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The relationship between work-life balance and young employee retention in a Portuguese company

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Master in Management

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BUSINESS
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Department of Marketing, Operations and Management

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Resumo

Devido às crescentes dificuldades que as empresas enfrentam ao reter os jovens, este estudo investiga a relação entre o equilíbrio entre a vida profissional/pessoal (WLB) e a retenção de jovens numa empresa portuguesa. O seu objetivo é determinar de que forma o WLB, combinado com outras variáveis, afeta a intenção de saída dos jovens. O estudo utilizou uma abordagem mista, integrando informações qualitativas de 11 entrevistas exploratórias com informações quantitativas de um questionário respondido por 99 jovens recém contratados pela empresa em estudo. Os resultados mostram que, embora o WLB tenha um grande impacto no bem-estar dos jovens, a retenção não é exclusivamente garantida pela existência desta variável. O estudo realça a importância de outras variáveis para reter os jovens, tais como as oportunidades de progressão na carreira, e flexibilidade horária. Curiosamente, os resultados mostram uma ligação positiva entre um bom WLB e uma maior tendência para os jovens quererem abandonar a empresa, demonstrando que os jovens que consideram ter um WLB podem, ainda assim, procurar alternativas de progressão e novos desafios fora da empresa. Devido à dimensão limitada da amostra, os resultados devem ser considerados cuidadosamente e podem não ser inteiramente aplicáveis a todos os contextos. No entanto, o estudo realça que é crucial para as empresas portuguesas implementarem estratégias de retenção abrangentes que abordem as expectativas dos jovens para além do WLB, a fim de conseguirem suceder na retenção de jovens talentos. Estas conclusões são especialmente pertinentes tendo em conta as atuais taxas elevadas de emigração em Portugal.

Palavras-chave: equilíbrio entre vida profissional/pessoal, retenção de trabalhadores, Geração Z, intenções de rotação, Portugal

Códigos de Classificação JEL: J63 - Rotatividade de mão de obra; vagas; despedimentos. J28 - Segurança; Satisfação no Trabalho; Políticas Públicas Relacionadas

Abstract

Given the increasing difficulties companies face in retaining young professionals, this study investigates the relationship between work-life balance (WLB) and the retention of young people in a Portuguese company. Its goal is to determine how WLB affects young people's intention to leave. The study employed a mixed-method approach, integrating qualitative insights from 11 exploratory interviews with quantitative insights from a questionnaire answered by 99 young employees newly hired by the company under study. The findings demonstrate that, although WLB has a major impact on young people's well-being, retention is not exclusively guaranteed by the existence of this variable. The study highlights the importance of other variables in retaining young people, such as career progression opportunities and flexible working hours. Interestingly, the results show a positive link between great WLB and increased inclinations to leave the company, demonstrating that young workers who feel well balanced may nevertheless seek alternatives for progression and new challenges outside the company. Due to the limited sample size, the findings should be considered carefully and may not be entirely applicable to all circumstances. However, the study highlights how crucial it is for Portuguese companies to implement broad retaining strategies that address employee expectations beyond work-life balance. These findings are especially pertinent given the current high rates of emigration in Portugal.

Keywords: work-life balance, employee retention, Generation Z, turnover intentions, Portugal

JEL Classification System: J63 – Labor Turnover; Vacancies; Layoffs. J28 – Safety; Job Satisfaction; Related Public Policy

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Abbreviations

Gen Z – Generation Z

R_FLEX – Flexibility

R_OPP – Opportunities to learn

R_PAY – Salary

R_PPL – People

R_PRO – Promotions

R_SEC – Job security

TI – Turnover intentions

TIM – Turnover intentions mindset

TW – Telework

WE – Working expectations

WLB – Work-life balance

1. Introduction

The workforce has changed throughout the years and has been influenced by a variety of events like the COVID-19 pandemic and the Great Recession. As a result, human resource management plays a critical role in guaranteeing a smooth onboarding process and a successful adjustment to the new norm of work (Núñez-Rydman *et al.*, 2022).

Nowadays, one of the most significant obstacles that high-achieving companies face is developing the ability to not only attract but also retain fresh graduates with promising career paths to produce a highly skilled workforce with high levels of organizational commitment (Cesário & Chambel, 2017). The professional and social setting in which employees construct their careers will be impacted by the influx of a new generation into the workplace (Núñez-Rydman *et al.*, 2022).

More particularly, Portugal has been experiencing a high emigration rate over the past several years, with 26% of the country's resident population living abroad, a number that has doubled between 1960 and 2019, according to the *Atlas of Emigration* recently released by the Emigration Observatory (BRP Association, 2024). Additionally, a significant portion of this population is between the ages of 15 and 39, meaning that approximately 850,000 individuals of working age are currently not contributing to the economy of the country. This fact exacerbates the demographic recession, threatens population renewal, and undermines the country's family system, which is characterized by strong ties across the generations (BRP Association, 2024).

The study will investigate the intricate connection between work-life balance and young employee retention, highlighting how essential it is for businesses to understand and adapt to the changing requirements of the incoming workforce. Thus, this investigation aims to examine how PortCom (fictitious name) can improve the retention rate of recent graduates to reduce the average age of employees, analyzing how work-life balance as a retention factor influences the intention of young employees to leave (i.e., their turnover intentions).

2. Literature Review

2.1 Young Employee Retention

Although it is variable, Generation Z comprises people born between the mid-1990s to early 2010s (Núñez-Rydman *et al.*, 2022). Since young employees appear to be less loyal to their current job (Annuar *et al.*, 2021), employers seek to take measures to guarantee that staff members remain with the company for the most extended amount of time possible, which has become difficult since shifting markets and demographics are making the workforce more self-assured and demanding (Kwak *et al.*, 2022). Besides this, Gen Z individuals are concerned about their own financial future due to their awareness of previous financial crises (Rodriguez *et al.*, 2021). This generation has not only faced/is facing financial and environmental crises, global terrorism, and political instability, but also lives in an increasingly globalized world, factors that contribute to its current view of the world and to the shaping of its values and personality (Núñez-Rydman *et al.*, 2022).

Regarding employee retention, this generation shares specific features/values like honesty from their leaders, open conversations with supervisors, and corporate social responsibilities (Núñez-Rydman *et al.*, 2022).

This way, in order to comprehend young employee attraction and retention techniques, to prepare businesses for this incoming generation entering the workforce – that represents already 20% of the general workforce – and to fulfill their career aspirations, it is crucial to investigate the expectations and professional aspirations of this new generation (Dirani & Barhate, 2021).

According to the *Total Compensation* study conducted by the consulting company Mercer, in Portugal, in September 2023, companies are facing challenges retaining talent. With a sample of 570 companies and almost 200,000 jobs, 52% of businesses confess they are having difficulty sustaining talent, with voluntary turnover values exceeding pre-pandemic levels.

To explore the progress Gen Zs and millennials feel their employers have made, if there is still more work to be done, and how much they worry about future obstacles, Deloitte (2023) performed a study. This study aimed to understand how Gen Zs and millennials are navigating challenges such as the cost-of-living crisis driven by the most significant surge in inflation in 40 years, the biggest land war in Europe since the 1940s,

increasing mental health challenges and burnout, and an increase in physical health issues resulting from an absence of preventive care. The results suggested that, followed by opportunities to learn and salary, work-life balance is those generations' priority when finding a job. Dirani & Barhate (2021) also came to that conclusion, and, in addition to having high expectations for work-life balance, Gen Z does not view salary as a stable component, probably due to their fresher age.

Managers and supervisors have a significant impact on young employees because what they desire is not only a balance that allows them to focus on their lives outside of work, but also that makes it possible to combine both work and life, which creates the need for their managers to adapt the way they approach relationships at work (Dirani & Barhate, 2021).

According to Delloite (2023), although working from home or in a hybrid setting is much more widespread currently than it was just a few years ago, some companies have already started to ask employees to return to the workplace, claiming that doing so will increase performance and collaborative effort and reduce constraints related to growth and development. However, companies are facing a challenge since the possibility of working remotely is not negotiable for 48% of the Gen Z respondents throughout the markets across Europe, Asia-Pacific, and America (The Randstad Workmonitor, 2024). This topic will be further discussed in this section. For this generation (and others), even more important that having this possibility is the opportunity to work in flexible ways, meaning that they are "more concerned about their working hours than where they spend them".

2.2 Turnover Intentions

Turnover intention is defined as "employees' voluntary, self-reported decision to terminate employment" (Gelencsér & Szabó-Szentgróti, 2023).

As the economy continues to grow and the labor market becomes more competitive, many young workers are considering changing jobs or leaving their current employer (Chen *et al.*, 2023). In fact, turnover has become more common among workers in the Millennial generation (those born between 1980 and 1994) to the point at which it is referred to as the "Big Quit" and the "Great Resignation" in the period following the pandemic (Botezat *et al.*, 2023). This high employee turnover rate among the new post-

1990s workforce is a primary obstacle to the company's progress and one of the biggest sources of concern for management (Jiao & Preudhikulpradab, 2023).

This phenomenon is a chronic issue for businesses, which not only interrupts operations but also incurs significant expenditures related to recruiting and training and reduces productivity (James & Mathew, 2012). The employee's desire to quit represents an unused portion of the company's effort in hiring and training fresh talent. Furthermore, the company's high turnover rate may have a negative impact on the remaining employees' motivation (Jiao & Preudhikulpradab, 2023).

Because of this, in order to ascertain if the upcoming generation of workers will be characterized as being job "stayers" or job "leavers", companies need to understand their expectations regarding the workplace (Botezat *et al.*, 2023). Regardless of how unreasonable they may be, the crucial thing to note is that these expectations are present in the minds of job seekers (Botezat *et al.*, 2023). In contrast to previous generations, Generation Z is unwilling to work in a job that doesn't match job description. In other words, if their expectations are unmet, these workers typically quit the company during the first few months of employment, which is why it is crucial to set a suitable job description with all the details related to their everyday activities (Chillakuri, 2020).

Furthermore, employees and companies have a mutually beneficial relationship since, on the one hand, employers want their staff to put in a lot of effort, learn new skills, and support the organization's objectives. On the other hand, employees anticipate that the company will treat them fairly, offer chances for growth and advancement, give them real-time feedback, and pay them according to performance (Chillakuri, 2020).

2.3 Introduction to Work-life Balance

Definition and Conceptualization

Work-life balance is defined as a person's ability to fulfill not only their duties to their family, but also their professional obligations, as well as other personal hobbies and interests. As a matter of fact, all employed people desire to achieve a better and more fulfilling balance between their work and personal life, regardless of whether they are married or have children (Louise & Peter, 2008).

Most significant reviews on work-family relations either do not address work-family balance at all or mention it but fail to provide a clear definition (Greenhaus *et al.*, 2003).

This way, although there are few clear explanations of this concept in academic literature, work-life balance is considered a crucial element of job quality and a critical factor in determining an individual's overall well-being (Bieri *et al.*, 2020). According to Kalliath & Brough (2008), as we can consider many authors regarding finding a definition for this concept, the most prominent conceptualizations of work-life balance are the following:

1. "Work–life balance defined as multiple roles
2. Work–life balance defined as equity across multiple roles
3. Work–life balance defined as satisfaction between multiple roles
4. Work–life balance defined as fulfilment of role salience between multiple roles
5. Work–life balance defined as relationship between conflict and contextualization
6. Work–life balance defined as perceived control between multiple roles"

Historical Evolution of Work-Life Balance Policies

Back in the 1970s, the concept of work-life balance did not even exist. Researchers were more focused on "work-family" balance. In the following, Greenhaus & Beutell (1985) tried to understand the conflict between work and family activities and based on existing literature, they stated that the work-family incompatibility was explained due to three main reasons:

- Time-Based Conflict: They concluded that work-family conflict was positively related to a variety of factors, such as the number of hours worked per week, the ambiguity within the work role, physical and psychological work demands, and the relevance of the job position. Also, compared to single people, married adults reported higher levels of work-family conflict. Likewise, it stands to reason that parents would face higher levels of work-family conflict than nonparents (Greenhaus & Beutell, 1985).
- Strain-Based Conflict: Bartolome and Evans refer to this as the "negative emotional spillover" from work to nonwork activities. They believe that several stressful work-related events, such as adjusting to a new position, having an inadequate job-person fit, and being frustrated by unmet expectations, may cause exhaustion, tension, worry, or frustration, which impede the pursuit of an enjoyable life away from the workplace. In addition, conflict between couples with their roles as members of the family, along with disparities in beliefs regarding a wife's work status, can also cause strain in the relationship. A spouse's

different basic views may likely cause stress and damage the system of mutual support (Greenhaus & Beutell, 1985).

- Behavior-Based Conflict: Certain in-role habits may conflict with what is expected regarding behavior in a different role. A person is likely to come across disagreements regarding the roles if they are unable to modify their behavior to meet the expectations of every role (Greenhaus & Beutell, 1985).

Chronologically before what was just mentioned, Herzberg's Two Factor Theory (1966) stated that two groups of factors influence job satisfaction. Although hygiene factors such as working conditions prevent dissatisfaction when applicable, they are not enough to motivate employees alone. This is accomplished via a different set of elements, known as motivational factors, such as growth and recognition, which, when present, provide motivation and satisfaction; however, their absence does not always result in dissatisfaction. This is pertinent since although the term "work-life balance" did not exist at the time, today it is known that it can be included in the group of hygiene factors.

In 1996, Marks and Macdermid used the phrase "work-life balance" for the first time. The authors described the concept as a type of role balancing where achieving work-life balance required participating entirely in each position one plays in life (Boiarintseva *et al.*, 2022).

After that, in 2003, Frone suggested that the best definition of work-life balance would be the lack of conflict between work and family life (Boiarintseva *et al.*, 2022). However, when defining work-family balance in general terms, it would require going beyond only minimizing this conflict between the two variables: in line with the increasing fascination with "positive psychology," it would embrace the belief that work-family balance is also characterized in terms of encouraging work-family facilitation (Frone, 2003). In other words, a good definition of work-life balance for Frone would be an equilibrium between significant family enrichment and minimal work-family conflict (Boiarintseva *et al.*, 2022).

Later on, Greenhaus *et al.* (2003) conducted a study that focused on understanding the influence of work-life balance on quality of life. This way, a definition of work-family balance was defined as "the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role", taking into consideration factors such as time, involvement, and satisfaction with the balance, and excluding individual's own values and desires. This means that, in order to achieve this balance, the

same amount of time should be dedicated to work and family duties, as well as a similar level of psychological involvement and sense of satisfaction (Greenhaus *et al.*, 2003).

According to the study's results (consisting of a sample of 353 people employed in public accounting), the work-family balance was linked to a higher quality of life when significant time, involvement, and satisfaction could be distributed throughout both "positions." Under these conditions, the quality of life was inevitably higher for those prioritizing their families over their careers, and it is lowest for those prioritizing their careers over their families (Greenhaus *et al.*, 2003).

In relation to much of the existing literature already mentioned above, there is a belief in a consensual image of the modern and stressed-out adult rushing from work to home, standing upright on a "large balance beam" between those two sides, and if the adult pays more attention to one of the sides, the other will suffer with that. For Halpern & Murphy (2005), this message is wrong because work and family are not distinct domains in life, especially in light of technology's growing blurring of boundaries between the two.

Even though there are rational limitations to any extreme behaviors that boost only one side, people who combine work and nonwork activities in a way that enhances both are better rewarded than those who engage in extreme behaviors. An example of such evidence can be obtained from a study by Barnett & Rivers (1996), in which the authors demonstrated that employed women report better physical health and are less depressed than women who stay at home – which, at first glance, could lead to the wrong conclusion that in this situation they are less stressed. Besides this, since personality and coping mechanisms are different from one individual to another, it is crucial to consider that people will respond differently to the same incidents, whether in the work or family environment. In other words, "one person's stress is another person's motivation" (Halpern & Murphy, 2005).

As the conflict already mentioned has many consequences like turnover intention, decrease in productivity, increased anxiety levels, and even medical costs, employers want to contribute to reducing the conflicts to avoid profit losses. In this way, supervisors and managers should be responsible for establishing the schedule, facilitating the attribution of benefits for the employees (such as flexible working hours and teleworking), and acting as role models, keeping with the promises they made before (Halpern & Murphy, 2005).

Some years later, with the aim of doing a selective review of the existing literature as well as providing an updated version of that, Greenhaus & Allen (2011) worked together

and concluded that, regarding work-life balance, the "balance" could be interpreted as 1) the lack of conflict between work and family roles; 2) substantial engagement in multiple roles; 3) great effectiveness and pleasure across multiple roles. However, it is essential to highlight that, for these authors, individuals feel balanced only if they are both extremely effective and satisfied about the one/two position(s) – work, family, or work and family – that represent their priority. In other words, for an individual to feel balanced, it is not necessary for him or her to feel equally effective and satisfied in both positions, but yet proportionally according to his or her priorities (Greenhaus & Allen, 2011).

Casper *et al.* (2018) stated that there was an urgency regarding a better understanding of what *balance* meant, as in existing literature, this concept was ambiguous. Each time a new theory is applied to describe it, a distinct nomological network and a distinct procedure are proposed. Because of this uncertainty, those authors performed a meta-analysis of various operational definitions of balance – 290 quantitative, qualitative, and nonempirical existing papers – through job, life, and satisfaction with family. Given that, the resulting definition of balance was “employees’ evaluation of the favorability of their combination of work and nonwork roles, arising from the degree to which their affective experiences and their perceived involvement and effectiveness in work and nonwork roles are commensurate with the value they attach to these roles.”

2.4 Work-Life Balance and Young Employee Retention

The high turnover rate of the younger generations of post-90s is the biggest obstacle to the company's growth and presents significant challenges to leaders (Jiao & Preudhikulpradab, 2023). Generation Z, commonly called Gen Z, is the latest generation, comprising individuals born between 1997 and 2012. Despite being the generation after the millennials, Gen Z has different ways of acting and thinking, which has been creating major challenges for companies seeking to retain them as long-term employees (Rodriguez *et al.*, 2021). A better comprehension of how businesses may successfully engage and retain this special generation of people is required due to their shifting preferences and ambitions. Nowadays, businesses are forced to concentrate on new tactics to recruit, retain, and maximize the potential of young workers in the competitive global economy, where talent is a crucial asset (Pandita, 2022).

Botezat *et al.* (2023) conducted a study to investigate how the various Working Expectations (WEs) of Generation Z arriving in the job market affect their Turnover

Intention Mindset (TIM). As WEs, work autonomy, work dynamics, work meaningfulness, stable employment, work-life balance, as well as monetary, recognition, and promotion rewards should all be considered.

Using a sample of 411 Romanian students as Gen Z representations, the findings demonstrate that WEs, together with gender, work experience, and their pairwise interactions, along with the carefully selected model, account for a medium-to-large contribution in explaining the variability in TIM. This study is essential given the Romanian context in which there is not only a tendency to postpone entering the job market but also the ease of individuals deciding to leave their jobs shortly after starting working, which can be explained by extending the concept of work-life balance to the pre-employment phase of the studied generation (Botezat *et al.*, 2023).

The multiple regression model results demonstrated that work-life balance is the greatest relative importance in describing TIM, which is a significant concern for Generation Z, even though they are a relatively recent addition to the workforce. Work experience moderated the effects of work-life balance along with professional dynamics on TIM. Besides this, the researchers concluded that those effects are variable according to job experience. For instance, for those with no previous experience or internships only, there is a significant positive link between intention to leave and how much they value WLB; individuals with 1 to 2 years of experience reveal a negative association between how much they value WLB and TIM; for individuals with three or more years of experience, there is no association between the two variables. This tendency can be explained since employees develop a greater awareness of the job as their work experience evolves, which could lessen the emphasis placed on certain expectations (Botezat *et al.*, 2023).

Representative Gen Z students prioritize work-life balance, which implies that addressing flexible work schedules in a company's job offer may be beneficial for attracting and retaining younger employees (Botezat *et al.*, 2023).

However, in order to help candidates adapt their work expectations to the realities of the labor market, businesses should provide them with realistic job previews. It has been discovered that internship programs offer real-world experience relating to the workplace and help with effective utilization of various abilities to carry out job-related responsibilities. Consequently, companies should give students additional internship chances in order to help them build realistic work expectations (Botezat *et al.*, 2023).

In addition, Gen Z's expectations for employment include stability, work-life balance, and an appealing corporate culture. It is notable that, as a result of their youth, Gen Z did not view pay as a contributing factor to stability. Their pay may eventually take primacy as they get older and have more responsibilities for their families and themselves. The needs-based career anchor, which is what Gen Z aspires to, is the lifestyle career anchor. In order to preserve a work-life balance, Gen Z claims that a psychological contract with the company is necessary. Furthermore, people belonging to this generation expect flexibility and independence at work to accommodate their personal and family necessities (Barhate & Dirani, 2022).

As stated in a study conducted by Cajander & Reiman (2023), while older employees put more value on job security, stability, and benefits, younger ones tend to favor flexibility, work-life balance, and possibilities for growth and development. Furthermore, younger people are less compelled to work since they have fewer financial or familial obligations, such as paying off a house or raising children, than older workers.

The Self-Determination Theory states that, to develop positive behaviors, all humans (in this instance, employees/interns) have fundamental needs that must be met. These needs incorporate autonomy, relatedness, and competence. Trainees' fundamental standards are to accomplish their well-being and academic goals. If these needs are satisfied, this can result in improved well-being and behaviors in employees, which can lead to increased performance for the company. Fulfilling these requirements gives workers a positive energy boost, which raises engagement levels. These basic demands can be met by integrating employment resources such as development and feedback (Human Resource Management International Digest, 2019).

Developing equitable and supportive supervisors and encouraging all employees to participate in and be engaged in the decision-making process would promote a more positive integration between work and life, allowing for the crossing of values, desires, interests, and skills, which would minimize the effects of diversity, improve work-life balance and, consequently, raise retention rates overall (Parkes & Langford, 2008). Besides this, communication is the key because people desire transparency regarding their job prospects, the training and development options available, and the work-life balance that can be achieved in their roles, so managers should provide them with permanent feedback and also recognize their aids to the company (The Randstad Workmonitor, 2024).

2.5 Work-Life Balance and Turnover Intentions

In developed societies, people appear to lead busy lives, and advanced modernity is perceived as a time-obsessed era. This increased pace of life and frequent scarcity of time led to socioeconomic and technological advancements. These leaders of the "acceleration debate" believe that drastically changing circumstances in both work and personal life make time of greater value. Given this, it stands to reason that a large number of people might experience an inadequate work-life balance (Schöneck, 2018). In addition to being beneficial for our well-being, maintaining a healthy balance between work and personal life also helps organizations retain workers over the long term (Greenhaus & Powell, 2006). According to Allen *et al.* (2000), when employees balance their personal and professional obligations, they become more committed to their companies and are less likely to want to leave.

In actuality, younger workers are the most likely to quit if their expectations about the working environment are not being fulfilled, desiring the job position to be stimulating and essential, with their supervisors actively putting their suggestions into practice (Cajander & Reiman, 2023). In this following, meaningful work is important to focus on when trying to reduce turnover. Professionals should ensure that trips, phases of practical experience, and internships adequately satisfy the expectations of potential applicants regarding meaningful work. Organizations would benefit from such management of work meaningfulness since it is a goal individuals strongly pursue and has a positive impact on several key outcome factors, such as lower employee turnover (Botezat *et al.*, 2023).

According to an analysis conducted by Gelencsér & Szabó-Szentgróti (2023), throughout the partial least squares-structural equation modeling, it was concluded that the nature of the task, contingent compensation, and supervisor satisfaction all had a significant negative impact on employees' intention to leave a company. Therefore, the nature of the task and the contingent compensation represent characteristic factors of employee well-being that had a substantial impact on individuals' organizational commitment and turnover intention, but in the opposite direction – as satisfaction with contingent compensation improved employees' organizational commitment, it decreased their turnover intention.

Support from the organization is perceived as having a positive impact on work-family functioning, job satisfaction, organizational commitment, and turnover intentions (Wendy *et al.*, 2005). Nowadays, employees have more authority, choices, and autonomy

over whether to stay with an organization, especially in a prosperous economy. Therefore, it stands to reason that if they feel that the organization has treated them well, i.e., if there is clear organizational support, they will likely be committed to the company and stay with it, decreasing the changes in turnover (Travaglione *et al.*, 2010).

Another result of the study was that organizational commitment was not significantly impacted by salary, which brings us to the conclusion that salaries are primarily important for attracting fresh staff members rather than keeping existing ones (Gelencsér & Szabó-Szentgróti, 2023), not being the main reason to turnover.

2.6 Work-Life Balance and Telework

According to Portuguese Law, telework is defined as "work performed under legal subordination, typically conducted outside the employer's premises, utilizing information and communication technologies" (Código do Trabalho, 2009, Art. 165, §1).

After the COVID-19 pandemic, the impulse for the global use of telework increased from 11% to 50% in Europe (Urien, 2023). Regarding the conclusions drawn from Urien's research, managers and staff who worked remotely during the pandemic anticipated continuing to do so in the future, although with the freedom of choosing the amount of remote work.

One the one hand, one of the main benefits of teleworking is how it improves work-life balance, in the sense that it allows workers to more freely manage their work setting and timetable, resulting in greater levels of job fulfillment and less intention to leave the job, particularly among younger generations that place a high value on flexibility (Allen *et al.*, 2015).

On the other hand, telework presents what some researchers consider an "autonomy paradox" – while working remotely might provide independence, it frequently makes it harder to distinguish between work and personal time, which means that continuous telework may unintentionally increase stress levels and reduce the benefits of flexibility by blurring the boundaries between work and home life (European Working Conditions Survey, 2021).

According to earlier research, teleworking can boost job satisfaction by giving workers more freedom and flexibility. Because of this flexibility, people are less likely to be concerned about leaving jobs, and work-life balance is strengthened (Gajendran & Harrison, 2007). More precisely, the main benefits for the worker are reduced travel time

and related expenses, improved time management, fewer disruptions, and a better balance between personal and professional interests (Rebelo *et al.*, 2024).

Gajendran & Harrison (2007) also investigated the effects of telework on productivity, concluding that working remotely frequently boosted productivity due to reduced disruptions, saved time on journeys to work that are no longer necessary, and improved task management flexibility, which could enhance employees' focus. However, according to recent analyses, these enhancements may not be sustainable in the long run. A study conducted by Robak (2022) emphasizes both the positive and negative aspects of telework, highlighting that although working from home fosters greater flexibility and independence, it can also result in a barrier in communication and a decreased sense of teamwork. The report shows that improved collaboration and productivity are fostered when telework and in-office interactions are balanced, particularly in dynamic workplaces.

Generation Z is perfect for telework because they appreciate independence and flexibility. Chillakuri (2020) argues that young professionals are attracted to companies that prioritize meaningful work, flexible scheduling, and an atmosphere enabling personal growth. The younger workforce considers telework a necessary part of their ideal organizational structure rather than just a bonus.

In the research already mentioned conducted by Roback (2022) to assess how Gen Z views remote work and how it affects work-life balance, most respondents indicated that teleworking enabled them to balance their personal and professional lives better. They valued the freedom and flexibility that remote work offered, enabling them to autonomously manage their schedules and balance work and personal or family obligations. Despite these advantages, Gen Z respondents pointed out the drawbacks of working remotely. They knew that teleworking frequently makes separating between work and personal life more difficult as may cause trouble balancing their work and personal lives.

3. Research Questions

Given the data collected from the literature review, it is evident that young workers' work-life balance is critical to their general job satisfaction and, consequently, retention. Considering the growing challenges of retaining younger generations in the workforce, it is critical to understand the factors that impact their decision to quit or stay in a company. The following research issues have been developed to investigate the connection between work-life balance and young employee retention in a Portuguese company.

- How do young employees perceive retention strategies within the company?
- What are the main factors contributing to turnover intentions among young employees?
- How do young employees manage their work-life balance, and what challenges do they face?
- What is the relationship between work-life balance and young employee retention in the company?
- How does work-life balance affect turnover intentions among young employees?

4. Methodology

The present study used a descriptive research approach with the purpose of exploring the aspects that can make the organization more attractive to young people and what contributes to them wanting to stay in the organization. Having said that, the idea is to explore the relationship between work-life balance and employee turnover intentions and, consequently, the retention of young employees in PortCom. Descriptive studies contribute to the emergence of new knowledge, provide a description of what is known, and ascertain the categories of information and their frequency of occurrence (Polit & Beck, 2012).

In order to meet the research objectives, a mixed-method design was adopted. The purpose of mixed methods designs is to collect, analyze, and combine both qualitative and quantitative information into a single or multiple research (Palinkas *et al.*, 2010).

The first phase of data collection was carried out through exploratory interviews with a selected group of young employees. As this allows for a certain level of connection between the respondent and the researcher, the interview survey is very helpful as a data gathering tool in interpretative investigations. Its primary goal is to give the researcher comprehensive and in-depth information about specific perceptions or representations in relation to a given topic, social topic, or social reality. This will be useful to help understand the notions, senses, and meanings that subjects may ascribe to their actions (Moreira *et al.*, 2021).

These interviews were conducted with the aim of gaining an initial, in-depth understanding of employees' perceptions and experiences of WLB and how this influences their turnover intentions and, consequently, their retention. The information obtained from the interviews was crucial to refine the questionnaire items, ensuring that they were relevant and comprehensive.

In the second phase, 120 trainees who had joined the company in September 2023 received structured questionnaires. However, the number of employees who were able to answer the questionnaire was slightly higher – the human resources team sent the questionnaire not only to the 2023 new joiners but also to the 2022 and 2021 new joiners who were still in the company at that time. Despite this, the number of valid responses was only 99. One of the possible reasons for the low take-up may have been that this distribution was carried out in the summer, which could have coincided with vacation periods for many people.

The questionnaire included items related to WLB, turnover intentions and retention factors, allowing for statistical analysis to identify patterns and significant relationships between the variables. Structured questionnaires were the main data gathering tool used to accomplish the mentioned goal. This section is going to describe the methodologies used for data analysis, methods, and research design in this study.

4.1 Company Overview

PortCom is a fictitious name for a large, long-standing, and leading telecommunications' company operating in Portugal. With more than 40 years of history, the company is headquartered in Lisbon, maintaining an established presence across the country.

It employs workers ranging from young professionals attending the beginning stages of entering the job market to experienced veterans. Over the years, this company has developed a trainee program to rejuvenate the company's workforce.

In the context of this study, the sample consists of trainees and young professionals currently employed at PortCom. Their feedback gives useful information regarding how work-life balance, telework and career development chances affect their plans to stay or leave the company. This issue is especially significant given PortCom's commitment to fostering young talent in a competitive labor market.

4.2 Sample

Generally, 99 young employees participated in this study. All participants are part of the mentioned organization.

Most participants were male, 59.6% (*N*=59), 39.4% (*N*=39) were female, and 1% (*N*=1) chose the option "Other". The mean age was 23.99 years old (SD=2.16).

In the context of education, most respondents (67.7%; *N*=67) obtained a bachelor's degree. The second most prevalent level of education was a master's degree or higher, which represented 32.3% of the sample. Regarding their field of study, around 42.4% indicated a background in economics or management and 29.3% in engineering, with the rest of them divided across a wide range of subjects such as marketing, law, communication, and statistics, revealing that trainees have quite distinct backgrounds.

4.3 Instruments

4.3.1 Interviews

The interviews served as a qualitative instrument to investigate respondents' individual beliefs and experiences about work-life balance and their impact on their intention to stay or quit the firm (turnover intention). This instrument was created to help researchers gain an improved understanding of the subjective aspects that influence young workers' retention.

The interviews were conducted to study issues of work-life balance and turnover intention among the company's employees. The interviews included open-ended questions to assess how participants perceive workplace flexibility, opportunities for growth, organizational culture, and other aspects that influence retention.

Although qualitative interviews are not subject to formal metric assessment of quality like quantitative instruments do, reliability was ensured by conducting the interviews in a similar manner, ensuring that all participants got the identical primary questions. In addition, to boost content validity, the questionnaire was validated by one of the company's human resources professionals.

The interview script was created following a review of relevant literature on work-life balance and employee's retention and is accessible in the appendix section (Appendix A).

4.3.2 Questionnaire

The questionnaire was utilized as a quantitative tool to collect data on a variety of employee retention issues, such as work-life balance, workplace flexibility, and job security. The questionnaire was created using pre-existing scales that will be explained in the following sections and tailored to the reality of the organization under consideration.

Before starting the interviews, an initial version was prepared. This previously prepared version of the questionnaire included three main groups of questions on perceived work-life balance, intention to leave and retention factors. Based on the output gleaned from the responses to the interviews, an extra set of questions was added to the previously prepared questionnaire, addressing the importance of teleworking as well as

flexible working hours and how those factors contribute to improving individuals' work-life balance and choice of a place to work.

The questionnaire was designed to quantify the impact of several factors such as WLB, teleworking, compensation, and promotions on employee turnover intentions. It enabled a statistical analysis that complemented the qualitative information gathered during the interviews. This way, in addition to the pre-existing scales, some questions were added according to the responses from the interviews (which will be explained below).

Measures

To confirm the questionnaire's validity and reliability, the Cronbach's alpha coefficient was used. According to Tavakol & Dennick (2011), Cronbach's alpha is a commonly used measure of the internal consistency of research instruments such as questionnaires and tests. This metric estimates the correlation between the items of an instrument, ranging from 0 to 1, and is frequently utilized as a reliability index.

According to Zeller (2005), as a rule, Cronbach's alpha values can be interpreted in a similar way to school grades:

"A—0.9 or higher are considered excellent

B—0.8 to 0.9 are adequate

C—0.7 to 0.8 are marginal

D—0.6 to 0.07 are seriously suspect

F—less than 0.6 are totally unacceptable" (Zeller, 2005).

However, even though a high number may indicate good internal consistency, it may also indicate item redundancy, emphasizing the need to limit the number of questions to prevent giving the wrong impression of reliability (Taber, 2018). As a result, the proper application of Cronbach's alpha, in conjunction with other statistical approaches, is crucial to assuring the validity of research instruments and the correctness of collected data (Tavakol & Dennick, 2011; Taber, 2018).

The questionnaire was divided into multiple sections, each addressing a specific set of relevant variables:

Young Employee Retention

The 20-item scale by Ito *et al.* (2013) was used to measure young employee retention. In another study assessing *The influence of career management practices in the retention of*

younger generations (Oliveira, 2021), its Cronbach alpha coefficient was 0.881. Respondents had to classify the importance of each factor for their retention in the company on a 5-point Linkert scale from 1 (not important) to 5 (very important). This scale had 6 dimensions: Satisfaction with pay (3 items); Flexibility (3 items); Security (3 items); Development Opportunities (4 items); Promotion (2 items); People (5 items). An item example is "How quickly people get promoted". The items used demonstrated an acceptable consistency ($\alpha = 0.75$).

Turnover Intentions

Turnover intention was measured by means of the shortened 6-item version of the Turnover Intention Scale (Bothma & Roodt, 2013) that was adapted from Roodt' original version from 2004. According to Bothma & Roodt (2013), this is a reliable measure, since in their studies they reported a Cronbach's alpha of 0.80. This scale consists of six items on a 5-point Likert scale with answering options going from Never to Always, To No Extent to To a Very Large Extent, and Highly Unlikely to Highly Likely. An item example is "How often do you dream about getting another job that will better suit your personal needs?". An initial look revealed that one of the questions was decreasing the scale's overall reliability (the question was "To what extent does your current job meet your personal needs?"), with Cronbach's alpha being 0.60, demonstrating a weak consistency. Consequently, this question was eliminated to increase internal consistency, resulting in an alpha of 0.71 for the updated scale.

Work-Life Balance

To measure work-life balance, the 10-item Netemeyer *et al.* (1996) work-family conflict and family-work conflict scales which were adjusted by Vicente (2021) for the Portuguese population were used, reporting a Cronbach's alpha of 0.89, indicating high reliability. An item example is "The difficulties my work produces do not prevent me from responding to my family/personal responsibilities". Respondents were asked to answer on a 5-point Linkert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The items used demonstrated a good consistency ($\alpha = 0.83$).

Telework

As was already mentioned, the analysis of the collected information suggested two additional areas of major importance that were not covered in the initial draft of the questionnaire: teleworking and flexible work hours.

Given the growing importance of these activities in today's setting, particularly considering the changes that were caused by the COVID-19 pandemic, it became evident that specific questions on these issues were required. In this respect, based on the findings from the interviews, two new items on teleworking and two on flexible working hours were developed and included in the questionnaire to gather participants' perspectives about these practices. An item example is “The possibility of teleworking significantly contributes to improve my work-life balance”. Respondents were asked to answer on a 5-point Linkert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The items used demonstrated a good consistency ($\alpha = 0.81$).

As previously mentioned, the questionnaire was developed using previously validated scales from the literature and tailored to the context of the company under study. Appendix C contains the questionaire.

4.4 Procedure

4.4.1 Interviews

In this investigation, with the aim of understanding the importance of WLB from the trainees' point of view and to validate whether it is something they value as an asset in a company, a few questions were prepared to ask a group of trainees. In this following, eleven young employees from the company under study have been interviewed – seven male trainees and four female trainees, – with their academic background being management/economics (6), civil engineering (1), logistics (1), law (1), business analytics (1) and marketing (1), all of them with less than 1 year of experience in the organization.

The interviewees were informed of the intent and purpose of the interview, as well as assured of its confidentiality and requested permission to record the dialogue. Due to the open-ended nature of the interview questions, participants were able to openly share their experiences, ideas, and feelings.

The interviews were conducted between 2nd and 4th July 2024 and lasted between 10 to 15 minutes. The interviews were recorded via Microsoft Teams. Once all the interviews had been completed, all the answers were transcribed to guarantee their credibility and drew up a summary of the overall results of the interviews, i.e. the conclusions drawn.

The transcription of the interviews is available in the appendix section (Appendix B).

4.4.2 Questionnaire

According to Bernard (2015), the implementation of a structured format with identical set of questions and responses for everyone participating in the study results in obtaining comparable information and allows for extensive comparisons between individuals and groups.

Data was gathered through an online survey conducted on the Qualtrics platform. The survey was distributed via Microsoft Outlook by the Human Resources team of the company and via WhatsApp through an existing chat with all trainees.

When participants opened the link that took them to the questionnaire and before the data collection began, the cover page contained the purpose of the questionnaire as well as the information that all answers would be anonymous. If participants agreed to take part, they had to press the blue arrow in the bottom right-hand corner. They indicated their informed consent to participate by selecting that arrow. A study performed by Ong &Weiss (2000) suggests that the anonymous responses are more likely to be truthful, no matter which response predominates.

The questionnaire took about 6 minutes to complete, with reminders sent every 5 days via WhatsApp for two weeks to promote participation. As participants provided responses, data was automatically captured in Qualtrics.

Data was collected between July and August 2024.

4.4.3 Control Variables

To perform this study, two sociodemographic questions served as control variables: gender and age.

Gender was used as a control variable since the perception of work-life balance has been discovered to vary between genders (Doble & Supriya, 2010).

Besides this, as not all trainees are the same age, age was also used as a control variable. According to a research article performed by Yeves *et al.* (2021), younger employees have fewer implications when considering an employment change, and those who consider themselves highly employable have even fewer implications.

5. Obtained results and respective analysis

The following section presents the findings from the data collection process, which included exploratory interviews and structured questionnaires delivered to PortCom's younger employees.

This section begins by highlighting the main conclusions derived from the interviews, offering insights into the perspectives and experiences of the participants.

Following that, it examines the internal consistency and descriptive statistics of the variables under consideration extracted from the structured questionnaire. Descriptive statistics are useful to evaluate the general behavior of the study's variables and synthesize the data. While the standard error shows how variable these averages are in what regards to the entire population, the means are useful to understand each variable's core tendency. This enables the recognition of patterns and outliers earlier than doing deeper analysis.

After that, the correlations between the variables will be investigated using Pearson's correlation coefficient, which is particularly useful for establishing the linear relationship between continuous variables, assuming normality and linearity (Field, 2013).

The hypotheses about the impact of work-life balance, along with additional factors on the turnover intentions of newly hired workers, were then tested using a multiple linear regression analysis. Because this study contains independent factors like work-life balance or flexible working hours that may have an impact on the dependent variable (turnover intentions), this method also included assessing the regression coefficients, which demonstrate the role of each independent variable in predicting the dependent variable while maintaining the others constant. Additionally, it enables us to evaluate whether more than one variable can simultaneously explain the data as well as determine the prediction power of each variable.

All analyses were performed using SPSS software, with statistical significance defined at $p < 0.05$. To ensure that the model was appropriate, assumptions such as normality, homoscedasticity, and residual independence were verified.

Finally, the results are presented using correlation tables, regression coefficients, and predictor significance, providing insights into the relationship between work-life balance and young employee retention.

5.1 Conclusions drawn from the interviews

According to the question guide presented, after collecting and analyzing the interviews with trainees, many major categories emerged and those represent the core issues addressed in the conversations.

In regard to expectations, 9 of the 11 trainees reported that the work experience was meeting or exceeding their initial expectations. One of them mentioned that, although joining the company has been positive, expectations for continuing are not being fully met. Other one stated that, in their point of view, the internship is not being "made the most of".

On the one hand, in what regards to the reasons valued by trainees for their desire to stay with a company, several factors were mentioned, such as:

- Good working environment and relationship with colleagues;
- Fair and adequate salary;
- Opportunities for career progression;
- Possibility of teleworking and flexible working hours, often associated with WLB.

In this following, when choosing a company to work for, the most cited factors were salary, work-life balance, duties performed, and the possibility of teleworking. The working environment is also considered a decisive factor.

On the other hand, there are several factors that would lead trainees to want to leave a company. The most cited factors were:

- Unfavorable work environment or conflict of interest;
- Lack of career progression opportunities;
- Lack of teleworking or flexible working hours;
- Devaluation of the work done.

Most trainees manage to reconcile their personal lives with their work, even with some degree of difficulty. Flexible working hours and the possibility of teleworking are important factors in facilitating this reconciliation.

When asked if they pictured themselves in the same company in the long term, 7 trainees stated they only saw themselves staying within the company in the short term (e.g., "For now, I imagine myself staying with the company only in the short term. Although I'm having a good experience, I'd like to explore other opportunities in the future that may arise and that better align with my career goals" [interviewee no. 8]); 3 of

them saw themselves remaining in the company for the long term (e.g., “Yes, I think this is a company that promotes the long-term perspective a lot. (…) I think it's a company where I see myself working in the long term.” [interviewee no. 5]); and one stated that “unless changes are made to the compensation framework (…), staying with the company would not be considered desirable. However, if this factor were removed, staying with the company for many years would be something I would very much like, (…)" [interviewee no. 10].

The results indicate that, for young professionals, job fulfillment is strongly influenced by a good working environment, fair pay, and opportunities for career progression. Flexible working hours and the possibility of teleworking are also crucial for reconciling personal and professional life, increasing retention. However, lack of career progression and an unfavorable working environment are the main reasons why these young professionals might leave the company.

5.2 Descriptive Statistics

Prior to testing the proposed model, the variables under investigation were examined using descriptive statistics (mean and standard deviation) and correlation analyses. The findings are displayed in Figure 1, located in Appendix D.

The analysis of work-life balance (M=4.010, SD=0.558) revealed that participants were highly satisfied with this aspect, with a relatively small fluctuance in answers.

Salary had a slightly higher mean (M = 4.19, SD = 0.52), revealing that it is a significant factor for the retention of the respondents, with not many distinct opinions on this part. In a similar way, flexibility showed an even higher mean (M = 4.42, SD = 0.54), emphasizing this retention factor as a crucial component in retention, with similar answers among individuals.

Opportunities to learn additionally displayed a high mean (M = 4.42, SD = 0.54), indicating that young employees prioritize opportunities for growth and advancement. Meanwhile, job security had a significantly lower mean (M = 4.10, SD = 0.70), showing that, while this is an important retention factor, respondents' attitudes toward it vary more.

Promotions had a mean of 4.09 (SD = 0.73), which had the lowest mean compared to other retention factors, implying that, while promotion possibilities are still an important retention factor, there is more disparity among respondents. The high mean score for

people as a retention factor (M = 4.43, SD = 0.52) implies that relationships with colleagues are a significant and consistent factor in retention.

On the contrary, turnover intentions' variable showed a lower mean (M = 3.55, SD = 0.43), indicating that, on average, young employees have a moderate intention to quit the organization, with a slight deviation from the mean. This suggests that, while turnover intentions exist, they are not as firmly supported as retention reasons.

Telework obtained the highest mean (M = 4.53, SD = 0.48), demonstrating that telework is highly appreciated by participants, with little variation in their perspectives on the topic.

5.3 Statistically significant relationships between variables

The Pearson correlation coefficient has been shown to be particularly useful for "linear continuous related variables, normally distributed variables, and paired independent variables" (*Smart Metro Station Systems*, 2022). This way, a Pearson correlation analysis was used to investigate the correlations between the variables under consideration.

The Pearson correlation values are displayed in Table 1 which is accessible in the Appendix section (Appendix D), highlighting the relationships and statistical significance between the study variables. The variables of statistical significance are highlighted in blue.

The study found a weak positive correlation ($r = 0.218$, $p = 0.030$) between work-life balance and turnover intention. This could suggest that employees who have a better work-life balance may still consider leaving their jobs, which will be further discussed. No additional associations with work-life balance or turnover intention were statistically significant.

Flexibility showed substantial positive moderate correlations with: opportunities to learn ($r = 0.369$, $p < 0.01$), job security ($r = 0.385$, $p < 0.01$), people ($r = 0.431$, $p < 0.01$), and telework ($r = 0.431$, $p < 0.001$). It indicates that workers who value flexibility also prioritize additional variables like development opportunities, job stability, interpersonal connections and telework.

Opportunities exhibited the strongest positive correlation with job security ($r = 0.550$, $p < 0.01$) and a positive moderate correlation with both promotion possibilities ($r = 0.437$, $p < 0.01$) and people ($r = 0.462$, $p < 0.001$), demonstrating that employees who value

opportunities to learn consider job security, promotion possibilities and relationships with others equally important.

Promotion possibilities had a moderate positive correlation with people ($r = 0.462$, $p < 0.01$), indicating that employees who value promotion similarly value their interpersonal connections.

Telework had also a moderate positive correlation with job security ($r = 0.309$, $p < 0.01$), revealing that employees who have the possibility of working from home may sense increased job stability.

To determine the combined impact of work-life balance and telework on turnover intention, a multiple linear regression analysis was used. The model summary, ANOVA table, and coefficients of regression give details regarding these variables' predictive potential for turnover intention. These tables with correlation and regression values can be found in Appendix D (see Tables 2, 3 and 4).

Large R values indicate a high correlation between the expected and observed values of the outcome (Field, 2013). The model's R-value is 0.221, demonstrating a weak positive correlation between the dependent variable (TI) and the predictors (WLB and TW).

The R-squared value represents the amount of variation in the outcome variable that is taken into consideration by the model (Field, 2013). The R-squared value of 0.049 indicates that work-life balance and telework account for only 4.9% of the variability in turnover intentions. The value of 0.029 of the adjusted R-squared validates the model's limited explanatory power.

The standard error assesses a sample's likelihood of being representative of the population. A high standard error (relative to the sample mean) indicates significant variability between sample means, implying that the sample may not accurately represent the population (Field, 2013). The standard error of the estimate is 0.42138, which is the average difference between the observed and anticipated values of turnover intention.

According to Field (2013), a score of less than 0.05 in the Sig column indicates significant differences between groups' means. The ANOVA results indicate that the regression model is not of statistical significance ($F(2, 96) = 2.474$, $p = 0.090$). This suggests that, at the 5% level of significance, the model does not accurately predict turnover intention based on work-life balance and telework.

Since the unstandardized coefficient informs us how much the outcome variables vary when the predictor variable increases by one unit while maintaining all other

predictors constant (Field, 2013), unstandardized regression coefficients reveal the direction and size of the relationship between every predictor and turnover intention.

Work-life balance is positively and statistically significantly related to turnover intention (B = 0.169, p = 0.030). This means that for every one-unit rise in work-life balance, turnover intention increases by 0.169 units, assuming telework remains unchanged. In other words, stronger work-life balance corresponds with higher turnover intention, which is an unexpected finding to be mentioned in the discussion section and implies that employees with better work-life balance may still consider quitting their positions for reasons other than a harmonious balance between work and life.

In contrast, telework had a negative but non-significant influence on turnover intention (B = -0.034, p = 0.698).

6. Discussion

6.1 Theoretical Implications

The findings of this study confront various assumptions and broaden the theoretical knowledge of the dynamics of preserving young workers, with a particular emphasis on the function of work-life balance and other retention issues. Work-life balance has long been recognized as a key predictor of employee retention. Various research demonstrates that a healthy balance reduces turnover intentions since employees who can handle their job and home responsibilities are more satisfied and more loyal to their employers, being less inclined to leave (Allen *et al.*, 2000; Greenhaus & Powell, 2006).

The results indicate that participants are highly satisfied with their work-life balance. This shows that firms that focus on improving work-life balance may benefit from improved employee satisfaction, which is consistent with the findings of Kalliath & Brough (2008), who consider that an appropriate work-life balance improves both performance and employee well-being.

An intriguing correlation between work-life balance and turnover intentions is revealed. Specifically, it appears that a better work-life balance may lead to an increased intention among young employees to leave their jobs, which suggests that employees who perceive a good balance may still consider leaving their jobs. This finding aligns with Botezat *et al.* (2023), who emphasize that young employees, particularly Generation Z, have shifting preferences that can complicate retention efforts. As this generation joins the workforce, their expectations regarding work differ significantly from those of earlier generations, creating distinct challenges for organizations aiming to keep a stable workforce (Rodriguez *et al.*, 2021). According to Yeves *et al.* (2021), young individuals self-report having greater employability than older generations. The results revealed that, while many trainees are satisfied in the short term, few imagine themselves in the same company in the long term, showing a desire to explore new opportunities and gain diverse experiences. These factors should be considered by companies when developing retention strategies for young talent.

The results also reflect that work-life balance operates as a "hygiene factor," as defined in Herzberg's Two Factor Theory (1966). According to Herzberg, the absence of hygienic variables like appealing job conditions, which do not inspire incentives on their own, leads to unhappiness. In the context of this study, it appears that work-life balance

alone is not enough to ensure the retention of young employees – it can be viewed as a minimum condition that, when reached, only eliminates unhappiness but does not encourage long-term organizational commitment.

In addition, this result can be examined in light of current research, which indicates that work-life balance may be a more complicated and multidimensional factor than previously thought. Chillakuri (2021), in his study of Generation Z workers' expectations, believes that work-life balance may not be an end in itself, but rather a vehicle for reaching greater goals such as personal and professional development. Therefore, young workers with a solid work-life balance may be more likely to seek new challenges that encourage professional development, even if it requires switching employment. This brings into question the long-held theoretical premise that the work-life balance just serves as a turnover intention buffer.

Furthermore, the possibility of teleworking has no statistically significant effect on employees' intentions to leave the firm. This lack of substantial relationship between telework and motivation to leave offers an intriguing theoretical approach. While not contributing substantially to turnover intentions (shown by the negative coefficient for telework), it is essential to consider how teleworking may still affect employee satisfaction and engagement. Research of this kind is evident in the work of Gajendran and Harrison (2007), who suggest that teleworking improves job satisfaction by giving employees greater flexibility, as well as additional autonomy. However, the findings of this study indicate that more than teleworking alone is needed to predict whether young workers will stay or quit the organization. This can be attributed to the fact that teleworking is now – particularly considering the changes caused by the COVID-19 pandemic – commonly considered a standard benefit rather than an extraordinary one among this generation. As a result, its presence or absence does not directly influence their career decisions, contrary to prior hypotheses that proposed telework as a decisive factor for retention (Allen *et al.*, 2015). Besides this, according to an article published in *Jornal Público* (2024), telework has both pros and cons for young employees – on the one side, it provides flexibility; on the other side, it may restrict prospects for social interaction and organizational involvement. For this reason, many young people value in-person work when balanced with the possibility of a few remote days, so the possibility of teleworking existing today may not be what young people value the most.

As the study revealed that while teleworking has no impact, work-life balance raises the intention to leave, it means there may be missing components in the model's

assessment of why people intend to leave. In fact, Rodriguez *et al.* (2021) found that factors like stable employment and job promotions remain the strongest predictors of retention, which may suggest that young workers focus on career progression and professional networking. These findings challenge the notion that work-life balance leads to retention, suggesting instead that more intrinsic elements like personal development and fulfillment might be even higher on their requirement list.

While this may be the case, the absence of additional statistically significant associations with work-life balance or turnover intentions highlights some complex factors influencing turnover intentions amongst young workers. This resonates with a broader trend highlighted by Annuar *et al.* (2021), who discovered that younger employees tend to be less loyal to their current jobs and, therefore, are more likely to leave them. This more widespread reconsideration of work commitments after the pandemic is evident in phenomena given new notoriety as "The Big Quit," particularly among young demographics like Millennials and Gen Z (Botezat *et al.*, 2023).

6.2 Practical Implications

The study results show that employees at PortCom have a high level of satisfaction with their work-life balance. This implies that for this company, initiatives aimed at sustaining or enhancing work-life balance can positively impact employee satisfaction. However, it is important to note that these findings are specific to PortCom and may not directly apply to other companies with varying work environments or demographics.

Young employees at the company under study also view compensation as a critical factor in their decision to stay, with relatively little variability in responses, which shows that PortCom needs to continue focusing on competitive remuneration techniques in order to retain its youthful employees. Flexibility in work arrangements, like teleworking, is another element that young employees in this organization value. This indicates that flexible working arrangements could benefit PortCom in retaining talent in the current competitive workplace.

The favorable association between solid workplace relationships and retention at PortCom should not be underestimated. These relationships can be reinforced through team-building exercises and mentoring programs. A cohesive and cooperative environment could help compensate for the lack of other incentives, such as quick promotions or pay raises. This highlights the importance of educating managers to

provide better leadership and support at this particular stage in young employees' careers, as they need more guidance. Since this aspect is so relevant to their decision to stay or leave, it can be a 'make or break' factor in their commitment to the company.

Young employees also prioritize professional development and growth opportunities. This supports the findings of Pandita (2022), who highlighted that providing opportunities for advancement is essential for engaging the younger workforce. Organizations that encourage a culture of learning and development may have an easier time retaining young talent. Even with a good work-life balance, lacking such chances may cause employees to pursue opportunities elsewhere.

The turnover intention mean score among young employees at PortCom indicates a moderate intention to leave the organization. This result is consistent with findings by Annuar *et al.* (2021), which indicate that younger workers tend to show less loyalty to their jobs, leading to increased intentions to leave. For PortCom, this means understanding the motivations behind these goals and developing retention strategies to tackle them effectively.

The model's R-squared value of 0.049 indicates that additional variables beyond work-life balance and telework may influence turnover intentions at the company under study. It indicates that job satisfaction, growth possibilities, and work environment play an important influence in the employee decision-making process (Jiao & Preudhikulpradab, 2023). PortCom should investigate these elements further to understand what drives retention inside the organization and modify the strategy accordingly. Moreover, the company should ensure that trainees enjoy their roles and, if not, try to identify other areas of interest for possible relocation. This is especially relevant since young people, upon finishing university, are rarely completely certain of the functions or even the fields they want to pursue. Providing opportunities for internal change could be one of the additional variables beyond work-life balance and telework that influence turnover, benefiting retention.

The standard error of the estimate (0.42138) indicates a moderate level of prediction accuracy, highlighting considerable variability in employees' turnover intentions, which suggests that it may be essential to investigate additional contributing factors.

The responses to the final question in the interview can also help with understanding why strong levels of work-life balance are not enough for young professionals planning to stay with the company. Many of the trainees interviewed answered that they did not see themselves in the same company in the long term. In today's dynamic job market,

unlike older generations who often remained within the same company all their lives, younger generations have a different mindset since they want to try out different areas to find out what they really like doing, as well as work for different companies to understand what will fill them most. In addition, as previously mentioned, according to the BRP Association (2024), one in every three young people born in Portugal is living abroad, seeking better living and working conditions, and this trend doesn't seem to be changing any time soon. In line with this, PortCom could organize testimonies from employees who have been with the company for a considerable time (for example, more than 10 years) to share their experiences, including the ups and downs. They could serve as examples that, even though it may seem that 'the grass is greener on the other side,' this company does offer many advantages. These could include employees who left PortCom and returned or those who have stayed since they joined. Real examples may encourage young people to be more thoughtful in their decisions.

In the following, another aspect to be taken into consideration in the context of this study is the fact that, according to the answers given by the sample of 11 trainees in the interview, the perception of work-life balance seems to depend a lot on the context they are part of (team, department, etc.). For example, interviewee no. 8, like the vast majority, said: “I can reconcile my personal life with my work very easily, which has been great for me. I've been able to manage my time well and maintain a healthy balance between my professional and personal responsibilities”. Nevertheless, interviewee no. 6 answered that same question oppositely: “I can't, I really can't! From 0 to 10, I'd say a 2”, and gave, among other reasons, the fact that he lives far away from the office and that, in his position, there is no possibility of teleworking. This suggests that WLB is experienced differently throughout the organization, which might have practical consequences for employee retention and fulfillment. It demonstrates that PortCom should explore customizing work-life balance policies according to team dynamics and individual employer needs.

6.3 Limitations and suggestions for future research

One of the main limitations of this study is the small sample size. Although it only refers to one company and is positive for comparing the perceptions of young workers in this

same company, it may be difficult to generalize since this company is from a specific sector of activity and may have very different conditions from the others.

Besides this, the fact that the investigation was conducted with a restricted age group has an impact on the results' applicability to larger populations, particularly in situations where workers of different generations coexist. Future research should broaden the study to cover a wider variety of ages and evaluate how various generations perceive WLB and other retention factors.

Furthermore, the study did not explore characteristics that may moderate the association between work-life balance and intention to leave like job satisfaction, organizational commitment or job stress. Future research could include variables like this to provide a more broaden understanding of retention dynamics.

Another vital component to take into account is to perform longitudinal studies to investigate how employees' attitudes regarding work-life balance, and turnover evolve over time, as well as how external events (such as economic crises or technical changes) influence these points of view.

Finally, the lack of a substantial relationship between teleworking and turnover intentions requires a deeper look. It would be important to investigate the role played by teleworking in various industries and age groups. Future research might look into whether the influence of teleworking on intention to leave is larger in industries that need more physical presence, or whether there are differences between workers in more collaborative roles and those who work more autonomously.

7. Conclusion

This study uncovered important new insights into how young employees' intentions to leave the company relate to their work-life balance.

Although the relevance of work-life balance among trainees is clear and significant – since respondents demonstrated perceiving a good level of work-life balance in the company, – the results suggested that this factor alone is not enough to assure the retention of the newest generation. The surprisingly positive association between work-life balance and turnover intentions contradicts the traditional literature on this topic. It demonstrates that younger workers continue seeking new opportunities that fulfill and challenge them, even when they can manage both their work and private life responsibilities.

No additional associations with work-life balance were statistically significant. There are several reasons that could contribute to this. Work-life balance may not be the only factor that influences fulfillment at work. Employees with an appropriate balance between work and life may however feel unfulfilled owing to other variables such as a lack of career advancement, income dissatisfaction or job security concerns, resulting in increased turnover intentions.

Since the correlation between the possibility of teleworking and the intention to leave was not significant, the findings of this research confirm that, for this sample of the new generation entering the workforce, there has been a change in expectations. Teleworking, once thought of as a unique benefit, now appears to be a standard practice that does not increase retention on its own. In this situation, PortCom should take a more comprehensive attitude, including chances for advancement, professional development, and training, in addition to encouraging positive working relationships.

In this following, the results obtained indicate that, beyond salary and flexibility, trainees prioritize career progression and promotion. The absence of such opportunities could result in a search for new experiences elsewhere, even experiencing an adequate work-life balance within the organization.

Additionally, another important issue we were able to draw from this research was the fact that the organization does not experience work-life balance homogeneously, which points to the necessity for PortCom to promote work-life balance policies depending on team dynamics and individual needs.

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9. Appendix

9.1 Appendix A

Questão	Objetivo
Qual é a tua idade?	Identificar a faixa etária dos trainees para analisar se há diferenças nas perceções de work-life balance e intenções de retenção com base na idade
Estás a exercer funções na tua área de formação?	Verificar se os trainees estão a trabalhar nas suas áreas de formação para entender a relação entre alinhamento profissional e intenção de saída
A experiência está a corresponder às tuas expectativas?	Avaliar se as expectativas dos trainees estão a ser atendidas e como isso influencia a sua intenção de permanecer na empresa
O que te podia fazer querer permanecer numa empresa?	Estudar a questão de investigação nº2
O que te poderia levar a querer abandonar uma empresa?	Estudar a questão de investigação nº2
Quão facilmente consegues conciliar a vida pessoal com o trabalho?	Analisar o nível de work-life balance sentido pelos trainees e a sua importância para a satisfação e retenção no emprego.
O que é mais importante para ti na escolha de um sítio para trabalhar? (ex: salário, WLB, funções, teletrabalho...)	Identificar os principais fatores de retenção para os trainees e a averiguar se o work-life balance se encontra entre eles.
Gostarias de ficar na empresa? Imaginas-te nesta empresa no Longo Prazo?	Avaliar as intenções de saída e retenção dos trainees, bem como os fatores que influenciam essas intenções, com foco no work-life balance.

9.2 Appendix B

Entrevista 1

Entrevista realizada a 02/07/2024
Identificação do entrevistado: Entrevistado 1, 22 anos, formado em Gestão Industrial e Logística, atualmente a trabalhar em Gestão de Projeto.

1. Qual é a tua idade?

Entrevistado 1: Tenho 22 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 1: Não especificamente. Tive formação específica em gestão industrial e logística, mas estou a trabalhar em gestão de projeto.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 1: Sim! Eu não tinha muitas expectativas no início, portanto torna-se difícil não corresponder. Eu vim muito numa de explorar o que é o mercado de trabalho, porque é a primeira

vez que eu estou a trabalhar, mas está a corresponder relativamente bem àquilo que eu esperava que fosse o primeiro ano, digamos assim.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 1: Haver um bom ambiente dentro da empresa pesa muito para mim. Ou seja, tudo o que é a forma como colaboradores se tratam uns aos outros, acho que é importante e acho que é uma coisa que, se calhar, não pesa tanto para as outras pessoas. Se calhar pesa mais a posição ou o dinheiro, mas para mim pesa muito a forma como as pessoas se tratam. Além disto, a capacidade de gerir minha vida pessoal, juntamente com o trabalho. Obviamente que o salário também pesa. Por isso sim, acho que são essas as três principais coisas: a gestão vida pessoal/trabalho, o ambiente e o salário.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 1: Se eu não gostar da forma como são geridas as coisas dentro de uma empresa, do ambiente que eu falei há bocado. A maneira como as pessoas se tratam pode ser muito bem gerida. Pode ser gerida por pessoas de cima e pode ser gerida pelas próprias pessoas que estão a trabalhar mesmo em ranks mais baixos. Um ambiente menos favorável ou menos agradável levará mais facilmente à intenção de saída. Depois vai variar dependendo de oportunidades que surgirem. Aparecendo oportunidades externas que sejam não necessariamente nesta empresa, mas que sejam mais interessantes, não só a nível monetário, como a nível de funções, poderei pensar. Ou querer mudar de departamento, experimentar outra área, podem ser também razões para querer sair.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 1: Consigo, tenho conseguido. Eu estou a fazer a tese ao mesmo tempo, não tenho estado tão focado nisso, tenho-me focado mais no trabalho, mas sei que também consigo, sacrificando algumas outras coisas. Sei que consigo fazer a tese ao mesmo tempo e sei que há empresas onde seria muito difícil fazê-lo porque dão cargas de trabalho absurdas e fazem horas extra e tudo mais. Aqui não, eu consigo e tenho também alguma liberdade dentro daquilo que são os horários, mesmo se tiver alguma emergência. A menos que haja reuniões fixas, não estou estritamente preso ao horário das 9h às 18h, posso fazer das 10h às 19h se for preciso chegar um pouco mais tarde. Acho que é perfeitamente válido e consigo conciliar isso, gerir isso de uma boa forma. Eu gosto, sim.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 1: Se for no momento da escolha, vão ser as funções e o salário, porque no momento da escolha não consigo perceber como é o ambiente. Dá para ter uma ideia através de entrevistas, através de visitas e tudo, mas só se sabe mesmo como é o ambiente dentro da empresa estando dentro dessa empresa. Já estando dentro de uma empresa, o ambiente é uma coisa que vai impactar muito no momento de uma escolha. Eu diria que, no momento de uma escolha, tendo várias opções, o que pesa mais são as funções que me são ditas que eu vou ter e o salário.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 1: No curto prazo, definitivamente! Vejo-me 100% a ficar, até porque eu estou em gestão de projeto e estou dentro de um projeto que é muito grande e que vai continuar durante mais um ano. Provavelmente até mais... vejo-me a querer conseguir avançar dentro desse projeto,

até porque, lá está, gosto do ambiente dentro da empresa. No longo prazo pode variar muito. Depende da minha vida pessoal, das oportunidades que forem surgindo. Não me vejo a fazer carreira a 100% durante 40 anos dentro da mesma empresa, isso não, mas isso é preferência pessoal.

Entrevista 2

Entrevista realizada a 02/07/2024
Identificação do entrevistado: Entrevistado 2, 23 anos, formado em Gestão, atualmente a trabalhar na sua área de formação.

1. Qual é a tua idade?

Entrevistado 2: Tenho 23 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 2: Sim, estou a trabalhar na área de Gestão, que foi a área em que me formei, por isso sinto que estou a aplicar o conhecimento que fui adquirindo no curso.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 2: Sim, está. Até agora, o trabalho que tenho desenvolvido tem estado alinhado com aquilo que esperava quando entrei na empresa. Não houve grandes surpresas, positivas ou negativas, e sinto que o ambiente e as tarefas estão dentro daquilo que eu imaginava para este início de carreira.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 2: Para mim, o mais importante seria a existência de um bom ambiente entre colegas, porque isso influencia muito a qualidade do trabalho e a motivação no dia a dia. Além disso, um salário adequado, que esteja em linha com as minhas responsabilidades e funções, seria também um fator determinante para querer continuar na empresa. A conjugação destes dois elementos — ambiente de trabalho e remuneração — são, sem dúvida, as principais razões para me fazer querer ficar numa empresa a longo prazo.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 2: O principal motivo seria um mau ambiente entre colegas, porque isso tornaria o trabalho muito mais difícil e desagradável. Se as relações no local de trabalho forem tensas ou conflituosas, isso impacta diretamente a minha produtividade e satisfação. Além disso, a falta de perspetivas de progressão na carreira também pesaria bastante na decisão de sair. Se eu sentir que não tenho como crescer dentro da empresa, seja em termos de funções ou de salário, seria um fator decisivo para procurar novas oportunidades.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 2: De 0 a 10, daria um 6. Embora eu consiga conciliar a minha vida pessoal com o trabalho, a verdade é que nem sempre é fácil. É possível fazer tudo o que preciso, mas acaba por ser bastante cansativo. Há dias em que sinto que estou a sacrificar mais do que devia, especialmente porque o ritmo de trabalho, em certos momentos, pode ser bastante exigente.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 2: O mais importante é gostar das funções que me são atribuídas. Se eu não estiver motivado com o que faço, o resto torna-se secundário. Mas, claro, a remuneração também tem um peso significativo. Preciso de sentir que o salário é justo e reflete o esforço e as responsabilidades que tenho no trabalho. A combinação entre gostar do que faço e ser remunerado de forma adequada é o que mais valor dou ao escolher onde quero trabalhar.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 2: Sim, gostava de continuar na empresa e, à partida, vejo-me a trabalhar aqui no longo prazo. No entanto, tudo depende de muitos fatores que podem mudar com o tempo, tanto a nível pessoal quanto profissional. Nunca se sabe o que o futuro reserva, e as condições no mercado de trabalho em Portugal não variam assim tanto de uma empresa para outra, o que significa que podem surgir oportunidades semelhantes noutros locais. Por isso, mantenho a mente aberta.

Entrevista 3

Entrevista realizada a 02/07/2024
Identificação do entrevistado: Entrevistado 3, 23 anos, licenciatura em Gestão de Marketing, a trabalhar atualmente na área de Gestão.

1. Qual é a tua idade?

Entrevistado 3: 23 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 3: Sim, eu tenho uma licenciatura em Gestão de Marketing e, atualmente, estou a trabalhar dentro da minha área de formação. As minhas funções também abrangem trabalho na área financeira, o que está diretamente ligado à gestão, portanto sinto que estou a aplicar os meus conhecimentos.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 3: No início, a experiência superou as minhas expectativas. A entrada foi bastante positiva, uma ótima maneira de entrar no mercado de trabalho, e, nesse primeiro momento, considero que a experiência foi muito enriquecedora. No entanto, à medida que o tempo foi passando e as minhas expectativas cresceram, a situação mudou um pouco. Atualmente, já sinto que essas expectativas não estão a ser totalmente alcançadas. Portanto, se dividir este percurso em dois momentos, o início foi excelente, mas agora tenho menos motivação.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 3: Sem dúvida, o salário é um fator crucial, sejamos honestos. Vivemos numa sociedade capitalista, por isso o salário é uma parte importante da nossa decisão. Além disso, a possibilidade de evolução na carreira é igualmente relevante. Se a empresa me der oportunidades para crescer e alcançar os meus objetivos profissionais, isso seria um forte motivo para ficar. Outro aspeto importante para mim é a flexibilidade para conciliar a vida pessoal com o trabalho. A capacidade de gerir ambos os aspetos de forma equilibrada é fundamental.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 3: A ausência de teletrabalho, nos dias de hoje, seria um motivo claro para querer sair. Considero o teletrabalho uma parte essencial da flexibilidade que menciono. Além disso, se eu sentir que não sou bem-vinda na empresa, seja por conflitos com colegas ou problemas na

equipa, ou se não me sentir valorizada, isso também seria um fator decisivo. A sensação de pertença e reconhecimento é muito importante.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 3: Consigo conciliar muito facilmente, talvez até demasiado facilmente, no meu caso. Tenho sorte em relação à equipa com quem trabalho. Os meus colegas são bastante flexíveis e tentamos todos ser compreensivos uns com os outros. Quando eles precisam, eu também sou. Acho que é uma questão de senso comum e equilíbrio – não se trata de abusar, como por exemplo estar sempre a entrar mais tarde, mas quando há necessidades familiares, consultas médicas ou outras situações de saúde, consigo facilmente conciliar tudo.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 3: O teletrabalho é um fator muito importante para mim, especialmente porque está relacionado com o equilíbrio entre vida pessoal e trabalho. Acho que um bom equilíbrio depende, em parte, da possibilidade de teletrabalho. Além disso, o salário é crucial. Outro aspeto importante é o nível de motivação que sinto nas funções que desempenho – é essencial que o trabalho me desafie e me dê vontade de aprender mais e crescer na área.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 3: Sim, imagino-me a ficar na empresa, embora preferisse estar noutra área. No entanto, vejo-me a continuar aqui. A empresa é muito grande, e há muitas áreas diferentes onde posso aprender e desenvolver-me, o que me faz acreditar que posso continuar a crescer dentro dela.

Entrevista 4

Entrevista realizada a 02/07/2024
Identificação do entrevistado: Entrevistado 4, 22 anos, com formação em Economia e Gestão, atualmente a exercer funções na área de Gestão.

1. Qual é a tua idade?

Entrevistado 4: 22 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 4: Sim, estou a trabalhar na área de Gestão, que está diretamente relacionada com a minha formação.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 4: Sim, eu diria que sim. Na verdade, está a superar as minhas expectativas, o que se deve ao facto de estar a gostar do que faço, de estar a ter desafios no trabalho e de ter uma boa relação com a equipa, apesar de os meus colegas serem mais velhos do que eu.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 4: Existem vários fatores que me poderiam fazer querer ficar numa empresa:

- O salário;
- O tipo de funções que estou a exercer;
- A relação com a equipa e a chefia;

- A possibilidade de fazer teletrabalho.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 4: Por outro lado, e no sentido inverso, os fatores que me levariam a querer sair de uma empresa seriam:

- Não ter uma boa relação com a equipa ou chefia;
- Não estar a gostar das funções que estou a desempenhar;
- A dificuldade em conciliar o trabalho com a vida pessoal e académica.

É importante referir que, nesta fase, o salário não é tão decisivo para mim. Se eu estiver a gostar do que estou a fazer, o salário acaba por não pesar tanto na minha decisão de ficar ou sair.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 4: Acho que a conciliação é 50/50. Quando estou em teletrabalho, é muito mais fácil gerir as minhas responsabilidades pessoais e profissionais, porque tenho mais liberdade de horários. Valorizo muito essa flexibilidade, porque, se não estivesse a conseguir conciliar bem, a minha produtividade iria certamente diminuir. Por isso, acho que o sistema híbrido, com dias de teletrabalho, é uma ótima solução. No entanto, quando estou no escritório, torna-se um pouco mais difícil. Chego a casa cansado, especialmente depois de andar de transportes, e sobra-me pouco tempo para outras atividades.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 4: O mais importante para mim são as funções que estou a desempenhar. Se eu estiver a gostar do que faço, o resto torna-se secundário. Mesmo que haja dificuldades em conciliar o trabalho com o resto da minha vida, isso não me afeta tanto, porque o facto de gostar das minhas funções compensa.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 4: Vejo-me a ficar na empresa por dois ou três anos, sim. Depois, gostaria de experimentar novas oportunidades em outras empresas ou até noutros setores, porque não me vejo a trabalhar neste setor em específico a longo prazo.

Entrevista 5

Entrevista realizada a 03/07/2024
Identificação do entrevistado: Entrevistado 5, 24 anos, formação em Direito e a trabalhar na área.

1. Qual é a tua idade?

Entrevistado 5: 24 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 5: Mais ou menos. Estou a exercer funções relacionadas com a minha área de licenciatura.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 5: Sim, definitivamente. Acredito que está a corresponder às minhas expectativas. Eu não tinha expectativas muito elevadas, não só em relação ao programa, mas também sobre o dia a dia, e, por isso, sim, acho que está a corresponder àquilo que eu imaginava que seria.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 5: Para além das condições remuneratórias – pois todos nós nos preocupamos com o salário – a existência de teletrabalho e de um regime híbrido é bastante importante para mim. Também valorizo todas as condições que me oferecem além disso, como seguros de saúde e outros benefícios indiretos que podem ser importantes. Além disso, o relacionamento no dia a dia é crucial. Quando estamos numa empresa, se não nos relacionarmos bem com a nossa equipa, isso é logo uma *red flag*.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 5: Como já referi, as condições remuneratórias são fundamentais. Se me dissessem que existe teletrabalho, mas depois isso não se concretizasse, isso também seria um motivo para sair. Além disso, mesmo que se goste muito do trabalho, se não houver uma boa relação com a equipa, isso também seria um motivo forte para a saída.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 5: Olha, isso depende das alturas. Atualmente, tenho bastante trabalho na maioria dos dias e como também estou a escrever a minha tese, isso torna a conciliação um desafio. Nos dias em que estou em casa, consigo conciliar muito melhor as minhas atividades do que nos dias em que vou para o escritório. Aproveito melhor esses dias, entrando mais cedo e saindo mais cedo, o que facilita a gestão do meu tempo.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 5: Atualmente, o salário é a minha prioridade. O WLB é também relevante porque acaba por ter que ser um equilíbrio entre os dois: ou seja, conseguir um lugar com um bom salário e onde seja possível conciliar a vida pessoal com a profissional.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 5: Sim, eu acho que esta é uma empresa que promove bastante a perspectiva do longo prazo. É uma empresa onde as pessoas costumam ficar muitos anos, embora isso não aconteça tanto na nossa geração. Contudo, claro que depende muito do que me oferecerem no final do estágio. Acredito que sim, é uma empresa onde me vejo a trabalhar a longo prazo.

Entrevista 6

Entrevista realizada a 03/07/2024
Identificação do entrevistado: Entrevistado 6, 22 anos, atualmente a exercer funções na área de Gestão.

1. Qual é a tua idade?

Entrevistado 6: 22 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 6: Sim, estou a trabalhar na área de Gestão.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 6: Está, estou a gostar não só programa em si como como das funções que desempenho, que estão a ir ao encontro das minhas expectativas, pelo que estou bastante satisfeito.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 6: Diria que os três principais fatores são o Work-Life Balance (WLB), o salário e, acima de tudo, o sentimento de que sou ouvido e que tenho algo a acrescentar. Esses são os três aspectos mais importantes para mim nesta fase da minha vida.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 6: Para mim, um ambiente de equipa desfavorável e não estar a exercer as funções que realmente gosto seriam razões suficientes para considerar deixar a empresa. Embora eu pudesse até trocar de área dentro da mesma empresa, o ambiente da equipa é super importante para mim.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 6: Não consigo, não consigo mesmo! De 0 a 10, eu diria um 2. Durante a semana, de segunda a quinta, não tenho vida social; só consigo aproveitar a sexta à noite! Isso acontece porque moro muito longe e o trabalho é sempre presencial, o que dificulta bastante a conciliação. Para ir ao ginásio, tenho que me levantar às 5h da manhã para estar no trabalho às 9h. Depois, chego a casa quase às 21h e, para conseguir descansar, preciso de me deitar às 21h30. É uma situação chata, e tudo isso se deve à falta de teletrabalho.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 6: Neste momento, por ordem de importância, eu atribuo os seguintes fatores: primeiro as funções que desempenho, depois o WLB, em terceiro lugar o salário e, por último, o teletrabalho. Nesta fase inicial da minha carreira, é super importante sentir que sou útil e que estou a aprender, e realmente estou! Estou a descobrir o que gosto de fazer, por isso coloco as funções em primeiro lugar.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 6: Imagino-me a ficar na empresa no máximo três anos e, depois, gostaria de experimentar outras coisas. Mesmo que esta empresa fosse o melhor lugar do mundo para trabalhar, eu ainda assim sentiria a necessidade de explorar outras experiências.

Entrevista 7

Entrevista realizada a 03/07/2024
Identificação do entrevistado: Entrevistado 7, 24 anos, atualmente a exercer funções na área de telecomunicações.

1. Qual é a tua idade?

Entrevistado 7: 24 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 7: Não. Sou licenciado em Engenharia Civil e tenho um mestrado em Cibersegurança, mas estou atualmente na área de Telecomunicações.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 7: Eu acho que o estágio não está a ser muito bem aproveitado. Os desafios que nos são propostos no programa são bastante longos e, nesse aspecto, a experiência não corresponde bem às minhas expectativas porque muitas das vezes sinto-me menos útil e sinto que não estou a aproveitar muito dos desafios.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 7: A progressão na carreira é fundamental. Dou mais valor ao sentimento de que posso progredir e ser valorizado ao longo do tempo. Além disso, um bom ambiente em equipa, um salário justo, e a flexibilidade em termos de dias de férias ou suspensão são importantes. Por exemplo, se eu precisar de ir ao banco, gostaria de ter a possibilidade de o fazer sem que isso implique perder tempo ou recursos. Infelizmente, há empresas e chefes que não permitem essa flexibilidade.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 7: Com a minha idade, o que me faria sair de uma empresa seria a falta de oportunidades de progressão na carreira.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 7: Eu diria que consigo conciliar muito bem. Temos flexibilidade, o que é positivo. Até agora, nunca senti que o trabalho estivesse a pesar demasiado a ponto de influenciar a minha vida pessoal. Acredito que isso seria um ponto muito negativo para qualquer situação de trabalho.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 7: Atualmente, o salário!

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 7: No curto prazo, sim. No entanto, o facto de sentir que estou a estagnar pode ser um ponto crucial que me levaria a querer permanecer apenas por um período mais curto.

Entrevista 8

Entrevista realizada a 03/07/2024
Identificação do entrevistado: Entrevistado 8, 22 anos, atualmente a exercer funções na área de Gestão.

1. Qual é a tua idade?

Entrevistado 8: Tenho 22 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 8: Sim, estou a trabalhar na área de Gestão.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 8: Eu não tinha grandes expectativas em relação a esta experiência profissional, por isso, sim, está a corresponder ao que eu esperava.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 8: O que realmente me motiva a ficar numa empresa é, sem dúvida, a existência de bom Work-Life Balance. Além disso, um ambiente de trabalho positivo, um salário justo e as tarefas e responsabilidades atribuídas também são fatores que pesam bastante na minha decisão de permanecer.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 8: A principal razão para eu considerar sair seria um ambiente desconfortável, especialmente se houvesse *managers* que não fossem muito simpáticos ou acessíveis. Além disso, se a carga de trabalho fosse excessiva e não apropriada para as minhas responsabilidades, isso também me levaria a ponderar uma saída. Acredito que a adequação entre a carga de trabalho e as funções que desempenho é fundamental para a minha satisfação no trabalho.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 8: Consigo conciliar muito facilmente a vida pessoal com o trabalho, o que tem sido ótimo para mim. Tenho conseguido gerir bem o meu tempo e manter um equilíbrio saudável entre as minhas responsabilidades profissionais e pessoais.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 8: Neste momento da minha vida, o fator mais importante para mim na escolha de um lugar para trabalhar é, sem dúvida, o Work-Life Balance (WLB). Sinto que a capacidade de equilibrar trabalho e vida pessoal é essencial para a minha felicidade e produtividade.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 8: Para já, eu imagino-me a ficar na empresa apenas no curto prazo. Embora esteja a ter uma boa experiência, gostava de explorar outras oportunidades no futuro que possam surgir e que se alinhem melhor com os meus objetivos de carreira.

Entrevista 9

Entrevista realizada a 03/07/2024
Identificação do entrevistado: Entrevistado 9, 22 anos, atualmente a exercer funções na área de Gestão.

1. Qual é a tua idade?

Entrevistado 9: Tenho 22 anos.

2. Estás a exercer funções na tua área de formação?

Entrevistado 9: Sim, tirei a licenciatura em Gestão e atualmente estou a trabalhar na área de gestão.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 9: Sim, está a corresponder. Embora não tenha criado muitas expectativas iniciais, já que esta é a minha primeira experiência profissional, considero que estou a ter uma boa experiência até agora. Tenho aprendido bastante e sinto que contribuir para o sucesso da equipa.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 9: A valorização do meu trabalho, ou seja, um acréscimo de responsabilidades e um aumento salarial adequado quando fizer sentido. Acredito que ser reconhecido pelo que faço é fundamental para a minha satisfação no trabalho.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 9: Pelo contrário, um mau ambiente de trabalho e a desvalorização do meu trabalho.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 9: Tenho conseguido conciliar a vida pessoal e o trabalho de forma bastante positiva. Além disso, vou iniciar agora o mestrado, mas pretendo continuar a trabalhar, o que requer um bom equilíbrio de tempo e compromissos.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 9: Não consigo apontar apenas uma prioridade, pois acredito que deve haver um bom equilíbrio entre três fatores: gostar das funções que desempenho, ter um salário justo e conseguir um bom Work-Life Balance (WLB). Para mim, esses aspectos são interligados e essenciais para a minha satisfação profissional.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 9: Acho que pensar a longo prazo será mais difícil porque já estão vários fatores em jogo, tais como os que referi antes para querer continuar numa empresa e não abandonar. Mas a curto/médio prazo, pretendo continuar na empresa.

Entrevista 10

Entrevista realizada a 04/07/2024
Identificação do entrevistado: Entrevistado 10, 23 anos, atualmente a trabalhar na área de Marketing e Comunicação.

1. Qual é a tua idade?

Entrevistado 10: 23

2. Estás a exercer funções na tua área de formação?

Entrevistado 10: Não exatamente. Licenciei-me em Economia e atualmente desempenho funções na área de Marketing e Comunicação.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 10: Sim, a experiência tem até superado as minhas expectativas. Tenho feito um percurso de constante crescimento e tenho cada vez mais responsabilidades e conhecimentos técnicos inerentes à minha função. Além disso, o ótimo ambiente de equipa é também uma das razões para a minha boa adaptação e inclusão.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 10: Um acompanhamento constante da minha evolução, associado a um modelo de progressão de carreira condizente com as minhas capacidades e o trabalho demonstrado. No fundo, sentir-me valorizado pela empresa.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 10: Uma oportunidade de trabalho numa área de interesse com uma remuneração superior.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 10: Com uma boa organização e respeito pelo horário de trabalho, torna-se possível conciliar bem a vida pessoal e profissional.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 10: Em primeiro lugar, o trabalho em si e as funções do dia a dia. Em segundo lugar, claramente o salário e possíveis benefícios associados. Além destes fatores, são também importantes a reputação da empresa, a qualidade das instalações e, no contexto atual, o peso do regime de trabalho remoto.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 10: Infelizmente, a menos que o quadro remuneratório sofra alterações e se comecem a notar sinais de progressão salarial ao longo dos anos, diria que não. No entanto, se não fosse este fator, gostaria bastante de continuar na empresa por bastantes anos, uma vez que é uma das principais empresas do setor das telecomunicações em Portugal e o ambiente de trabalho é de boa qualidade.

Entrevista 11

Entrevista realizada a 04/07/2024
Identificação do entrevistado: Entrevistado 11, 23 anos, atualmente a trabalhar na área de Análise de Dados.

1. Qual é a tua idade?

Entrevistado 11: 23 anos

2. Estás a exercer funções na tua área de formação?

Entrevistado 11: Sim, estou a exercer funções essencialmente na minha área de mestrado. Tirei mestrado em Business Analytics e agora estou a trabalhar na área de análise de dados.

3. A experiência está a corresponder às tuas expectativas?

Entrevistado 11: É a minha primeira experiência profissional de longa duração. Antes disto só tinha tido um estágio de 1 mês. Sinceramente, quando comecei, não tinha expectativas. Vim de mente aberta e estou a gostar muito. Estou a fazer o que gosto e todas as pessoas são super prestáveis e prontas a ajudar quando é necessário.

4. O que te podia fazer querer permanecer numa empresa?

Entrevistado 11: O salário, o espírito de entreajuda entre todos, sentir-me valorizada no sítio onde estou e que o meu trabalho tem um propósito.

5. O que te poderia levar a querer abandonar uma empresa?

Entrevistado 11: Não estar a gostar da experiência, não me sentir valorizada e sentir-me estagnada.

6. Quão facilmente consegues conciliar a vida pessoal com o trabalho?

Entrevistado 11: Na minha opinião, é fácil conciliar.

7. O que é mais importante para ti na escolha de um sítio para trabalhar (ex: salário, WLB, funções, teletrabalho...)?

Entrevistado 11: Salário, teletrabalho, área de trabalho, as funções a desempenhar, o equilíbrio entre a vida pessoal e o trabalho e a existência de teletrabalho.

8. Gostarias de ficar na empresa? Imaginas-te nesta empresa no longo prazo?

Entrevistado 11: Eu por agora gostaria de ficar. No entanto, não me imagino aqui a longo prazo, porque, sendo a primeira experiência profissional, gostava também de experimentar outras áreas.

9.3 Appendix C

O meu nome é Mariana e estou a realizar a Dissertação de Mestrado em Gestão na ISCTE Business School cujo tema é a retenção de jovens nas organizações. Para levar a cabo essa tarefa, gostaria de te convidar a preencher este questionário. Este estudo, com fins académicos, poderá ser partilhado com a organização. Contudo, todas as respostas são anónimas. Para alguma dúvida ou comentário adicional, por favor contacta-me através do e-mail: mssaa9@iscte-iul.pt. Se concordares em participar, carrega na seta azul em baixo. Muito obrigada pela colaboração!

1. Idade (anos) _____
2. Género:
   - Feminino
   - Masculino
   - Outro
3. Qual o nível de escolaridade mais elevado que completaste?
   - Ensino básico
   - Ensino secundário
   - Licenciatura
   - Mestrado ou superior
4. Qual é a tua área de estudo? _____

5. Para cada uma das afirmações que seguidamente se apresentam, indica o teu grau de concordância, utilizando a escala apresentada para o efeito.

	1	2	3	4	5
Cumpro as atividades do meu trabalho mesmo com o tempo exigido pela minha vida familiar/pessoal.					
As exigências do meu trabalho coexistem com a minha vida familiar/pessoal.					
Apesar do meu trabalho, consigo manter os meus planos familiares/pessoais.					
Os meus problemas familiares/pessoais não interferem com o meu desempenho no trabalho.					
Mantenho as atividades da minha vida profissional apesar das exigências da minha vida familiar/pessoal.					
O tempo que dedico ao meu trabalho facilita a gestão das responsabilidades familiares/pessoais.					
As exigências da minha vida familiar/pessoal coexistem com a minha vida profissional.					
As dificuldades que o meu trabalho suscita não me impedem de responder às minhas responsabilidades familiares/pessoais.					
A minha vida familiar/pessoal coexiste com as minhas responsabilidades no trabalho, tais como cumprir as tarefas diárias, fazer horas extraordinárias e cumprir o trabalho a tempo.					
As tarefas que quero concretizar na minha esfera pessoal coexistem com as exigências do meu trabalho.					

6. Indica a importância que cada um dos fatores listados abaixo teria na tua decisão de continuar ou sair da empresa.

	1	2	3	4	5
Nível salarial global					
Nível salarial em comparação com o que é praticado na empresa					

Nível salarial comparado com o praticado noutras empresas					
Horário de trabalho adequado ao meu estilo de vida					
Horário flexível					
O tempo que o meu horário de trabalho deixa para o lazer					
Estabilidade no trabalho					
A política de retenção da empresa					
Oportunidades para desenvolver competências importantes					
Oportunidades de aprendizagem e de formação					
Oportunidade para trabalhar na profissão da minha escolha					
Oportunidade de trabalhar na minha área de formação					
Número de oportunidades de progressão					
A rapidez com que as pessoas são promovidas					
A ênfase colocada na preocupação com as pessoas					
A ênfase colocada nos resultados					
A ênfase colocada na honestidade					
A justiça nas decisões					
Oportunidade de integrar uma equipa					

7. Para cada uma das afirmações que seguidamente se apresentam, indica o teu grau de concordância, utilizando a escala apresentada para o efeito.

7.1. Durante os últimos 9 meses...

	1	2	3	4	5
Com que frequência pensaste em abandonar o teu emprego?					
Com que frequência te sentes frustrado/a quando não te é dada a oportunidade de atingir os teus objetivos pessoais relacionados com o trabalho?					

Com que frequência sonhas em arranjar outro emprego que se adapte melhor às tuas necessidades pessoais?					
Com que frequência anseias por mais um dia de trabalho?					

7.2. Durante os últimos 9 meses...

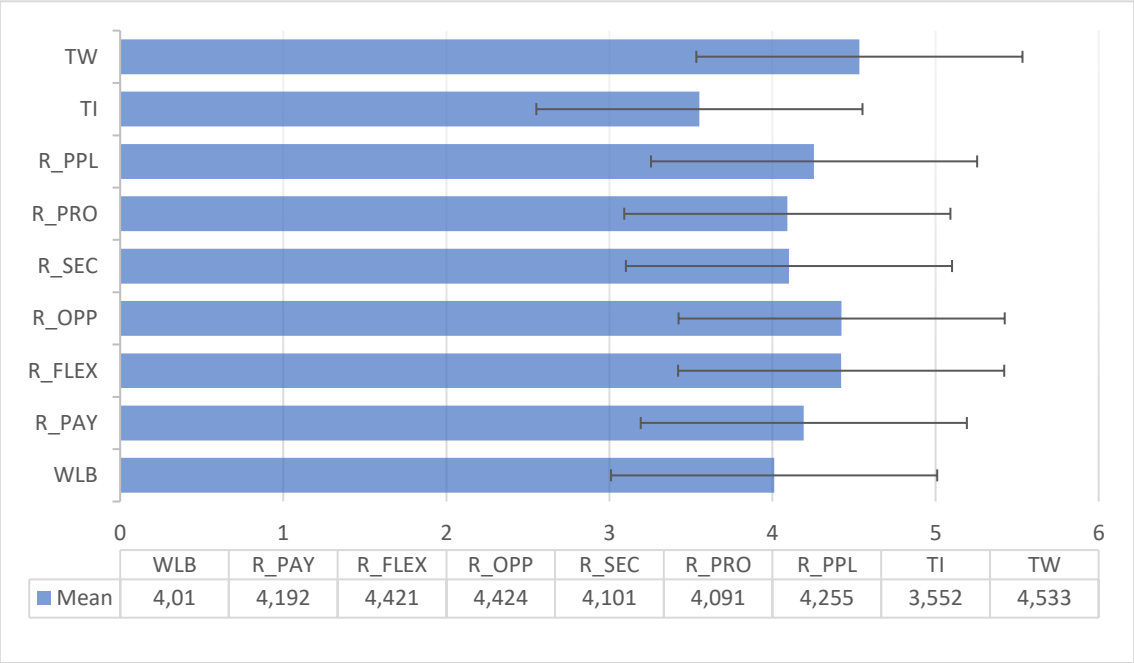
	1	2	3	4	5
Qual seria a probabilidade de aceitares outro emprego com o mesmo nível de remuneração caso surgisse uma oportunidade?					

8. Para cada uma das afirmações que seguidamente se apresentam, indica o teu grau de concordância, utilizando a escala apresentada para o efeito.

	1	2	3	4	5
A possibilidade de fazer teletrabalho pesa na minha escolha de um sítio para trabalhar.					
A possibilidade de fazer teletrabalho contribui significativamente para melhorar o meu equilíbrio trabalho/vida pessoal.					
A flexibilidade no horário de trabalho pesa na minha escolha de um sítio para trabalhar.					
A flexibilidade no horário de trabalho contribui significativamente para melhorar o meu equilíbrio trabalho/vida pessoal.					

Muito obrigada pela tua participação!

9.4 Appendix D



	WLB	R_PAY	R_FLEX	R_OPP	R_SEC	R_PRO	R_PPL	TI	TW
Mean	4,01	4,192	4,421	4,424	4,101	4,091	4,255	3,552	4,533

Figure 1: Descriptive Statistics

Source: Analysis conducted using SPSS software

Table 1: Pearson Correlation Values

		WLB	R_PAY	R_FLEX	R_OPP	R_SEC	R_PRO	R_PPL	TI	TW
WLB	r									
	Sig									
R_PAY	r	.086								
	Sig	.396								
R_FLEX	r	.034	.113							
	Sig	.738	.266							
R_OPP	r	.026	.250	.369						
	Sig	.797	.013	**<.001**						
R_SEC	r	.126	.180	.385	.550					
	Sig	.214	.075	**<.001**	**<.001**					
R_PRO	r	-.010	.256	.109	.437	.351				
	Sig	.923	.010	.284	**<.001**	**<.001**				
R_PPL	r	.029	.277	.341	.437	.461	.462			
	Sig	.777	.005	**<.001**	**<.001**	**<.001**	**<.001**			
TI	r	.218	-.105	.056	.177	.036	-.158	-.025		
	Sig	.030	.303	.584	.079	.723	.119	.806		
TW	r	.054	.236	.431	.090	.309	.010	.220	-.027	
	Sig	.592	.019	**<.001**	.376	.002	.925	.028	.792	

Table 2: Model summary

R	R-squared	Adjusted R-squared	Standard error
0.221[a]	0.049	0.029	0.42138

a. Predictors: (Constant), TW, WLB

Table 3: ANOVA Results [a]

	Sum of squares	df	Mean square	F	Sig.
Regression	0.879	2	0.439	2.474	0.090[b]
Residual	17.046	96	0.178		
Total	17.925	98			

a. Dependent variable: TI

b. Predictors: (Constant), TW, WLB

Table 4: Regression Coefficients[a]

	non-standardized coefficients		standardized coefficients		
	B	Error	Beta	t	Sig.
Regression	3.031	0.492		6.165	<0.001
WLB	0.169	0.076	0.220	2.208	0.030
TW	-0.034	0.088	-0.039	-0.390	0.698

a. Dependent variable: TI