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The Impact of the Corporate Workspace on Employee Happiness and Turnover Rate

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**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of
Science in Business Administration in Management.**

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Abstract

The physical workspace is one that we can see, touch and smell (Morgan, 2018). From the floor layout to the furniture that fills the space, it all makes up the physical workspace where employees come to work. Physical workspaces can also include a cafeteria, gym, arcade area, etc. Prior studies have shown that small, yet meaningful modifications can be made to achieve an optimal workspace (Heitzman, 2018). The purpose of this study is to collect data from employees who conduct work in different office layouts to see how their physical workspace affects their overall happiness and their intent of staying with the company in the future. Increasingly, the workspace can be outside of the physical office in remote locations. This study will determine if the physical workspace; including individuals working in a remote, hybrid, or in person setting; effects employee happiness and turnover rate. This research will be beneficial because many companies are looking to try and reinvent their workspace and encourage their employees to come work in the office following large scale moves to remote and hybrid work.

Keywords: Office space, Employee Happiness, Turnover, Layout, Delivery Method, Remote, Hybrid, In-Person

Literature Review

The current perception of what the workplace looks like has changed over the past 3 years, largely due to the COVID-19 pandemic. Studies have noted that the workplace was a physical space where employees meet to collaborate and conduct work, whereas today many employees prefer to work from the comfort of their own home (Cooper, 2015). Cooper goes on to say that although the workplace may be changing, many studies state that the physical workspace influences employee's overall happiness within the company which, in turn, influences the company's turnover rate. The data collected from these studies has led many companies to redesign the layout of their workspace.

Successful businesses understand that their employees, as well as their productivity levels, are their most valuable asset. It is shown that Americans spend 90% of time indoors and one-third of that time is spent working (Paychex, 2021). This shows just how much time employees are spending in their working space and how it plays a large role in their overall well-being. Physical work environments, for in person and hybrid employees, need to take into account a space that promotes employee well-being. Remote workers' physical workspace is important by developing a space without distractions to increase productivity (Sharon, 2023). If not, negative effects can arise including decreased employee well-being, insurance claims, and increased turnover rate.

A previous study with 700 employees confirmed that happiness can increase productivity as much as 12% (Heitzman, 2018). Creating a space that promotes employee happiness is crucial to the company's success yet is sometimes overlooked. Common themes I have seen in similar research studies include recommendations for designing an office layout that accommodates the various needs of the workforce, implementing privacy in open floor plans, and creating a layout that makes it easy to interact and collaborate with fellow employees (Cooper, 2015). We are seeing more and more companies switch from the traditional cubicle style layout to a more open space layout with clear windows which creates a more transparent environment (Pentland & Lindsay, 2014). There are many critics to this new open office design saying that it is detrimental to introverts who need their own personal space. (Bernstein & Waber, 2021).

Workplace design does not only affect employee well-being, but also productivity levels. Office design and layout is shown to have an affect on employee stress levels, sense of malaise, and motivation levels. (Paychex, 2021). There are numerous aspects that are important in regards to office design and layout. One important aspect to creating a successful workspace is creating a comfortable physical work environment. Research shows that office layout and working conditions are tied together. (Paychex, 2021). Another important aspect in workplace design is having designated zones for specific tasks. It is important for companies to understand the different functions of your business and create workspaces that optimize productivity for the range of tasks employees partake in throughout the day. Overall office design should be specific to the companies need and provide a variety of workspace for different types of working. This means including private workspaces for confidential conversations and open workspaces to promote collaboration among employees. Companies also need to create a healthy office space that encourages employee health and well being. This can include offering health and wellness benefits, social spaces, and opportunities for employees to destress throughout the workday. Office furniture should be adjustable for different working options to allow employees to adjust their furniture throughout the day. The workplace design can also have an effect on employee collaboration which affects productivity and quality of work produced. (Cooper, 2015). This

shows the importance of a well-designed office space, where employees spent many hours producing work to benefit the company.

The remote office space is also extremely important for employees' well-being and productivity levels. COVID-19 drastically increased the number of employees who work from home and it is pivotal that companies take steps to provide remote or hybrid employees with the resources to maximize their “at-home” office. (Paychex, 2021). It is recommended that companies with remote or hybrid employees offer a stipend for at home office supplies including technology, furniture, lighting, and even a food credit to ensure a productive work environment. (Paychex, 2021). It is important that companies invest not only in their physical workspace, but also the remote workspaces for their employees.

Many companies are struggling to find the ideal workspace to maximize profits as well as promote employee happiness. The physical workplace not only affects employee happiness and wellbeing, but retention as well. An office's workspace is a reflection of the company brand and culture. (Muller, 2018). It displays how the company invests in their employee's overall well-being and happiness as many individuals spend 40+ hours a week in that space. Employees are demanding more of their workspace, looking to companies to continually improve the physical work environment based on employee preferences. Investing in the physical workplace not only helps you attract talent, but retain the talent you already have. (Muller, 2018).

There has, however, been relatively little research on the direct correlation between the physical workspace layout and employee happiness. Most studies have conducted research determining the correlation between the workspace environment, including the culture, with employee happiness. Based on my extensive research on the corporate workplace, I have noticed a gap in research that I hope to exploit and collect more data on. Many companies and research studies are focused on if the layout of the office has an impact on employee's productivity levels. I want to investigate the impact of the corporate workspace on employee happiness and turnover rate. This study will use a Qualtrics survey, incorporating qualitative and quantitative questions, to gauge each respondent's perception of their physical workspace and how it affects their overall happiness as well as their intent to stay with the company. I will focus on the layout of the space where they conduct work and the different amenities it provides. Not only do I want to investigate the correlation between the physical layout of the workspace with employee happiness and turnover rates, but also determine if there is a particular layout that sticks out in the research data on being the most successful in cultivating employee happiness and maintaining high retention rates with their employees.

This study will look to uncover how the physical layout of the workplace affects employee happiness and turnover rate within the company. Our target research participants will be employees who work for companies in all different industries, sizes, and geographic locations. We will also look to target employees who are participating in remote or hybrid work so we can have a representative sample of the population since many companies are either transitioning back to the office or are still conducting work remotely. This research is important because many companies are struggling to define what their physical workplace looks like, and which layout is most beneficial for their employees. This, in turn, will allow companies to have a lower turnover rate if they are able to maximize their space in a way that promotes the employee's overall happiness.

I expect the results of my research to conclude that there is a correlation between the physical layout of the workspace and employee happiness as well as turnover rate. I believe individuals will prefer to work in a hybrid work setting as opposed to full remote or fully

in-person. I believe what office layout you prefer depends on not only your personality but also the way you prefer to conduct work. I will also be interested to see what the workspace layout is for employees who are still remote or hybrid and if they prefer their own personal layout as opposed to an office space. I believe that different generations will have different preferences on their delivery method. I believe the younger generations, Gen Z and Millennials, will prefer a hybrid or remote delivery method. I believe the older generations, Gen X and Boomers, will favor an in-person delivery method since they are more accustomed to this style of work. Whether the respondent is remote, hybrid, or in person; I predict that employees, in general, will prefer to work in a space that has a more open layout as opposed to a more rigid space that we traditionally see in older office spaces. I also predict that employees will prefer the delivery method that they currently work in. With numerous countries across the country offering all delivery methods, I believe that if an individual was unhappy with their work method they would find a job that aligns with their preferences. I am intrigued to see how my data compares to the research studies that have been conducted in previous years that resemble my thesis topic.

This thesis is uncovering if there is a correlation between employee happiness with their work delivery method and if this would lead to an employee leaving their current job or position. The main questions this thesis looks to answer are:

1. Do individuals in the workforce have a preference on delivery methods: remote, hybrid, or fully in-person work environment?
2. Is there any correlation between age, as well as years in the workforce, with the delivery method preference?
3. If the individual was required to go in-person, which physical office layout would they ideally want their company to have?
4. Does the physical workspace, including layout and delivery method, contribute to an employee's satisfaction desire to leave their current job?
5. Does alignment between employee preferences for ideal work arrangement versus their actual work arrangement affect employee happiness and their desire to leave their job?

Methodology

A research study was developed using a quantitative survey to determine if there was a correlation between the corporate workspace and employee happiness / turnover rate. To understand the effect of the corporate workspace on employee happiness and turnover rate, the study utilized a Qualtrics survey that was sent out to numerous individuals and companies across the country. The qualtrics survey portrayed different questions to respondents based on their current delivery method: in-person, hybrid, or remote. Since these three delivery methods vary drastically, the respondent was shown questions specific to their current work environment.

The individuals targeted for the survey are ones who are currently in the workforce. The goal of the survey was to collect data from individuals who work across different industries. The study utilized numerous resources to collect data for the study. The first way the study collected data was by sending the survey out to the researchers personal network. It was sent out to numerous business executives across the United States to send out to their employees. Some of the companies who received the survey were J.B. Hunt, Beacon Hill Staffing, Bridge Angel Investment Group, and Morgan Stanley. This is how the vast majority of the data was collected for the study. Meline Schaffer, thesis advisor, also sent the survey out to her personal network to collect data. Finally, the qualtrics survey link was posted on the researcher's personal LinkedIn account to distribute the survey to a broader audience of professionals in the workforce who fit the target market.

There were numerous questions that were included in the qualtrics survey and numerous scales used to collect data. The first segment of questions that was asked to participants were demographic questions including company size, age, years in the workforce, years with current employer, and current delivery method. These questions were important to see if there was a relationship between demographic factors and overall happiness with their work environment. Then the survey went on to ask participants specific questions based on their delivery method. For in person employees, the survey asked about what their physical workspace looked like and their overall experience with their workplace. For hybrid employees, the survey asked questions about both their physical workspace in the office as well as the remote workspace they conduct work at. The survey asked these questions to participants using numerous scales to collect quantitative data. The survey used multiple choice questions, slider scale, likert scale, constant sum scale, and select all that apply questions. This wide variety of question types allowed me to effectively collect data on the different aspects of the workspace and how it correlates with employee happiness and turnover rate.

The survey also asked participants about their overall satisfaction with their job and the different factors contributing their intent to stay or leave their current job. The factors displayed on the survey included whether the following would lead to them leaving their job: delivery method (in-person, hybrid, remote), salary, benefits, location, cost of living in area of work, poor relationship with management and/or coworkers, lack of growth, culture, and office layout. These were asked to determine if their physical work environment was correlated to whether or not they intended to leave their job in the future.

Analysis

1. Do individuals in the workforce have a preference on their delivery method?

Respondents were asked if they had a preference working remotely, hybrid, or in-person. Based on the 94 individuals who completed the survey, the majority of respondents preferred working in a hybrid setting. Appendix A shows 49.4% of respondents preferred hybrid working, 32.2% of respondents preferred remote working, 14.9% preferred fully in-person working, and 3.5% of respondents did not have a preference. It is important to note the current delivery method for participants of the survey. Of the 94 responses 54.8% are hybrid, 24.7% are remote, and 20.4% are fully in-person. This is an interesting statistic because it shows the prevalence of remote working, something that was not common before the COVID-19 pandemic. The data from the survey also showed that 39.5% of participants either somewhat or strongly agreed that delivery methods (remote, hybrid, or in-person) would lead to them leaving their current job. This displays how important the delivery method is for employees and how many would be willing to leave a job if they did not agree with the delivery method.

This data is extremely relevant to business as they decide how to allow employees to not only be productive in their work but also satisfied with their job. Chad Severson, CEO of Ergotron stated, “Over the past two years, employees have adapted to the hybrid and remote work landscape—and they now prefer it. As employers look to attract and retain talent, focusing on practices that promote well-being and help employees thrive wherever they work will be critical.” (Robinson, 2022).

2. Is there any correlation between age, as well as years in the workforce, with the delivery method?

Appendix C portrays participants' ages and whether they preferred a remote, hybrid, or in-person delivery method. A common theme among all age groups is that the majority of participants preferred hybrid work as opposed to remote or in-person. The 18 to 25 year old age range had the highest percentage of participants prefer hybrid work at 59.26%. Another common theme among all age groups is that a fully in-person work model is the least preferred of all delivery methods. Appendix B portrays participants' number of years in the workforce and their preference on remote, hybrid, or in-person delivery methods. The results are similar to the ones shown in Appendix B showing that no matter how long the individual was in the workforce, the majority favor hybrid work. The group that most preferred hybrid work was individuals who have been in the workforce for less than 5 years at 65.63%.

Appendix B shows no matter how long the individual was in the workplace, the majority of individuals either preferred a remote or hybrid work environment. Individuals with less than 5 years in the workforce preferred a hybrid work environment. This could be because many individuals who are just starting out in their career want to get to know their coworkers and immerse themselves in the culture of the workplace while still having the option to work from home. Appendix B also shows that individuals who have been in the workforce for 5 to 20 years prefer to work in a remote environment. There are many factors that could be contributing to this demographic preferring a remote work environment. Data shows that women are waiting until their late 30s and early 40s to start having children. This is typically when the individual is established in their career. This demographic may prefer remote work to allow for the individual to care for their child while still being able to work. Appendix B slightly contradicts the data found in Appendix B. Appendix C states that the majority of 18 to 73 year olds in the workforce prefer a hybrid work environment. This contradicted the prediction stated in the Literature Review due to the fact that certain age ranges preferred the same work environment. Appendix C

does show that the 50% of individuals in the 58-73 age range do not have a preference on their work environment while the other 50% prefer hybrid work. The data determines those with less experience, on average, and typically least attracted to remote work. This could be because they are early in their career and want to come in office to learn and be mentored.

3. If the individual was required to go in-person, which physical office layout would they ideally want their company to have?

A major objective of this research was to determine if employees preferred a particular “corporate” office layout space. This information would be very beneficial to companies as a lot of companies are trying to transition back to an in-person or hybrid method. Companies like Tyson have asked employees to come back into the office instead of working remotely. This means companies need to begin investing in a physical office space that will keep their employees happy and create a productive work environment. This data reflect the 94 participants of the study who work in all different delivery methods. This question asks, “If required to work in person, what would be your ideal workspace layout?”

Appendix D shows participants preferences on what physical layout they would prefer if required to work in person. The most preferred office layouts were Hybrid Office (24.14%), Half Partition Layout (21.84%), and Private Office Layout (20.69%). The Hybrid Office Layout contains different elements of other office types. The Half Partition Layout is similar to a cubicle office layout except with lower dividers. The private office layout is a single office separated from the workspace. The traditional cubicle style layout was in the middle of the pack with 14.94% of participants wanting to work in that layout. The office layouts that were least preferred included Open Office Layout (6.90%), Team Cluster Layout (6.90%), and Co-working Office Layout (4.60%).

This is important for businesses because this data shows that employee preference on office layout varies, meaning they need to create a space that accommodates different layouts. This means including numerous layouts within the office space to accommodate for different tasks that employees partake in during that day. This can look like having a team-cluster type layout that divides up different teams while also having private rooms employees can book for certain tasks as well as common areas to allow employees to change their environment. The hybrid layout allows employees to have options depending on what they need to accomplish that day, what environment they feel they will be most productive in, and options to move around to different spaces throughout the day.

4. Does the physical workspace, including layout and delivery method, contribute to an employee leaving their current job?

A major objective of this research was to determine if delivery method and physical office layout was a significant contributor to employees leaving their current job. Participants were given a list of factors and were asked, “How much would you agree that the following factors would lead to you leaving your current job.” The factors included delivery method, salary, benefits, location, cost of living, relationship with management, lack of growth, culture, and office layout. The prediction stated in the literature review was that there would be a correlation between the physical layout of the workspace and employee happiness as well as turnover rate. Physical layout does include the physical office space as well as delivery method.

Appendix E shows all the different factors that could contribute to an employee leaving their current job. The data shows that only 12.79% of participants strongly agreed that the delivery method would contribute to them leaving their job. Only 3.49% of participants strongly agreed that office layout would contribute to them leaving their current job. The most prominent

factors that would lead participants to leaving their current job were Salary (40.70%) and Poor relationship with management and/or coworkers (36.05%). This concludes, from the data collected from this survey, that the physical workspace does not contribute to an employee leaving their current job.

This is important for businesses to determine what the most important factors are to their employees, and investing more into those particular factors. The data shows that physical office space isn't a significant factor to employees leaving their jobs. If a company is having issues with turnover, they may want to consider adjusting salaries and making management changes. Another tactic business could use is instead of making changes to their physical office, it offers a flexible work environment that allows for employees to work remotely and in person. The data shows that individuals value delivery method more than the physical office space. This data can help companies determine what factors or benefits employers should invest their resources into and not waste resources on factors that employees don't particularly care about. This could be something for businesses to reference or even gauge their employees' opinions on what factors are most important to them.

5. Does alignment between employee preferences for ideal work arrangement versus their actual work arrangement affect employee happiness and their desire to leave their job?

The final objective of this research was to determine if there was a correlation between their ideal work arrangement versus their actual work arrangement. At the beginning of the survey, participants were asked about their current delivery method of work and had the options of remote, hybrid, or in-person. At the end of the survey, participants were asked about their ideal delivery method of work and had the options of remote, hybrid, in-person, or no preference. The prediction in the Literature Review stated, "I also predict that employees will prefer the delivery method that they currently work in."

Appendix F cross references two different questions asked in the qualtrics survey. The first question is, "Please rate the following phrase: My current delivery method (in-person, hybrid, or remote) of work aligns with my preferences." The second question is, "How satisfied are you overall with your job." Individuals who were extremely satisfied with their job strongly agreed that their delivery method aligns with their preferences. This data determines that individuals who are working in a delivery method that aligns with their preferences are overall happier with their job. 25 of the participants who were extremely satisfied with their work arrangement were also extremely satisfied with their job. From this data, it can be concluded that it is important for companies to determine what delivery method is preferred by their employees and cater to those needs.

Appendix G cross references two different questions asked in the qualtrics survey. The first question is, "Please rate the following phrase: My current delivery method (in-person, hybrid, or remote) of work aligns with my preferences." The second question is, "How likely are you to leave your current job in the next 6 months." Individuals who were extremely unlikely to leave their job strongly agreed that their current delivery method of work aligned with their preferences. This data determines that individuals who are working in a delivery method that aligns with their preferences are less likely to leave their job in the next 6 months. From this data, it can be concluded that it is important for employees to cater to their employees' preferred delivery method to avoid turnover from current employees.

Discussion

For objective 1, the data collected from the survey supports my original theory that individuals in the workforce prefer a hybrid delivery method of work. There are many benefits that hybrid work brings that makes it attractive to employees. According to research from Owl Labs, it found that remote and hybrid employees are 22% happier than workers in an onsite environment and stayed at their jobs longer. (Robinson, 2022). One of the major reasons employees prefer a hybrid work setting is because it provides benefits of both remote and in-person work. You are able to develop relationships with coworkers while being able to maintain a work / life balance that remote work offers. A study from Ergotron also discovered that workers have become more acclimated to a hybrid and remote work environment since the COVID-19 pandemic. (Robinson, 2022). This is why the preference for fully in-person work was lower than both hybrid and remote.

For objective 2, my predictions stated in the Literature Review were partially incorrect regarding the correlation between age and preferred delivery method. The original prediction stated that the younger the individual was, the more likely they were to prefer a hybrid or remote setting. It was predicted that the longer an individual was in the workforce, the more they would prefer in-person work since they have done it for so long. The data did show that the biggest percentage of individuals in the workforce for less than 5 years preferred the hybrid delivery method the most. But, it can be concluded that almost all ranges of work experience prefer a hybrid delivery method. The only category who preferred remote was individuals in the workforce for 5 to 10 years. No ranges of experiences preferred a completely in person work environment.

For objective 3, the prediction that was stated in the Literature Review above contradicts the data that the survey found. The original prediction stated, "I predict that employees, in general, will prefer to work in a space that has a more open layout as opposed to a more rigid space that we traditionally see in older office spaces." The data contradicted this due to the fact that participants did not prefer an open layout. Only 6.9% of participants stated that their ideal workspace would be an open office layout. The data showed individuals prefer an office environment that has features of an open layout but includes some division. The most popular layout chosen by participants of the survey was a Hybrid Layout. This office layout contains different elements of other office types and can be altered according to the needs of the business. This shows, based on the data, that employees don't prefer one layout over the other. They want an office space that can be changed based on the needs of the business and one that offers a variety of spaces to work in.

For objective 4, the results found in the survey contradicted the original prediction stated in the literature review. The most prominent factor that would lead to an employee leaving their job is salary. 40.70% of participants strongly agree that salary is a prominent factor in whether they stay at their current job. Another prominent factor that would lead to an employee leaving their current job is poor relationship with management and/or coworkers with 36.05% strongly agreeing that it would lead to them leaving their current job. Other prominent factors worth noting include culture and lack of growth. Delivery method was a factor associated with an employee leaving their current job, but not a significant one. 26.74% somewhat agree that the delivery method would lead them to leaving their current job. It is a factor for some, but not as significant as many of the other factors listed. Office layout however was not a factor in whether or not an individual would stay at their job. The majority of participants disagreed with the statement that office layout would lead to them leaving their current job. 29.07% somewhat

disagreed and 24.42% of participants strongly disagreed that office layout had an effect on whether they would leave their job or not.

For objective 5, the prediction in the Literature Review was proven correct by the data collected in the survey. Figure 5 and 6 show that employees who are working in a delivery method that aligns with their preferences are happier and less likely to leave their job. This is important for businesses because employee happiness is a huge factor to employee performance as well as loyalty to the company. Turnover can be very expensive for companies. For each employee lost, companies must pay a recruiter to find a new individual to fill the position. Companies also must invest resources in training and onboarding when backfilling a position. This can be very costly for companies if they are experiencing a lot of turnover. This is important for businesses because they can increase employee happiness and turnover by determining the ideal delivery method of their employees.

Conclusion

This research study focused on collecting data to determine The Impact of the Corporate Workspace on Employee Happiness and Turnover Rate. The data concluded that the majority of the 94 participants preferred a hybrid work environment. This is because it has benefits from both remote and in-person work, creating a work-life balance. The data concluded that there was no significant correlation between age and preferred delivery method as well as number of years in the workforce and preferred delivery method. The data did show that across all age groups and number of years in the workforce, individuals predominately preferred a hybrid work environment. But, individuals who have been in the workforce for 5 to 20 years predominantly prefer a remote work environment. This is different than I hypothesized and I believe this is due to the fact that individuals who have been in the workforce for 5 to 20 years may be tired of going into the office and wasting time on commuting when they can work from the comfort of their own home. This research also looked at the corporate workspace to determine which office layout the majority of individuals preferred. The data showed that the most preferred office layouts were Hybrid Office Layout, Half Partition Layout, and Private Office Layout. This showed that individuals prefer a work environment that incorporates aspects of different office layouts. The least preferred layout was the open layout. The data also found that the physical workspace is not a significant factor that contributes to an employee leaving their job. The most prominent factors that contribute to an employee leaving their current job include salary and poor relationship with management and/or coworkers. Finally, the survey concluded that the majority of employees work in the delivery method that they prefer. This research had valuable findings that are beneficial to businesses across all industries. This research will be especially beneficial to HR teams when determining a strategy on how to keep their employees happy and reduce their turnover rate.

Appendix

Demographics

Company Size

#	Answer	%	Count
1	Small Business: less than 1,500 employees	21.28%	20
2	Mid-Market Enterprise: 1,500 to 2,000 employees	1.06%	1
3	Large Enterprise: more than 2,000 employees	77.66%	73
	Total	100%	94

Age

#	Answer	%	Count
1	18-25 years old	32.98%	31
2	26-41 years old	55.32%	52
3	42-57 years old	9.57%	9
4	58-73 years old	2.13%	2
5	74+ years older	0.00%	0
	Total	100%	94

Years in Workforce

#	Answer	%	Count
1	Less than 5 years	38.30%	36
2	5-10 years	26.60%	25
3	11-20 years	21.28%	20
4	21-30 years	9.57%	9
5	31 to 40 years	4.26%	4
6	40+ years	0.00%	0
	Total	100%	94

Years with Current Employer

#	Answer	%	Count
1	Less than 5 years	88.30%	83
2	5-10 years	6.38%	6
3	11-20 years	4.26%	4
4	21-30 years	1.06%	1
5	31 to 40 years	0.00%	0

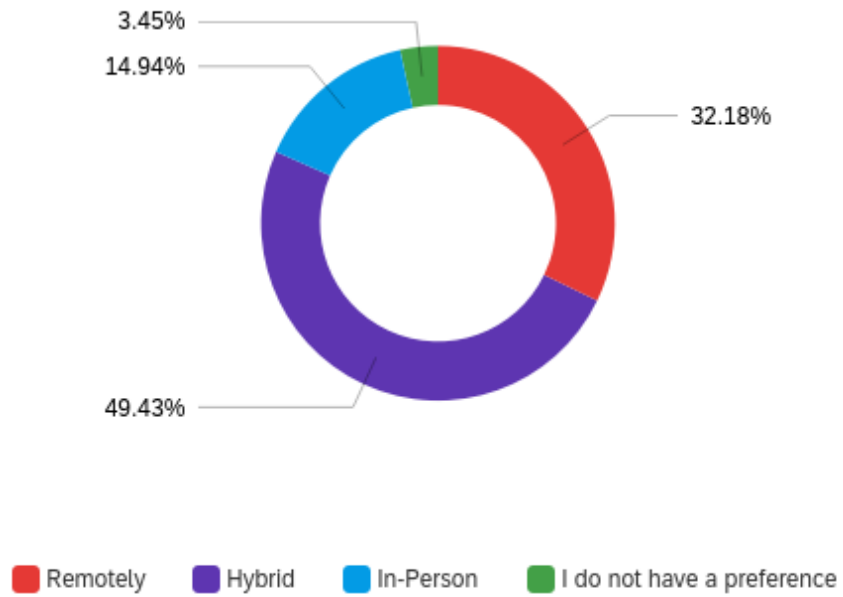
6	40+ years	0.00%	0
	Total	100%	94

Delivery Method

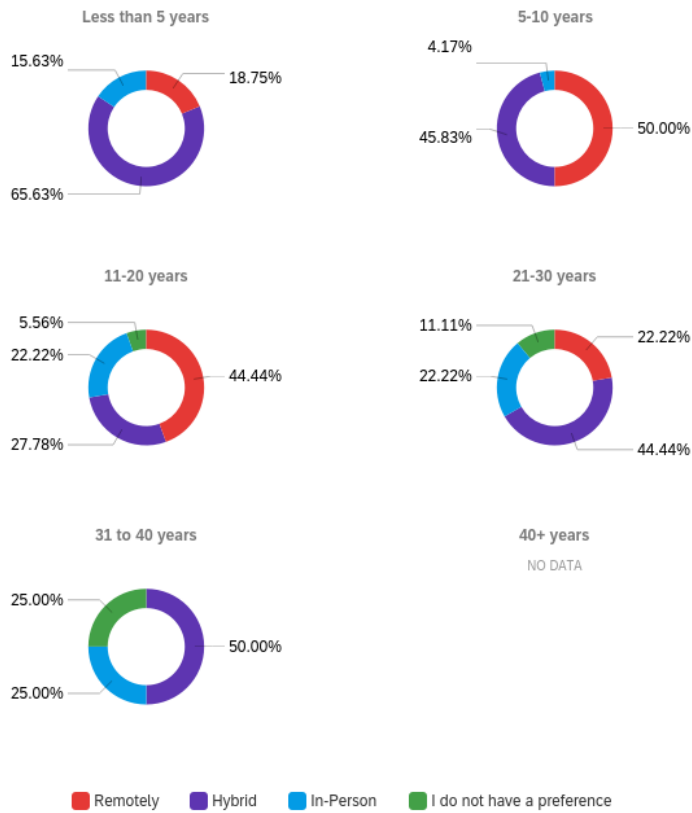
#	Answer	%	Count
1	Fully Remote	24.73%	23
2	Hybrid	54.84%	51
3	In-Person	20.43%	19
	Total	100%	93

Analysis

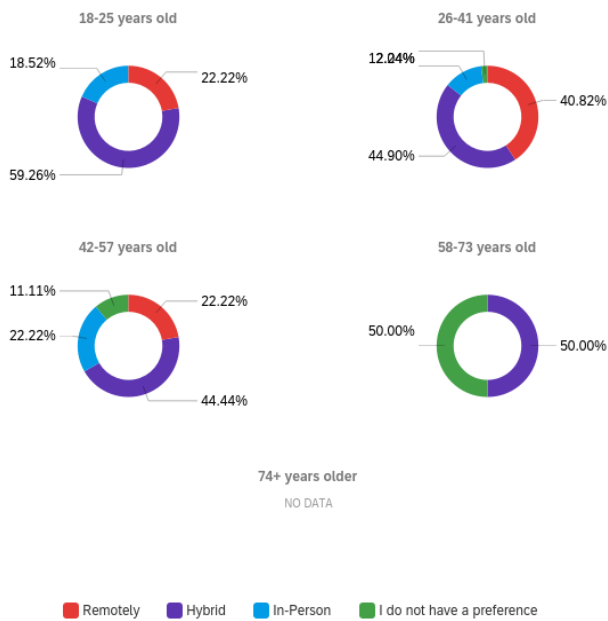
Appendix, A



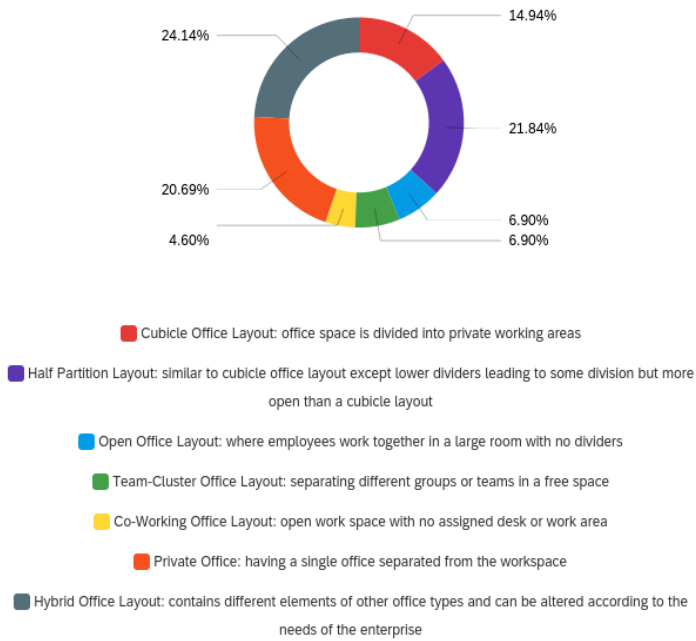
Appendix, B



Appendix, C



Appendix, D

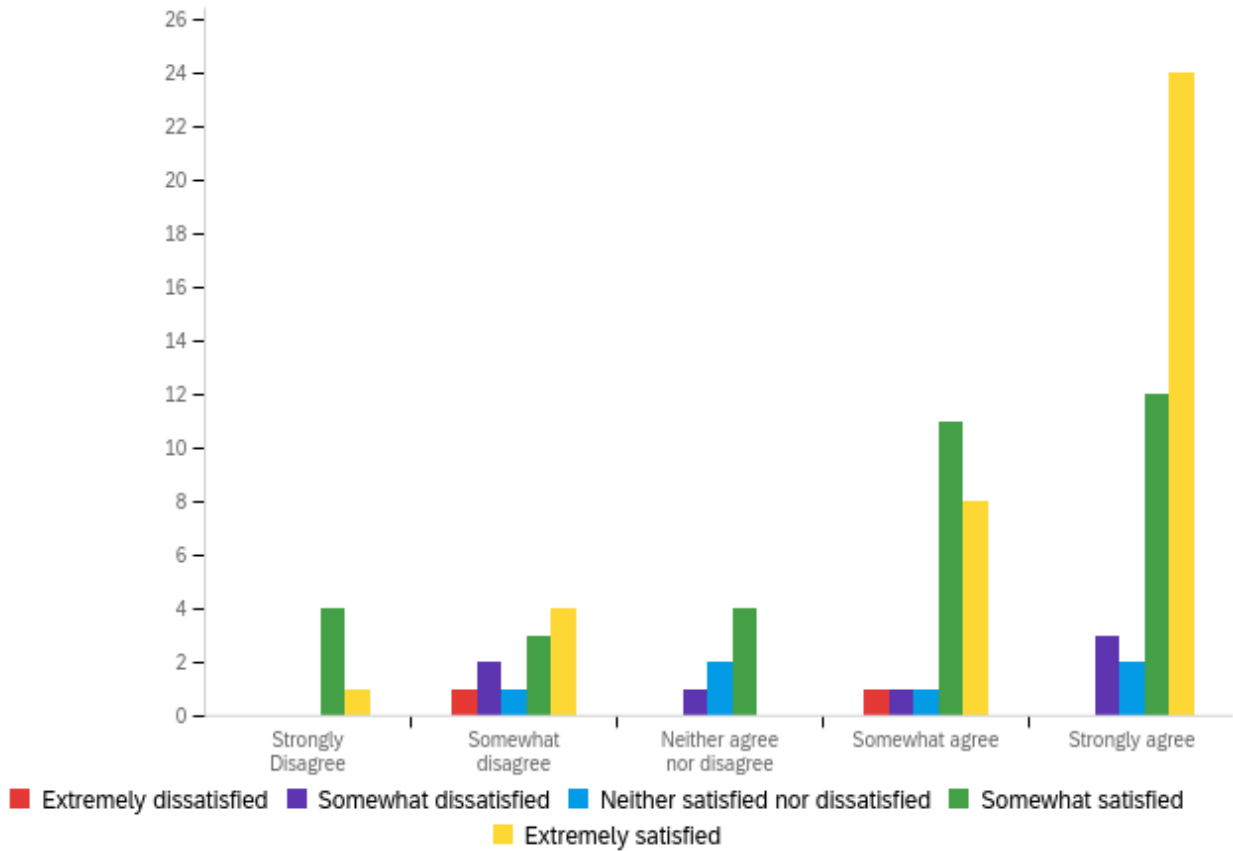


Appendix, E

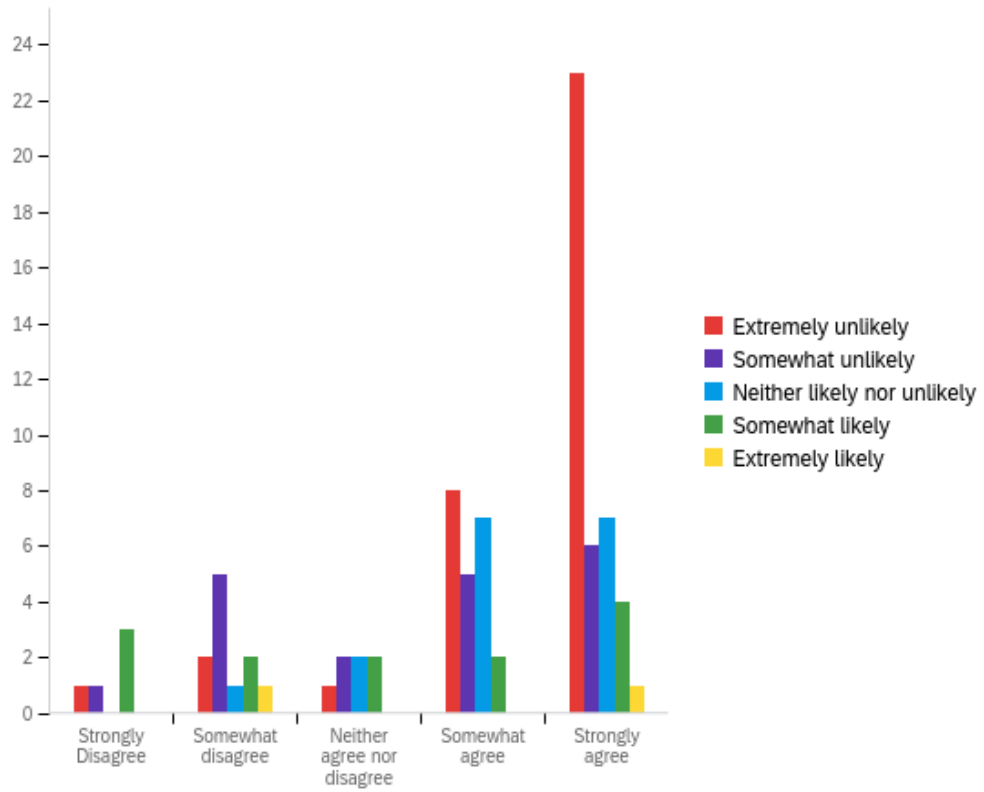
#	Question	Strongly disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
1	Delivery Method: In-Person, Hybrid, Remote	22.09%	19	11.63%	10	26.74%	23	26.74%	23	12.79%	11	86
2	Salary	5.81%	5	8.14%	7	6.98%	6	38.37%	33	40.70%	35	86
3	Benefits	12.79%	11	15.12%	13	22.09%	19	30.23%	26	19.77%	17	86
4	Location	19.77%	17	10.47%	9	17.44%	15	37.21%	32	15.12%	13	86
5	Cost of living in area of work	15.12%	13	15.12%	13	22.09%	19	36.05%	31	11.63%	10	86
6	Poor Relationship with management and/or coworkers	18.60%	16	9.30%	8	9.30%	8	26.74%	23	36.05%	31	86
7	Lack of Growth	11.63%	10	12.79%	11	12.79%	11	33.72%	29	29.07%	25	86
8	Culture	16.28%	14	12.79%	11	11.63%	10	30.23%	26	29.07%	25	86

9	Office Layout	24.42%	21	29.07%	25	30.23%	26	12.79%	11	3.49%	3	86
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Appendix, F



Appendix, G



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