.756	-0.069	0.050
3	0.007	0.021	0.320	0.748	-0.034	0.047
4	0.007	0.022	0.300	0.760	-0.036	0.049
4.Education_Level						
_predict						
1	0.040	0.045	0.890	0.371	-0.048	0.128
2	0.077	0.068	1.130	0.257	-0.057	0.212
3	-0.074	0.081	-0.920	0.359	-0.232	0.084
4	-0.044	0.033	-1.330	0.182	-0.108	0.021
5.Education_Level						
_predict						
1	-0.005	0.008	-0.640	0.523	-0.020	0.010
2	-0.012	0.020	-0.630	0.527	-0.051	0.026
3	0.009	0.013	0.640	0.521	-0.018	0.035

4	0.009	0.014	0.630	0.531	-0.019	0.036
Days_Remote						
_predict						
1	0.001	0.002	0.450	0.655	-0.003	0.005
2	0.002	0.005	0.450	0.655	-0.007	0.011
3	-0.002	0.003	-0.450	0.655	-0.008	0.005
4	-0.001	0.003	-0.450	0.655	-0.008	0.005
Remote_Desired						
_predict						
1	-0.004	0.003	-1.340	0.180	-0.009	0.002
2	-0.009	0.007	-1.360	0.174	-0.022	0.004
3	0.006	0.005	1.350	0.176	-0.003	0.016
4	0.006	0.005	1.350	0.177	-0.003	0.015
Commuting_Distance						
_predict						
1	-0.000	0.000	-1.420	0.156	-0.001	0.000
2	-0.001	0.000	-1.430	0.152	-0.002	0.000
3	0.000	0.000	1.420	0.156	-0.000	0.001
4	0.000	0.000	1.430	0.152	-0.000	0.001
Companies_WorkedBefore						
_predict						
1	-0.005	0.002	-2.230	0.026	-0.010	-0.001
2	-0.013	0.006	-2.290	0.022	-0.024	-0.002
3	0.009	0.004	2.250	0.025	0.001	0.017
4	0.009	0.004	2.270	0.023	0.001	0.016
Experience						
_predict						
1	0.001	0.001	0.720	0.472	-0.002	0.003
2	0.002	0.003	0.720	0.470	-0.004	0.008
3	-0.002	0.002	-0.720	0.471	-0.006	0.003
4	-0.001	0.002	-0.720	0.471	-0.005	0.003
Age						
_predict						
1	0.000	0.001	0.250	0.802	-0.002	0.003
2	0.001	0.003	0.250	0.802	-0.005	0.006
3	-0.001	0.002	-0.250	0.802	-0.005	0.003
4	-0.000	0.002	-0.250	0.802	-0.004	0.003

Note: dy/dx for factor levels is the discrete change from the base level.

### 9.16 Appendix 16: Average marginal effects for interaction of Hypothesis 3

**Table A16: Average marginal effects for Hypothesis 3**

Average marginal effects                      Number of obs =        904  
 Model VCE    : OIM  
 dy/dx w.r.t. : 1.Commuting\_Stress 1.Remote\_Work 2.Intention\_Quit 3.Intention\_Quit 4.Intention\_Quit  
 5.Intention\_Quit 2.Job\_Satisfaction 3.Job\_Satisfaction 4.Job\_Satisfaction 2.Marital\_Status  
                   3.Marital\_Status 4.Marital\_Status 1.Female 2.Education\_Level 3.Education\_Level  
 4.Education\_Level 5.Education\_Level Days\_Remote Remote\_Desired Commuting\_Distance  
 Companies\_WorkedBefore  
                   Experience Age  
 1.\_predict    : Pr(WorkLife\_Balance==1), predict(pr outcome(1))  
 2.\_predict    : Pr(WorkLife\_Balance==2), predict(pr outcome(2))  
 3.\_predict    : Pr(WorkLife\_Balance==3), predict(pr outcome(3))  
 4.\_predict    : Pr(WorkLife\_Balance==4), predict(pr outcome(4))

	Delta-method					
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						

1	0.014	0.010	1.470	0.141	-0.005	0.033
2	0.036	0.022	1.640	0.102	-0.007	0.079
3	-0.031	0.018	-1.760	0.078	-0.065	0.003
4	-0.019	0.015	-1.320	0.188	-0.048	0.009
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	0.004	0.007	0.620	0.535	-0.010	0.019
2	0.011	0.018	0.590	0.552	-0.024	0.045
3	-0.008	0.013	-0.640	0.523	-0.034	0.017
4	-0.007	0.012	-0.550	0.581	-0.031	0.017

Note: dy/dx for factor levels is the discrete change from the base level.

### 9.17 Appendix 17: Ordered logistic regression for hypothesis 4 (Table 11 completed)

**Table 11 completed: Ordered logistic regression for Hypothesis 4**

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.477	.484	0.99	.324	-.472	1.426	
1.Monthly_Salary	0	.	.	.	.	.	.
2.Monthly_Salary	.208	.335	0.62	.535	-.448	.864	
3.Monthly_Salary	.15	.347	0.43	.665	-.53	.831	
4.Monthly_Salary	-.877	.701	-1.25	.211	-2.251	.497	
0.Commuting_Stress##	0	.	.	.	.	.	.
1.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
2.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
3.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
4.Monthly_Salary							
1.Commuting_Stress##	0	.	.	.	.	.	.
1.Monthly_Salary							
1.Commuting_Stresss#	-.17	.509	-0.33	.739	-1.167	.828	
#2.Monthly_Salary							
1.Commuting_Stresss#	-.576	.522	-1.10	.27	-1.599	.447	
#3.Monthly_Salary							
1.Commuting_Stresss#	1.463	.95	1.54	.123	-.398	3.324	
#4.Monthly_Salary							
0.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	-.843	.127	-6.62	0	-1.092	-.593	***
1.Job_Satisfaction	0	.	.	.	.	.	.
2.Job_Satisfaction	.73	.389	1.88	.061	-.033	1.492	*
3.Job_Satisfaction	.23	.396	0.58	.561	-.546	1.005	
4.Job_Satisfaction	-.601	.447	-1.35	.179	-1.477	.275	
1.WorkLife_Balance	0	.	.	.	.	.	.
2.WorkLife_Balance	-.529	.306	-1.73	.084	-1.128	.071	*
3.WorkLife_Balance	-.46	.3	-1.53	.125	-1.048	.128	
4.WorkLife_Balance	-.344	.358	-0.96	.337	-1.047	.358	
Last_Promotion	.004	.042	0.08	.933	-.08	.087	
1.Work_Environment	0	.	.	.	.	.	.
2.Work_Environment	-.303	.366	-0.83	.408	-1.021	.415	
3.Work_Environment	-.387	.327	-1.18	.236	-1.027	.253	
4.Work_Environment	-.496	.344	-1.44	.149	-1.171	.179	
1.Responsibilities_Level	0	.	.	.	.	.	.
2.Responsibilities_Level	.765	.49	1.56	.119	-.196	1.725	
3.Responsibilities_Level	.547	.49	1.12	.265	-.414	1.507	
4.Responsibilities_Level	.863	.539	1.60	.11	-.195	1.92	

1.Marital_Status	0	.	.	.	.	.	.
2.Marital_Status	.31	.267	1.16	.244	-.212	.833	
3.Marital_Status	.961	.5	1.92	.055	-.019	1.941	*
4.Marital_Status	.631	.174	3.62	0	.289	.972	***
0.Female	0	.	.	.	.	.	.
1.Female	-.397	.132	-3.00	.003	-.656	-.138	***
1.Education_Level	0	.	.	.	.	.	.
2.Education_Level	-.116	.389	-0.30	.766	-.878	.646	
3.Education_Level	.035	.219	0.16	.874	-.395	.464	
4.Education_Level	.199	.644	0.31	.757	-1.063	1.462	
5.Education_Level	.319	.144	2.21	.027	.036	.602	**
Days_Remote	.016	.035	0.46	.646	-.053	.085	
Remote_Desired	.29	.05	5.75	0	.191	.389	***
Commuting_Distance	.009	.003	2.73	.006	.003	.016	***
Companies_WorkedBefore	.002	.044	0.04	.97	-.085	.088	
Experience	-.039	.023	-1.69	.092	-.084	.006	*
Current_Role	-.015	.032	-0.45	.651	-.078	.049	
Age	-.016	.022	-0.70	.487	-.06	.028	
cut1	-.81	.857	.b	.b	-2.49	.87	
cut2	.846	.857	.b	.b	-.834	2.526	
cut3	2.049	.86	.b	.b	.364	3.733	
cut4	3.652	.87	.b	.b	1.947	5.357	
Mean dependent var		2.385	SD dependent var			1.169	
Pseudo r-squared		0.076	Number of obs			904.000	
Chi-square		203.903	Prob > chi2			0.000	
Akaike crit. (AIC)		2545.975	Bayesian crit. (BIC)			2738.248	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

## 9.18 Appendix 18: Average marginal effects of ordered logistic regression for Hypothesis 4

**Table A18: Average marginal effects for Hypothesis 4**

Average marginal effects	Number of obs	=	904
Model VCE	: OIM		
dy/dx w.r.t.:	1.Commuting_Stress 2.Monthly_Salary 3.Monthly_Salary 4.Monthly_Salary 1.Remote_Work		
2.Job_Satisfaction 3.Job_Satisfaction 4.Job_Satisfaction 2.WorkLife_Balance 3.WorkLife_Balance			
4.WorkLife_Balance Last_Promotion 2.Work_Environment 3.Work_Environment			
4.Work_Environment 2.Responsibilities_Level 3.Responsibilities_Level 4.Responsibilities_Level			
2.Marital_Status			
3.Marital_Status 4.Marital_Status 1.Female 2.Education_Level 3.Education_Level			
4.Education_Level 5.Education_Level Days_Remote Remote_Desired Commuting_Distance			
Companies_WorkedBefore			
Experience Current_Role Age			
1._predict	: Pr(Intention_Quit==1), predict(pr outcome(1))		
2._predict	: Pr(Intention_Quit==2), predict(pr outcome(2))		
3._predict	: Pr(Intention_Quit==3), predict(pr outcome(3))		
4._predict	: Pr(Intention_Quit==4), predict(pr outcome(4))		
5._predict	: Pr(Intention_Quit==5), predict(pr outcome(5))		

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	-0.033	0.027	-1.230	0.220	-0.086	0.020
2	-0.010	0.007	-1.390	0.163	-0.025	0.004
3	0.012	0.011	1.100	0.270	-0.009	0.033
4	0.020	0.015	1.350	0.178	-0.009	0.050

5	0.011	0.008	1.420	0.155	-0.004	0.027
1.Monthly_Salary		(base		outcome)		
2.Monthly_Salary						
_predict						
1	-0.027	0.046	-0.580	0.563	-0.117	0.064
2	-0.003	0.011	-0.240	0.808	-0.025	0.019
3	0.011	0.018	0.590	0.553	-0.025	0.047
4	0.013	0.023	0.540	0.588	-0.033	0.058
5	0.006	0.012	0.480	0.635	-0.018	0.030
3.Monthly_Salary						
_predict						
1	0.005	0.049	0.100	0.921	-0.090	0.100
2	0.008	0.011	0.760	0.446	-0.013	0.030
3	-0.001	0.020	-0.060	0.955	-0.039	0.037
4	-0.007	0.024	-0.290	0.774	-0.055	0.041
5	-0.005	0.012	-0.410	0.683	-0.029	0.019
4.Monthly_Salary						
_predict						
1	0.093	0.101	0.920	0.356	-0.104	0.290
2	-0.043	0.039	-1.110	0.269	-0.119	0.033
3	-0.040	0.035	-1.150	0.249	-0.109	0.028
4	-0.014	0.037	-0.370	0.709	-0.085	0.058
5	0.004	0.025	0.160	0.869	-0.045	0.053
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	0.143	0.021	6.650	0.000	0.101	0.185
2	0.034	0.008	4.390	0.000	0.019	0.049
3	-0.060	0.010	-5.800	0.000	-0.080	-0.040
4	-0.079	0.013	-6.090	0.000	-0.104	-0.053
5	-0.038	0.007	-5.280	0.000	-0.052	-0.024
1.Job_Satisfaction		(base		outcome)		
2.Job_Satisfaction						
_predict						
1	-0.119	0.072	-1.660	0.096	-0.260	0.021
2	-0.034	0.011	-3.230	0.001	-0.055	-0.013
3	0.048	0.030	1.570	0.116	-0.012	0.107
4	0.070	0.033	2.100	0.036	0.005	0.135
5	0.036	0.016	2.310	0.021	0.005	0.067
3.Job_Satisfaction						
_predict						
1	-0.041	0.074	-0.560	0.574	-0.186	0.103
2	-0.005	0.005	-1.010	0.314	-0.015	0.005
3	0.017	0.031	0.560	0.575	-0.044	0.079
4	0.020	0.033	0.610	0.544	-0.045	0.085
5	0.009	0.014	0.630	0.528	-0.019	0.037
4.Job_Satisfaction						
_predict						
1	0.121	0.087	1.400	0.162	-0.049	0.291
2	-0.012	0.012	-1.070	0.283	-0.035	0.010
3	-0.049	0.036	-1.370	0.170	-0.120	0.021
4	-0.043	0.035	-1.230	0.220	-0.111	0.025
5	-0.017	0.015	-1.140	0.255	-0.046	0.012
1.WorkLife_Balance		(base		outcome)		
2.WorkLife_Balance						
_predict						
1	0.083	0.044	1.870	0.061	-0.004	0.170
2	0.027	0.020	1.310	0.192	-0.013	0.067
3	-0.030	0.015	-2.040	0.041	-0.059	-0.001
4	-0.050	0.030	-1.650	0.098	-0.110	0.009
5	-0.029	0.020	-1.470	0.142	-0.067	0.010
3.WorkLife_Balance						

_predict						
1	0.071	0.043	1.670	0.095	-0.012	0.154
2	0.025	0.021	1.190	0.233	-0.016	0.065
3	-0.026	0.014	-1.850	0.064	-0.053	0.001
4	-0.044	0.030	-1.470	0.142	-0.103	0.015
5	-0.026	0.020	-1.320	0.188	-0.064	0.013
4.WorkLife_Balance						
_predict						
1	0.052	0.053	0.980	0.328	-0.052	0.156
2	0.020	0.023	0.890	0.373	-0.024	0.064
3	-0.018	0.018	-0.990	0.321	-0.054	0.018
4	-0.034	0.035	-0.950	0.341	-0.103	0.036
5	-0.020	0.022	-0.910	0.360	-0.063	0.023
Last_Promotion						
_predict						
1	-0.001	0.007	-0.080	0.933	-0.015	0.013
2	-0.000	0.002	-0.080	0.933	-0.003	0.003
3	0.000	0.003	0.080	0.933	-0.005	0.006
4	0.000	0.004	0.080	0.933	-0.007	0.008
5	0.000	0.002	0.080	0.933	-0.004	0.004
1.Work_Environment (base outcome)						
2.Work_Environment						
_predict						
1	0.046	0.054	0.850	0.394	-0.060	0.153
2	0.017	0.023	0.750	0.456	-0.028	0.063
3	-0.017	0.019	-0.880	0.377	-0.054	0.020
4	-0.030	0.036	-0.820	0.414	-0.101	0.042
5	-0.017	0.022	-0.770	0.439	-0.061	0.026
3.Work_Environment						
_predict						
1	0.060	0.047	1.280	0.201	-0.032	0.152
2	0.021	0.022	0.940	0.349	-0.023	0.065
3	-0.022	0.016	-1.390	0.164	-0.054	0.009
4	-0.038	0.033	-1.140	0.255	-0.102	0.027
5	-0.021	0.021	-1.030	0.301	-0.062	0.019
4.Work_Environment						
_predict						
1	0.079	0.051	1.560	0.119	-0.020	0.178
2	0.024	0.023	1.080	0.281	-0.020	0.069
3	-0.030	0.018	-1.670	0.095	-0.065	0.005
4	-0.047	0.034	-1.370	0.169	-0.115	0.020
5	-0.026	0.021	-1.240	0.217	-0.068	0.015
1.Responsibilities_Level (base outcome)						
2.Responsibilities_Level						
_predict						
1	-0.139	0.097	-1.430	0.153	-0.330	0.052
2	-0.009	0.014	-0.650	0.515	-0.036	0.018
3	0.056	0.039	1.440	0.149	-0.020	0.132
4	0.063	0.035	1.830	0.068	-0.005	0.131
5	0.030	0.015	2.020	0.043	0.001	0.058
3.Responsibilities_Level						
_predict						
1	-0.103	0.098	-1.050	0.293	-0.295	0.089
2	-0.001	0.012	-0.060	0.952	-0.025	0.024
3	0.042	0.039	1.070	0.284	-0.035	0.118
4	0.043	0.034	1.270	0.206	-0.024	0.110
5	0.019	0.014	1.370	0.169	-0.008	0.046
4.Responsibilities_Level						
_predict						
1	-0.155	0.104	-1.490	0.136	-0.358	0.049
2	-0.014	0.017	-0.820	0.413	-0.048	0.020
3	0.062	0.041	1.500	0.133	-0.019	0.142

4	0.072	0.040	1.790	0.073	-0.007	0.152
5	0.035	0.019	1.840	0.065	-0.002	0.072
1.Marital_Status		(base		outcome)		
2.Marital_Status						
_predict						
1	-0.052	0.042	-1.230	0.220	-0.135	0.031
2	-0.012	0.013	-0.880	0.378	-0.037	0.014
3	0.020	0.016	1.270	0.206	-0.011	0.052
4	0.028	0.025	1.120	0.263	-0.021	0.078
5	0.015	0.014	1.050	0.296	-0.013	0.042
3.Marital_Status						
_predict						
1	-0.140	0.058	-2.430	0.015	-0.253	-0.027
2	-0.060	0.046	-1.310	0.189	-0.149	0.029
3	0.046	0.011	4.140	0.000	0.024	0.068
4	0.094	0.051	1.840	0.065	-0.006	0.194
5	0.060	0.043	1.390	0.164	-0.025	0.144
4.Marital_Status						
_predict						
1	-0.099	0.025	-3.970	0.000	-0.148	-0.050
2	-0.032	0.012	-2.620	0.009	-0.056	-0.008
3	0.036	0.009	4.100	0.000	0.019	0.054
4	0.060	0.018	3.410	0.001	0.026	0.095
5	0.034	0.012	2.940	0.003	0.011	0.057
0.Female		(base		outcome)		
1.Female						
_predict						
1	0.066	0.021	3.070	0.002	0.024	0.108
2	0.016	0.006	2.490	0.013	0.003	0.028
3	-0.026	0.008	-3.000	0.003	-0.042	-0.009
4	-0.037	0.013	-2.920	0.003	-0.061	-0.012
5	-0.019	0.007	-2.750	0.006	-0.033	-0.006
1.Education_Level		(base		outcome)		
2.Education_Level						
_predict						
1	0.021	0.070	0.290	0.770	-0.117	0.158
2	0.002	0.006	0.390	0.697	-0.010	0.015
3	-0.008	0.029	-0.290	0.771	-0.064	0.048
4	-0.010	0.033	-0.300	0.761	-0.074	0.054
5	-0.005	0.015	-0.310	0.756	-0.035	0.025
3.Education_Level						
_predict						
1	-0.006	0.038	-0.160	0.874	-0.080	0.068
2	-0.001	0.007	-0.150	0.880	-0.014	0.012
3	0.002	0.015	0.160	0.874	-0.027	0.032
4	0.003	0.019	0.160	0.875	-0.035	0.041
5	0.002	0.010	0.160	0.876	-0.018	0.021
4.Education_Level						
_predict						
1	-0.034	0.104	-0.320	0.748	-0.238	0.171
2	-0.007	0.029	-0.250	0.804	-0.064	0.050
3	0.013	0.040	0.330	0.743	-0.066	0.092
4	0.018	0.061	0.300	0.764	-0.101	0.137
5	0.009	0.033	0.290	0.774	-0.055	0.073
5.Education_Level						
_predict						
1	-0.052	0.023	-2.260	0.024	-0.098	-0.007
2	-0.013	0.007	-1.890	0.059	-0.027	0.001
3	0.020	0.009	2.250	0.025	0.003	0.038
4	0.030	0.014	2.160	0.031	0.003	0.056
5	0.016	0.008	2.060	0.040	0.001	0.031
Days_Remote						



_predict						
1	-0.003	0.006	-0.460	0.646	-0.014	0.009
2	-0.001	0.001	-0.460	0.648	-0.003	0.002
3	0.001	0.002	0.460	0.646	-0.003	0.006
4	0.001	0.003	0.460	0.646	-0.005	0.008
5	0.001	0.002	0.460	0.647	-0.002	0.004
Remote_Desired						
_predict						
1	-0.049	0.008	-5.830	0.000	-0.065	-0.032
2	-0.010	0.002	-4.250	0.000	-0.015	-0.006
3	0.019	0.003	5.510	0.000	0.012	0.026
4	0.026	0.005	5.560	0.000	0.017	0.036
5	0.014	0.003	4.700	0.000	0.008	0.019
Commuting_Distance						
_predict						
1	-0.002	0.001	-2.740	0.006	-0.003	-0.000
2	-0.000	0.000	-2.510	0.012	-0.001	-0.000
3	0.001	0.000	2.700	0.007	0.000	0.001
4	0.001	0.000	2.710	0.007	0.000	0.001
5	0.000	0.000	2.590	0.010	0.000	0.001
Companies_WorkedBefore						
_predict						
1	-0.000	0.007	-0.040	0.970	-0.015	0.014
2	-0.000	0.002	-0.040	0.970	-0.003	0.003
3	0.000	0.003	0.040	0.970	-0.006	0.006
4	0.000	0.004	0.040	0.970	-0.008	0.008
5	0.000	0.002	0.040	0.970	-0.004	0.004
Experience						
_predict						
1	0.007	0.004	1.690	0.091	-0.001	0.014
2	0.001	0.001	1.620	0.104	-0.000	0.003
3	-0.003	0.002	-1.680	0.093	-0.006	0.000
4	-0.004	0.002	-1.680	0.092	-0.008	0.001
5	-0.002	0.001	-1.650	0.099	-0.004	0.000
Current_Role						
_predict						
1	0.002	0.005	0.450	0.651	-0.008	0.013
2	0.001	0.001	0.450	0.653	-0.002	0.003
3	-0.001	0.002	-0.450	0.652	-0.005	0.003
4	-0.001	0.003	-0.450	0.652	-0.007	0.004
5	-0.001	0.002	-0.450	0.652	-0.004	0.002
Age						
_predict						
1	0.003	0.004	0.700	0.486	-0.005	0.010
2	0.001	0.001	0.690	0.491	-0.001	0.002
3	-0.001	0.001	-0.690	0.487	-0.004	0.002
4	-0.001	0.002	-0.700	0.487	-0.005	0.003
5	-0.001	0.001	-0.690	0.488	-0.003	0.001

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Note: dy/dx for factor levels is the discrete change from the base level.

## 9.19 Appendix 19: Average marginal effects for interaction of Hypothesis 4

**Table 19: Average marginal effects for interaction of Hypothesis 4**

Average marginal effects                      Number of obs = 904  
Model VCE    : OIM  
dy/dx w.r.t. : 1.Commuting\_Stress 2.Monthly\_Salary 3.Monthly\_Salary 4.Monthly\_Salary 1.Remote\_Work  
2.Intention\_Quit 3.Intention\_Quit 4.Intention\_Quit 5.Intention\_Quit 2.WorkLife\_Balance  
3.WorkLife\_Balance 4.WorkLife\_Balance Last\_Promotion 2.Work\_Environment  
3.Work\_Environment 4.Work\_Environment 2.Responsibilities\_Level 3.Responsibilities\_Level  
4.Responsibilities\_Level 2.Marital\_Status 3.Marital\_Status 4.Marital\_Status 1.Female

2.Education\_Level 3.Education\_Level 4.Education\_Level 5.Education\_Level Days\_Remote Remote\_Desired  
 Commuting\_Distance Companies\_WorkedBefore Experience Current\_Role Age  
 1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))  
 2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))  
 3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))  
 4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base				outcome)
1.Commuting_Stress						
_predict						
1	-0.001	0.006	-0.250	0.805	-0.013	0.010
2	-0.020	0.024	-0.800	0.425	-0.067	0.028
3	0.003	0.016	0.200	0.840	-0.027	0.034
4	0.018	0.016	1.100	0.272	-0.014	0.050
1.Monthly_Salary		(base				outcome)
2.Monthly_Salary						
_predict						
1	-0.019	0.012	-1.510	0.132	-0.043	0.006
2	-0.069	0.042	-1.660	0.098	-0.151	0.013
3	0.055	0.037	1.500	0.134	-0.017	0.128
4	0.032	0.017	1.890	0.059	-0.001	0.066
3.Monthly_Salary						
_predict						
1	-0.028	0.012	-2.220	0.026	-0.052	-0.003
2	-0.117	0.044	-2.650	0.008	-0.203	-0.030
3	0.081	0.038	2.150	0.031	0.007	0.155
4	0.063	0.019	3.270	0.001	0.025	0.101
4.Monthly_Salary						
_predict						
1	-0.036	0.015	-2.330	0.020	-0.065	-0.006
2	-0.173	0.070	-2.470	0.014	-0.311	-0.036
3	0.083	0.046	1.790	0.074	-0.008	0.173
4	0.126	0.061	2.070	0.038	0.007	0.246

Note: dy/dx for factor levels is the discrete change from the base level.

## 9.20 Appendix 20: Ordered logistic regression for Hypothesis 5 (Table 12 completed)

Table 12 (completed): Ordered logistic regression for Hypothesis 5

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	-.328	.544	-0.60	.546	-1.393	.737	.
1b.Monthly_Salary	0	.	.	.	.	.	.
2.Monthly_Salary	.366	.381	0.96	.337	-.381	1.113	.
3.Monthly_Salary	.644	.396	1.63	.103	-.131	1.42	.
4.Monthly_Salary	.869	.725	1.20	.23	-.551	2.289	.
0.Commuting_Stress##	0	.	.	.	.	.	.
1.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
2.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
3.Monthly_Salary							
0.Commuting_Stress##	0	.	.	.	.	.	.
4.Monthly_Salary							
1.Commuting_Stress##	0	.	.	.	.	.	.
1.Monthly_Salary							
1.Commuting_Stress##	.393	.568	0.69	.489	-.72	1.506	.

2.Monthly_Salary							
1.Commuting_Stress###	.63	.587	1.07	.283	-.521	1.781	
3.Monthly_Salary							
1.Commuting_Stress###	1.485	1.069	1.39	.165	-.609	3.579	
4.Monthly_Salary							
0.Remote_Work	0	.	.	.	.	.	
1.Remote_Work	.283	.145	1.94	.052	-.002	.567	*
1.Intention_Quit	0	.	.	.	.	.	
2.Intention_Quit	-.273	.19	-1.43	.152	-.646	.1	
3.Intention_Quit	-.598	.217	-2.75	.006	-1.023	-.172	***
4.Intention_Quit	-.724	.249	-2.90	.004	-1.212	-.235	***
5.Intention_Quit	-1.269	.345	-3.67	0	-1.946	-.592	***
1.WorkLife_Balance	0	.	.	.	.	.	
2.WorkLife_Balance	1.408	.349	4.04	0	.724	2.091	***
3.WorkLife_Balance	2.632	.343	7.67	0	1.959	3.304	***
4.WorkLife_Balance	4.447	.409	10.86	0	3.645	5.25	***
Last_Promotion	.005	.048	0.10	.924	-.09	.099	
1.Work_Environment	0	.	.	.	.	.	
2.Work_Environment	.849	.449	1.89	.058	-.03	1.729	*
3.Work_Environment	1.555	.409	3.80	0	.752	2.358	***
4.Work_Environment	2.134	.428	4.99	0	1.295	2.972	***
1.Responsibilities~1	0	.	.	.	.	.	
2.Responsibilities~1	1.246	.604	2.06	.039	.062	2.429	**
3.Responsibilities~1	1.603	.603	2.66	.008	.422	2.784	***
4.Responsibilities~1	2.287	.654	3.50	0	1.004	3.569	***
1.Marital_Status	0	.	.	.	.	.	
2.Marital_Status	-.007	.301	-0.02	.981	-.598	.583	
3.Marital_Status	.244	.558	0.44	.662	-.851	1.338	
4.Marital_Status	.264	.206	1.28	.2	-.14	.668	
0.Female	0	.	.	.	.	.	
1.Female	.133	.151	0.88	.377	-.162	.429	
1.Education_Level	0	.	.	.	.	.	
2.Education_Level	.59	.42	1.40	.16	-.234	1.414	
3.Education_Level	-.119	.256	-0.47	.642	-.621	.383	
4.Education_Level	-.909	.645	-1.41	.159	-2.174	.356	
5.Education_Level	.218	.165	1.32	.186	-.105	.54	
Days_Remote	.004	.04	0.10	.917	-.074	.083	
Remote_Desired	.263	.057	4.58	0	.15	.376	***
Commuting_Distance	.001	.004	0.29	.774	-.007	.009	
Companies_WorkedBefore	.022	.048	0.46	.646	-.072	.116	
Experience	-.015	.026	-0.58	.561	-.066	.036	
Current_Role	.023	.033	0.70	.486	-.042	.088	
Age	0	.025	-0.01	.99	-.05	.049	
cut1	2.491	1	.b	.b	.53	4.451	
cut2	5.774	1.029	.b	.b	3.756	7.792	
cut3	9.539	1.056	.b	.b	7.469	11.609	
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.197	Number of obs			904.000	
Chi-square		372.834	Prob > chi2			0.000	
Akaike crit. (AIC)		1595.398	Bayesian crit. (BIC)			1787.671	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

## 9.21 Appendix 21: Average marginal effects of ordered logistic regression for Hypothesis 5

**Table A20: Average marginal effects for Hypothesis 5**

Average marginal effects      Number of obs =      904  
Model VCE : OIM

dy/dx w.r.t. : 1.Commuting\_Stress 2.Monthly\_Salary 3.Monthly\_Salary 4.Monthly\_Salary 1.Remote\_Work  
 2.Intention\_Quit 3.Intention\_Quit 4.Intention\_Quit 5.Intention\_Quit 2.WorkLife\_Balance  
 3.WorkLife\_Balance 4.WorkLife\_Balance Last\_Promotion 2.Work\_Environment  
 3.Work\_Environment 4.Work\_Environment 2.Responsibilities\_Level 3.Responsibilities\_Level  
 4.Responsibilities\_Level 2.Marital\_Status 3.Marital\_Status 4.Marital\_Status 1.Female  
 2.Education\_Level 3.Education\_Level 4.Education\_Level 5.Education\_Level Days\_Remote Remote\_Desired  
 Commuting\_Distance Companies\_WorkedBefore Experience Current\_Role Age  
 1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))  
 2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))  
 3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))  
 4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	-0.001	0.006	-0.250	0.805	-0.013	0.010
2	-0.020	0.024	-0.800	0.425	-0.067	0.028
3	0.003	0.016	0.200	0.840	-0.027	0.034
4	0.018	0.016	1.100	0.272	-0.014	0.050
1.Monthly_Salary		(base		outcome)		
2.Monthly_Salary						
_predict						
1	-0.019	0.012	-1.510	0.132	-0.043	0.006
2	-0.069	0.042	-1.660	0.098	-0.151	0.013
3	0.055	0.037	1.500	0.134	-0.017	0.128
4	0.032	0.017	1.890	0.059	-0.001	0.066
3.Monthly_Salary						
_predict						
1	-0.028	0.012	-2.220	0.026	-0.052	-0.003
2	-0.117	0.044	-2.650	0.008	-0.203	-0.030
3	0.081	0.038	2.150	0.031	0.007	0.155
4	0.063	0.019	3.270	0.001	0.025	0.101
4.Monthly_Salary						
_predict						
1	-0.036	0.015	-2.330	0.020	-0.065	-0.006
2	-0.173	0.070	-2.470	0.014	-0.311	-0.036
3	0.083	0.046	1.790	0.074	-0.008	0.173
4	0.126	0.061	2.070	0.038	0.007	0.246
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	-0.008	0.004	-1.880	0.060	-0.016	0.000
2	-0.037	0.019	-1.940	0.052	-0.074	0.000
3	0.022	0.012	1.910	0.056	-0.001	0.045
4	0.023	0.012	1.940	0.053	-0.000	0.046
1.Intention_Quit		(base		outcome)		
2.Intention_Quit						
_predict						
1	0.006	0.004	1.430	0.154	-0.002	0.015
2	0.035	0.024	1.440	0.150	-0.013	0.082
3	-0.016	0.011	-1.440	0.150	-0.038	0.006
4	-0.025	0.018	-1.410	0.157	-0.060	0.010
3.Intention_Quit						
_predict						
1	0.015	0.006	2.490	0.013	0.003	0.028
2	0.078	0.028	2.750	0.006	0.023	0.134
3	-0.044	0.017	-2.540	0.011	-0.077	-0.010
4	-0.050	0.018	-2.750	0.006	-0.086	-0.014
4.Intention_Quit						
_predict						

1	0.020	0.008	2.500	0.012	0.004	0.035
2	0.096	0.034	2.860	0.004	0.030	0.161
3	-0.057	0.023	-2.490	0.013	-0.101	-0.012
4	-0.059	0.020	-3.000	0.003	-0.097	-0.020
5.Intention_Quit						
_predict						
1	0.043	0.017	2.580	0.010	0.010	0.076
2	0.171	0.046	3.670	0.000	0.080	0.262
3	-0.125	0.044	-2.820	0.005	-0.211	-0.038
4	-0.089	0.020	-4.360	0.000	-0.129	-0.049
1.WorkLife_Balance (base outcome)						
2.WorkLife_Balance						
_predict						
1	-0.107	0.037	-2.910	0.004	-0.180	-0.035
2	-0.167	0.031	-5.340	0.000	-0.228	-0.106
3	0.248	0.055	4.540	0.000	0.141	0.355
4	0.026	0.006	4.220	0.000	0.014	0.039
3.WorkLife_Balance						
_predict						
1	-0.140	0.037	-3.760	0.000	-0.213	-0.067
2	-0.370	0.033	-11.050	0.000	-0.436	-0.304
3	0.415	0.053	7.870	0.000	0.311	0.518
4	0.095	0.011	8.470	0.000	0.073	0.118
4.WorkLife_Balance						
_predict						
1	-0.153	0.038	-4.040	0.000	-0.227	-0.079
2	-0.544	0.035	-15.570	0.000	-0.612	-0.475
3	0.339	0.061	5.590	0.000	0.220	0.457
4	0.358	0.044	8.150	0.000	0.272	0.444
Last_Promotion						
_predict						
1	-0.000	0.001	-0.100	0.924	-0.003	0.003
2	-0.001	0.006	-0.100	0.924	-0.013	0.012
3	0.000	0.004	0.100	0.924	-0.007	0.008
4	0.000	0.004	0.100	0.924	-0.007	0.008
1.Work_Environment (base outcome)						
2.Work_Environment						
_predict						
1	-0.051	0.032	-1.590	0.112	-0.114	0.012
2	-0.109	0.052	-2.090	0.036	-0.211	-0.007
3	0.130	0.069	1.880	0.060	-0.005	0.264
4	0.031	0.015	2.090	0.037	0.002	0.059
3.Work_Environment						
_predict						
1	-0.076	0.031	-2.430	0.015	-0.137	-0.015
2	-0.211	0.046	-4.550	0.000	-0.301	-0.120
3	0.213	0.063	3.350	0.001	0.089	0.337
4	0.074	0.013	5.530	0.000	0.048	0.100
4.Work_Environment						
_predict						
1	-0.089	0.032	-2.790	0.005	-0.151	-0.026
2	-0.287	0.049	-5.850	0.000	-0.383	-0.190
3	0.250	0.064	3.900	0.000	0.124	0.375
4	0.125	0.018	6.970	0.000	0.090	0.161
1.Responsibilities_Level (base outcome)						
2.Responsibilities_Level						
_predict						
1	-0.068	0.046	-1.460	0.144	-0.158	0.023
2	-0.158	0.064	-2.470	0.013	-0.283	-0.033
3	0.168	0.090	1.850	0.064	-0.010	0.345
4	0.058	0.019	2.960	0.003	0.019	0.096
3.Responsibilities_Level						

_predict						
1	-0.078	0.046	-1.690	0.091	-0.169	0.012
2	-0.206	0.064	-3.220	0.001	-0.331	-0.080
3	0.200	0.091	2.200	0.028	0.022	0.377
4	0.084	0.019	4.420	0.000	0.047	0.122
4.Responsibilities_Level						
_predict						
1	-0.092	0.047	-1.970	0.049	-0.184	-0.001
2	-0.288	0.070	-4.120	0.000	-0.426	-0.151
3	0.228	0.091	2.510	0.012	0.050	0.407
4	0.152	0.035	4.410	0.000	0.085	0.220
1.Marital_Status						
(base outcome)						
2.Marital_Status						
_predict						
1	0.000	0.009	0.020	0.981	-0.017	0.018
2	0.001	0.039	0.020	0.981	-0.076	0.078
3	-0.001	0.025	-0.020	0.981	-0.049	0.048
4	-0.001	0.024	-0.020	0.981	-0.047	0.046
3.Marital_Status						
_predict						
1	-0.007	0.014	-0.480	0.634	-0.034	0.021
2	-0.031	0.070	-0.440	0.657	-0.169	0.106
3	0.017	0.034	0.500	0.614	-0.050	0.084
4	0.021	0.050	0.410	0.680	-0.077	0.119
4.Marital_Status						
_predict						
1	-0.007	0.005	-1.340	0.180	-0.018	0.003
2	-0.034	0.026	-1.300	0.193	-0.085	0.017
3	0.018	0.013	1.420	0.155	-0.007	0.044
4	0.022	0.018	1.220	0.222	-0.014	0.058
0.Female						
(base outcome)						
1.Female						
_predict						
1	-0.004	0.004	-0.870	0.384	-0.013	0.005
2	-0.017	0.020	-0.880	0.379	-0.056	0.021
3	0.011	0.012	0.860	0.387	-0.013	0.035
4	0.011	0.012	0.890	0.373	-0.013	0.034
1.Education_Level						
(base outcome)						
2.Education_Level						
_predict						
1	-0.014	0.008	-1.670	0.095	-0.031	0.002
2	-0.074	0.049	-1.500	0.134	-0.170	0.023
3	0.034	0.015	2.310	0.021	0.005	0.062
4	0.054	0.044	1.230	0.219	-0.032	0.140
3.Education_Level						
_predict						
1	0.004	0.008	0.450	0.652	-0.012	0.020
2	0.016	0.034	0.460	0.644	-0.051	0.083
3	-0.011	0.024	-0.450	0.655	-0.057	0.036
4	-0.009	0.019	-0.480	0.634	-0.046	0.028
4.Education_Level						
_predict						
1	0.038	0.035	1.060	0.288	-0.032	0.107
2	0.121	0.082	1.470	0.142	-0.041	0.282
3	-0.104	0.088	-1.170	0.240	-0.277	0.069
4	-0.055	0.029	-1.860	0.063	-0.112	0.003
5.Education_Level						
_predict						
1	-0.006	0.004	-1.340	0.181	-0.015	0.003
2	-0.028	0.021	-1.330	0.184	-0.070	0.013
3	0.016	0.012	1.360	0.173	-0.007	0.039
4	0.018	0.014	1.300	0.195	-0.009	0.045

Days_Remote						
_predict						
1	-0.000	0.001	-0.100	0.917	-0.002	0.002
2	-0.001	0.005	-0.100	0.917	-0.011	0.010
3	0.000	0.003	0.100	0.917	-0.006	0.006
4	0.000	0.003	0.100	0.917	-0.006	0.007
Remote_Desired						
_predict						
1	-0.008	0.002	-3.800	0.000	-0.011	-0.004
2	-0.034	0.007	-4.630	0.000	-0.049	-0.020
3	0.020	0.005	4.290	0.000	0.011	0.030
4	0.021	0.005	4.470	0.000	0.012	0.031
Commuting_Distance						
_predict						
1	-0.000	0.000	-0.290	0.774	-0.000	0.000
2	-0.000	0.001	-0.290	0.774	-0.001	0.001
3	0.000	0.000	0.290	0.774	-0.001	0.001
4	0.000	0.000	0.290	0.774	-0.001	0.001
Companies_WorkedBefore						
_predict						
1	-0.001	0.001	-0.460	0.646	-0.003	0.002
2	-0.003	0.006	-0.460	0.646	-0.015	0.009
3	0.002	0.004	0.460	0.646	-0.006	0.009
4	0.002	0.004	0.460	0.646	-0.006	0.009
Experience						
_predict						
1	0.000	0.001	0.580	0.562	-0.001	0.002
2	0.002	0.003	0.580	0.561	-0.005	0.009
3	-0.001	0.002	-0.580	0.562	-0.005	0.003
4	-0.001	0.002	-0.580	0.561	-0.005	0.003
Current_Role						
_predict						
1	-0.001	0.001	-0.690	0.489	-0.003	0.001
2	-0.003	0.004	-0.700	0.486	-0.011	0.005
3	0.002	0.003	0.690	0.487	-0.003	0.007
4	0.002	0.003	0.700	0.486	-0.003	0.007
Age						
_predict						
1	0.000	0.001	0.010	0.990	-0.001	0.001
2	0.000	0.003	0.010	0.990	-0.006	0.006
3	-0.000	0.002	-0.010	0.990	-0.004	0.004
4	-0.000	0.002	-0.010	0.990	-0.004	0.004

Note: dy/dx for factor levels is the discrete change from the base level.

## 9.22 Appendix 22: Average marginal effects for interaction of Hypothesis 5

**Table A22: Average marginal effects for interaction of Hypothesis 5**

Average marginal effects      Number of obs = 904

Model VCE : OIM

dy/dx w.r.t. : 2.Monthly\_Salary 3.Monthly\_Salary 4.Monthly\_Salary

1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))

2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))

3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))

4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

1.\_at : Commuting\_Stress= 0

2.\_at : Commuting\_Stress= 1

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
1.Monthly_Salary		(base		outcome)		

2.Monthly_Salary						
_predict#_at						
1 1	-0.013	0.015	-0.860	0.387	-0.042	0.016
1 2	-0.029	0.021	-1.400	0.161	-0.070	0.012
2 1	-0.051	0.053	-0.950	0.341	-0.155	0.054
2 2	-0.104	0.060	-1.740	0.082	-0.222	0.013
3 1	0.039	0.045	0.870	0.383	-0.049	0.127
3 2	0.087	0.058	1.490	0.135	-0.027	0.202
4 1	0.024	0.023	1.050	0.296	-0.021	0.070
4 2	0.047	0.023	2.010	0.044	0.001	0.092
3.Monthly_Salary						
_predict#_at						
1 1	-0.020	0.015	-1.370	0.172	-0.050	0.009
1 2	-0.042	0.021	-1.970	0.048	-0.083	-0.000
2 1	-0.088	0.055	-1.590	0.112	-0.196	0.020
2 2	-0.171	0.062	-2.750	0.006	-0.294	-0.049
3 1	0.062	0.046	1.360	0.174	-0.027	0.151
3 2	0.121	0.059	2.060	0.039	0.006	0.236
4 1	0.046	0.025	1.850	0.065	-0.003	0.096
4 2	0.092	0.028	3.240	0.001	0.036	0.148
4.Monthly_Salary						
_predict#_at						
1 1	-0.025	0.019	-1.310	0.189	-0.063	0.013
1 2	-0.055	0.022	-2.500	0.012	-0.098	-0.012
2 1	-0.117	0.094	-1.250	0.212	-0.300	0.067
2 2	-0.281	0.083	-3.390	0.001	-0.444	-0.119
3 1	0.075	0.054	1.400	0.161	-0.030	0.180
3 2	0.106	0.079	1.340	0.179	-0.049	0.260
4 1	0.067	0.064	1.040	0.298	-0.059	0.193
4 2	0.230	0.117	1.970	0.048	0.002	0.459

Note: dy/dx for factor levels is the discrete change from the base level.

## 9.23 Appendix 23: Ordered logistic regression for Hypothesis 6

**Table 26 completed: Ordered logistic regression**

Intention_Quit	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.346	.217	1.60	.11	-.079	.771	.
Last_Promotion	.009	.044	0.19	.846	-.078	.095	.
o.Last_Promotion	0	.	.	.	.	.	.
0.Commuting_Stres##Last_Promotion	0	.	.	.	.	.	.
1.Commuting_Stress##Last_Promotion	-.103	.107	-0.96	.336	-.314	.107	.
1.Monthly_Salary	0	.	.	.	.	.	.
2.Monthly_Salary	.124	.262	0.47	.637	-.39	.637	.
3.Monthly_Salary	-.076	.274	-0.28	.783	-.613	.462	.
4.Monthly_Salary	-.201	.507	-0.40	.691	-1.195	.793	.
0.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	-.837	.127	-6.58	0	-1.087	-.588	***
1.Job_Satisfaction	0	.	.	.	.	.	.
2.Job_Satisfaction	.763	.388	1.96	.049	.002	1.523	**
3.Job_Satisfaction	.279	.395	0.70	.481	-.496	1.053	.
4.Job_Satisfaction	-.557	.446	-1.25	.212	-1.432	.318	.
1.WorkLife_Balance	0	.	.	.	.	.	.
2.WorkLife_Balance	-.609	.305	-2.00	.046	-1.206	-.012	**
3.WorkLife_Balance	-.544	.299	-1.82	.069	-1.129	.042	*
4.WorkLife_Balance	-.406	.357	-1.14	.255	-1.106	.294	.
1.Work_Environment	0	.	.	.	.	.	.



2.Work_Environment	-.401	.366	-1.09	.274	-1.119	.317	
3.Work_Environment	-.424	.327	-1.30	.195	-1.066	.218	
4.Work_Environment	-.531	.344	-1.54	.123	-1.206	.143	
1.Responsibilities_Level	0	.	.	.	.	.	
2.Responsibilities_Level	.758	.486	1.56	.119	-.194	1.71	
3.Responsibilities_Level	.559	.484	1.16	.248	-.39	1.509	
4.Responsibilities_Level	.916	.534	1.72	.086	-.13	1.962	*
1.Marital_Status	0	.	.	.	.	.	
2.Marital_Status	.377	.264	1.43	.153	-.14	.895	
3.Marital_Status	.964	.496	1.94	.052	-.008	1.936	*
4.Marital_Status	.631	.174	3.64	0	.291	.972	***
0.Female	0	.	.	.	.	.	
1.Female	-.407	.131	-3.10	.002	-.665	-.149	***
1.Education_Level	0	.	.	.	.	.	
2.Education_Level	-.111	.386	-0.29	.774	-.868	.647	
3.Education_Level	.022	.219	0.10	.919	-.407	.452	
4.Education_Level	.414	.618	0.67	.503	-.797	1.625	
5.Education_Level	.302	.144	2.10	.036	.02	.585	**
Days_Remote	.018	.035	0.52	.602	-.05	.087	
Remote_Desired	.291	.05	5.78	0	.192	.39	***
Commuting_Distance	.009	.003	2.70	.007	.003	.016	***
Companies_WorkedBefore	.017	.044	0.39	.697	-.068	.102	
Experience	-.038	.023	-1.64	.102	-.083	.008	
Current_Role	-.025	.032	-0.80	.423	-.088	.037	
Age	-.015	.022	-0.67	.503	-.059	.029	
cut1	-.94	.818	.b	.b	-2.542	.663	
cut2	.709	.817	.b	.b	-.893	2.311	
cut3	1.906	.819	.b	.b	.3	3.512	
cut4	3.505	.83	.b	.b	1.878	5.132	
Mean dependent var		2.385	SD dependent var			1.169	
Pseudo r-squared		0.074	Number of obs			904.000	
Chi-square		197.777	Prob > chi2			0.000	
Akaike crit. (AIC)		2548.101	Bayesian crit. (BIC)			2730.761	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$

## 9.24 Appendix 24: Average marginal effects of ordered logistic regression for Hypothesis 6

**Table A22: Average marginal effects for Hypothesis 6**

Average marginal effects	Number of obs	=	904
Model VCE	: OIM		
dy/dx w.r.t.:	1.Commuting_Stress Last_Promotion 2.Monthly_Salary 3.Monthly_Salary 4.Monthly_Salary		
1.Remote_Work 2.Job_Satisfaction 3.Job_Satisfaction 4.Job_Satisfaction 2.WorkLife_Balance			
3.WorkLife_Balance 4.WorkLife_Balance 2.Work_Environment 3.Work_Environment			
4.Work_Environment 2.Responsibilities_Level 3.Responsibilities_Level 4.Responsibilities_Level			
2.Marital_Status 3.Marital_Status 4.Marital_Status 1.Female 2.Education_Level 3.Education_Level			
4.Education_Level 5.Education_Level Days_Remote Remote_Desired Commuting_Distance			
Companies_WorkedBefore Experience Current_Role Age			
1._predict	: Pr(Intention_Quit==1), predict(pr outcome(1))		
2._predict	: Pr(Intention_Quit==2), predict(pr outcome(2))		
3._predict	: Pr(Intention_Quit==3), predict(pr outcome(3))		
4._predict	: Pr(Intention_Quit==4), predict(pr outcome(4))		
5._predict	: Pr(Intention_Quit==5), predict(pr outcome(5))		

Delta-method					
	dy/dx	Std.Err.	z	P>z	[95%Conf. Interval]
0.Commuting_Stress		(base		outcome)	
1.Commuting_Stress					
_predict					

1	-0.031	0.027	-1.160	0.244	-0.084	0.021
2	-0.010	0.007	-1.370	0.172	-0.025	0.004
3	0.013	0.011	1.180	0.239	-0.008	0.034
4	0.019	0.015	1.250	0.212	-0.011	0.049
5	0.010	0.008	1.270	0.206	-0.005	0.025
Last_Promotion						
_predict						
1	0.004	0.008	0.490	0.622	-0.011	0.019
2	0.002	0.003	0.850	0.395	-0.003	0.007
3	-0.001	0.003	-0.430	0.666	-0.007	0.005
4	-0.003	0.005	-0.630	0.528	-0.012	0.006
5	-0.002	0.003	-0.700	0.481	-0.007	0.003
1.Monthly_Salary		(base		outcome)		
2.Monthly_Salary						
_predict						
1	-0.021	0.045	-0.460	0.643	-0.108	0.067
2	-0.005	0.009	-0.530	0.595	-0.022	0.013
3	0.008	0.018	0.460	0.647	-0.027	0.043
4	0.011	0.024	0.480	0.632	-0.035	0.058
5	0.006	0.012	0.490	0.625	-0.018	0.030
3.Monthly_Salary						
_predict						
1	0.013	0.047	0.280	0.781	-0.080	0.106
2	0.002	0.009	0.250	0.800	-0.015	0.019
3	-0.005	0.019	-0.280	0.780	-0.042	0.032
4	-0.007	0.025	-0.270	0.785	-0.055	0.042
5	-0.003	0.012	-0.270	0.787	-0.028	0.021
4.Monthly_Salary						
_predict						
1	0.036	0.092	0.390	0.696	-0.144	0.215
2	0.005	0.010	0.460	0.646	-0.015	0.025
3	-0.014	0.037	-0.390	0.697	-0.087	0.058
4	-0.018	0.043	-0.400	0.686	-0.103	0.067
5	-0.008	0.021	-0.410	0.680	-0.049	0.032
0.Remote_Work		(base		outcome)		
1.Remote_Work						
_predict						
1	0.143	0.022	6.610	0.000	0.100	0.185
2	0.034	0.008	4.360	0.000	0.019	0.049
3	-0.060	0.010	-5.780	0.000	-0.080	-0.040
4	-0.078	0.013	-6.060	0.000	-0.104	-0.053
5	-0.038	0.007	-5.260	0.000	-0.052	-0.024
1.Job_Satisfaction		(base		outcome)		
2.Job_Satisfaction						
_predict						
1	-0.126	0.073	-1.740	0.082	-0.269	0.016
2	-0.034	0.010	-3.350	0.001	-0.053	-0.014
3	0.051	0.031	1.650	0.099	-0.010	0.111
4	0.072	0.033	2.220	0.027	0.008	0.137
5	0.037	0.015	2.440	0.015	0.007	0.067
3.Job_Satisfaction						
_predict						
1	-0.051	0.075	-0.680	0.498	-0.197	0.096
2	-0.006	0.004	-1.480	0.140	-0.014	0.002
3	0.021	0.032	0.680	0.498	-0.040	0.083
4	0.024	0.033	0.750	0.456	-0.040	0.088
5	0.011	0.014	0.780	0.436	-0.017	0.038
4.Job_Satisfaction						
_predict						
1	0.113	0.088	1.290	0.197	-0.059	0.285
2	-0.013	0.011	-1.160	0.247	-0.035	0.009
3	-0.046	0.036	-1.270	0.205	-0.117	0.025

4	-0.039	0.034	-1.140	0.253	-0.106	0.028
5	-0.015	0.014	-1.070	0.285	-0.043	0.013
1.WorkLife_Balance		(base		outcome)		
2.WorkLife_Balance						
_predict						
1	0.095	0.043	2.200	0.028	0.010	0.179
2	0.032	0.022	1.490	0.137	-0.010	0.075
3	-0.034	0.014	-2.450	0.014	-0.061	-0.007
4	-0.059	0.031	-1.910	0.056	-0.119	0.001
5	-0.034	0.021	-1.660	0.097	-0.075	0.006
3.WorkLife_Balance						
_predict						
1	0.083	0.041	2.020	0.044	0.002	0.164
2	0.030	0.022	1.380	0.167	-0.013	0.073
3	-0.029	0.013	-2.320	0.021	-0.054	-0.005
4	-0.053	0.030	-1.740	0.082	-0.112	0.007
5	-0.031	0.021	-1.520	0.129	-0.072	0.009
4.WorkLife_Balance						
_predict						
1	0.060	0.052	1.160	0.245	-0.041	0.162
2	0.025	0.024	1.050	0.295	-0.022	0.071
3	-0.021	0.017	-1.180	0.237	-0.054	0.013
4	-0.040	0.036	-1.130	0.260	-0.110	0.030
5	-0.025	0.023	-1.070	0.284	-0.070	0.020
1.Work_Environment		(base		outcome)		
2.Work_Environment						
_predict						
1	0.062	0.054	1.140	0.254	-0.044	0.168
2	0.023	0.024	0.950	0.344	-0.024	0.070
3	-0.022	0.019	-1.190	0.232	-0.059	0.014
4	-0.039	0.036	-1.080	0.282	-0.111	0.032
5	-0.023	0.023	-1.000	0.318	-0.068	0.022
3.Work_Environment						
_predict						
1	0.066	0.047	1.410	0.158	-0.026	0.157
2	0.024	0.023	1.010	0.311	-0.022	0.069
3	-0.024	0.015	-1.560	0.118	-0.054	0.006
4	-0.041	0.033	-1.240	0.214	-0.107	0.024
5	-0.024	0.021	-1.120	0.265	-0.066	0.018
4.Work_Environment						
_predict						
1	0.084	0.050	1.680	0.093	-0.014	0.182
2	0.027	0.024	1.150	0.252	-0.019	0.073
3	-0.031	0.017	-1.820	0.069	-0.065	0.002
4	-0.051	0.035	-1.470	0.141	-0.119	0.017
5	-0.029	0.022	-1.310	0.191	-0.072	0.014
1.Responsibilities_Level		(base		outcome)		
2.Responsibilities_Level						
_predict						
1	-0.140	0.097	-1.430	0.151	-0.330	0.051
2	-0.008	0.014	-0.520	0.600	-0.036	0.021
3	0.056	0.039	1.450	0.147	-0.020	0.132
4	0.062	0.034	1.830	0.068	-0.005	0.129
5	0.029	0.014	2.010	0.044	0.001	0.057
3.Responsibilities_Level						
_predict						
1	-0.106	0.097	-1.090	0.276	-0.297	0.085
2	-0.000	0.013	-0.010	0.989	-0.026	0.026
3	0.043	0.039	1.110	0.267	-0.033	0.118
4	0.044	0.033	1.320	0.188	-0.022	0.109
5	0.020	0.014	1.430	0.153	-0.007	0.046
4.Responsibilities_Level						

_predict						
1	-0.164	0.103	-1.590	0.111	-0.366	0.038
2	-0.016	0.018	-0.870	0.385	-0.052	0.020
3	0.065	0.041	1.610	0.108	-0.014	0.145
4	0.077	0.040	1.930	0.053	-0.001	0.156
5	0.038	0.019	1.970	0.048	0.000	0.075
1.Marital_Status		(base		outcome)		
2.Marital_Status						
_predict						
1	-0.063	0.041	-1.520	0.127	-0.143	0.018
2	-0.015	0.014	-1.050	0.295	-0.042	0.013
3	0.024	0.015	1.600	0.111	-0.006	0.054
4	0.035	0.026	1.370	0.172	-0.015	0.085
5	0.018	0.015	1.250	0.211	-0.010	0.047
3.Marital_Status						
_predict						
1	-0.141	0.058	-2.460	0.014	-0.254	-0.029
2	-0.060	0.045	-1.320	0.187	-0.148	0.029
3	0.046	0.011	4.190	0.000	0.025	0.068
4	0.094	0.051	1.860	0.063	-0.005	0.194
5	0.060	0.043	1.400	0.161	-0.024	0.144
4.Marital_Status						
_predict						
1	-0.100	0.025	-3.990	0.000	-0.149	-0.051
2	-0.031	0.012	-2.610	0.009	-0.055	-0.008
3	0.037	0.009	4.120	0.000	0.019	0.054
4	0.060	0.018	3.420	0.001	0.026	0.095
5	0.034	0.012	2.940	0.003	0.011	0.057
0.Female		(base		outcome)		
1.Female						
_predict						
1	0.068	0.021	3.170	0.002	0.026	0.110
2	0.016	0.006	2.550	0.011	0.004	0.029
3	-0.026	0.008	-3.090	0.002	-0.043	-0.010
4	-0.038	0.013	-3.010	0.003	-0.062	-0.013
5	-0.020	0.007	-2.820	0.005	-0.034	-0.006
1.Education_Level		(base		outcome)		
2.Education_Level						
_predict						
1	0.020	0.070	0.280	0.778	-0.118	0.157
2	0.002	0.006	0.370	0.711	-0.010	0.015
3	-0.008	0.028	-0.280	0.779	-0.064	0.048
4	-0.010	0.033	-0.290	0.770	-0.074	0.055
5	-0.005	0.015	-0.300	0.765	-0.035	0.026
3.Education_Level						
_predict						
1	-0.004	0.038	-0.100	0.918	-0.079	0.071
2	-0.001	0.006	-0.100	0.921	-0.013	0.012
3	0.002	0.015	0.100	0.918	-0.028	0.031
4	0.002	0.020	0.100	0.919	-0.036	0.040
5	0.001	0.010	0.100	0.919	-0.018	0.020
4.Education_Level						
_predict						
1	-0.067	0.092	-0.730	0.466	-0.248	0.113
2	-0.019	0.039	-0.490	0.627	-0.095	0.057
3	0.026	0.032	0.790	0.429	-0.038	0.089
4	0.039	0.062	0.640	0.525	-0.081	0.160
5	0.021	0.037	0.570	0.565	-0.052	0.094
5.Education_Level						
_predict						
1	-0.050	0.023	-2.140	0.032	-0.096	-0.004
2	-0.012	0.007	-1.800	0.072	-0.026	0.001

3	0.019	0.009	2.130	0.033	0.002	0.037
4	0.028	0.014	2.050	0.040	0.001	0.055
5	0.015	0.008	1.960	0.050	0.000	0.030
Days_Remote						
_predict						
1	-0.003	0.006	-0.520	0.602	-0.015	0.009
2	-0.001	0.001	-0.520	0.605	-0.003	0.002
3	0.001	0.002	0.520	0.602	-0.003	0.006
4	0.002	0.003	0.520	0.603	-0.005	0.008
5	0.001	0.002	0.520	0.603	-0.002	0.004
Remote_Desired						
_predict						
1	-0.049	0.008	-5.860	0.000	-0.066	-0.033
2	-0.010	0.002	-4.240	0.000	-0.015	-0.006
3	0.019	0.003	5.550	0.000	0.012	0.026
4	0.027	0.005	5.590	0.000	0.017	0.036
5	0.014	0.003	4.720	0.000	0.008	0.019
Commuting_Distance						
_predict						
1	-0.002	0.001	-2.700	0.007	-0.003	-0.000
2	-0.000	0.000	-2.490	0.013	-0.001	-0.000
3	0.001	0.000	2.670	0.008	0.000	0.001
4	0.001	0.000	2.680	0.007	0.000	0.001
5	0.000	0.000	2.560	0.010	0.000	0.001
Companies_WorkedBefore						
_predict						
1	-0.003	0.007	-0.390	0.697	-0.017	0.012
2	-0.001	0.002	-0.390	0.698	-0.004	0.002
3	0.001	0.003	0.390	0.697	-0.005	0.007
4	0.002	0.004	0.390	0.697	-0.006	0.009
5	0.001	0.002	0.390	0.697	-0.003	0.005
Experience						
_predict						
1	0.006	0.004	1.640	0.102	-0.001	0.014
2	0.001	0.001	1.580	0.115	-0.000	0.003
3	-0.003	0.002	-1.630	0.103	-0.006	0.001
4	-0.003	0.002	-1.630	0.103	-0.008	0.001
5	-0.002	0.001	-1.600	0.109	-0.004	0.000
Current_Role						
_predict						
1	0.004	0.005	0.800	0.423	-0.006	0.015
2	0.001	0.001	0.790	0.431	-0.001	0.003
3	-0.002	0.002	-0.800	0.424	-0.006	0.002
4	-0.002	0.003	-0.800	0.424	-0.008	0.003
5	-0.001	0.002	-0.800	0.425	-0.004	0.002
Age						
_predict						
1	0.003	0.004	0.670	0.503	-0.005	0.010
2	0.001	0.001	0.660	0.508	-0.001	0.002
3	-0.001	0.001	-0.670	0.504	-0.004	0.002
4	-0.001	0.002	-0.670	0.504	-0.005	0.003
5	-0.001	0.001	-0.670	0.504	-0.003	0.001

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Note: dy/dx for factor levels is the discrete change from the base level.

## 9.25 Appendix 25: Average marginal effects for interaction of Hypothesis 6

**Table A25: Average marginal effects for interaction of Hypothesis 6**

Average marginal effects                      Number of obs =                      904  
 Model VCE                      : OIM  
 dy/dx w.r.t. : Last\_Promotion

1. \_predict : Pr(Intention\_Quit==1), predict(pr outcome(1))  
 2. \_predict : Pr(Intention\_Quit==2), predict(pr outcome(2))  
 3. \_predict : Pr(Intention\_Quit==3), predict(pr outcome(3))  
 4. \_predict : Pr(Intention\_Quit==4), predict(pr outcome(4))  
 5. \_predict : Pr(Intention\_Quit==5), predict(pr outcome(5))  
 1. \_at : Commuting\_Stress= 0  
 2. \_at : Commuting\_Stress= 1

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
Last Promotion						
_predict#_at						
1 1	-0.001	0.008	-0.190	0.846	-0.017	0.014
1 2	0.015	0.017	0.920	0.357	-0.017	0.048
2 1	-0.000	0.001	-0.190	0.846	-0.003	0.002
2 2	0.005	0.005	0.910	0.365	-0.005	0.014
3 1	0.001	0.003	0.190	0.846	-0.005	0.007
3 2	-0.006	0.006	-0.930	0.355	-0.018	0.006
4 1	0.001	0.004	0.190	0.846	-0.007	0.008
4 2	-0.009	0.010	-0.920	0.356	-0.028	0.010
5 1	0.000	0.002	0.190	0.846	-0.003	0.004
5 2	-0.005	0.005	-0.910	0.364	-0.016	0.006

## 9.26 Appendix 26: Ordered logistic regression for Hypothesis 7

Table 14 completed: Ordered logistic regression for Hypothesis 7

Job_Satisfaction	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
0b.Commuting_Stress	0	.	.	.	.	.	.
1.Commuting_Stress	.233	.247	0.94	.345	-.251	.717	.
Last_Promotion	.015	.051	0.29	.77	-.084	.114	.
o.Last_Promotion	0	.	.	.	.	.	.
0b.Commuting_Stres~i	0	.	.	.	.	.	.
1.Commuting_Stress~o	-.058	.115	-0.50	.615	-.282	.167	.
0b.Remote_Work	0	.	.	.	.	.	.
1.Remote_Work	.283	.145	1.95	.052	-.002	.567	*
1b.Intention_Quit	0	.	.	.	.	.	.
2.Intention_Quit	-.264	.19	-1.39	.165	-.636	.109	.
3.Intention_Quit	-.597	.217	-2.76	.006	-1.021	-.172	***
4.Intention_Quit	-.741	.248	-2.99	.003	-1.228	-.255	***
5.Intention_Quit	-1.264	.346	-3.65	0	-1.942	-.586	***
1b.WorkLife_Balance	0	.	.	.	.	.	.
2.WorkLife_Balance	1.374	.349	3.94	0	.691	2.058	***
3.WorkLife_Balance	2.612	.343	7.61	0	1.939	3.285	***
4.WorkLife_Balance	4.388	.408	10.76	0	3.589	5.187	***
1b.Monthly_Salary	0	.	.	.	.	.	.
2.Monthly_Salary	.552	.295	1.87	.061	-.025	1.129	*
3.Monthly_Salary	.918	.309	2.97	.003	.312	1.524	***
4.Monthly_Salary	1.51	.573	2.64	.008	.388	2.632	***
1b.Work_Environment	0	.	.	.	.	.	.
2.Work_Environment	.804	.446	1.80	.071	-.07	1.677	*
3.Work_Environment	1.512	.407	3.72	0	.715	2.31	***
4.Work_Environment	2.086	.425	4.91	0	1.253	2.919	***
1b.Responsibilitie~l	0	.	.	.	.	.	.
2.Responsibilities~l	1.285	.603	2.13	.033	.103	2.466	**
3.Responsibilities~l	1.63	.601	2.71	.007	.453	2.808	***
4.Responsibilities~l	2.339	.652	3.59	0	1.062	3.616	***
1b.Marital_Status	0	.	.	.	.	.	.

2.Marital_Status	.034	.3	0.11	.91	-.554	.622	
3.Marital_Status	.272	.56	0.49	.628	-.826	1.369	
4.Marital_Status	.276	.206	1.34	.179	-.127	.679	
0b.Female	0	.	.	.	.	.	
1.Female	.123	.151	0.82	.414	-.172	.419	
1b.Education_Level	0	.	.	.	.	.	
2.Education_Level	.589	.419	1.40	.16	-.233	1.411	
3.Education_Level	-.118	.255	-0.46	.645	-.618	.383	
4.Education_Level	-.83	.634	-1.31	.191	-2.073	.414	
5.Education_Level	.209	.164	1.27	.203	-.113	.531	
Days_Remote	.006	.04	0.16	.874	-.072	.085	
Remote_Desired	.262	.057	4.56	0	.149	.374	***
Commuting_Distance	.001	.004	0.25	.803	-.007	.009	
Companies_WorkedBefore	.026	.048	0.54	.588	-.068	.119	
Experience	-.015	.026	-0.58	.561	-.066	.036	
Current_Role	.017	.033	0.50	.614	-.048	.081	
Age	-.002	.025	-0.07	.946	-.051	.048	
cut1	2.648	.965	.b	.b	.758	4.538	
cut2	5.929	.995	.b	.b	3.979	7.88	
cut3	9.686	1.023	.b	.b	7.68	11.692	
Mean dependent var		2.767	SD dependent var			0.693	
Pseudo r-squared		0.196	Number of obs			904.000	
Chi-square		370.524	Prob > chi2			0.000	
Akaike crit. (AIC)		1593.707	Bayesian crit. (BIC)			1776.367	

\*\*\* $p < .01$ , \*\* $p < .05$ , \* $p < .1$

## 9.27 Appendix 27: Average marginal effects of ordered logistic regression for Hypothesis 7

**Table A27: Average marginal effects for Hypothesis 7**

Average marginal effects      Number of obs =      904

Model VCE : OIM

dy/dx w.r.t. : 1.Commuting\_Stress Last\_Promotion 1.Remote\_Work 2.Intention\_Quit 3.Intention\_Quit

4.Intention\_Quit 5.Intention\_Quit 2.WorkLife\_Balance 3.WorkLife\_Balance 4.WorkLife\_Balance

2.Monthly\_Salary 3.Monthly\_Salary 4.Monthly\_Salary 2.Work\_Environment 3.Work\_Environment

4.Work\_Environment 2.Responsibilities\_Level 3.Responsibilities\_Level 4.Responsibilities\_Level

2.Marital\_Status 3.Marital\_Status 4.Marital\_Status 1.Female 2.Education\_Level 3.Education\_Level

4.Education\_Level 5.Education\_Level Days\_Remote Remote\_Desired Commuting\_Distance

Companies\_WorkedBefore Experience Current\_Role Age

1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))

2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))

3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))

4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

Delta-method						
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
0.Commuting_Stress		(base		outcome)		
1.Commuting_Stress						
_predict						
1	-0.004	0.005	-0.830	0.407	-0.015	0.006
2	-0.019	0.025	-0.770	0.439	-0.067	0.029
3	0.012	0.014	0.830	0.404	-0.016	0.040
4	0.012	0.016	0.730	0.463	-0.019	0.043
Last_Promotion						
_predict						
1	0.000	0.001	0.070	0.945	-0.003	0.003
2	0.001	0.007	0.090	0.929	-0.013	0.014
3	-0.000	0.004	-0.030	0.972	-0.008	0.008
4	-0.001	0.005	-0.130	0.896	-0.009	0.008
0.Remote_Work		(base		outcome)		

1.Remote_Work						
_predict						
1	-0.008	0.004	-1.880	0.060	-0.016	0.000
2	-0.037	0.019	-1.940	0.052	-0.074	0.000
3	0.022	0.011	1.910	0.056	-0.001	0.044
4	0.023	0.012	1.940	0.053	-0.000	0.046
1.Intention_Quit		(base			(outcome)	
2.Intention_Quit						
_predict						
1	0.006	0.004	1.380	0.166	-0.002	0.014
2	0.034	0.024	1.390	0.163	-0.014	0.081
3	-0.015	0.011	-1.390	0.163	-0.037	0.006
4	-0.024	0.018	-1.370	0.170	-0.059	0.010
3.Intention_Quit						
_predict						
1	0.015	0.006	2.490	0.013	0.003	0.028
2	0.078	0.028	2.750	0.006	0.023	0.134
3	-0.043	0.017	-2.540	0.011	-0.077	-0.010
4	-0.050	0.018	-2.750	0.006	-0.086	-0.014
4.Intention_Quit						
_predict						
1	0.020	0.008	2.560	0.010	0.005	0.036
2	0.098	0.033	2.950	0.003	0.033	0.164
3	-0.059	0.023	-2.560	0.011	-0.103	-0.014
4	-0.060	0.019	-3.090	0.002	-0.098	-0.022
5.Intention_Quit						
_predict						
1	0.043	0.017	2.570	0.010	0.010	0.075
2	0.170	0.047	3.650	0.000	0.079	0.261
3	-0.124	0.044	-2.800	0.005	-0.210	-0.037
4	-0.089	0.021	-4.330	0.000	-0.129	-0.049
1.WorkLife_Balance		(base			(outcome)	
2.WorkLife_Balance						
_predict						
1	-0.104	0.036	-2.860	0.004	-0.176	-0.033
2	-0.165	0.032	-5.200	0.000	-0.227	-0.103
3	0.243	0.055	4.410	0.000	0.135	0.351
4	0.026	0.006	4.170	0.000	0.014	0.038
3.WorkLife_Balance						
_predict						
1	-0.138	0.037	-3.740	0.000	-0.210	-0.066
2	-0.370	0.034	-10.890	0.000	-0.436	-0.303
3	0.412	0.053	7.710	0.000	0.307	0.516
4	0.096	0.011	8.450	0.000	0.074	0.118
4.WorkLife_Balance						
_predict						
1	-0.150	0.037	-4.020	0.000	-0.223	-0.077
2	-0.541	0.035	-15.250	0.000	-0.610	-0.471
3	0.339	0.061	5.580	0.000	0.220	0.458
4	0.352	0.043	8.120	0.000	0.267	0.437
1.Monthly_Salary		(base			(outcome)	
2.Monthly_Salary						
_predict						
1	-0.020	0.013	-1.600	0.109	-0.045	0.005
2	-0.076	0.041	-1.850	0.064	-0.157	0.005
3	0.062	0.038	1.640	0.101	-0.012	0.135
4	0.035	0.016	2.130	0.033	0.003	0.067
3.Monthly_Salary						
_predict						
1	-0.030	0.013	-2.320	0.021	-0.055	-0.005
2	-0.125	0.044	-2.860	0.004	-0.211	-0.039
3	0.089	0.038	2.330	0.020	0.014	0.165



4	0.065	0.019	3.500	0.000	0.029	0.102
4.Monthly_Salary						
_predict						
1	-0.040	0.015	-2.750	0.006	-0.069	-0.012
2	-0.195	0.067	-2.890	0.004	-0.328	-0.063
3	0.107	0.038	2.800	0.005	0.032	0.182
4	0.128	0.062	2.060	0.040	0.006	0.251
1.Work_Environment		(base			outcome)	
2.Work_Environment						
_predict						
1	-0.048	0.031	-1.530	0.126	-0.109	0.013
2	-0.104	0.053	-1.980	0.048	-0.207	-0.001
3	0.122	0.068	1.790	0.074	-0.012	0.257
4	0.029	0.015	1.990	0.047	0.000	0.058
3.Work_Environment						
_predict						
1	-0.073	0.030	-2.410	0.016	-0.133	-0.014
2	-0.206	0.047	-4.380	0.000	-0.298	-0.114
3	0.206	0.063	3.260	0.001	0.082	0.330
4	0.073	0.014	5.380	0.000	0.046	0.099
4.Work_Environment						
_predict						
1	-0.085	0.031	-2.770	0.006	-0.146	-0.025
2	-0.281	0.050	-5.650	0.000	-0.379	-0.184
3	0.242	0.064	3.800	0.000	0.117	0.367
4	0.124	0.018	6.840	0.000	0.089	0.160
1.Responsibilities_Level		(base			outcome)	
2.Responsibilities_Level						
_predict						
1	-0.071	0.047	-1.500	0.134	-0.163	0.022
2	-0.162	0.063	-2.590	0.010	-0.285	-0.039
3	0.173	0.090	1.920	0.055	-0.004	0.351
4	0.059	0.019	3.100	0.002	0.022	0.096
3.Responsibilities_Level						
_predict						
1	-0.081	0.047	-1.720	0.086	-0.174	0.011
2	-0.208	0.063	-3.320	0.001	-0.331	-0.085
3	0.204	0.091	2.250	0.024	0.026	0.382
4	0.085	0.019	4.560	0.000	0.049	0.122
4.Responsibilities_Level						
_predict						
1	-0.095	0.048	-2.000	0.045	-0.189	-0.002
2	-0.294	0.069	-4.280	0.000	-0.428	-0.159
3	0.233	0.091	2.560	0.010	0.055	0.411
4	0.156	0.035	4.530	0.000	0.089	0.224
1.Marital_Status		(base			outcome)	
2.Marital_Status						
_predict						
1	-0.001	0.009	-0.110	0.909	-0.018	0.016
2	-0.004	0.039	-0.110	0.910	-0.081	0.072
3	0.003	0.024	0.110	0.909	-0.044	0.049
4	0.003	0.024	0.110	0.911	-0.045	0.050
3.Marital_Status						
_predict						
1	-0.007	0.014	-0.530	0.594	-0.034	0.020
2	-0.035	0.070	-0.500	0.620	-0.172	0.103
3	0.019	0.033	0.570	0.567	-0.046	0.084
4	0.023	0.051	0.450	0.649	-0.077	0.123
4.Marital_Status						
_predict						
1	-0.007	0.005	-1.410	0.160	-0.018	0.003
2	-0.035	0.026	-1.370	0.172	-0.086	0.015

3	0.019	0.013	1.500	0.134	-0.006	0.044
4	0.024	0.018	1.280	0.201	-0.013	0.060
0.Female		(base		outcome)		
1.Female						
_predict						
1	-0.004	0.004	-0.810	0.421	-0.012	0.005
2	-0.016	0.020	-0.810	0.416	-0.055	0.023
3	0.010	0.012	0.800	0.423	-0.014	0.034
4	0.010	0.012	0.820	0.410	-0.014	0.034
1.Education_Level		(base		outcome)		
2.Education_Level						
_predict						
1	-0.014	0.008	-1.670	0.095	-0.031	0.002
2	-0.074	0.049	-1.500	0.134	-0.170	0.023
3	0.033	0.014	2.320	0.020	0.005	0.062
4	0.054	0.044	1.230	0.219	-0.032	0.141
3.Education_Level						
_predict						
1	0.004	0.008	0.450	0.655	-0.012	0.020
2	0.016	0.034	0.460	0.646	-0.051	0.082
3	-0.010	0.023	-0.440	0.658	-0.056	0.035
4	-0.009	0.019	-0.470	0.636	-0.046	0.028
4.Education_Level						
_predict						
1	0.033	0.033	1.010	0.314	-0.032	0.098
2	0.111	0.082	1.350	0.178	-0.050	0.272
3	-0.093	0.085	-1.090	0.275	-0.259	0.074
4	-0.051	0.031	-1.680	0.093	-0.111	0.008
5.Education_Level						
_predict						
1	-0.006	0.004	-1.290	0.198	-0.014	0.003
2	-0.027	0.021	-1.280	0.202	-0.069	0.015
3	0.015	0.012	1.310	0.191	-0.008	0.039
4	0.017	0.014	1.250	0.212	-0.010	0.045
Days_Remote						
_predict						
1	-0.000	0.001	-0.160	0.874	-0.002	0.002
2	-0.001	0.005	-0.160	0.874	-0.011	0.009
3	0.000	0.003	0.160	0.874	-0.006	0.007
4	0.001	0.003	0.160	0.874	-0.006	0.007
Remote_Desired						
_predict						
1	-0.008	0.002	-3.790	0.000	-0.011	-0.004
2	-0.034	0.007	-4.610	0.000	-0.049	-0.020
3	0.020	0.005	4.270	0.000	0.011	0.030
4	0.021	0.005	4.450	0.000	0.012	0.031
Commuting_Distance						
_predict						
1	-0.000	0.000	-0.250	0.803	-0.000	0.000
2	-0.000	0.001	-0.250	0.803	-0.001	0.001
3	0.000	0.000	0.250	0.803	-0.001	0.001
4	0.000	0.000	0.250	0.803	-0.001	0.001
Companies_WorkedBefore						
_predict						
1	-0.001	0.001	-0.540	0.589	-0.003	0.002
2	-0.003	0.006	-0.540	0.587	-0.016	0.009
3	0.002	0.004	0.540	0.587	-0.005	0.009
4	0.002	0.004	0.540	0.588	-0.006	0.010
Experience						
_predict						
1	0.000	0.001	0.580	0.562	-0.001	0.002
2	0.002	0.003	0.580	0.561	-0.005	0.009

3	-0.001	0.002	-0.580	0.561	-0.005	0.003
4	-0.001	0.002	-0.580	0.561	-0.005	0.003
Current_Role						
_predict						
1	-0.000	0.001	-0.500	0.615	-0.002	0.001
2	-0.002	0.004	-0.500	0.614	-0.011	0.006
3	0.001	0.003	0.500	0.615	-0.004	0.006
4	0.001	0.003	0.500	0.614	-0.004	0.007
Age						
_predict						
1	0.000	0.001	0.070	0.946	-0.001	0.001
2	0.000	0.003	0.070	0.945	-0.006	0.007
3	-0.000	0.002	-0.070	0.946	-0.004	0.004
4	-0.000	0.002	-0.070	0.946	-0.004	0.004

Note: dy/dx for factor levels is the discrete change from the base level.

## 9.28 Appendix 28: Average marginal effects for interaction of Hypothesis 7

**Table 31: Average marginal effects for interaction of Hypothesis 7**

Average marginal effects                      Number of obs = 904

Model VCE : OIM

dy/dx w.r.t. : Last\_Promotion

1.\_predict : Pr(Job\_Satisfaction==1), predict(pr outcome(1))

2.\_predict : Pr(Job\_Satisfaction==2), predict(pr outcome(2))

3.\_predict : Pr(Job\_Satisfaction==3), predict(pr outcome(3))

4.\_predict : Pr(Job\_Satisfaction==4), predict(pr outcome(4))

1.\_at : Commuting\_Stress= 0

2.\_at : Commuting\_Stress= 1

	Delta-method					
	dy/dx	Std.Err.	z	P>z	[95%Conf.	Interval]
Last_Promotion						
_predict#_at						
1 1	-0.000	0.002	-0.290	0.771	-0.003	0.003
1 2	0.001	0.003	0.390	0.697	-0.005	0.007
2 1	-0.002	0.007	-0.290	0.770	-0.015	0.011
2 2	0.006	0.014	0.390	0.696	-0.022	0.033
3 1	0.001	0.004	0.290	0.770	-0.007	0.009
3 2	-0.003	0.008	-0.390	0.697	-0.018	0.012
4 1	0.001	0.004	0.290	0.771	-0.007	0.009
4 2	-0.004	0.009	-0.390	0.696	-0.022	0.015