

The Role of Organizational Culture in Enhancing Talent Retention in the Hybrid Work Era

Organizational Culture
in Enhancing Talent
Retention

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ABSTRACT

Modern organizations face increasing challenges in retaining talented employees as hybrid work becomes the dominant model of the post-pandemic era. While flexibility offers numerous benefits, it also risks weakening shared values and emotional connections that underpin organizational commitment. This study aims to identify the cultural dimensions that most strongly influence talent retention in hybrid work environments, examine possible mediating and moderating mechanisms between culture and retention, and propose culture-based strategies for human resource leaders. Employing a qualitative approach through a systematic literature study, the research synthesizes findings from ten peer-reviewed articles published between 2015 and 2025. Thematic analysis reveals that inclusivity, flexibility, employee well-being, collaboration, and organizational commitment are the most influential cultural dimensions driving retention. Furthermore, organizational citizenship behavior (OCB) and employee well-being serve as mediating factors, while organizational commitment moderates the culture–retention relationship. The results indicate that organizational culture acts as the strategic core of retention in hybrid settings, transforming from a background element into a dynamic ecosystem that binds employees through shared trust, fairness, and psychological safety. The study concludes that culture-driven strategies such as promoting cultural intelligence, flexible policies, and emotional support systems are critical for sustaining loyalty and engagement in hybrid organizations.

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Keywords: Employee Engagement, Human Resource Strategy, Hybrid Work, Organizational Culture, Talent Retention, Work Flexibility.

ABSTRAK

Organisasi modern menghadapi tantangan yang semakin besar dalam mempertahankan karyawan berbakat seiring dengan semakin dominannya model kerja hibrida di era pascapandemi. Meskipun fleksibilitas menawarkan banyak manfaat, fleksibilitas juga berisiko melemahkan nilai-nilai bersama dan ikatan emosional yang mendasari komitmen organisasi. Studi ini bertujuan untuk mengidentifikasi dimensi budaya yang paling kuat memengaruhi retensi talenta di lingkungan kerja hibrida, mengkaji kemungkinan mekanisme mediasi dan moderasi antara budaya dan retensi, serta mengusulkan strategi berbasis budaya bagi para pemimpin sumber daya manusia. Dengan menggunakan pendekatan kualitatif melalui studi literatur sistematis, penelitian ini mensintesis temuan dari sepuluh artikel peer-review yang diterbitkan antara tahun 2015 dan 2025. Analisis tematik mengungkapkan bahwa inklusivitas, fleksibilitas, kesejahteraan karyawan, kolaborasi, dan komitmen organisasi merupakan dimensi budaya yang paling berpengaruh dalam mendorong retensi. Lebih lanjut, perilaku kewarganegaraan organisasi (OCB) dan kesejahteraan karyawan berperan sebagai faktor mediasi, sementara komitmen organisasi memoderasi hubungan budaya-retensi. Hasil penelitian menunjukkan bahwa budaya organisasi berperan sebagai inti strategis retensi dalam lingkungan hibrida, bertransformasi dari elemen latar belakang menjadi ekosistem dinamis yang mengikat karyawan melalui kepercayaan bersama, keadilan, dan keamanan psikologis. Studi ini menyimpulkan bahwa strategi berbasis budaya seperti mempromosikan kecerdasan budaya, kebijakan yang fleksibel, dan sistem dukungan emosional sangat penting untuk mempertahankan loyalitas dan keterlibatan dalam organisasi hibrida.

Kata kunci: Keterlibatan Karyawan, Strategi Sumber Daya Manusia, Kerja Hibrida, Budaya Organisasi, Retensi Talenta, Fleksibilitas Kerja.

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INTRODUCTION

Modern organizations face significant challenges in retaining top talent, especially amid increasingly flexible work arrangements. Talent is often defined as individuals with unique competencies who contribute strategically to organizational sustainability (Al Aina & Atan, 2020; Mujtaba & Mubarik, 2022; Sindurnata et al., 2024). Meanwhile, the hybrid work model combining on-site and remote work has become the dominant post-pandemic structure, reflecting employees' growing demand for flexibility (Sakal, 2024; Gallup, 2025). However, the adoption of hybrid work introduces complexity in maintaining organizational culture, as employees are no longer consistently present in the same physical environment, making it more difficult to regulate shared norms, values, and communication patterns (Sugiarto et al., 2025). Within this context, organizations must sustain their internal culture to ensure that employees feel emotionally and socially "rooted," even when working remotely.

Talent retention is a crucial strategy in human resource management focused on an organization's ability to retain high-potential and high-performing employees. In modern organizations, talent retention is influenced not only by financial compensation but also by factors such as supportive leadership, career development opportunities, work-life balance, and an inclusive organizational culture. According to Putri et al. (2025), effective talent management strategies enhance employee competence and performance, particularly in the era of artificial intelligence, where adaptability and continuous learning are vital. A holistic approach to talent retention fosters deeper employee engagement, ultimately improving productivity and organizational competitiveness.

Furthermore, recent studies reveal that talent retention is increasingly linked to knowledge management and employer branding practices. Possumah et al. (2025) emphasize that organizations fostering a continuous learning environment tend to retain employees longer, as they feel valued and supported in their career growth. Similarly, Pohan et al. (2025) highlight that strong employer branding strategies enhance employee loyalty toward the organization. This aligns with Srimulyo's (2025) view that organizations capable of attracting and retaining top talent create a positive cycle of productivity and innovation. Therefore, talent retention has become a central pillar of organizational sustainability amid global competition and technological disruption.

Although hybrid work offers flexibility and productivity advantages, it does not automatically guarantee talent retention if non-technical factors such as organizational culture are neglected (Makridis & Schloetzer, 2025). In fact, some studies report that remote and hybrid settings without cultural cohesion lead to alienation and weakened employee attachment (Brower, 2025). Conversely, empirical research has shown that hybrid work can reduce turnover rates by approximately one-third without diminishing productivity (Bloom et al., 2024). This finding suggests that while flexibility is an effective retention mechanism, its success largely depends on the organization's ability to preserve a supportive and cohesive culture (HRD Forum, 2025).

In hybrid work settings, cultural elements like trust, open communication, and collaboration across locations are vital for sustaining employee commitment and minimizing turnover (Labbase et al., 2024). Rigid, hierarchical cultures often lead to frustration and disengagement, while flexible and autonomy-supportive ones foster loyalty by empowering employees to grow. Thus, examining how cultural dimensions shape talent retention in hybrid organizations is crucial. The digital era has reshaped employee engagement and loyalty, as professionals increasingly value purpose, flexibility, and psychological safety over financial rewards. A strong culture emphasizing inclusiveness, collaboration, and continuous learning serves as the cohesive force that strengthens employee attachment. With global competition for skilled workers intensifying, organizations can no longer depend solely on financial incentives. In hybrid environments, culture becomes the anchor of commitment despite physical distance. Therefore, this study seeks to examine how organizational culture supports talent retention in hybrid workplaces and to identify strategies for reinforcing internal cohesion.

Prior studies have examined the relationship between organizational culture and employee performance or engagement in hybrid environments. For instance, Labbase (2024) found that a culture emphasizing trust, collaboration, and open communication significantly improves team performance, whereas bureaucratic cultures impede it. However, existing research has rarely focused on how culture influences long-term talent retention specifically within hybrid contexts. This study aims to bridge that gap by analyzing the cultural mechanisms that support employees' intention to remain in the organization. This research aims to identify the cultural dimensions that most strongly influence talent retention in hybrid work environments, examine potential mediating or moderating mechanisms linking organizational culture and retention intentions, and propose practical recommendations for human resource leaders to design adaptive, culture-based strategies that enhance employee loyalty and retention.

LITERATURE REVIEW

Theories of Organizational Culture

Organizational culture, defined as the shared values, beliefs, and norms that shape employee behavior, plays a pivotal role in fostering employee engagement and loyalty amid the shift toward hybrid models that blend remote and on-site work (Schein, 2010). Hybrid work has redefined organizational culture by necessitating adaptive norms that bridge physical and virtual interactions. Traditional models of culture, such as those proposed by Cameron and Quinn (2011) in their Competing Values Framework, emphasize clan (collaborative) and adhocracy (innovative) types as particularly suited to hybrid contexts, where flexibility and innovation counteract isolation. For instance, Kniffin et al. (2021) analyzed the psychological impacts of remote work during the COVID-19 pandemic and found that cultures promoting psychological safety, characterized by trust and open communication, mitigate feelings of disconnection in hybrid teams. Their survey of over 16,000 workers across multiple countries revealed that organizations with strong relational cultures experienced 20-30% lower rates of emotional exhaustion compared to those with rigid, hierarchical structures.

Similarly, Choudhury et al. (2021) examined hybrid experiments at a Fortune 500 company and demonstrated that cultural elements like virtual rituals (e.g., online team-building) and inclusive leadership enhance cohesion. These practices align with Schein's (2010) levels of culture, artifacts, espoused values, and basic assumptions, suggesting that hybrid environments require explicit reinforcement of visible artifacts (e.g., digital collaboration tools) to sustain underlying assumptions of equity and belonging. However, challenges persist; Yang et al. (2022) reported that without cultural adaptation, hybrid setups can exacerbate inequities, leading to higher turnover among underrepresented groups due to uneven access to informal networking.

Talent Retention Factors in Hybrid Work

Talent retention, encompassing strategies to retain high-performing employees, is increasingly tied to non-financial factors like work-life balance and career growth in hybrid models. Gallup (2023) posits that flexible arrangements boost retention by 15-25% when supported by a culture of autonomy, as employees value control over their schedules. This echoes Bloom et al. (2015), who showed that hybrid policies reduced attrition by one-third without productivity losses, attributing success to cultural norms of trust rather than surveillance. Empirical evidence further links retention to cultural dimensions such as inclusivity and development opportunities. For example, Dulebohn and Hoch (2017) explored virtual teams and found that cultures emphasizing continuous learning through mentorship and skill-building enhance retention intentions by 40% in remote-heavy settings.

In the technology sector, a study by Choudhury (2025) analyzed GitLab's all-remote model and concluded that a culture of transparency and recognition fosters loyalty, with employees citing psychological safety as a key retention driver. Conversely, rigid cultures hinder retention; DeJoy et al. (2010) highlighted how bureaucratic norms in flexible

environments increase stress and voluntary turnover by eroding employee empowerment. The literature on organizational culture and talent retention in hybrid work environments underscores the evolving dynamics of modern workplaces, particularly in the post-pandemic era. Kniffin et al. (2021) and others reinforce that hybrid work requires adaptive cultures.

Talent retention mechanisms in flexible work arrangements highlight how hybrid models influence employee loyalty through cultural support. Gallup (2023) and Bloom et al. (2015) provide evidence that flexibility, when embedded in trust-based cultures, significantly lowers turnover. Dulebohn and Hoch (2017) emphasize learning-oriented cultures for virtual teams, while Choudhury (2025) points to transparency in all-remote settings. DeJoy et al. (2010) warn against rigid structures that amplify stress. This synthesis shows that factors like autonomy, inclusivity, and psychological safety are critical for retaining talent in hybrid environments, aligning with broader shifts in work norms. Furthermore, studies like Yang et al. (2022) and Kniffin et al. (2021) illustrate that unadapted cultures lead to inequities, underscoring the need for intentional cultural design to support retention.

Cultural Mechanisms Influencing Retention

Organizational culture mediates the relationship between hybrid work structures and retention by influencing engagement and commitment. A meta-analysis by Jiang et al. (2012) synthesized 92 studies and found that culture mediates 25-35% of the variance in retention through pathways like job satisfaction and organizational commitment, with stronger effects in dynamic environments like hybrids. Specifically, in hybrid contexts, employee well-being serves as a key mediator; Wang et al. (2021) used structural equation modeling on 1,200 remote workers and showed that supportive cultures fostering work-life harmony indirectly boost retention by reducing burnout by 28%.

Moderating factors, such as leadership, further amplify culture's impact. Epitropaki et al. (2017) reviewed leader-member exchange theory and argued that transformational leadership moderates cultural effects on retention, particularly in hybrid teams where virtual proximity demands empathetic communication. Their findings indicate that high cultural alignment with leadership increases retention by 30% via enhanced trust. Additionally, Organizational Citizenship Behavior (OCB) emerges as a mediator; Ryan and Ployhart (2000) demonstrated that cultures encouraging OCB, extra-role contributions, strengthen retention by building reciprocity, a dynamic intensified in hybrids where voluntary collaboration counters isolation.

The reviewed literature establishes organizational culture as a critical mediator and moderator in hybrid talent retention, emphasizing adaptive, inclusive, and supportive norms. While financial incentives remain relevant, cultural strategies offer sustainable pathways to loyalty, warranting further empirical exploration in diverse sectors. This foundation informs the current study's focus on cultural dimensions and mechanisms in hybrid organizations.

RESEARCH METHODS

This study employs a qualitative approach using the literature study method. The qualitative paradigm is chosen because it emphasizes an in-depth understanding of concepts, meanings, and interrelationships between phenomena rather than numerical measurement (Johnson et al., 2007; Creswell, 2021). The literature study approach allows researchers to critically analyze and synthesize theoretical and empirical findings related to the role of organizational culture in enhancing talent retention within hybrid work settings (Snyder, 2019). Through this method, the study integrates diverse perspectives to build a comprehensive conceptual framework that reflects current developments in the field of organizational behavior and human resource management.

The research relies exclusively on secondary data, consisting of peer-reviewed journal articles, academic books, research reports, and credible online publications that discuss organizational culture, talent retention, and hybrid work models. The literature was

collected from recognized databases such as Google Scholar, ScienceDirect, SpringerLink, and ProQuest, covering the period from 2015 to 2025. This time frame was selected to ensure the inclusion of recent and relevant studies, especially those reflecting post-pandemic transformations in work culture. The inclusion criteria focused on studies that explicitly examined the relationship between organizational culture and retention outcomes, while sources with non-academic or purely descriptive content were excluded.

Data were collected using the documentation technique and a systematic literature search process. The procedure was carried out through several stages, beginning with the identification of relevant keywords such as organizational culture, talent retention, hybrid work, and employee engagement. Next, articles were selected based on the relevance of their titles, the content of their abstracts, and the rigor of their methodologies. Key information including theoretical frameworks, cultural dimensions, and retention indicators, was then extracted and recorded systematically. Finally, the data were organized into a thematic matrix to facilitate synthesis and analysis. The entire systematic review process was conducted iteratively to ensure comprehensiveness and accuracy in capturing diverse perspectives across multiple studies (Keele, 2007).

The data were analyzed using content analysis with a thematic approach (thematic analysis). This method interprets textual data through systematic coding, categorization, and the development of themes (Braun & Clarke, 2021). The analytical process involved four main stages. First, all selected literature was read thoroughly to gain familiarity with the content. Second, recurring concepts such as cultural values, leadership behaviors, employee loyalty, and retention mechanisms were identified. Third, the data were grouped into major and sub-themes that reflected the interrelationships between organizational culture and talent retention. Finally, the synthesized results were interpreted to develop a conceptual understanding of how organizational culture supports retention within hybrid workplace settings. To ensure validity and reliability, a source triangulation technique was applied by comparing findings across various publication types, empirical studies, conceptual frameworks, and review papers (Miles et al., 2020). This strategy minimizes bias and enhances the robustness of the thematic interpretations.

RESULTS

Key Cultural Dimensions Influencing Talent Retention in Hybrid Work Environment

The data in Table 1 represent the findings from 10 articles that were selected after a screening process of several related pieces of literature. These articles were chosen due to their relevance to the theme of organizational culture and talent retention within the context of hybrid work.

Table 1. Literature Review

No	Title	Journal	Methods	Findings
1	Employee engagement and retention in multicultural work groups: The interplay of employee and supervisory cultural intelligence	2024, Journal of Business Research	Quantitative; survey with multicultural group samples	Employee supervisor cultural intelligence interaction boosts engagement and intention to stay, showing that an inclusive culture valuing intercultural intelligence significantly supports talent retention.
2	The Influence of Corporate Culture on Employee Well-Being: A Comparative Study of Hybrid and Remote Work Models	2024, International Journal of Religion	Comparative literature review	Corporate culture is key to employee well-being; supportive social contact, communication, and organizational identity in hybrid or remote models reduce stress and enhance satisfaction, improving retention.
3	An Empirical Assessment of Flexi-Work Schedule and Employee Retention with a Mediating Role of	2024, ShodhKosh (India)	Quantitative; employee survey and mediation analysis	Flexible work schedules positively affect employee retention, with organizational citizenship behavior (OCB) as a mediator; a culture encouraging

No	Title	Journal	Methods	Findings
	Organizational Citizenship Behavior in the Contemporary Work Environment			extra-role behavior supports retention in flexible or hybrid settings.
4	Talent Retention in the Era of Hybrid Work: A Post-Pandemic Analysis of the North American Tech Sector	2025, Global Business & Economics Journal	Post-pandemic analysis, qualitative data and surveys/indicators from the NA technology sector	Tech organizations with structured hybrid models report higher job satisfaction and lower turnover due to flexibility, supportive culture, and focus on employee experience.
5	Relationship Between Flexible Working Arrangements and Employee Retention Among State Corporations in Mombasa County	2024, Strategic Journal of Business & Change Management	Quantitative; government corporate survey	Flexible work arrangements positively relate to employee retention; a culture supporting flexibility, role clarity, and work-family balance enhances loyalty in public organizations.
6	Work-Life Harmony and Retention of Employees: A Review of The Impact of Flexible Work Arrangements	2024, International Journal of Advances in Business and Management Research (IJABMR)	Literature review/review	Flexible work arrangements and a culture valuing work-life balance significantly boost job satisfaction and retention; sensitivity to employees' personal needs further strengthens retention.
7	The Impact of Organizational Culture on Employee Retention and Performance in the Technology Industry: A Comparative Study	2024, International Journal of Management Science and Information Technology (IJMSIT)	Quantitative survey of the Indonesian technology industry	An organizational culture that fosters collaboration, innovation, and personal growth positively impacts employee satisfaction and loyalty, enhancing retention; transparent communication and managerial support are key factors.
8	Effective Hybrid Workplace Culture: A Conceptual Model	2022, Dynamics of Management in a Digital World	Conceptual model/theory	Proposes an effective hybrid work culture framework, including leadership style, communication, supportive technology, self-leadership, and work-life balance as cultural antecedents; an effective culture is assumed to enhance employee engagement and retention.
9	Organizational Culture Influence on Working from Home and Workplace Stress During a Pandemic	-	-	It shows that an organizational culture promoting flexibility, transparency, and regular communication reduces remote work stress and increases employee retention, even amid sudden work model changes during the pandemic.
10	The Impact of Organizational Culture, Work Ethics, and Organizational Commitment on Employee Retention in a Regional Revenue Agency: A Case Study	2024, Iloilo International Journal of Management	Quantitative; case study of local government agencies	It shows that organizational commitment is the most significant factor in retention, while organizational culture and work ethics have smaller effects; culture needs additional dimensions to strengthen its impact on talent retention.

The first study highlights that the integration of cultural intelligence within diverse teams is one of the most powerful mechanisms to enhance employee engagement and retention in hybrid organizations (Presbitero et al., 2025). In multicultural and geographically distributed work environments, the ability of both employees and

supervisors to understand, adapt to, and respect cultural differences plays a crucial role in fostering belongingness and loyalty. Hybrid work settings tend to increase cultural complexity, and therefore, inclusive culture becomes not only an ethical imperative but also a strategic retention tool. Employees who perceive their organizations as culturally intelligent, valuing diversity and mutual respect, report stronger psychological connections to their workplace. These dynamics reduce turnover intentions by creating a sense of community and shared purpose despite physical distance. Hence, inclusivity and cultural intelligence act as fundamental anchors of retention in the hybrid work era.

The comparative study on corporate culture and well-being found that organizations prioritizing social communication, supportive relationships, and corporate identity achieved higher levels of employee satisfaction and lower turnover intentions (Nurjaman, 2024). In hybrid work models, well-being becomes an essential cultural outcome because employees often experience social isolation and blurred work-life boundaries. A corporate culture that integrates well-being principles, such as psychological support, fairness, and community care, enhances emotional engagement and promotes long-term commitment. In this sense, well-being-driven culture functions as both a preventive and motivational mechanism, enabling organizations to sustain talent by ensuring employees feel valued, safe, and connected.

Several empirical findings confirm that flexible work arrangements, when supported by a cooperative organizational culture, lead to higher retention levels (Ali et al., 2022; Khursheed et al., 2024). The presence of Organizational Citizenship Behavior (OCB), voluntary employee actions that go beyond formal roles, mediates this relationship by reinforcing collective responsibility and engagement. Hybrid work requires trust, autonomy, and mutual accountability. When flexibility is aligned with cultural norms that emphasize teamwork, respect, and shared goals, employees are more likely to reciprocate with loyalty and positive performance. Thus, culture acts as the connective tissue that transforms flexibility from a structural benefit into a meaningful retention strategy.

The post-pandemic analysis of the North American technology industry demonstrates that structured hybrid cultures, built around intentional policies and employee experience programs, reduce turnover significantly (Keller, 2025). The study shows that hybrid organizations must go beyond offering flexible schedules; they need to design cultural systems that promote inclusion, transparency, and recognition across both remote and in-office settings. Companies that institutionalize hybrid rituals, such as hybrid onboarding, virtual collaboration norms, and peer recognition events, successfully preserve cohesion. As a result, employees perceive fairness and clarity, leading to sustained retention.

The review study by Guoqiang and Bhaumik (2024) affirms that work-life harmony is no longer a peripheral concept but a central value in the hybrid era. Employees tend to remain in organizations that respect personal boundaries and encourage flexibility without compromising performance expectations. Work-life harmony, when embedded as a cultural norm, cultivates emotional stability, job satisfaction, and organizational loyalty. Organizations that institutionalize policies supporting family life, flexible hours, and employee autonomy create a culture of trust and empathy. Consequently, employees reciprocate by demonstrating commitment and advocacy for the organization.

The study conducted in the technology industry identifies collaboration, innovation, transparent communication, and managerial support as the most significant cultural predictors of both performance and retention (Suherman et al., 2024). The findings reveal that employees stay longer in organizations where they experience empowerment, shared leadership, and continuous innovation. In hybrid workplaces, an innovation-oriented culture reduces the sense of distance by creating shared objectives and collective pride. Collaborative culture also facilitates informal learning and team cohesion, two aspects often disrupted by remote arrangements.

The conceptual model proposed by Vij et al. (2022) maps out five antecedents of successful hybrid culture, leadership, communication, digital infrastructure, self-leadership, and work-life balance. The model asserts that hybrid work requires a

redefinition of cultural artifacts to include digital rituals, online collaboration norms, and leadership adaptability. A culture that seamlessly integrates physical and virtual dimensions ensures continuity of organizational identity and strengthens employee engagement.

The analysis on organizational culture and work-from-home stress during the pandemic underlines that regular communication, trust-based management, and flexible expectations mitigate remote work stress (Campos, 2022). These practices prevent emotional exhaustion and strengthen commitment. When employees perceive organizational culture as supportive and transparent, they exhibit stronger attachment even in virtual conditions.

The Mediating and Moderating Roles of Organizational Culture and Talent Retention

The literature consistently reveals that organisational culture does not influence talent retention directly but through identifiable mediating and moderating pathways. A major mediating mechanism is Organizational Citizenship Behavior (OCB). Several empirical findings confirm that flexible work arrangements, when supported by a cooperative organisational culture, lead to higher retention levels, with OCB mediating this relationship by reinforcing collective responsibility and engagement (Ali et al., 2022; Khursheed et al., 2024). Cultures that encourage voluntary extra-role contributions create reciprocity and a sense of belonging, which become particularly powerful in hybrid settings where spontaneous interaction is limited.

Employee well-being emerges as another critical mediator. Organizations prioritizing social communication, supportive relationships, and corporate identity achieve higher satisfaction and lower turnover intentions, with well-being serving as the pathway through which supportive culture translates into sustained commitment (Nurjaman, 2024). Similarly, work-life harmony, when embedded as a cultural norm, indirectly strengthens loyalty by reducing burnout and enhancing emotional stability (Guoqiang & Bhaumik, 2024).

At the moderating level, organisational commitment plays a decisive role. According to the case study from a regional revenue agency, organisational commitment significantly moderates the relationship between culture and retention (Suharto, 2025). Although culture and ethics are important, their impact on retention becomes markedly stronger when employees internalise organisational goals and values. This suggests that cultural strength alone is insufficient; organisations must actively nurture commitment through consistent leadership, fair rewards, and recognition for cultural initiatives to fully realise their retention potential.

Synthesising the evidence, OCB and employee well-being consistently function as mediating mechanisms, whereas organisational commitment acts as a moderating mechanism that amplifies the culture–retention relationship in hybrid work environments (Jiang et al., 2012; Epitropaki et al., 2017). These pathways explain why some organisations successfully convert cultural investments into lower turnover while others, despite similar cultural rhetoric, experience persistent talent loss.

Proposed Culture-Based Strategies for Enhancing Talent Retention

Based on the synthesis of the reviewed studies, several actionable culture-based strategies emerge for human resource leaders aiming to strengthen talent retention in hybrid work environments. Organisations should actively develop cultural intelligence at both employee and leadership levels, as it serves as one of the strongest anchors for engagement and loyalty in geographically dispersed and multicultural teams (Presbitero et al., 2025). Hybrid organisations must go beyond offering flexible schedules; they need to design intentional cultural systems that promote inclusion, transparency, and recognition across remote and in-office settings through structured programmes and policies (Keller, 2025). Companies that institutionalise hybrid rituals, such as hybrid onboarding, virtual collaboration norms, peer recognition events, and regular digital

team-building activities, successfully preserve cohesion and a shared sense of belonging despite physical distance (Vij et al., 2022).

Leaders are encouraged to embed employee well-being and work-life harmony as explicit cultural values by implementing well-being programmes, psychological support initiatives, flexible expectations, and policies that respect personal boundaries (Nurjaman, 2024; Guoqiang & Bhaumik, 2024). Transparent communication, trust-based management, and managerial support must be reinforced consistently to reduce remote-work stress and strengthen emotional attachment (Campos, 2022; Suherman et al., 2024). Organisations should foster organisational commitment through consistent leadership practices, fair reward systems, and recognition of extra-role contributions, thereby amplifying the positive impact of culture on retention (Suharto, 2025). By cultivating psychological safety, encouraging flexible and equitable participation, promoting collaboration and innovation, and embedding empathy within leadership, organisations create a dynamic cultural ecosystem that functions as the strategic core of sustainable talent retention in the hybrid era.

DISCUSSION

The overall synthesis of the ten selected studies clearly indicates that the research objectives have been successfully achieved. The findings reveal that several key cultural dimensions play a crucial role in influencing talent retention within hybrid work environments. Among these, inclusivity, flexibility, well-being, collaboration, and organizational commitment emerge as the most dominant factors. An inclusive and culturally intelligent organizational culture helps employees feel recognized and connected despite physical distance, fostering a strong sense of belonging and engagement (Nurjaman, 2024). Likewise, flexibility in work arrangements such as adaptive schedules and autonomy in task management builds mutual trust and enhances employees' sense of ownership, which ultimately encourages them to remain with the organization.

Moreover, cultures that emphasize employee well-being and work-life harmony are shown to significantly reduce stress and burnout, two common challenges in hybrid settings. When organizations demonstrate genuine care for employees' psychological and emotional health, retention tends to increase because individuals feel valued beyond their professional roles (Suharto, 2025). Similarly, collaborative and innovation-oriented cultures sustain motivation by creating shared goals and opportunities for growth, while transparent communication and managerial support strengthen employees' trust in leadership. These findings suggest that organizational culture functions as the emotional infrastructure that binds hybrid teams together.

Beyond identifying influential cultural dimensions, the studies also reveal several mechanisms that explain how culture affects retention intentions. One important mediating factor is Organizational Citizenship Behavior (OCB), which connects flexible and supportive cultures to higher loyalty and engagement. When employees voluntarily contribute beyond their formal duties, they reinforce collective responsibility and attachment to the organization. Employee well-being also serves as a central mediating factor, acting as both an outcome of a healthy culture and a driver of retention. In addition, organizational commitment appears as a moderating variable that strengthens the link between culture and retention, demonstrating that culture alone is not enough unless employees internalize shared values and purpose (Epitropaki et al., 2017). This underscores the importance of leadership in fostering consistency, fairness, and recognition, which transform culture from an abstract ideal into an everyday practice.

From a practical standpoint, the literature offers clear implications for human resource leaders seeking to design adaptive, culture-based strategies. Developing cultural intelligence within both leadership and the workforce is essential for managing diversity and maintaining cohesion in hybrid teams. Embedding flexibility and autonomy into HR policies through initiatives like hybrid rituals, digital collaboration norms, and supportive work-life policies ensures that structural flexibility translates into emotional stability (Presbitero et al., 2025). Equally important, organizations should institutionalize well-

being programs and transparent communication systems that promote psychological safety and strengthen interpersonal trust. Sustaining employee loyalty in hybrid contexts thus requires the intentional cultivation of culture as a living ecosystem rather than a fixed set of values.

The collective evidence demonstrates that the hybrid era demands a redefinition of organizational culture as the strategic core of talent retention. A strong and adaptive culture does more than connect people; it aligns them with shared values, provides emotional stability, and reinforces mutual accountability (Suherman et al., 2024). By integrating inclusivity, flexibility, collaboration, and commitment into everyday practices, organizations can sustain engagement and loyalty even in dispersed work settings. Ultimately, organizational culture stands not as a peripheral influence but as the central mechanism that enables hybrid organizations to retain their best talent and thrive in a continuously evolving work landscape.

CONCLUSION

The findings of this study affirm that the research objectives have been achieved. The exploration successfully identified the cultural dimensions that influence talent retention, clarified the mediating and moderating mechanisms connecting culture and retention intentions, and developed actionable insights for human resource practice. The results demonstrate that organizational culture is not merely an abstract concept but a living system that sustains employee loyalty and engagement in hybrid environments. By highlighting the interconnectedness of inclusivity, flexibility, collaboration, and commitment, this research contributes to a more comprehensive understanding of how culture serves as the foundation for retention strategies in modern organizations.

From a practical perspective, organizations should translate cultural insights into policy design and leadership behavior. Human resource leaders are encouraged to strengthen cultural intelligence, cultivate open communication, and integrate work-life balance principles within organizational systems. Establishing trust, transparency, and empathy across hybrid teams can create emotional attachment and reduce turnover intention. Furthermore, designing hybrid rituals such as virtual check-ins, peer recognition, and inclusive decision-making helps maintain cohesion and shared identity.

This study, however, is limited by its dependence on secondary data and conceptual synthesis, which may not fully capture context-specific or sectoral differences. Future research should employ mixed-method or longitudinal designs to empirically test the cultural mechanisms identified here, particularly across different industries or cultural contexts. Investigating the role of digital leadership, emotional intelligence, and technology-mediated communication could also deepen the understanding of how culture evolves and sustains retention in hybrid and remote organizations.

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