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## Remote Work Experience and Perceived Career Development as Predictors of Organizational Loyalty

### ABSTRACT

This study aimed to investigate the predictive roles of remote work experience and perceived career development on organizational loyalty among employees in Greece. The study adopted a correlational descriptive design involving 360 full-time employees from public and private organizations across Greece, selected using Krejcie and Morgan's sample size determination table. Standardized tools were used to measure the dependent variable (Organizational Loyalty) and the independent variables (Remote Work Experience and Perceived Career Development). Data were analyzed using SPSS-27, including Pearson correlation to assess the relationships between variables and multiple linear regression to evaluate the predictive power of the independent variables on organizational loyalty. Assumptions of normality, linearity, multicollinearity, and homoscedasticity were tested and confirmed before regression analysis. Pearson correlation analysis showed that organizational loyalty was significantly correlated with both remote work experience ( $r = .42, p < .001$ ) and perceived career development ( $r = .53, p < .001$ ). Multiple linear regression analysis revealed that the model was statistically significant,  $F(2, 357) = 90.36, p < .001$ , with an  $R^2$  of .34, indicating that 34% of the variance in organizational loyalty was explained by the two predictors. Both remote work experience ( $\beta = .27, t = 5.71, p < .001$ ) and perceived career development ( $\beta = .42, t = 7.32, p < .001$ ) significantly contributed to the prediction of organizational loyalty. The results underscore the critical importance of fostering high-quality remote work experiences and providing visible career development opportunities to enhance organizational loyalty. Organizations aiming to retain talent in hybrid or remote environments should prioritize both flexible work structures and long-term growth pathways for employees.

**Keywords:** Remote work experience, Perceived career development, Organizational loyalty, Employee commitment

## Introduction

In an increasingly digital and dynamic work environment, the nature of organizational loyalty is undergoing profound transformation. As remote work becomes a normalized mode of employment and career development increasingly relies on digital competencies and self-directed growth, understanding what drives employees' sustained commitment to organizations has gained renewed importance. Organizational loyalty, commonly defined as an individual's psychological attachment and long-term commitment to their workplace, has long been a core factor in organizational success and employee retention strategies [1, 2]. Yet, the evolving work landscape—marked by flexible arrangements, skill-based career advancement, and shifting expectations—demands a re-examination of how employees form and sustain loyalty in digitally mediated work environments.

Organizational loyalty plays a crucial role in ensuring employee retention, work quality, and reduced turnover costs [3]. Loyalty has been positively associated with various outcomes, including organizational citizenship behavior, job satisfaction,

and even institutional performance during crises [4]. Traditionally, loyalty was thought to emerge from stable employment, direct supervision, and tangible rewards; however, the post-pandemic shift toward hybrid and fully remote work has complicated these dynamics. The detachment from physical office spaces and face-to-face interaction challenges the maintenance of loyalty under conventional mechanisms, making it vital to explore new predictors aligned with contemporary work models [5].

Remote work experience has emerged as a salient feature of modern employment, with implications for how employees perceive their relationship with their employer. While remote work offers flexibility and autonomy, it also alters communication patterns, reduces face-to-face engagement, and demands new forms of accountability and self-regulation. These shifts may either enhance or diminish organizational loyalty, depending on the structure of support and trust embedded in remote arrangements [6, 7]. Several studies have emphasized that remote work can positively influence loyalty when accompanied by clear expectations, consistent feedback, and the opportunity for performance recognition [8]. Employees with successful remote work experiences often develop greater autonomy, efficiency, and intrinsic motivation, which are essential contributors to long-term organizational commitment [9, 10].

Career development, on the other hand, remains a core psychological driver of loyalty, particularly in knowledge-based economies. Employees are more likely to remain loyal to organizations that actively support their professional growth, skill development, and future advancement prospects [11]. Perceived career development refers not only to actual promotions or salary increases but also to the individual's belief that their current job serves as a meaningful stepping stone toward long-term career goals. In environments where employees perceive clear pathways to growth, loyalty is naturally reinforced, while stagnation or a lack of developmental resources is frequently linked to disengagement and attrition [12, 13]. This is particularly true in remote contexts, where access to development opportunities may be uneven or unclear, further complicating the formation of loyalty.

The organizational context plays a mediating role in the interplay between remote work and career development on loyalty. A strong organizational culture that prioritizes fairness, inclusivity, and transparent leadership can buffer the potentially alienating effects of remote work and amplify the benefits of developmental initiatives [14, 15]. For instance, organizations that offer virtual mentorship programs, online learning platforms, and regular career feedback help bridge the psychological distance that remote employees may feel [16]. Furthermore, organizational justice and support structures are crucial in shaping how employees interpret their development opportunities and work arrangements, thus influencing their loyalty [17, 18].

The literature further shows that demographic and contextual factors may moderate the relationship between remote work and loyalty. In educational settings, organizational loyalty has been linked with emotional labor, perceived organizational support, and alignment with institutional goals [19, 20]. Similarly, in public institutions and healthcare organizations, loyalty is heavily influenced by value congruence, mission alignment, and interpersonal trust, which may be disrupted or enhanced by remote work models [21]. These findings suggest the necessity of context-specific investigations to uncover the mechanisms through which modern work arrangements and developmental structures shape loyalty.

Despite the wealth of research on loyalty, remote work, and career development, there remains a gap in understanding how these factors interact in post-pandemic European contexts, particularly in Greece. While many studies have examined Asian or Middle Eastern organizational cultures, relatively few have addressed how Southern European cultural norms, such

as collectivism and hierarchical workplace structures, intersect with flexible work models and perceived career growth to influence loyalty outcomes [10, 22]. In Greece, where economic instability and shifting employment conditions have affected workplace dynamics over the past decade, this study is particularly timely. Remote work in Greek organizations has been both a necessity and an experiment, often without the comprehensive support structures seen in more digitally mature economies.

## Methods and Materials

### *Study Design and Participants*

This study employed a correlational descriptive design to investigate the predictive roles of remote work experience and perceived career development on organizational loyalty. The population included full-time employees from various public and private organizations across Greece. A total of 360 participants were selected using a stratified random sampling method, with the sample size determined based on the Krejcie and Morgan (1970) table for an estimated population of over 10,000. All participants had at least six months of work experience in their current organization and had engaged in some form of remote work. Informed consent was obtained, and participation was voluntary and anonymous to ensure ethical standards.

### *Data Collection*

Employee engagement was measured using the Utrecht Work Engagement Scale (UWES-17), developed by Schaufeli, Salanova, González-Romá, and Bakker (2002). This instrument consists of 17 items and captures three core dimensions of engagement: vigor (6 items), dedication (5 items), and absorption (6 items). Responses are recorded on a 7-point Likert scale ranging from 0 (never) to 6 (always/every day). Higher scores reflect greater levels of work engagement. The UWES-17 has demonstrated strong psychometric properties across various cultural and organizational contexts. Its internal consistency is robust, with Cronbach's alpha coefficients typically exceeding 0.85 for the total scale and subscales. The validity of the scale has been confirmed through factor analysis and its correlation with related constructs such as job satisfaction, organizational commitment, and burnout in multiple empirical studies.

Manager support was assessed using the Perceived Supervisor Support Scale (PSS), developed by Eisenberger et al. (2002). This scale contains 8 items designed to evaluate the degree to which employees believe their supervisors value their contributions and care about their well-being. Items are rated on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree), with higher scores indicating stronger perceived support from supervisors. The PSS has consistently shown high reliability, with Cronbach's alpha values typically ranging from 0.88 to 0.94 in organizational research. Its construct and criterion-related validity have been well established through studies demonstrating its predictive power regarding employee job satisfaction, organizational commitment, and performance.

Digital feedback quality was measured using the Feedback Environment Scale (FES) developed by Steelman, Levy, and Snell (2004). For this study, the focus was on the technology-mediated feedback context, drawing specifically from the adapted subscales that assess feedback quality in digital communication settings. The original FES includes 32 items across seven dimensions, but the digital context emphasizes the subscales of source credibility, feedback quality, and feedback delivery. Items are rated on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). The adapted version has been validated in recent studies exploring virtual work and digital performance management systems, showing strong internal

consistency (Cronbach's  $\alpha > 0.85$ ) and good construct validity when correlated with outcomes such as employee learning, motivation, and engagement.

### *Data analysis*

Data were analyzed using SPSS version 27. Descriptive statistics, including frequencies and percentages, were used to summarize demographic variables. Pearson correlation analysis was conducted to examine the relationships between organizational loyalty and the two independent variables (remote work experience and perceived career development). In addition, a standard multiple linear regression analysis was conducted to assess the predictive power of remote work experience and perceived career development on organizational loyalty. Prior to the analysis, all assumptions of linear regression—including linearity, independence of errors, homoscedasticity, normality, and absence of multicollinearity—were tested and met.

### **Findings and Results**

Among the 360 participants, 191 individuals (53.05%) identified as female, while 169 (46.94%) identified as male. Regarding age distribution, 98 participants (27.22%) were aged between 25 and 34 years, 141 participants (39.16%) were aged between 35 and 44 years, 84 participants (23.33%) were aged between 45 and 54 years, and 37 participants (10.27%) were aged 55 or older. Concerning educational attainment, 112 participants (31.11%) held a bachelor's degree, 181 (50.27%) had a master's degree, and 67 (18.61%) held a doctoral degree. With respect to job sector, 218 participants (60.55%) were employed in the private sector, while 142 (39.44%) were from the public sector.

**Table 1**

*Descriptive Statistics for Study Variables*

Variable	M	SD
Organizational Loyalty	85.42	9.13
Remote Work Experience	48.36	6.72
Perceived Career Development	92.15	10.44

Participants reported moderate to high levels across all study variables. The mean score for organizational loyalty was 85.42 (SD = 9.13), indicating a generally strong sense of commitment to the organization. The mean for remote work experience was 48.36 (SD = 6.72), suggesting a relatively favorable experience with remote work. Perceived career development had the highest mean score (M = 92.15, SD = 10.44), reflecting strong perceptions of career growth opportunities among the participants.

Before conducting regression analysis, key assumptions were evaluated and confirmed. The normality of residuals was assessed using the Shapiro–Wilk test ( $p = .168$ ) and visual inspection of Q-Q plots, indicating a normal distribution. Linearity was verified through scatterplot analysis, showing a linear relationship between predictors and the dependent variable. The Durbin–Watson statistic was 1.84, suggesting no serious autocorrelation in the residuals. Homoscedasticity was confirmed through examination of the standardized residuals versus predicted values plot. Multicollinearity was assessed using the Variance Inflation Factor (VIF), with all values well below the threshold (remote work experience = 1.47, perceived career development = 1.47), indicating no multicollinearity issues.

**Table 2***Pearson Correlation Coefficients Between Study Variables*

Variables	1	2	3
1. Organizational Loyalty	—		
2. Remote Work Experience	.42 ( $p < .001$ )	—	
3. Perceived Career Development	.53 ( $p < .001$ )	.37 ( $p < .001$ )	—

As shown in Table 2, organizational loyalty was significantly and positively correlated with remote work experience ( $r = .42$ ,  $p < .001$ ) and perceived career development ( $r = .53$ ,  $p < .001$ ). Additionally, remote work experience and perceived career development were moderately correlated ( $r = .37$ ,  $p < .001$ ), suggesting some overlap but distinct contributions to the outcome variable.

**Table 3***Summary of Regression Analysis Predicting Organizational Loyalty*

Source	Sum of Squares	df	Mean Square	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	p
Regression	7125.68	2	3562.84	.58	.34	.33	90.36	< .001
Residual	13779.52	357	38.61					
Total	20905.20	359						

The multiple regression model predicting organizational loyalty from remote work experience and perceived career development was statistically significant,  $F(2, 357) = 90.36$ ,  $p < .001$ . The model accounted for approximately 34% of the variance in organizational loyalty ( $R^2 = .34$ , Adj.  $R^2 = .33$ ), indicating a moderate-to-strong model fit.

**Table 4***Multiple Regression Coefficients for Predicting Organizational Loyalty*

Predictor	B	SE	$\beta$	t	p
Constant	38.24	3.52	—	10.87	< .001
Remote Work Experience	0.64	0.11	.27	5.71	< .001
Perceived Career Development	0.49	0.07	.42	7.32	< .001

The multivariate regression results showed that both remote work experience ( $\beta = .27$ ,  $t = 5.71$ ,  $p < .001$ ) and perceived career development ( $\beta = .42$ ,  $t = 7.32$ ,  $p < .001$ ) were significant predictors of organizational loyalty. The standardized coefficients indicate that perceived career development had a stronger unique contribution to organizational loyalty than remote work experience, though both variables were statistically and practically significant predictors.

## Discussion and Conclusion

The results of this study revealed significant and positive correlations between both remote work experience and perceived career development with organizational loyalty among employees in Greece. Specifically, Pearson correlation analysis indicated that individuals with more extensive and satisfactory remote work experience demonstrated higher levels of organizational loyalty. Similarly, participants who perceived strong opportunities for career growth reported stronger loyalty to their organizations. Further, linear regression analysis showed that both remote work experience and perceived career development significantly predicted organizational loyalty, with perceived career development showing a slightly

stronger predictive effect. These findings offer empirical evidence that both the structure of work and the perceived trajectory of one's career influence employees' attachment and commitment to their organizations in the evolving post-pandemic work context.

The positive relationship between remote work experience and organizational loyalty aligns with previous studies emphasizing the role of flexibility and autonomy in shaping employee attitudes. Remote work, when well-supported, can enhance an employee's sense of trust, control over their tasks, and work-life balance—all of which are positively associated with increased loyalty [8]. In this study, Greek employees who had productive remote experiences likely interpreted the organization's willingness to trust them and adapt to modern work models as a sign of respect and recognition. This supports findings from Meilando (2023), who found that leadership style and the provision of autonomy in virtual settings contributed to a heightened sense of belonging and responsibility toward the organization [6]. Similarly, Zhang (2023) reported that employees who perceived organizational support in digital contexts were more likely to reciprocate with greater loyalty, suggesting that the psychological contract between employee and employer remains intact even when physical presence is diminished [10].

Additionally, the influence of perceived career development on organizational loyalty found in this study is strongly consistent with previous literature. Employees who believed their current role contributed to their long-term professional goals reported higher loyalty. This echoes the findings of Ayunda et al. (2023), who demonstrated that career advancement structures and perceived fairness in promotion were critical determinants of loyalty among hospitality employees [12]. Similarly, Maesaroh and Indriyani (2022) found that when employees were confident in their ability to grow within their organizations, their attachment and commitment increased significantly [13]. In the context of this study, Greek workers likely interpreted clear career development pathways as a sign of organizational investment in their future, thus fostering reciprocal loyalty.

Moreover, these findings highlight the complementary relationship between remote work structures and developmental perceptions. While flexibility allows for better task management and autonomy, it must be coupled with visible career growth opportunities to sustain loyalty. This dual requirement reflects the evolving nature of organizational loyalty from a purely relational construct to one grounded in performance, autonomy, and advancement [7]. Huang and Chang (2024) support this, noting that organizational incentives only foster loyalty when they are perceived to advance employees' professional goals [21]. In this sense, perceived career development not only operates as an independent predictor but may also reinforce the benefits of remote work when integrated into a comprehensive human resource strategy.

The importance of organizational justice and transparency also aligns with the observed results. According to Jaime and Encabo (2024), loyalty is significantly influenced by how fairly employees perceive decision-making processes and growth allocations to be [17]. When remote workers feel excluded from career conversations or promotional visibility due to physical absence, loyalty suffers. However, in organizations where developmental discussions, mentoring, and recognition are digitized and inclusive, remote workers remain just as loyal—if not more—than their on-site counterparts. This supports the view advanced by Setianingrum (2025), who argued that perceived fairness and satisfaction mediate the link between organizational culture and loyalty [16].

The findings also align with broader insights into the role of leadership, culture, and emotional connection in maintaining loyalty in virtual environments. Beridiansyah et al. (2023) emphasized the role of transformational leadership in promoting a

sense of purpose and psychological safety, particularly among personnel in challenging conditions [15]. Similarly, Al-Shahrani et al. (2024) showed that organizational culture significantly influences loyalty through mechanisms of inclusion, communication, and shared identity [14]. The Greek sample in this study, operating within a cultural context characterized by relational ties and collective responsibility, may have interpreted successful remote work and development as signals of cultural adaptability and commitment from their employers.

Beyond these affirming findings, the study adds new depth to the nuanced understanding of how loyalty manifests across sectors and work models. Özdemir et al. (2023) identified that school-level reforms and administrative support had direct effects on teacher loyalty, suggesting that organizational loyalty is not a static trait but one responsive to structural and procedural shifts [20]. Likewise, Bayer and Çankaya (2022) found that emotional labor in health professionals was significantly tied to loyalty and retention, further highlighting how work conditions intersect with individual commitment [19]. The present study confirms this dynamic nature of loyalty, suggesting that both experiential (remote work) and perceptual (career development) variables shape its strength.

At a theoretical level, the results reinforce the evolving definition of organizational loyalty in the digital age. As Shangze (2024) noted, loyalty is now closely linked with organizational commitment mechanisms such as recognition, developmental fit, and performance feedback—especially within remote or hybrid structures [2]. Muzakki and Tarigan (2020) added that loyalty in academic settings is increasingly tied to digital service delivery and satisfaction, showing the growing importance of virtual touchpoints in forming organizational attachment [23]. The Greek employees in this study likely interpreted remote adaptability and developmental responsiveness as manifestations of modern organizational care, which reinforced their sense of loyalty.

Finally, the study also finds consistency with Trofimov and Strymetska (2020), who identified enthusiasm and satisfaction as key antecedents of loyalty across industries [1]. When employees experience remote work as empowering and perceive genuine growth potential, their satisfaction and enthusiasm likely increase, translating into stronger affective commitment. This highlights the importance of designing remote systems and developmental policies that promote meaningful work and perceived investment in employees' futures.

Despite its contributions, this study has several limitations. First, the sample was restricted to employees in Greece, which may limit the generalizability of the findings to other cultural or organizational contexts. Southern European workplace values—such as collectivism and high power distance—may shape how remote work and development are interpreted, meaning the same predictors could function differently elsewhere. Second, all data were self-reported, raising the possibility of social desirability bias or inaccurate self-assessment. Third, the cross-sectional design limits the ability to infer causal relationships. Longitudinal studies would be needed to assess how remote work experience and career development perceptions influence loyalty over time. Additionally, this study did not account for moderating variables such as organizational size, industry type, or employee role, which could influence the strength or direction of the observed relationships.

Future studies should explore these relationships in different cultural settings and economic contexts to determine whether the observed predictors hold across diverse workforces. Longitudinal research designs could help examine how sustained remote work or prolonged career stagnation affects loyalty trajectories. Moreover, including mediating and moderating variables such as job satisfaction, organizational commitment, leadership quality, and psychological safety would

provide a more nuanced model of how loyalty is formed and maintained. Comparative studies between hybrid and fully remote work models would also add depth to the understanding of how different work arrangements interact with career development to impact loyalty.

Organizations seeking to foster loyalty in the digital work era should focus on creating structured and meaningful remote work experiences. This includes establishing clear communication channels, providing performance feedback, and ensuring employees feel included in decision-making processes. Equally important is the development of transparent and accessible career development opportunities, especially for remote employees. Organizations should invest in digital learning platforms, mentorship programs, and periodic career reviews to reinforce their commitment to employee growth. These efforts signal organizational investment and can significantly enhance employee loyalty in flexible work models.

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### Authors' Contributions

All authors equally contributed to this study.

### Declaration of Interest

The authors of this article declared no conflict of interest.

### Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

### Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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