

## **ABSTRACT**

**Bowen Tian: Moderators and Mediators that Explain Contradictory Relationships between Hybrid Work and Work Engagement (Under the direction of Dr. Mike Christian)**

Under the impact of the COVID-19 pandemic, the way people work changed from an in-person focus to a hybrid-oriented style. The increase in working from home shapes how employees interact and deal with daily work. This thesis aims to explore mediators and moderators which explain the change in the relationship between hybrid work and work engagement. Through regression analyses and mediation testing, my results indicate that among selected variables (turnover intention, job crafting, and social support), the turnover intention has a moderation effect while interacting with work from home. Social support directly relates to work engagement, with no significance interact with work from home. Job crating does not impact the relationship between hybrid work and work engagement. Additionally, all three variables show no mediation effect between hybrid work and work engagement.